

UNIVERSITY OF KWAZULU-NATAL

An investigation into the existence of formal or informal structures that have direct or indirect impact on employee engagement practices at Eastern Cape Parks & Tourism Agency.

By

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DECLARATION

I, Luyanda Finini, wish to state that this dissertation is primarily my own effort and where it has been necessary to use other sources they have been well reported and acknowledged. Furthermore, this dissertation or part thereof has never been submitted to any university with the purpose to obtain academic qualifications. Graphics and figures sourced from the internet have been acknowledged as they do not constitute my own effort.

L. Finini

Date

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TABLE OF CONTENTS

CHAPTER 1	1
1.1 Introduction.....	1
1.2. BACKGROUND	2
1.3 COMPOSITION OF THE PROVINCE	3
1.4 RESEARCH PROBLEM.....	3
1.5 RESEARCH AIM.....	4
1.6 RESEARCH OBJECTIVES	4
1.7 RESEARCH QUESTIONS.....	5
1.8 SIGNIFICANCE OF THE STUDY	5
1.10 POPULATION AND SAMPLE SIZE.....	6
1.11 RELIABILITY AND VALIDITY OF THE RESEARCH	6
1.12 CONCLUSION	7
2.1 INTRODUCTION	8
2.2 EMPLOYEE ENGAGEMENT.....	8
2.3 THEORETICAL FOUNDATION FOR EMPLOYEE ENGAGEMENT	10
2.4 EXISTING MODELS ON THE DEFINITION OF EMPLOYEE ENGAGEMENT.....	11
2.4.1 Organisational Community	14
2.4.2 Communication.....	15
2.4.3 Performance Management.....	15
2.4.4 System Level.....	15
2.4.5 Personal Level	16
2.5 THEORETICAL FRAMEWORKS FOR EMPLOYEE ENGAGEMENT	17
2.5.1 The needs-satisfying approach	18
2.5.2 THE JOB DEMANDS-RESOURCES MODEL (JD-R)	18
2.5.3 THE AFFECTIVE SHIFT MODEL.....	21
2.5.4 SOCIAL EXCHANGE THEORY	22
2.6 RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND INTRINSIC REWARDS ..	23
2.7 IMPORTANT FACTORS FOR PRODUCTIVITY BEYOND ENGAGEMENT.....	24
2.8 THE ‘PEOPLE FACTORS’ THAT AFFECT ENGAGEMENT	24
2.9 DRIVERS OF EMPLOYEE ENGAGEMENT (EE).....	25
2.10 FOUR FACETS FOR EVALUATING JOB SATISFACTION	26
2.11 COMPARING EMPLOYEE ENGAGEMENT ACROSS EUROPE & IN THE US	27
2.12 THE EASTERN CAPE PUBLIC SECTOR	29

2.13 TOURISM IN SOUTH AFRICA (TRENDS & KEY ISSUES).....	30
2.13.1 EASTERN CAPE TOURISM SECTOR	31
2.13.2 TRANSPORT & INFRASTRUCTURE AS OUTLINED IN THE TOURISM MASTER PLAN (2009-2014)	31
2.13.3 DOMESTIC TOURISM PERFORMANCE INDICATOR: APRIL –JUNE 2016	32
2.15 STRATEGIC DIRECTION	35
2.17 LEADERSHIP	36
2.18 RECRUITMENT & SELECTION	39
2.19 LEARNING & STAFF GROWTH.....	42
2.19.1 Methods Employed for Staff Development	43
2.20 PERFORMANCE MANAGEMENT & IMPROVEMENT	47
2.20.1 Performance Planning & Agreement	47
2.20.2 Act	48
2.20.3 Monitoring	48
2.20.4 Formal Review and Assessment	48
2.20.5 Performance Standards	48
2.20.6. Goal Setting.....	49
2.20.7 Action Planning	49
2.20. 8 Self- Control	49
2.20.9 Periodic Review.....	50
2.21 RECOGNITION & REWARDS.....	50
2.22 Benefits	51
2.23 JOB SATISFACTION	51
2.24 TEAM WORK & EFFECTIVENESS	53
2.25 SERVICE.....	55
2.26 KEY ACTIONS TO DRIVE EMPLOYEE ENGAGEMENT.....	56
2.26. IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL PERFORMANCE....	57
2.27 CONCLUSION	58
3.1 INTRODUCTION	59
3.2 RESEARCH AIM.....	59
3.3 RESEARCH METHODOLOGY	59
3.3.1 RESEARCH DESIGN	60
3.3.1.1 PURPOSE.....	61
3.3.1.2 RESEARCH PARADIGM	61

3.3.1.3 TECHNIQUES.....	62
3.3.1.4 CONTEXT.....	62
3.4 RESEARCH METHODS	63
3.5 QUALITATIVE AND QUANTITATIVE RESEARCH.....	64
3.5.1 QUALITATIVE RESEARCH	64
3.5.2 QUANTITATIVE RESEARCH	64
3.5.3 Exploratory Vs Descriptive Research	64
3.5.4 POSITIVISM & PHENOMENOLOGY	65
3.6 RESEARCH APPROACH	65
3.6.1 ADOPTED METHOD FOR THE STUDY	66
3.7 RESEARCH SETTING	66
3.7.1 TARGET POPULATION	66
3.8 SAMPLING TECHNIQUE	66
3.8.1 PROBABILITY SAMPLING	67
3.8.1.1 SIMPLE RANDOM / UNRESTRICTED SAMPLING	67
3.8.1.2 SYSTEMATIC / STRATIFIED RANDOM / RESTRICTED SAMPLING	67
3.8.2 NON-PROBABILITY SAMPLING	67
3.8.2.1 PURPOSIVE NON-PROBABILITY SAMPLING TECHNIQUE	68
3.8.2.2 CONVENIENCE NON-PROBABILITY SAMPLING TECHNIQUE.....	68
3.8.2.3 SNOWBALL NON-PROBABILITY SAMPLING TECHNIQUE.....	68
3.8.3 SAMPLING AND SAMPLE SIZE	68
3.9 DATA COLLECTION INSTRUMENTS	69
3.10 PILOT STUDY	69
3.11 DATA COLLECTION PROCESS	69
3.11.1 CONSTRUCTION OF THE RESEARCH INSTRUMENT	70
3.12 DATA ANALYSIS.....	71
3.13 VALIDITY AND RELIABILITY	71
3.13.1 VALIDITY	71
3.13.2 RELIABILITY.....	72
3.13.3 ELIMINATION OF BIAS.....	73
3.14 LIMITATIONS OF THE STUDY.....	73
3.15 ETHICAL CONSIDERATIONS	73
3.16 CONCLUSION	74
4.1 Introduction.....	75

4.2 Response rate	76
4.3 Analysis of demographic data	76
4.3.1 Age Profile Analysis	76
4.3.2 Length of Service (LOS)	77
4.3.3 Gender Profile	78
4.3.4 Staff locations (departments)	79
4.4 Data Analysis based on Study Objectives	80
4.4.1 Objective 1	80
4.4.1.1 Communication Effectiveness	80
4.4.1.2 Staff Meetings	81
4.4.1.3 Management’s Communication of Decisions	82
4.4.1.4 Role Clarity	84
4.4.1.5 Preferred form of Communication	85
4.4.1.6 Team Work	85
4.4.1.7 Fair Employee Treatment	87
4.4.1.8 Employee Consultation by Leadership	88
4.4.2 Objective 2	89
4.4.2.1 Communication of Goals by Management	89
4.4.2.2 Continuous Improvement & Employee Development	90
4.4.2.3 Team Cohesion	91
4.4.2.4 Creativity & Innovation	92
4.4.3 Objective 3	93
4.4.3.1 Supervisor Effectiveness	93
4.4.3.2 Confidence in ECPTA Management	94
4.4.3.3 Salary & Benefits	95
4.4.3.4 Market Related Pay	97
4.4.3.5 Work Recognition	97
4.4.3.6 Positive Response to Change	98
4.4.3.7 Supervisor Assistance with Change	99
4.4.3.8 Adaptability to Change	100
4.4.3.9 Effective Performance Management System	101
4.4.3.10 Willingness to Change	102
4.4.3.11 Being a Proud Employee of ECPTA	103
4.4.3.12 Recommending ECPTA	104

4.4.4 Objective 4	105
4.4.4.1 Value of My Work	105
4.4.4.2 Respect Perception	106
4.4.4.3 Staff Commitment on Goals & Objectives	108
4.4.4.4 Working Conditions	108
4.5 CONCLUSION	109
5.1 Introduction	111
5.2 Summary of the study	111
5.3 Conclusions per study objectives	112
5.3.1 Conclusions based on objective 1	112
5.3.2 Conclusions based on objective 2	112
5.3.3 Conclusions based on objective 3	113
5.3.4 Conclusions based on objective 4	113
5.4 Recommendations	113
5.5 Scope for further research	115
5.6 Chapter and study conclusion	116
REFERENCES	117
APPENDIX 1	124
APPENDIX 2.....	126

LIST OF FIGURES

1. Figure 2.1. The job-demands resource model.....	20
2. Figure 2.2. MBO process.....	41
3. Figure 2.3. Two factor theory.....	44
4. Figure 2.4. Job characteristic theory.....	45
5. Figure 3.1. Shows the research processes.....	52
6. Figure 3.2 The research process.....	55
7. Figure 4.1. Age profile.....	68
8. Figure 4.2. Length of service.....	69
9. Figure 4.3. Gender profile.....	69
10. Figure 4.4. Staff location.....	70
11. Figure 4.5. Communication effectiveness.....	72
12. Figure 4.6 Staff Meetings.....	73
13. Figure 4.7 Management Communication of Decisions.....	74
14. Figure 4.8 Role Clarity.....	75
15. Figure 4.9 Preferred form of Communication.....	76
16. Figure 4.10 Team Work.....	77
17. Figure 4.11 Fair Employee Treatment.....	78
18. Figure 4.12 Employee Consultation by Leadership.....	79
19. Figure 4.13 Communication of Goals by Management.....	81
20. Figure 4.14 Continuous Improvement & Employee Development.....	82
21. Figure 4.15 Team Cohesion.....	83
22. Figure 4.16 Creativity & Innovation.....	84
23. Figure 4.17 Supervisor Effectiveness.....	85
24. Figure 4.18 Confidence in ECPTA Management.....	86
25. Figure 4.19 Salary & Benefits.....	87
26. Figure 4.20 Market Related Pay.....	88
27. Figure 4.21 Work Recognition.....	89
28. Figure 4.22 Response to Change.....	90
29. Figure 4.23 Supervisor Assistance with Change.....	91
30. Figure 4.24 Adaptability to Change.....	92
31. Figure 4.25 Effective Performance Management System.....	93
32. Figure 4.26 Willingness to Change.....	94

33. Figure 4.27 Proud Employee of ECPTA.....	95
34. Figure 4.28 Recommending ECPTA.....	96
35. Figure 4.29 Value at Work.....	97
36. Figure 4.30 Respect Perception.....	98
37. Figure 4.31 Staff Commitment on Goals & Objectives.....	99
38. Figure 4.32 Working Conditions.....	100

LIST OF TABLES

1. Table 2.1. The top 10 drivers in the Europe.....	26
2. Table 2.2. The top 10 drivers in the United States, (US).....	27
3. Table 2.3 Key Metrics of 4 provinces from Q2 - Year 2014 – 2016.....	32
4. Table 3.1. Research Paradigm table.....	53
5. Table 3.2 The Display of techniques that can be adopted by researchers”.....	54

LIST OF ACCRONYMS

1. ECPTA.....	Eastern Cape Parks & Tourism Agency
2. PDI.....	Previously Disadvantaged Individuals
3. EE	Employee Engagement
4. SNS.....	Social Networking Site
5. CV.....	Curriculum Vitae
6. DEAT	Department of Economic Development & Tourism

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ABSTRACT

This research study was contextually based at Eastern Cape Parks & Tourism Agency (ECPTA) and was aimed at understanding the existence of formal and informal structures that has a direct or indirect impact on Employee Engagement practices within the organisation. Quantitative research approach was followed, wherein the research instrument was developed, validated and tested with a small group and later distributed to 132 staff members within the agency. A total of 100 respondents completed the questionnaires which were received by April 2017. This was followed by data collation, analysis and interpretation. The findings from this research highlighted that out of ten Engagement Practices covered in Chapter 2, the poor engagement practices are compensation and benefits, performance management and ability to adapt to change and an existence of formal or informal structures for the remaining seven categories or practices. The intent behind this research was to uncover the magnitude to which the three Dimensions of Work Place Engagement model, namely Stewardship, Engagement and Service as well the 10 Categories of Employee Engagement, namely, Strategic Direction, Climate, Leadership, Recognition & Rewards, Manager Effectiveness, Performance Improvement, Job Satisfaction, Learning & Development, Caring and Team Work contribute to employee engagement. Finally, the study uncovered engagement practices in existence and those that can be improved as well as recommendations to improve poor practices. It is felt that such improvement will directly or indirectly contribute towards promoting the Province as a tourism destination of choice. The results from this research indicate that a large number of research participants (41%) either do not understand the calculation of their salary and benefits or they are not sure if they understand. Furthermore, only 45% of the research respondents felt that they are paid according to market rates which suggest a need for the organisation to embark on salary benchmarking. Perceptions of fair pay is a major factor towards job satisfaction, retention and labour turnover and as such should be afforded due attention it deserves in any organisational setting. It was also evident in this research that 41% of the respondents do not agree that PMS is a good measure of their performance. It is felt that there is some biasness involved from those that are responsible and accountable for the smooth implementation of the system which resulted in the loss of credibility of the system. Furthermore, it was felt that institutional management needs to create synergy between performance management as well as compensation and benefits. It is felt from this survey that performance management is not implemented as a strategic business model but rather as an administrative issue with no perceived direct linkage to staff remuneration and benefits.

CHAPTER 1

1.1 Introduction

This research seeks to investigate the existence of formal and informal structures, which may have direct or indirect impact on employee engagement practices at “Eastern Cape parks and tourism agency. This study will explore the perceptions of staff at the Agency in relation to their application of Employee Engagement practices through employing an Organisation Employee Engagement diagnostic tool.

This study is prompted by the fact that Eastern Cape Province is generally perceived as amongst the lowest ranked Provinces when it comes to the Annual South African Tourism Indaba Awards compared to its Provincial counter parts. Therefore, this research seeks to ascertain the contributing factors to this case. The research would, therefore, establish if there is any relationship between the current performance of the Eastern Cape Tourism Sector and Employee Engagement results (as per staff perceptions at Eastern Cape Parks & Tourism Agency). It is envisaged that the findings of this particular study will certainly enable the reversal of this bleak picture.

Furthermore, promoting economic growth and development through job creation is a critical function that could be easily achieved through Tourism, especially for a Province like Eastern Cape with almost no presence of the Mining Sector. In this case, conducting a scientific research on Employee Engagement & Talent Management will inevitably help us to understand the extent to which the Agency staff perceives engagement or disengagement which ultimately yields to tourism growth for Eastern Cape.

Further to this, the aim behind this research is to uncover the extent to which the three Dimensions of Work Place Engagement model, namely Stewardship, Engagement and Service as well the 10 Categories of Employee Engagement, namely, strategic direction, climate, leadership, recognition & rewards, manager effectiveness, performance improvement, job satisfaction, learning & development”, caring and team work contribute to employee engagement .

1.2. BACKGROUND

The Eastern Cape Province is a home to a diverse range of natural and beautiful tourist attractions and these ranges from pristine coastlines, “to mountains and well renowned nature reserves. Furthermore, Eastern Cape has a strong diverse cultural and historical heritage, situated along the popular Garden Route, the Province links good tourism destinations of Western Cape and the KwaZulu–Natal provinces (Rogerson and Rogerson, 2017).

Whilst the Province is characterised by all these natural and cultural resources with a strong tourism landscape, these opportunities have not been used optimally in order to derive significant impact on the Provincial economic growth & development. In addition, it appears that there is a lack of a coordinated effort in order to uplift economic growth & development agenda of the Province – in optimising opportunities contained in the latest Eastern Cape Tourism Master Plan (2009 - 2014) and Provincial Growth & Development Plan. Further to this, the Province has in the past decade seen a notable increase in the bed & breakfast businesses and it still remains unclear at this stage if this could be a sign of the Province being a tourist attraction to both domestic and international tourists.

Until recently the Eastern Cape (EC) Province had significantly lacked statistical information on domestic arrivals and as a result planners relied heavily on national figures showing the demand pattern when planning for development of tourism in the Province. To a large degree, this has negatively affected the development of new tourism products and services in the Province. Furthermore, the lack of reliable research in the Province has been a deterrent to product development and the attraction of new investors which is another priority area in terms of the Eastern Cape Province Tourism Master Plan (Rogerson and Rogerson, 2017).

Further to this, it is also noted that there are no offices outside the Province to attract tourists to come to the Province. This essentially means information to tourists is only provided once they are in the Province. The constraint in the availability of tourism offices outside the Province means it is limited in its marketing strategies and efforts in these areas.

A local news- paper Daily Dispatch (2016) reported that Buffalo City Metro, one of the two metro cities in Eastern Cape, makes losses that amounts to around R100 million annually in the tourism business, because of its inadequate marketing. The General Manager of East London Premier Hotels & Resorts stated in an interview with the same newspaper that the International Conference market was highly competitive and setting up a convention bureau

like other Provinces, had potential to help grow the business for the East London ICC by 20% in the next two years (DailyDispatch, 2016).

1.3 COMPOSITION OF THE PROVINCE

Eastern Cape is one of South Africa's Nine Provinces established after the first democratic elections of 1994, situated on the South Eastern part of the Republic of South Africa. This Province has six districts and currently two Metropolitan Municipalities namely, Sara Bartman District, Amathole District, Alfred Nzo District, Joe Gqabi District, O.R. Tambo and Chris Hani District Municipalities. The two Metropolitan Municipalities are Nelson Mandela Metro and Buffalo City Metro. The Eastern Cape Province is traditionally home to the Xhosa clan and also home to a number of former South African political heroes e.g. Oliver Tambo, Walter Sisulu, Thabo Mbeki, Matthew Goniwe and others" (Daily Dispatch, 2016, Rogerson and Rogerson, 2017).

1.4 RESEARCH PROBLEM

The Eastern Cape Province is generally characterised by poor "infrastructural development, and absence of mining infrastructures, therefore, their impact towards economic growth in the province remains very limited. It therefore, makes sense that integrated agricultural development and tourism are the two essential pillars for its sustainable economic growth. However, generally, the province receives a fairly small number of international tourists when compared to other provinces in South Africa. To this end, it appears that Tourism has a limited impact on the economic growth of the Province and, hence a need to conduct a feasibility study on the impact and implications of Employee Engagement in the tourism sector in a dedicated organisation that drives the provincial tourism.

To this effect, in the year 2006 there were only 7.6% of foreign visitors and this figure has changed slightly since then and even until 2014. Whilst communities play a vital role in promoting and growing tourism in the Eastern Cape through initiatives such as District Tourism Organisations and Local Tourism Organisations, community involvement at provincial level is still more problematic. In this regard, it appears that communities do not have an organisation or an organised structure that represents them and that acts as their voice at Provincial levels.

Furthermore, a research study pointed out that the legislative and institutional framework for tourism development, indicated that the existing legislative framework has several gaps, which subsequently leads to gaps in implementation. This gaps also leads to gross inefficiencies and poor performance in the entire tourism sector of the Eastern Cape. It is stated in the Eastern Cape Tourism Master Plan (2009-14) that whilst there are good strategies and initiatives developed, there is a noticeable lack of Monitoring & Evaluation to ensure the actual implementation of the recommendations. It is, therefore, evident that failures in the tourism sector are mostly attached to poor coordination measures and lack of appropriate tools to monitor the performance of the tourism sector. On the other hand, in the last few years the EC Parks and Tourism Agency has not been able to perform to the required standards. Specifically over the past years, its focus was on international branding and marketing, with little emphasis on domestic marketing, market research and local product development. The above situation has not yielded positive results for the Eastern Cape, which until recently is generally rated low in terms of Provincial performance in tourism despite its diverse tourism resource base.

1.5 RESEARCH AIM

The main aim of this research study is to investigate the existence of formal and informal structures which have direct and indirect impact on Employee Engagement within Eastern Cape Parks & Tourism Agency (ECPTA) and further to make recommendations on Employee Engagement Practices that may be employed in order to derive the desired performance.

1.6 RESEARCH OBJECTIVES

The objectives for this study are:

- 1.6.1 To investigate existence of formal or informal structures that has direct or indirect impact on employee engagement practices at Eastern Cape Parks & Tourism Agency.
- 1.6.2 To evaluate the impact of various Employee Engagement Practices and categories and the impact of each category towards institutional performance and or development within the EC parks and tourism agency.
- 1.6.3 To determine the categories of employee that exist and those that still need to be improved in order to enhance employee effective performance and engagement.
- 1.6.4 To make recommendations on Employee Engagement practices to be deployed in order to enhance successful Institutional performance.

1.7 RESEARCH QUESTIONS

The research questions for this study are:

- 1.7.1 What are the current formal or informal structures existing that has direct or indirect impact on employee engagement practices at EC parks and tourism agency?
- 1.7.2 What is the impact of each Employee Engagement practice and category towards institutional performance and or development within the parks and tourism agency?
- 1.7.3 What are the categories of employee engagement that exist as against those that still need to be improved to enhance employee effective performance and engagement?
- 1.7.4 What recommendations can be made to enhance Employee Engagement practices towards facilitating successful Institutional performance?

1.8 SIGNIFICANCE OF THE STUDY

- The findings of this research study aims to uncover the tourism landscape of the Eastern Cape and more importantly understand how people management and employee engagement contributes to or does not contribute towards strengthening institutional performance that ultimately yields to tourism growth in Eastern Cape.
- It is envisaged that the findings will provide better insight on the merits for organisational leadership and employee engagement that promotes employee motivation and job satisfaction within the agency.
- Whilst the study was conducted in the Eastern Cape, the findings will be applicable to any organisation operating in the tourism sector in South Africa.
- The results are expected to shed light on the possibility of an integrated approach that addresses the key issues to the benefit of the tourism and hospitality sector of the Eastern Cape. Furthermore, it is envisaged that the research findings will possibly open a dialogue around the intervention strategies that can be employed by the Provincial government as tourism is the pillar for economic growth and development and job creation (either short or long term employment”).

1.9 BRIEF RESEARCH METHODOLOGY

- **QUANTITATIVE RESEARCH**

The researcher employed a “Quantitative Research approach for purposes of gathering data from the research respondents. Furthermore, this research was limited to only officials as against executive managers who could limit the extent of the information they provide as it might be a reflection of their own performance and they may also want to protect the organisation. Further to this, the research survey was distributed to all 132 staff members within EC Parks and Tourism Agency and 100 questionnaires were received by the closing date. Therefore, a census approach against sampling approach was employed.

In conducting this research, the researcher made use of an Employee Engagement instrument (by Robert Ebers – Workplace Place Stars) that allows for three responses from the research respondents being Yes, No and Not Applicable. The ratio analysis was indicative of the state of employee engagement and or disengagement within the agency staff. Finally, the analysis of the research instrument through 28 research questions linked to the employee engagement model were all analysed through excel and the results were presented in graphical form.

1.10 POPULATION AND SAMPLE SIZE

The distribution of the research survey questionnaire was made to all staff members within the agency head office. However, senior management was excluded in participation for fear that they may want to protect themselves and may not be objective when responding to the survey. Therefore, a census approach as against the sampling approach was used.

1.11 RELIABILITY AND VALIDITY OF THE RESEARCH

Reliability refers to the extent to which the measuring instruments are consistent. Bostwick and Kyte (2009:121) stated that the more reliable our instruments and observations, the consistent and dependable our results. Validity implies that the data collected should reflect the phenomena being measured (Zikmund, 2006). Essentially, the two above mentioned concepts suggest that once the Researcher has concluded the research study, the conclusions the

Researcher based the study should be easily comparable with other studies conducted in order to determine any possible similarities and or differences.

1.12 CONCLUSION

This chapter evaluated the concept of Employee Engagement and elaborated on the rational for conducting the study as well as its significance. I have noted in this chapter the motive behind conducting the study especially for a Province such as Eastern Cape which has to place emphasis on both Agriculture and Tourism for purposes of its economic growth and development.

Furthermore, whilst a road map has been provided in this chapter in response to the problem statement, it was also imperative to briefly cover how the actual research will be conducted and what would be the benefits and utmost significance of the research.

The next chapter outlines and discusses each of the 10 categories of the Employee Engagement model and provides similarities and overlaps on how the various authors view and define each category.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This study explores the fundamental truth based on literature review of the 10 elements or categories of Employee Engagement. The discussion covers the views and ideologies of the various authors concerning each category with the purpose of applying such to the to the selected research area i.e. Perceptions of staff at Eastern Cape Parks & Tourism Agency (ECPTA) on the existence of formal or informal structures that have a direct or indirect impact on employee engagement”.

The research process will also encompass literature review in the subject of “Employee Engagement and which will include published articles or papers nationally and internationally. This study will pay particular emphasis on the possible business benefits for Employee Engagement for the tourism sector whilst it will also seek to uncover the direct or indirect business repercussions for disengagement.

2.2 EMPLOYEE ENGAGEMENT

Employee engagement started gaining traction from the last quarter of the twentieth century till present, employee commitment, organizational citizenship behaviour (OCB) and employee job satisfaction concepts started taking centre stage (Greenberg, 2004). Organization managers began to focus on proper management of employees in order to increase organizational performance, and started to recognize that to keep employees productive, there is need to monitor their feelings, commitment and level of satisfaction on the job (Fernandez and Practice, 2007, Macey et al. 2008).

Organisations around the world are continuously striving to gain a competitive edge via technology, information systems, innovation, competition and more recently via their human capital. Employee engagement can provide real business benefits, as stated by Robinson, Greenberg (2004) who suggest that Engagement is seen as bringing real competitive advantage, however, raising engagement levels, and maintaining them, takes time, effort, commitment and investment – it is not for the faint-hearted.

Increasingly organisations realise that they also need to inspire their employees to go the extra mile and feel passionate about the future of their company. Organisations need to motivate employees to give off their best effort, use the intelligence and also be creative and innovative in coming up with solutions in order to benefit the organisation (Greenberg, 2004). Organisations spend a massive amount of money in recruiting, training, developing, pursuing new ways to engage and retain talent and therefore need to successfully achieve a return on their investment. Greenberg (2004) state that research shows that committed employees perform better. If we accept that engagement, as many believe, is 'one step up' from commitment, it is clearly in the organisation's interests to understand the drivers of engagement.

According to a Towers Perrin study as cited in Cawe (2006) Engagement is the willingness and ability to contribute to company success, the extent to which employees put discretionary effort into their work, in the form of extra time, brainpower and energy. In essence the various authors reviewed allude to employee engagement as simply meaning: employees who are so motivated and emotionally committed to their organisation that they work harder and perform better, which leads to their contribution to a better performing organisation. Engaged employees therefore means, employees who are intellectually and emotionally committed to their peers and or managers or leaders and apply extra effort. This is substantiated by Gibbons (2006) who states that Employee engagement is a heightened emotional and intellectual connection that an employee has for his or her organisation, manager, or co-workers that, in turn, influences him / her to apply additional discretionary effort to his / her work.

Cawe (2006) states that In 2006, The Conference Board defined employee engagement as a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work. This definition ties into the previous definitions discussed, and alludes to emotional commitment that an employee feels, which drives them to place more energy and effort into their work. At least four of the studies agreed on the following eight key drivers.

- Trust and integrity – How well managers communicate and 'walk the talk'.
- Nature of the job – Is it mentally stimulating day-to-day?
- Line of sight between employee performance and company performance – Does the employee understand how their work contributes to the company's performance?
- Career growth opportunities – Are there future opportunities for growth?

- Pride about the company – How much self-esteem does the employee feel by being associated with their company?
- Co-workers/team members – Significantly influence one's level of engagement
- Employee development – Is the company making an effort to develop the employee's skills?
- Relationship with one's manager – Does the employee value his or her relationship with his or her manager?

These eight key drivers are of paramount importance as it unpacks these catalysts of employee engagement into real tangible concepts. These concepts will be explored further as the contributors to employee engagement, morale, motivation, leadership and its correlation to business productivity.

2.3 THEORETICAL FOUNDATION FOR EMPLOYEE ENGAGEMENT

Employee engagement has its origin from employee motivation, similar to the works of Herzberg (1966) work on motivation.

Kahn (1990) work conceptualized engagement by focusing on self and role of the individual in an organization. He further stated that engagement serves to fulfil the spirit of humanity at the workplace.

Employee engagement focuses on how individuals experience their work, and how their work environment determines their work behaviours as regards presenting and absenting themselves during job tasks (Kahn, 1990). The main crux of the employee engagement are two fold: psychological engagement and organizational behaviours. Their two dimensions are emotional and cognitive engagement. Emotional engagement involves having meaningful connections to others and to feel empathy and concern for people's feelings. In contrast, cognitive engagement means to be mentally aware of their roles and expectations in their workplace. Employees could be engaged in one and not on the other (Kahn, 1990, Kahn, 1992). Therefore, the more engaged an employee is on either dimension, the higher his or her overall individual engagement. Engagement is evident when employees are psychologically aware and emotional connected to others. And if they (employees) know what they are meant to do or perform, forms enduring work relationships with their co-staff and mentors or managers are regarded as a deeply engaged employee. On the other hand, employees who are disengaged are aloof most of the time from their roles, most-times withdraw mentally and emotionally. They are also seen to

perform below required level, engaged in effortless tasks, automatic and sometimes robotic (Hochschild Arlie, 1983).

2.4 EXISTING MODELS ON THE DEFINITION OF EMPLOYEE ENGAGEMENT

After reviewing some few literatures, it has become apparent that there is no universally accepted definition of employee engagement.

The international survey research (2003) on Employee Engagement formally defines employee engagement as a process in which an organization, increases commitment and contributions of its employees in order for them to attain improved productivity and higher business results. They surmised that employee engagement encompasses an employees' cognitive, affective and behavioural commitment to a company (Cawe, 2006).

In addition, Brown (2005) stated that engagement is a synthesis of satisfaction, motivation, commitment and advocacy resulting from employees' movement up the engagement pyramid (Cawe, 2006:10).

Satisfaction: this refers to the feeling of contentment about what they do and how they do their, at their place of work. Workers pay, job conditions and environment determine their satisfaction, it also determines the reason they show up for work too.

Motivation: This refers to drive employees feel about their job tasks or duties. Motivation helps the employee to put in extra efforts whenever it is required, without prompting.

Commitment: While motivation is about what the individual feels, commitment is about the feeling of the individual about the whole organization. Committed employees are good ambassadors of their firms.

Advocacy: This refers to the feeling of employees when put into action. By action, it means employees promoting the good aspects of their organizations. An organization achieving advocacy will impact positively on the sales and recruitment of the firms' bottom line.

Engagement: This is a combination of all the above preceding factors. An engaged employee is satisfied, motivated, committed and advocate for the organization and for its business.

This study therefore adopts the Melcrum, (2005) definition because of the simplistic comprehension of the concepts:

According to Melcrum (2005) defines employee engagement as comprising of 3 areas:

- The manner in which employees think (Cognitive commitment): this relates to how employees are intellectually connected with the company, including their support and belief in the goals and objectives of the company.
- The way in which employees feel (affective commitment): describes a strong emotional connection to the company. Employees that fall in this category feel loyal, devoted, have a sense of belonging and are proud to work for the company.
- The manner an employee Act (behavioural commitment): employees act in ways that support the success of the organisation. This usually has to do with willingness to stay with the organisation despite other opportunities and frequently go above and beyond normal expectations to help his or her organisation to succeed.

Nevertheless, it is to be noted that different organisations have on different occasions made efforts to address pertinent issues of employee commitment and engagement and this has displayed varying results from one organisation to another Melcrum (2005).

Other definitions employee engagement (EE) includes the one by Perrin's global workforce study Perrin (2003), it stated that employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis. This definition attempted to show that EE is impacted by several factors of either emotional or rational factors that affect work and worker's experience in the organization.

In another definition, Robins, D; Perryman, S; Haydays, S. (2004) defines EE as a positive attitude held by the employees' towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization also has a duty to develop and build the engagement, it requires a two-way relationship between employer and employee.

This definition gives a clear indication that EE involves a two-way relationships between the employer and the employee showing both parties has some contributions from both sides. The two sides are job satisfaction and employee engagement. Job or employee satisfaction is a well know construct from the management of organizations, and it is quite different from employee engagement. Employee satisfaction is not sufficient to retain employees', which then requires some employees' engagement. Engagement is about passion and commitment to invest in oneself and the discretion of helping the employer to succeed, this is believed to be beyond

mere employee satisfaction (Fernandez and Practice, 2007, Macey et al., 2008, Markos et al., 2010, White, 2006). Therefore to achieve full engagement, there has to be an alignment of job satisfaction with maximum job contribution (Markos et al. 2010).

Similarly, another definition by the Gallup organization defines EE involves working with enthusiasm. Gallup as cited by Dernovsek (2008), posits that employee engagement is similar to worker's working with positivity in the workplace, emotional attachment and employees' commitment.

On the international front a GallupReport (2015) study found that disengaged employees are costing the Australian economy about R1.5 billion per year and that employees who were disengaged are less productive, less profitable and less likely to provide excellent customer service. On the other hand organisations with significant engagement level were found more productive and more profitable when compared to organisations with low levels of engagement.

According to the Council (2004) Employee Engagement has to do with the extent of employee commitment in the organisation either to something or someone, how hard they work in order to realise their outputs and including their general length of service as a result of that commitment. Therefore, by means of this definition which is generally outcomes-focused, the Council can be able to measure some benefits of engagement, as opposed to focusing on engagement as a tick in the box function for management. Furthermore, the study conducted by the Council also, determined that in increasing employees' engagement levels, organisations usually experience a significant increase in the performance of their employees with approximately 20% and as well as possible reduction of 87% in employees' likelihood of departure. Employee engagement measures are very results driven and outcomes oriented in relation to talent management and this makes the effectively engaged employees to stay longer in their organisations.

Employee Engagement also acts as a catalyst towards the retention of staff and a strong sign of the state of leadership in a particular organisation. The Council mentions that the commitment and engagement of employee in any organisational setting is critical not only to retain employees that are viewed as an asset but also to increase the prevailing levels of self-leadership and performance accomplishment. According to the Arnold Baker and Albrecht

(2018) in the work engagement trends stated the following attributes for Employee Engagement:

- Passion: Employee Engagement is the extent to which employees are passionate about their work, and also feel that their work is of good value to the organisation.
- Intellectual & Emotional connection: Engagement is the state in which individuals are connected and committed emotionally and intellectually to the organisation as displayed by three primary behaviours: what they say, how long they stay and what they strive for.
- Discretionary effort: The extent to which employees put discretionary effort into their work in the form of brainpower, extra time, and energy.

According to the study done on the drivers of Employee Engagement contained in the Indian Journal of Science and Technology (2016: 2) engaged employees have the following characteristics:

1. Believe in their organisation;
2. Desire to work in order to make things better;
3. Understand the business context and the bigger picture;
4. Are respectful and helpful to their colleagues;
5. Are willing to go the extra mile”.

Lewis and Harrell (2009) highlighted three critical elements of employee engagement; “selecting and training supervisors are to be aware of the effect they have on their employees in the pursuit of driving the following elements is essential:

2.4.1 Organisational Community

As a primary component employee engagement should create a sense that employees belong and are part of the organisation. In order to uplift this sense of community, organisations can employ a number of strategies including building communities of practice, cross functional teams and creating common work areas. This work environment creates positive relations amongst staff members and enables them to have a bigger picture about each other’s different work streams and desired business results.

2.4.2 Communication

Organisations with high employee engagement are often characterised by open, honest and regular communication. Communication from the company enables employees to understand how they fit into the strategy, to build alignment with the company priorities and also feel as an integral part of the organisation. Furthermore, bottom up communication increases chances of employee satisfaction and engagement and improves organisational outcomes.

2.4.3 Performance Management

Finally, a last element described by Lewis et al (2009) is the strong role and contribution of performance management towards employee engagement. Furthermore, Lewis et al (2009) in the study conducted through APT metrics found that employees felt fairness and transparency in performance management is largely influenced by two aspects, namely, system level and personal level. System level refers to how staff perceives the process to be working across the organisation, with particular emphasis to the structure and standardisation of the process of performance management. For example this could include consistent application of job standards across the organisation and measurement of performance ratings.

At personal level, Lewis stated that it is important for staff to be treated fairly by their respective managers and staff generally make assessments of their performance discussions whether they were approached from a punitive or developmental approach. Therefore, training line managers in conducting proper performance reviews and providing constructive feedback sessions becomes the key.

The White Paper on Employee Engagement released by APT Metrics (2009:2) highlight the following actions critical for transparent and enforceable process at both system and personal level:

2.4.4 System Level

- Design of processes that are streamlined and that covers important job behaviours;

- Training of evaluators (managers) for fair evaluation of employee performance;
- Management taking accountability for the quality of the performance review and ratings through adjudication panel;
- Implementing formal processes to resolve disagreements on performance evaluation/feedback;
- Linking performance appraisals and also assessments to salary actions in a meaningful manner.

2.4.5 Personal Level

- Ensuring that managers who conduct performance appraisal require that employees demonstrate knowledge of their jobs and use that knowledge as a basis for their evaluations;
- Ensure that employees are active participants in the performance planning and review process;
- Use of person feedback reviews (employee own scores);
- Training managers to ensure that employees receive constructive feedback regardless of the outcome of the evaluation process.

Bates (2004b) has noted that as a result of business legacy issues, employee engagement has to a large degree declined over the last decade due to the fundamental shift in the employer-employee relationship that experts state many managers have not yet recognised. This is further cited by Mehta, Chandani, Moksha and Parul (2016:1) that unhealthy relationship between management and staff certainly becomes a strong contributor towards employee disengagement. Mehta et al (2016) further mentions that on average one in every five employees in an organisation is highly engaged and committed to their work and this poses a challenge and strains the employer and employee relationship.

Gratton (2000) defined the psychological contract as an unwritten work system of what is provided to the organisation and what can be anticipated in return for their commitment to work. Taylor (2011) defines psychological contract as the expectation the employees bring to the work environment and further states that there is a working model which inevitably changes with the transformation and or thinking of individuals and the organisations they work for.

When employees are recruited into the organisation they generally come with expectations they would like to be met and therefore driving employee engagement act as a catalyst and an enabler in realising such expectations.

It is the view of the Researcher that as much there is an overwhelming overlap in the various definitions on Employee Engagement, the definition provided on Gallup Workplace Report (2013) states that Employee Engagement is the state in which individuals are emotionally and intellectually committed to the organisation measured by three critical behaviours, namely, Say, Stay and Strive is more clear and descriptive. To this end, what employees say either being positive or negative about the organisation to others outside, their length or average length of stay in the organisation and their willingness to make a positive impact in the organisation on a daily basis goes a long way in determining their level of engagement or disengagement.

According to Wright, Boudreau, Pace, Sartain, Mckinnon and Antoine (2011) Employee Engagement is far more than the work being performed, but rather entails the relationship between the leader and employee. Furthermore, Nelson (2012: 184) stated that as part of performance measurement and assessment, feedback must be provided to the employee regardless of his or her performance. To this end, positive performance behaviours should be rewarded and corrective action be instituted for poor performance behaviours. One of the key functions of the performance appraisal system is to provide input on Compensation and Reward decisions for an organisation (Nelson, 2012).

Furthermore, Colquitt, Lepine and Wesson (2011: 107) mentioned four specific facets which employees considered when evaluating their Job Satisfaction, namely, (1) Pay satisfaction, (2) Promotion satisfaction, (3) Supervisor satisfaction and (4) Co-worker satisfaction and will be discussed briefly in this chapter. As discussed in the Employee Engagement Model above, Job Satisfaction forms part of the 10 Categories of Employee Engagement”.

2.5 THEORETICAL FRAMEWORKS FOR EMPLOYEE ENGAGEMENT

There is no universally accepted theoretical framework, “but several perspectives or models have been proposed. The issues is that there are different varied aspects that makes it difficult to conceptualize them into a single framework or model. Discussed briefly below are four of

those theoretical frameworks or approach; namely (1) The need approach, (2) The Job demand resource model, (3) Affective shift model and lastly (4) Social exchange.

2.5.1 The need-satisfying approach

This approach was developed from the back of the Kahn (1990) definition of employee engagement.

Kahn (1990) assumptions was based on the fact that employees will be engaged when three of their psychological needs are met. The needs are: meaningfulness (i.e. the feeling of receiving return on investments of one's self in role performance), needs of psychological safety (i.e. a feeling of safety at the workplace and being able to employ one's self without fear of repercussions), and lastly need for availability (this implies having the belief of physical and mental alertness to engaged in a job task at the workplace. Meaningfulness need is influenced by the type of job: job roles, descriptions, and its characteristics.

Psychological needs refers to the environment or 'social environment' and its influencing structures. That is, relationships, group dynamics, social norms and style of management at the workplace – whether it's a democratic style or authoritarian, or even flexible. Availability means the individual resources that the employee brings to the workplace, example physical energy and cognitive potential of the employee. Kahn's model was later proved through a qualitative interview and observational study amongst counsellors in a summer camp of young adolescents and architects. It was also first tested empirically through questionnaires in an insurance organization. The findings later showed that meaningfulness and to a small extent safety and availability were positively related to work engagement. The findings was also discovered to be in agreement with Kahn's theory on job enrichment and role fit, where he stated it had positive relationship with meaningfulness. Safety was also said to be positively related to rewarding co-workers and having a supportive supervisor. Personal resources also positively related to availability.

In summary, the needs-satisfying framework assumes that challenging and meaningful jobs, the workplace environment is safe and personal resources is available for the worker, the three needs of meaningfulness, safety and availability will be satisfied, then employee work engagement will take place (Schaufeli, 2013).

2.5.2 The job demands – resource model

Researchers and scholars have written severally on work engagement, many of them made use of the Job-demand resource model (JD-R) to explain their framework (Bakker and Demerouti, 2008; Schaufli, 2013). JD-R use is common among scholars that engagement is the opposite of burnout, mainly because engagement and burnout are conceptualised separately in the model.

The JD-R assumption is based on the fact that work engagement is determined by the motivating nature of resources. That is, two types of resources are established:

- Job resources- this is defined as jobs that makes one achieve the job goals, reduced job demands and stimulate development and growth. Examples includes; performance feedback, job control and social support from colleagues.
- Personal resources- this refers to the individual (employee) self-resilience. That is having the ability to influence one's environment positively. Examples include; self-efficacy, optimism and emotional stability.

The JD-R model resources invigorates employees (energy), encourage persistency (persistent) and allows them to (focus) their efforts on the job.

Moreover, the model believes that engagement at the workplace translates to positive job outcomes. Summarily, the JD-R model states that work engagement influences relationships between jobs and personal resources, which also translates to positive job outcomes on the other hand. This is often referred to as 'motivational process' (Schaufeli, 2013).

On the alternative, there is a 'negative process' that sometimes occur during work engagement. This emanated from the job demands that requires long physical and mental effort (such as work overload, pressure, role conflicts and red tape). Additional efforts are required by the employee when it comes to situations like this, to prevent drop in job performance. These additional efforts comes with physical and psychological costs. If these costs are not monitored and resolved quickly, it may lead to burnout of the individual. This in turn may lead to depression, cardiovascular disease or psychotic issues (Melamed, Shirom, Toker, Berliner, and Shapira, 2006).

However, limited resources may increase burnout, the job demands increases work engagement. This is true for challenging jobs that promote mastery, personal growth and future gains (time pressure, high workload and high job responsibility) (Schaufeli, 2013). In contrast, jobs can have hindrances that prevent personal growth, attainment of goals and learning do not influence work engagement.

To the test JD-R model, Crawford, Lepine and Rich (2010) conducted a meta-analysis theory using 64 samples. They found out that though, demands are positively related to burnout, but there are variations in the relationships between demand and engagement. Negative process' was not positively related to work engagement, while job challenges was positively related. Meanwhile there was enough existing scientific evidences for the main assumption for the JD-R model: the presence of motivational and health impairment process (Schaufeli and Taris, 2014). For instance, Schaufeli and Taris (2014), did a critical review of several articles from seven different countries, which concluded that all cases mediating effects of engagement and burnout was found, except for cases where partial mediation was done (Schaufeli and Taris, 2014: 42). This imply there was a direct impact on outcomes. Moreover, further studies also revealed that there were significant links between poor job resources and burnout, this was observed in 13 different studies.

However, there was no link that suggested higher engagement will lead to favourable perception of resources (i.e. reversed causation).

In another study conducted in Finland Hakanen, Schaufeli and Ahola (2008b), it was found out that job resources influenced work engagement, this also determined organizational commitment, whereas the jobs may have resulting effects of burnout over time, of course this may lead to depression.

In another similar research study among Dutch Managers an increase on job demands and reduced job resources will translate to burnout in one working year, but an increase will keep them engaged Schaufeli, Bakker and Van Rhenen (2009).

Furthermore, burnout leads to future absence duration (an indicator of employee motivation). In a related follow-up study in an Australian University, staff revealed that job resources predicted negative psychological strain and positive organizational commitment, but failed to affirm the effects of job demands on strain Boyd, Bakker and Pignata et al (2011), this study did not show any reversed causal effects.

Lastly, Xanthopoulou, Bakker, Demerouti, and Schaufeli (2009), did prove that personal resources, such as self-efficacy, optimism, and organization-based self-esteem, showed that work engagement was next to job resources predicted later work engagement next to job resources had impact on burnout and work engagement as posited by the JD-R model.

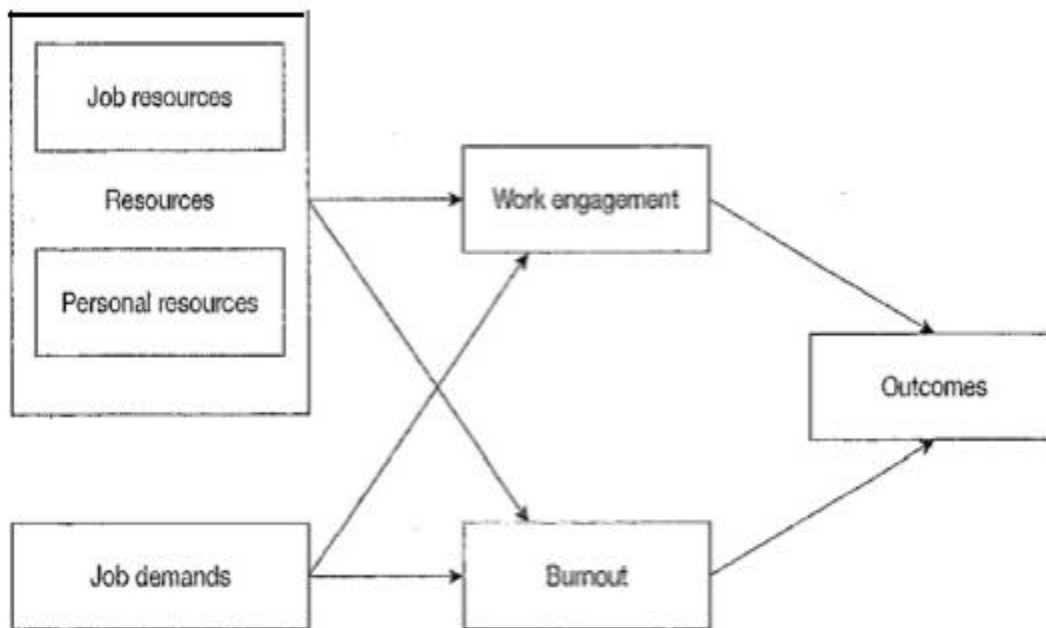
(i.e., control, supervisory coaching, feedback, and opportunities for development).

Conclusively, job demands and resources have an impact over time on burnout and work engagement in ways as predicted by the JD-R model. This was possible through the mediating

role of work engagement and burnout in the motivational and health impairment processes, respectively (Schaufeli, 2013).

Other scientific evidences also show the evolving nature of motivational processes, as regards the JD-R model, when it comes to job performance. There is a feedback loop from performance and engagement to job and personal resources Salanova, Schaufeli, Xanthopoulou and Bakker (2010). The loop is synonymous with the concept of resource accumulation after a successful job performance. For example, an engaged employee completes his or her task successfully, this act raises his or her self-belief (person resource), and leads to a positive feedback from his or her supervisor (job resource). This proves that an increase in work engagement leads to an increase in resources and vice-versa” (Schaufeli, 2013).

Figure 2.1. The Job-Demands Resource Model by Arnold Bakker (2007).



Job-Demands Resource Model

2.5.3 The affective shift model

Work engagement usually seems to be dynamic as it sometimes, “it waxes strong, while other times it drops as the employee work throughout the day. This can vary from task to task, while being exposed to different issues during the day Sonnentag, Dormann and Demerouti (2010). The model seeks to explain this dynamic nature of work engagement Bledlow, Schmitt, Frese and Kühnel (2011). The model assumes that the positive and negative effect have functional

implications for the work engagement concept. The model proposes that a core mechanism underlying the emergence of high work engagement is a *shift* from negative to positive affect, that negative affect has motivating potential, meaning that it signals that things are not going well and that action should be taken. Other efforts, is then released to motivate the negative affect, which leads to a positive effect. Work engagement comes into play when there is a ‘shift’ in positive affect simultaneously with a negative effect. Hence, the dynamic interplay of both positive and negative affects produces what is termed work engagement (Schaufeli, 2013:19).

To prove the theory, Bledlow et al., (2011) followed a group of 55 German ICT professionals for two weeks and showed as predicted that by the affective shift model – i.e. a move for a situation of negative event and negative mood is present to a place where high and positive mood is experienced is referred to as high work engagement. Although, only the Bledlow study had proved convincing and sought to explain the affective shift model.

2.5.4 Social exchange theory

The social exchange theory assumption is based on the fact that work relationships develops overtime into trusting, loyal and mutual commitments as far as all parties abide by the reciprocating and repayment rules. For instance, employees receiving salaries and wages from their organization feel obliged to reciprocate the gesture by responding in kind (work engagement) to the organization. Saks (2006), argues that employees take it upon themselves to repay their firm’s through engagement at the work place. So on that precipice, employees will engage themselves at different lengths in response to reciprocate the resources they receive from their organization.

According to Kahn’s definition, engaged employees feel obliged to focus deeply into their task duties as a form of repayment for the resources (salaries or wages) they get from their organisations. In the event that the organisation do not fulfil their own part of the obligation, they (employees) withdraw their services or disengage from their roles, this might eventually lead to burnout (Schaufeli, 2013). Saks (2006), conducted a multidimensional study to differentiate between job engagement and organizational engagement. Organizational engagement it appears have a stronger relationships, that is, perceived rewards and engagement, perceived organization support, supervisorial support and procedural distributive justice, than job engagement.

However, these relationships are somewhat weak because of the limited empirical support for the social exchange theory of work engagement.

Recently, using the social exchange perspectives of Alfes, Shantz, Truss and Soane (2013), it revealed the relationships between being engaged and citizenship behaviour as well as that between engagement and turnover intention was moderated by perceived organizational support and by the relationship with supervisors (Schaufeli, 2013; Truss et al., 2013) .

Especially, when engaged employees feel supported by their firms or when they have good relationships with their managers or supervisor, they exhibit more citizenship behaviours and less intention to quit.

In summary, although various theoretical approaches have been proposed to explain the underlying psychological mechanisms that are involved in work engagement, so far the Job-demands resources model has received most empirical support” (Bakker and Demerrouiti, 2007, Schaufeli, 2013).

2.6 RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND INTRINSIC REWARDS

Organizations now understands that there is little “Influence between ‘pay raise’ and work engagement, this has prompted research to find out how to satisfy workers intrinsically and the workplace, Purcell (2003) and (Perrin, 2005). There are a range of studies Gibbons (2006); Bakker and Demerrouiti (2007) that have sought to investigate the relationships that exist between intrinsic rewards or sources of intrinsic rewards with employee engagement at the workplace. Sources of intrinsic rewards includes job challenge, inclusion of employees in decision making at the organization and giving employees opportunities for career development. This has been reported to positively influence engagement at the workplace (Gibbons, 2006, Purcell, 2003). In addition, the job-demand resource model also lists job autonomy, task varieties, positive feedbacks of employee performance and informal social support from the workplace staff also positively influence work engagement Bakker and Demerrouiti (2007). This job-demand resource model was also alluded to by the Rothmann and Rothmann Jr, (2010)). In a related study, Shernoff et al. (2014), showed that engagement level of students increased when they are given challenging tasks that is commensurate with their skills and knowledge. This buttress the fact that competence is also positively related to work engagement. Organizational cultures that stifle employees and employee empowerment have also been found to influence negatively the job satisfaction and work engagement (Swarna Nantha and management, 2013).

Kahn (1990) also corroborates that meaningful work assigned to employees will motivate them, by implication engage them at work. Rothmann and Olivier (2007) and (Rothmann and Rothmann Jr, 2010) supports the above argument (meaningful work is positively related to employee work engagement) with their empirical study in South Africa”.

In conclusion, public sector organization like ECPTA, will succeed if they adopt the JD-R model if they intend to adequately engage their employees.

2.7 IMPORTANT FACTORS FOR PRODUCTIVITY BEYOND ENGAGEMENT

The “global Hay group study conducted in (2013) on 40 percent of employees indicated that their work (tasks) did not have the right conditions that supports high performance. Therefore, it stated that whether staff are engaged or motivated, there will be little or no impact, if they cannot act on things that needs to be done. The structures identified are (Hoole and Hotz, 2016):

- Good quality line management
- Two-way communications
- Effective cooperation within different parts of the organization
- A development focus
- Commitment to employee wellbeing
- Clear and accessible HR policies and practices, to which all level of management are committed.

The organizations are expected to ensure that these supportive structures are in place to enable productivity from engagement. It can also be argued that many of the above are also employee engagement enablers, such as good quality line management.

2.8 THE ‘PEOPLE FACTORS’ THAT AFFECT ENGAGEMENT

Every individual is unique, and there are factors that individuals have that will affect their level of employee engagement. The study previously mentioned for the institute of employment studies, Hoole and Hotz (2016), found a number of characteristics both personal and job related, that have an influence on engagement. These are:

- Engagement levels decline as employees get older (until 60+ where they dramatically rise).
- Minority ethnic respondents have higher engagement levels decline as length of service increases.
- Engagement levels decline as length of service increases.
- Employees who have a personal development plan, and have received a formal performance appraisal within the past year, have significantly higher engagement levels than those who have not”.

2.9 DRIVERS OF EMPLOYEE ENGAGEMENT (EE)

There have been several studies that have focused on exploring what drives employee engagement, some researchers have even gone ahead and proposed models to HR managers. These models were targeted at finding out what can increase EE across organizations. The Penna research reports (2007), sought to show “meaning at work this involves a way to bring employers and employees together at the workplace. This togetherness at the workplace brings a sense of community, freedom to be themselves and have an opportunity to make contributions, this implies finding meaning at work. In addition, the Penna (2007) report also developed a model referred to as the hierarchy of engagement, this is similar to Maslow’s hierarchy of needs model. At the base line, you have the basic needs of pay and benefits. Once the employee needs is satisfied, then the next needs is ‘career development opportunities’, the possibility of promotion and then leadership style is then introduced to the model mix. When all the above listed aspirations have been fulfilled, the employee then looks to alignment of value-meaning (Markos et al 2010), which is evident through a feeling of connection, common purpose and a shared sense of work at the workplace.

Furthermore, the Blessing White (2006) study revealed that over 60% of employees surveyed indicated the need for more opportunities to grow continuously in order to enjoy more satisfaction in their jobs. Strong manager-employee relationship is an important factor in employee engagement and employee retention formula.

Development dimension by Development Dimensions International (2005), enumerates five dimensions to have highly engaged workers, these includes:

- Align efforts with strategy

- Empower,
- Promote and encourage teamwork and collaboration,
- Help people grow and develop, and
- Provide support and recognition where appropriate.

CIPD (2007) did a survey of over 2000 employees in the Great Britain, showed that communication is a top priority, when it comes to leading employees to engagement. The survey noted that opportunities to relay employees opinions and views upwards as the most important driver of people's engagement. The survey report also identified the importance of informing employees about the going-ons in the organisation. The Gallup organization also did a survey that revealed that managers are very important in keeping workers engaged in the workplace. James Clifton, CEO of Gallup organization indicates that employees that have friend relationships at their work place are more engaged at work than the ones that does not have (Clifton, 2008).

Many of the cited drivers have revealed that Employee Engagement does not lead to financial burden. Therefore, organizations that is committed, can achieve their desired level of engagement with less cost of implementing it. This does not also imply the neglect by managers of the financial aspect of their employees. In actual fact, employee performances can be linked with rewards. As stated by Buckingham and Coffman (2005), pay and benefits are important to all employees good or bad. An organizations pay should be at least be comparable to the market average, however, increased pay for employees' is just a step in the right direction, but there is still need for several other steps if they intend to achieve sound employee engagement" (Markos and Sridevi, 2010) .

2.10 FOUR FACETS FOR EVALUATING JOB SATISFACTION

- a) Pay Satisfaction: "this refers to how employees generally feel about their pay levels and whether they believe it is in line with what they deserve and also meet their personal needs and or lifestyle.
- b) Promotion Satisfaction: this relates to how employees feel about the Promotion Policies of their organisation- whether they perceive them to be fair and based on capability and or competence.

- c) Supervision Satisfaction: this relates to how employees generally feel about their Supervisors as to whether they consider them to be competent, polite, good listener and communicator as against being lazy, incompetent and distant. Employees are generally interested to establish whether they the Supervisor has what it takes to assist him/her to attain his/her personal and professional goals.
- d) Co-worker Satisfaction: this refers to how employees feel about or perceive their co-workers as to whether they are smart, lazy, competent, responsible, helpful and pleasant to be around.

2.11 COMPARING EMPLOYEE ENGAGEMENT ACROSS EUROPE & IN THE US

In order to distinguish between employee engagement practices across the world. Towers Perrin did a survey that looked at engagement practices in the US Perrin (2003) report, and across Europe in six countries (2004 European talent survey). The questionnaire asked questions on a range of workplace factors and variables in the organizations. The questions asked was practices, cultures, processes, leadership styles and career development opportunities”.

The study later found that there are some ten (10) lists of drivers that attract, engage and help in retaining employees at the workplace.

Table 2.1. The top 10 drivers in the Europe

	TOP 10 ATTRACTION DRIVERS	TOP 10 ENGAGEMENT DRIVERS	TOP 10 RETENTION DRIVERS
1	“Work/life balance	Senior management interest in employees	Manager inspires enthusiasm for work
2	Recognition for work	Ability to improve skills	Career advancement opportunities
3	Career Advancement opportunities	Senior management demonstrates values	Company reputation as a good employer
4	Challenging work	Challenging work	Fair and consistent pay determination
5	Competitive Pay	Decision - making authority	Intent to work after retirement in another field

6	Learning/Development opportunities	Company reputation as a good employer	Decision making authority
7	Job autonomy	Ability to influence company decisions	Overall work environment
8	Variety of work	Company focus on customer satisfaction	Intent to work after retirement to stay active
9	Pay rises linked to individual performance	Fair and consistent pay determination	Manager provides access to learning opportunities
10	Company reputation as a good employer	Overall work environment	Senior management demonstrates values

Table 2.2. The top 10 drivers in the United States. (US)

	TOP 10 ATTRACTION DRIVERS	TOP 10 ENGAGEMENT DRIVERS	TOP 10 RETENTION DRIVERS
1	Competitive Healthcare benefits	Senior management interest in employees	Career advancement opportunities
2	Competitive Pay	Challenging work	Retention of high-caliber people
3	Work/life balance	Decision - making authority	Overall work environment
4	Competitive retirement benefits	Company focus on customer satisfaction	Ability to improve skills
5	Career Advancement opportunities	Career Advancement opportunities	Resources to get job done
6	Challenging work	Company reputation as a good employer	Competitive Pay
7	Caliber of coworkers	Collaboration with coworkers	Clear goals from manager
8	Pay rises linked to individual performance	Resources to get job done	Challenging work
9	Recognition for work	Ability to influence company decisions	Manager inspires enthusiasm for work
10	Company reputation as a good employer	Senior management vision	Overall satisfaction with benefits”

Comparing employee engagement with other concepts:

Job satisfaction, Commitment, job involvement or flow and organizational citizenship behaviour (OCB).

2.12 THE EASTERN CAPE PUBLIC SECTOR

The South Africa economy has undergone significant transition. The transition has also reflected in its public sector, “its public sector is becoming more representative of the diverse backgrounds of the South Africa populace. The public roles mandate has also expanded to economic growth, good stewardships of South Africa’s resource economy, equal education opportunities, reputed healthcare systems and services to combat AIDS, investment on infrastructures, equal access to housing and social program delivery for everyone has taken priorities (Company, 2019).

The South Africa public sector comprises of different sectors that oversees the day-to-day functions for the public good. There are different organizations set up to oversee the performance of the different functions in a society or a community (a province, local government area or a country) in this case. Examples of the public sector organizations include: health, human settlements, education (schools and libraries), etc. - they are meant to see to the management and functioning of any education related roles in that province or community.

Public sector can be defined as the portion of the economy that comprise of all levels of government-controlled enterprises, with the exclusion of private organizations, voluntary organizations and households (Wegrich, 2014). The definition of public sector will include government ownership or control rather than mere functionality. These includes the implementation of public policy.

The Easter Cape Parks and Tourism Agency (ECPTA) is one of such public sector entities. The ECPTA was formed to oversee and manage all tourism related activities, while at the same time promoting responsible tourism and conservation of the Eastern Cape Province. The Mission of ECPTA is to become the premier conservation and tourism agency by pursuing low-carbon economic growth through innovation and collaboration in these sectors. The goal of ECPTA is to leverage resources for tourism and conservation priorities with respect, integrity and responsibility (YESMedia, 2018).

The constitutional mandate on which the ECPTA was created, states that every citizen has the right to have the environment protected, for the benefit of present and future generations,

through reasonable legislative and other measures that prevent pollution and ecological degradation, promote conservation, and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development (YesMedia, 2018: 133) .

2.13 TOURISM IN SOUTH AFRICA (TRENDS & KEY ISSUES)

South Africa is categorized as an upper middle-income country in per capita-terms, the distribution of income is among the most unequal in the world. Several households both in the cities and rural areas, do not have access to employment opportunities, education, health care, energy, sanitation and clean water (May and Govender, 1998). The challenges of addressing rural poverty are immense, and the revitalisation of the rural economy is a key initiative of the national government. One of the ways the government can revitalize the economy is through tourism for investment. Tourism can be a key driver of wealth creation and distribution of wealth in the rural areas. The 1998 Job Summit recognised the potential of the tourism sector in alleviating unemployment and generating income in rural areas. The expansion of the tourism industry is therefore one of the key sectors being actively promoted by the government and fully supported by the private sector (Mahony and Van Zyl, 2002).

However, despite the general optimism regarding the potential of the tourism industry, tourism investment in South Africa is typically considered a high risk. To date, there are very few tourism investments, save for the ones established in the Urban centres of Gauteng and Cape Town and Durban, specifically these involve allocations of casino licences (Business Map, 1999) .

The reluctance of the private sector to invest in tourism in rural South Africa can be attributed to the complexities and uncertainties associated with land ownership, poor infrastructure support, limitations of the tourism market, and a largely risk-averse financial community (Mahony and Van Zyl, 2002).

The White Paper Affairs and Tourism (1996) on the development and promotion of tourism in South Africa not only views the tourism sector as a national priority, but also envisages that tourism will be developed in a manner that contributes to the ‘improvement of quality of life of every South African’. There are three main transformation objectives as stated in the for the tourism industry policy papers of the government and the private sector (DEAT, 2000). These

includes The need for increased ownership of tourism businesses by previously disadvantaged individuals (PDI) STREEK (2000), increasing effective and direct participation by PDIs in the management of tourism establishments, affording PDIs increased business opportunities linked to the tourism industry (South Africa, 1999). Tourism is clearly considered a key economic sector in South Africa. In fact, a number of policy objectives are directly derived from the aim of increasing the tourism sector's contribution to the economy. Key components of the national tourism strategy focus specifically on the economic transformation of the sector and, more specifically, on the potential of the industry to make a positive, direct, substantial and lasting impact on the lives of poor people (Mahony and Van Zyl, 2002).

2.13.1 EASTERN CAPE TOURISM SECTOR

It is vital to note that there are numerous pieces of legislation in South Africa and specifically in the Eastern Cape which directs tourism development. Amongst the most significant is the Constitution of the Republic of South Africa, acts related to conservation and the Eastern Cape Tourism Board Act. No 2 of 2010.

In terms of the Eastern Cape Tourism Master Plan (2009-14) there are different functions and activities which are relevant to the Tourism sector and which are primarily the responsibility of the Province and are as follows:-

- Air Ports (other than national and international);
- The Environment;
- Museums other than national museum;
- Provincial Cultural Matters;
- Provincial Recreation and amenities;
- Provincial Sporting activities.

Each of the above functions are very critical in enabling the tourism sector development and, therefore, is addressed in the Eastern Cape Tourism Master Plan (2009 – 2014).

2.13.2 TRANSPORT & INFRASTRUCTURE AS OUTLINED IN THE TOURISM MASTER PLAN (2009-2014)

Research by the Eastern Cape Tourism Master Plan (2009-2014) indicates that one of the key dissatisfaction factors on the time spent in the Province by tourists or visitors was around the provincial transport system, either being air, bus, rail and road. In terms of the air transport, Eastern Cape has three major airports which are located in Port Elizabeth, East London and

Mthatha. It has been established by the aforementioned Master Plan (2009-2014:27) that the flights to these above mentioned cities are fairly infrequent and therefore this has potential adverse effects on the ability of visitors to access the Province. Furthermore, it has also been reported that in the event there is a demand the Province has significant capacity to increase the use of other airlines of the Province's routes and airport.

In relation to bus transport, the Province has bus companies that operate in the main cities and towns of the Province. In addition to large companies such as Greyhound and Translux, Baz Bus is amongst the major Eastern Cape tourist routes that are generally common amongst the youth in the Province.

In terms of the rail transport the Shosholozha Meyili routes include cities such as Johannesburg to Port Elizabeth and Johannesburg to East London and Cape Town to East London. On the other hand, Metrorail has routes to East London, Port Elizabeth and recently to Mthatha. Currently the province has vast potential that exists for the use of rail transport infrastructure in order to transport tourists into and within the Province.

However, the most frequently used form of transportation within our Province by tourists is by road. Road infrastructure in the Province is severely underdeveloped and therefore, poses a risk to local tourism development. Much of the road network is gravel, especially in remote areas, this has implication on tourism potential being untapped in these areas. Further to this, some of the tarred roads are of a standard that is not conducive to attracting tourists, who out of consideration of their safety and poor infrastructure rather opt to fly between cities and or limit their time in the Province altogether.

2.13.3 DOMESTIC TOURISM PERFORMANCE INDICATOR: APRIL –JUNE 2016





Key highlights of South Africa's domestic tourism performance in Q2 2016: As per Eastern Cape Tourism Survey Report (2016).

- It has been noted that the overall revenue generated from the domestic tourism market increased relative to 2015 and totaled R6,4 billion in Q2 2016
 - Provincial holiday trips generated a considerable amount which far exceeds that of 2015 and this is attributable to about one quarter of the total revenue for domestic tourism.
 - Slightly over half of total domestic revenue continued to come from

Visiting friends and relatives (VFR) orientated trips.

- Fewer trips were taken in Q2 2016 relative to Q2 -2015
 - It appears that the decrease in total trips was largely driven by a decrease in holiday trips as business trips increased during the stated reported period.
- It has also been noted the issue of fewer public holidays in Q2 2016 vs Q2 2015 affected travel patterns between the quarters as domestic tourists tend to travel during long weekends/public holidays and school holidays.
 - Easter weekend moved from Q2 in 2015 (as it was in April) to Q1 in 2016 (in March).
- The average length of trips taken remained fairly constant however, there has been a significant decline in the total number of trips as this had an adverse effect on total nights of the tourists or visitors in this period.
- In light of comparative analysis, Limpopo continued to receive the most number of trips, followed by Gauteng and KwaZulu-Natal". Therefore, the table below is a reflection of a breakdown of comparative tourism performance analysis of the various provinces:

Table 2.3 Key Metrics of 4 provinces from Q2 - Year 2014 - 2016

Key Metrics		Q2 2014	Q2 2015	Q2 2016	% <i>growth</i>
	Total Trips	6.9 million	5.8 million	5.4 million	6
	Trips by Purpose	VFR: 69% Holiday: 10%	VFR: 70% Holiday: 9%	VFR: 66% Holiday: 11%	1 1
	Total Revenue	R7.2 billion	R4.5 billion	R6.4 billion	4
	Spend by Purpose	VFR: 40%, Holiday: 14%	VFR: 53%, Holiday: 17%	VFR: 55% Holiday: 25%	4 6
	Average Spend	R1,040 / Trip R300 / Day	R770 / Trip R210 / Day	R1,180 / Trip R320 / Day	5 2
	Total Bednights	23.3 million	21.1 million	19.8 million	6
	Average Nights	3.4 nights	3.7 nights	3.6 nights	0
	Provincial Share of Trips	Lim: 23% KZN: 17% GP: 15% EC: 12% MP: 12% NW: 11%	Lim: 21% GP: 17% KZN: 16% EC: 13%	Lim: 29% GP: 15% KZN: 15% EC: 14% WC: 10%	

NB: It is to be noted that Eastern Cape Province is currently number four in terms of Provincial visits out of nine Provinces. Whilst this is viewed in a positive light, more could still be done in fulfilling the vision of the Eastern Provincial Government of being a compelling place to live, work, play and invest. (Eastern Cape Tourism Survey Report – 2016).

2.14 EMPLOYEE ENGAGEMENT CATEGORIES

The section below covers a theoretical perspective of each of the 10 categories of employee engagement and high work place engagement model and further provides contemporary evidence of each category and various views of different authors pertaining each category and application. The first is strategic direction and the last being service and are defined in detail in this section.

2.15 STRATEGIC DIRECTION

Baldoni (2010:17) defined strategic “leadership & direction as providing a reason for people to believe in what they stand for. According to Baldoni (2010) strategic direction and leadership is defined through the following qualities:

2.15.1 Know what is happening

It is imperative that every time leaders propose a new product, process or service that there is big picture on how it will benefit the company financially and also its possible contribution in improving working conditions. Understanding what is happening also includes knowledge of the industry/competition.

2.15.2 Presenting and Selling the Big Idea

It is important that leaders think big and also act as if they are big enough to handle such assignments. To this end, what leaders say has to be able to capture the attention and imagination of a huge majority of consumers and or potential customers (Baldoni, 2010:19). Furthermore, it is a requirement of leadership to believe in the idea they are selling and also ensure that they bring the idea to life.

2.15.3 Getting Involved in the Planning

Those in charge are usually not involved in the action and this has a tendency to distance them from the planning process. It is imperative that leaders take an active role in the Strategic planning process, engage the strategy team and follow things through (Baldoni, 2010:18).

On the basis of the above-mentioned points it is evident that employee engagement demands line managers who have clarity of their organisation and industry as well as what needs to be achieved. Furthermore, management involvement in the strategic planning process is one of the key determining factors on the state of managing engagement.

2.16 CLIMATE

Baldoni (2010: 39) mentioned that it is vital to create an environment that promotes creativity and innovation amongst people. Baldoni (2010) suggested that creativity and innovation is about creating something new and applying it consistently in order to create a better future which in turn contributes to a strong organisational climate.

It is important that creativity backed by innovation should not be confined to just market principles so as to ensure maximum benefit for people and organisations. Further to this, Ozbilgin (2014: 14) suggested that the nature of work design now has more to do with interaction and seeking feedback from co-workers. This relational job design may also entail flexible employers who allow their people to do their job outside the office and this further contributes towards highly engaged employees.

Popli and Rizvi (2016:218) stated that a culture and climate in an organisation should consist of shared values and beliefs which help to deal with the challenges of how organisations should survive regardless of external pressure, yet be able to integrate its service environment internally. Such values may include flexibility, creativity and entrepreneurial initiative which drive business innovation and create a culture of a learning organisation. Pearson (2013) further stated that leaders influence culture and climate of an organisation in a variety of ways, one form is the ideology and repeated articulations of a compelling and inspiring vision which the organisation should support. Furthermore, this creates an environment where leaders easily communicate values that are critical to enable realisation of long-term organisational objectives and goals.

Therefore, based on the above views of different authors in the area of organisational climate, it is apparent that creating a strong climate and culture has to do with improving creativity and innovation as well as shared values amongst staff". These are all critical elements in driving a high work place employee engagement environment.

2.17 LEADERSHIP

Leadership and management are often used as interchangeable terms although they have very different meanings. Kotter (2011) "suggests that management is about coping with complexity. Good management is able to plan, lead, organise and control. Management is able to keep the cogs in the organisations turning day in and day out and make systems work. Leadership on the other hand, in contrast, is about creating and changing the systems that managers function within. Leaders create a vision and acquire buy-in of their followers. Leaders inspire and motivate people to achieve a common goal.

In delving into the detail of Leadership and whether it is tangible or intangible, Pardey (2007) states that Leadership is a bit like 'good art' – we may have difficulty in defining it, but we

know when we see it (or experience it). Leadership is therefore something that people feel or experience. Leaders are able to inspire those around them to see the common vision. Pardey (2007) says that effective leadership can be defined by a contract between a leader and his / her followers, where there is personal commitment. Managers are concerned with their people as a means to achieve the required results, whereas leaders see the employees as individuals with specific needs. Managers implement performance management systems when employees are not achieving their full potential, whereas leaders understand their employees and challenge them when they are not performing to the expected levels. Both leadership and management have their place in any organisation, but the literature suggests that employee morale and motivation can only really be positively affected by leadership instead of just management. The move from being a manager to a leader is what will give the organisation a cutting edge, with engaged employees, as suggested by Pardey's preceding explanation.

The economic conditions and major shifts in the external environment of the organisation may be a threat that is likely to undermine the efficiency and effectiveness of the CEO or leadership including any Business Model or Strategy that is being implemented by such leadership. Popli and Rizvi (2016: 281) "mentioned that significant structural and process changes are less likely to occur in periods of relative stability and prosperity as opposed to crises situations when corporate leaders are expected to make decisive and business innovative interventions.

Popli and Rizvi (2016: 282) mentions that strong and effective leadership demands that at high level when the current strategy is not yielding the desired results, leadership should conduct business model review, cut costs and establish controls even if they are the brains behind that very unproductive strategy. Pearson further states that this will be an expression of manager engagement" – when managers are able to take responsibility and accountability and exercise self-leadership in relation to the performance outputs that they need to discharge.

2.17.1 Types of Leadership

- **Situational Leadership**

There are several theories of leadership that have over the years provided some answers to the questions of what makes good leaders. One of these theories is the "Situational Leadership Theory. Hickman (2010) suggests that a leader does not interact in the same manner with one follower as s/he may interact with another follower. An employee who is regarded as highly

competent and motivated will not require as much guidance or supervision as one who is less competent and not necessarily as motivated. The leaders will then more spend time with the less competent employee, training, coaching and guiding him / her so that they can achieve the expected levels of performance. A leader therefore reacts differently as different situations demand so.

Similarly, Schermerhorn et al. (2001) suggest that the situational leadership model developed by Paul Hershey and Kenneth Blanchard indicates that there is no single best way to lead. The leaders need to focus on a few different factors e.g. maturity of the follower, readiness of the follower. The leaders need to be able to adjust the guidance given based on the situational context. The leader should have an in-depth understanding of their employee and be able to meet the employee satisfactorily in order to be able to provide the required assistance, guidance, coaching and mentoring specific to the individual's needs. The Situational leadership model therefore requires leaders to be in tune with their environment and employees in order to determine what the most effective leadership decisions should be at that specific point”.

- **Fiedler's Contingency Model**

According to Hickman (2010) “leaders may be able to change their behaviours towards their employees as the situation requires it, but leaders too have dominant tendencies. Some leaders are very people oriented and are more concerned about the employee than the actual outputs, whereas on the other hand, some leaders are task or goal focussed. The contingency model recognises that leaders have these general behavioural tendencies and discusses situations where certain leaders or types of leadership may be more effective than others. Gosling, Maturano and Dennison (2003), discuss Fiedler's Contingency Model which looked at three situations that a manager can be placed in firstly Leader-member relations, where the relationship between the leader and employee need to be considered, Secondly Task-structure, where the job is relatively structured, Thirdly Position-power, where the authority of the manager is considered”.

- **Servant Leadership**

Servant leadership as contradictory as the term seems, “is another well-known leadership theory. The phrase ‘Servant Leadership’ was coined by Greenleaf in *The Servant as Leader*, an

essay that he first published in 1970. The servant-leader is servant first. It begins with the natural feeling that one wants to serve first. Then conscious choice brings one to aspire to lead, (Gosling et al. 2003). Being a leader first or a servant first are positioned ends of the spectrum. A predominant need to serve first before leading is unusual especially when it comes to leadership, but this rings true. According to Schermerhorn et al. (2001), the servant leader is in touch with himself/ herself spiritually and is able to assist their followers, colleagues, the organisation and even society as a whole. The servant leader helps others discover their inner skills and places more value on assisting others instead of assisting oneself. Leaders that fall in this category have an innate desire to help people first”. It is not something that one can be taught, but rather values that one is predisposed to.

- **Transformational Leadership**

The last leadership theory that will be reviewed is that of transformational leadership, “which as its name states refers to a revolutionary view of leadership from the previous transactional leadership to a newer way of leading. Cox (2010) states that Burns (1978) first introduced the concept of transformational leadership in his Leadership book on Transformation leadership which is not a specific process that can be followed by rather interactions between leaders and followers where they work together and raise another to higher levels of morality and motivation. Transformational leaders focus on higher order intrinsic needs and pay little attention to short term goals”. These leaders raise the bar for themselves on a continuous basis, thereby inspiring their followers to do the same.

2.18 RECRUITMENT & SELECTION

Attraction, Recruitment, Selection and Placement including staff retention is crucial in determining the state of the organisational climate. According to Ozbilgin (2014: 71) there is a four process model which is applicable to organisations and is as follows:

2.18.1 Determining the Competencies of the HR Professionals

This refers to the competencies expected of Human Resource Managers and or Recruitment & Selection Managers with regards to knowledge, skills and attributes. These may include understanding cross – cultural situations in both local and international organisations and

understanding of the legal framework as well as clear understanding of the organisation strategy.

2.18.2 Recruitment

According to Amos, Ristow, Ristow, and Pearse (2008: 115) “recruitment entails attracting a group of prospective employees and then selecting the most suitable ones by using an affordable method. According to Davison, Maraist and Bing’s (2011: 154) study in the USA on the use of Social Networking Sites (including LinkedIn) for HR decisions, the use of SNSs for recruiting appears to be commonly accepted because of its connection to advertising employment opportunities online. However, Nikolaou (2014: 181) is of the view that even though this might be a reasonable explanation for career websites, it is not an adequate explanation for the extensive use of SNSs (including LinkedIn) as recruitment and screening tools. Based on the dictionary definition a recruit is a person who joins a firm (Hornby, 2005: 1218). Recruiting can therefore be understood as the act of hiring employees”.

In the process of conducting international recruitment, it is important to be able to research the macro level challenges of the particular country. During this stage, HR Professionals need to drive the development of the Employer Brand as well as Job Analysis and remuneration planning. Job Analysis encompasses the development of Job Specification that outlines the characteristics, competencies and requirements the candidate needs in order to perform effectively in the available post. Ozbilgin (2014:74) Literature suggests that there is a strong correlation between the success of the recruitment strategy i.e. ability to source a number of well skilled and qualified candidates and the companies employer brand (what the company stands for /is known for).

The stages incorporated in the recruitment process are as follows: “recognizing the need to hire, describing job requirements, referring to a recruitment policy, discovering matters such as the law and labour market conditions that might influence recruitment, considering the sources of recruitment, creating an advertisement and then ensuring application blanks are available or requesting provision of a Curriculum Vitae from the candidate if needed (Amos et al 2008: 115-120). In the selection process, before candidates are hired, the employer must specify the abilities which are needed, screen and then shortlist candidates (Ibid., 123). Shortlisted candidates are usually evaluated using interviews (Ibid., 121). Background information is then examined by verifying information on a prospective employee given by

referees (Ibid., 124). HR professionals may conduct reference checks through contacting previous employers and external services may be used to investigate candidates' backgrounds (Grobler, Wörnich, Carrell, Elbert and Hatfield, 2011: 212). Medical examinations are conducted if required by law or by the job: a final hiring decision is then made and complete records are kept" (Amos et al. 2008: 124).

2.18.3 Selection

To a large degree the organisation selection process is informed by any of the following factors as outlined by Reilly and William (2012: 161) and Ozbilgin (2014: 77):

- Family Situation: “consideration of dual careers is becoming an increasingly important factor on application decision making process concerning acceptance especially of international job offers.
- Personality Tests: This may include the big five personality characteristics which assist to determine the relevance and sustainability of candidates. These may include how extroverted, agreeable, conscientiousness, emotionally mature as well as open and intellectually able the candidate is.
- Technical Competencies: Soft skills and behavioural competencies are critical in the eyes of recruiters and employers. On the other hand technically competent individual are better able to manage work –related challenges.
- Person – Organisation Fit: Ozbilgin mentioned that job applicants are attracted to organisations that fit their personal values which in turn fosters employee job satisfaction and organisation commitment.
- Interviews: All organisations conduct some form of interviews in determining the suitability of the job applicant to the employer organisation. Such interviews may either be structured and unstructured and in some instances video conferencing may be employed. The interviews are generally followed by a final selection decision depending on the level of the job incumbent.

2.18.4 Evaluation of the Success of the Recruitment

At this stage the Human Resources personnel has to determine the success indicators for effective recruitment. To some degree such indicators demand adjustment of the new employee into the new culture of the organisation. Further indicator is that of optimal performance and productivity that is witnessed from the newly appointed employee.

Finally, it is also noted that Reilly & William (2012: 153) to a large extent agreed with Ozbilgin (2014) pertaining to the process to be employed during recruitment and selection and which is as follows:

- Behavioural Competencies: they depict the desired or expected competencies from employees and always differ from organisation to organisation.
- Business & Technical Competencies: these relate to job related skills in order to adequately carry out the expected job functions.
- Personal Attributes: unlike the technical skills which can be trained on, these refers to innate qualities e.g. cognitive ability and are not trainable but can be enhanced.
- Personal Values: Values play a pivotal role amongst others in enforcing the desired organisational culture and also shaping the employee behaviour. Media reports have at times highlighted scandals in organisations due to serious compromise on some organisational values.

2.19 LEARNING & STAFF GROWTH

Reilly and Williams (2012: 150) defined career management as a system that connects both planning and resourcing. To this effect, planning is about ensuring that the organisation has the correct and appropriate number and types of employees that are coming through the system, whilst resourcing is about filling specific vacant posts with the right staff. Reilly et al (2012) further mentions that career management ensures that identified individuals are developed and prepared for future career options in terms of competencies, experiences and exposure.

It is to be noted that career management is primarily the responsibility of the employee, whilst the company must provide the tools and open the environment and opportunities for developing employee skills.

Grobler, Warnich, Carrell, Elbert; and Hatfield (2006: 249) mention four factors that determine the success of the organisation's career management process and which are as follows:

- It is vital that career management must be well planned as ill-conceived attempts will fail. HR Professionals and line managers have a responsibility to ensure effectiveness of the career management system.

- Top management buy-in must ensure support and commitment to the process and encourage internal promotions, development of staff performance and use of valid and objective criteria.
- HR Professionals must always include organisation career plans, individual career plans as well as execution and control mechanism as part of their career model.
- Finally, a career match must be found between the employer's plans for the employee as against the employee's own personal aspirations and goals".

2.19.1 Methods Employed for Staff Development

Reilly & Williams (2012: 163) mentions a number of methods essential for employee engagement through learning and development which are as follows:

- Management Skills Training

According to Niazi (2011) "training is defined as a systematic process aimed at changing employees' knowledge and skills and ultimately their attitude in order to meet organisational objectives through improved performance. Niazi (2011) argues that training and development is a process of obtaining and transferring knowledge, skills, and abilities that are required to do specific jobs and tasks. Therefore, a strategic component helps the business to meet its current and future challenges. The organisation needs to achieve its objectives and consequently, management should understand that the need to develop employees is compelling and inevitable, because sound training and development will contribute heavily to increased productivity and quality of products.

If the needs for employee development are met in the organisation, this could improve employees' motivation, amongst other things, and encourage employees to want to acquire more skills and knowledge to make themselves competitive Niazi (2011). Robin et al. (2009) assert that training and development interventions at all organisations are duly deliberated to teach employees the necessary skills, knowledge, required attitudes and competencies to perform their work to satisfaction and make the contributions that are needed and valued by the organisation".

Organisations need to build global knowledge, skills and experience in order to enable managers in various cross – cultural settings to better operate. To this end, "some global organisations have an 18 month International Masters programme that they run for senior

management. Such managers often travel as part of the requirements of their programme to different business schools on various parts of the world whilst still fulfilling their work commitments.

- Leadership Development

Erasmus et al. (2013), describe the term development as a process that is related to capacitating employees in an organisation through attaining certain skills. This process can be done through the learning methods in place with the purpose of accomplishing the organisation's targets. This also means attaining knowledge, skills and capacity through learning and through training techniques. Building critical skills, developing personal awareness, understanding strong and weak behaviours coupled with the empowerment to lead internationally should be covered as part of the Leadership Development Programmes

- Work Related and Non-Work Related Experiential Learning

According to Swanepoel et al. (2014), on-the-job training should be conducted at the work site and its focus should be on the actual job. The advantages of on-the-job training are described as follows: The transfer of training to the job is advanced, a full-time trainer and a distinct training service is not essential. Furthermore, trainee motivation remains high because, what employees learn, is relevant to the job and provides job satisfaction. Further, the employee is integrated more quickly into the organisation. Nel et al. (2011:357), describe on-the-job training as an on-going learning that should have a designed job focus. Furthermore, assessment of the job performance in the process of training should be undertaken as part of monitoring. Additionally, there is the opinion that immediate supervisors should take responsibility to ensure that their subordinates get training. Hunter, (2012), suggests that on-the-job training allows employees to gain experience and better knowledge of their jobs. The next section will discuss the aspects of the off-the-job training. Swanepoel et al. (2014) suggested that off-the-job training may take place closer to the workplace at a special training centre or training facility. The advantages of conducting training away from the workplace include a decrease in interruptions. Additionally, off-the job training permits employees to concentrate on the training. The techniques and tools that should be considered in this approach to learning are lectures, group discussions, and role-playing, assigned reading, case studies,

and videotapes. Swanepoel et al. (2014) & Erasmus et al. (2013), point out that, off-the job training should be conducted away from the workplace in a different place or boardroom. However, they recommend that it could also be embarked on at the work site depending on the organisation. Nel et al. (2011) agree with Swanepoel et al. (2014) that off-the job-training case studies, role playing, in-basket training and management games could be applied.

Work related projects or learning refers to instances where mostly trainees are expected to engage the public concerning their product /service.

- Action Learning Process

This usually happens in organisations when a group of high flyers are taken through a structured Leadership Empowerment Programme sometimes by a group of Seasoned Business Executives from various backgrounds/nations.

- Participation in Talent Management Selection Process

This may be through a situation whereby a group of managers are trained on talent management process and therefore become talent assessors. In this regard talent management selection process becomes a development tool for managers who are trained as talent assessors for various assessment centres across branches.

- Coaching & Mentoring

Coaching has in the last couple of years evolved as a development tool cutting across issues of personal, career and performance development. On the other hand mentoring tends to be used often for purposes of transferring skills, knowledge and experience usually to junior staff or aspiring managers and professionals who may need some oversight or support in their own journey of skills development. In the field of training and development, Swanepoel et al. (2014), defined coaching as an intervention that is about supporting other managers or employees to gain capability. They further suggest that a quick response provides an advantage. Dessler (2005), suggests that coaching should be provided for managers, who should provide answers to questions and should be exemplary". Swanepoel et al. (2014), further advice in their book that ethical coaching in this approach to learning should be applied at all times.

Noe et al. (2000) “explain that a coach is often a colleague or manager who assists an employee in order to develop his / skills, provides feedback and motivates one to perform better. A coach

can either meet one-one-one with the employee; assists the employee with experts, as the coach him/herself might not be a subject matter expert or provides resources which the employee would have otherwise not have had access to in order to assist the employee.

COMENSA defines mentoring as a relationship whereby a mentor guides a mentee not only with day to day work issues, but overall career development, knowledge sharing, business insight etc. The mentor's focus is the development of the learner and about passing on personalised, business specific knowledge. Mentors help to set the agenda, their primary aim to develop an individual or small group to learn more comprehensively from their day-to-day working experience. In delving into the detail of what mentoring aims to achieve in improving employee morale and motivation, we need to consider what the benefits if any mentoring has for the employee involved. According to research conducted by the Chartered Institute of Personnel & Development (Coaching & Buying Services, 2004), as cited by Comensa (2010), Mentoring:

- Is an ongoing relationship that can last for a long period of time.
- Can be more informal, meetings can take place as and when the mentee needs advice, guidance or support.
- Is more long-term and takes a broader view of the person. Mentor is usually more experienced and qualified than the mentee. Often a senior person in the organisation who can pass on knowledge, experience and open doors to otherwise out-of-reach opportunities.
- Focuses on career and personal development.
- Agenda is set by the mentee, with the mentor providing support and guidance to prepare them for future roles.
- Revolves more around developing the mentee professionally”

Taylor (2011: 219) stated that learning differs from knowledge in that it is through learning that people are given meaning to knowledge thus help to make better decisions and avoid making same errors. It is further stated that “some form of learning becomes apparent or realised through learning organisations. Taylor mentions that a learning organisation provides an environment where people always increase their capacity in order to create the truly desired outcomes and where different forms of thinking are nurtured and whereby people continuously

learn as a whole. Furthermore, they also provide a structure for people development at all levels whilst also rewarding them for learning.

Taylor (2011: 91) mentions that in the 21st Century there has been no notable increase in knowledge workers. These employees genuinely choose their professions because they are interested and passionate about their work, intrinsically motivated to achieve the set performance outputs and targets.

Taylor (2011: 91) further suggested that knowledge workers generally need to be managed differently compared to employees on traditional professions as they often have to create new knowledge, interpret and manage information.

Learning and growth is considered to be amongst the key indicators in determining the state of employee engagement in any given organisation. Where no symptoms of learning and career development exist, this generally becomes a strong sign of disengagement amongst staff within an organisational setting. Therefore, managers ought to demonstrate a commitment towards development interventions of their staff for purposes of their upward mobility.

2.20 PERFORMANCE MANAGEMENT & IMPROVEMENT

Armstrong (2009: 60) states that Performance Management relates to the process of providing mentorship and coaching, morale support and guidance, appraising, motivating, developing and rewarding employees with the intention to unleash potential and improve the performance of the organisation. The system of Performance Management entails four primary elements of the performance management cycle which are as follows:

2.20.1 Performance Planning & Agreement

The agreement is the basis for managing and defining performance expectations throughout the year as well as guides the improvement and development of activities of the staff member. Furthermore, this agreement states the activities that are a priority than others in terms of the total allocation being 100% (Armstrong 2009:61). Further to this, the Quarter within the year where such deliverables/outputs would be met is stated in the agreement.

2.20.2 Act

This stage relates to the work being done by the employee as well as the development and support needed to assist him/her. During this stage it is necessary that the individual employee compile his/her own portfolio of evidence.

2.20.3 Monitoring

This refers to the process of on-going monitoring of employee work activities against the set performance targets and measures (Armstrong, 2009:61). During monitoring it is essential that employees are provided with feedback pertaining to their performance and also that corrective action will be instigated as soon as possible.

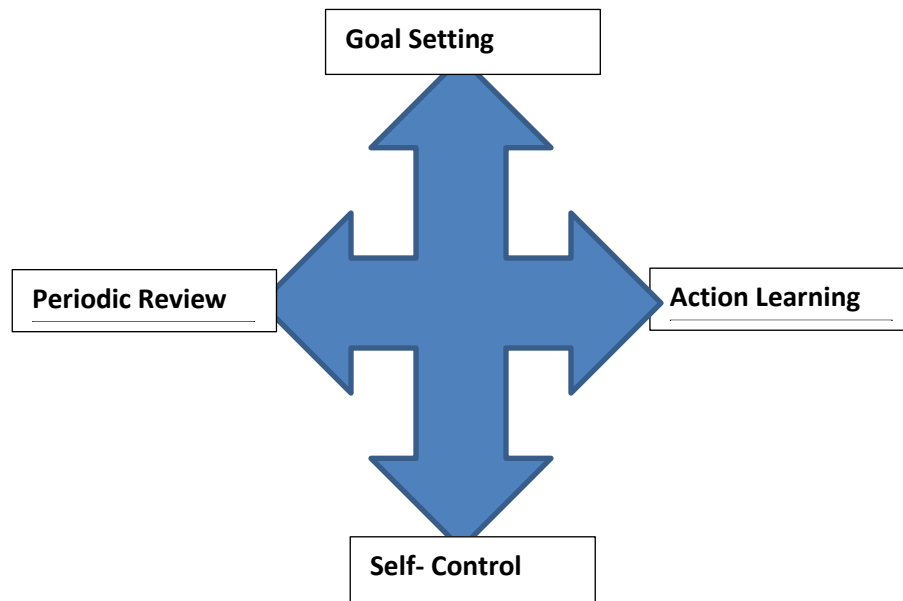
2.20.4 Formal Review and Assessment

Formal review needs to be scheduled at the end of each quarter as well as final assessment at the end of financial year. This final rate should be ideally accompanied by a performance reward especially in an organisation that drivers or promotes a performance culture.

2.20.5 Performance Standards

Armstrong (2009: 99) stated that performance standard is a statement or an expression that performance will be up to standard if a desirable, specified and observable result in performance is realised and it can either be qualitative or quantitative. Grobler et al. (2006:269) mentioned that work standards are used in organisations specifically with the purpose to measure the performance of administrative and manufacturing employees whose jobs are largely production in nature. Its main purpose is to determine the average production rate per employee per unit – either per hour or per day. It is to be noted that only a few organisations rely on work standards as their method of performance appraisal”. Grobler et al. (2006: 274) stated that Management by Objectives (MBO) is one of the widely used performance appraisal and improvement methods.

Figure 2.2. MBO Process by Grobler (2006:274)



2.20.6. Goal Setting

This relates to “the process for the formulation of long – term objectives of the entity and it cascades down to both departmental and individual objectives. Management by Objectives (MBO) is focused on setting of clear and measurable goals of what is to be accomplished, target date as well as required resources in order to achieve such goals.

2.20.7 Action Planning

It is imperative that the goal must stipulate what is to be realised or achieved as well as the manner and approach it will be achieved. Therefore, the action plans outline a road map on how the set goals will be achieved.

2.20.8 Self- Control

Grobler et al. (2006: 275) mentioned that management by objectives is largely based on the assumption that set performance targets and goals for individuals are dependent upon support of the organisation. Furthermore, those appraised under MBO generally have high levels of intrinsic motivation, commitment and achievement drive.

2.20.9 Periodic Review

Grobler et al. (2006: 277) also further states that Integrated in MBO is the mechanism for measurement of agreed upon performance of the employee and determine a need for adjusting or reviewing the agreed performance targets. Such a process can either take place monthly and or quarterly depending on the organisation. Furthermore, the advantage for MBO's is increased participation and good working relationship between the manager and employee whilst the disadvantage is largely the time and effort that is required for this process.

2.21 RECOGNITION & REWARDS

Armstrong (2009:250) stated that some organisations prefer to employ a holistic reward system in which all the elements of the system are brought together and integrated. Such a system may include basic pay, cost to company pay, employee benefits and non – financial rewards. Furthermore, Armstrong mentioned that rewards are provided through recognition programs for example best employee for the month or year, creating a conducive environment for the employee to succeed through either training and development and career management.

Grobler et al.(2006: 368) mentioned the use of organisational incentive plans which has since increased as a result of inherent problems being associated with individual incentive schemes. It is important that employers make employees understand the link between a portion of their compensation and the performance of their group or the entire organisation. Generally, compensation objectives fall in the following three types:

- a) **Profit Sharing:** this relates to the employee compensation tied to bottom line profits.
- b) **Gain Sharing Plans:** this relates to compensation which is tied to specific measures of productivity such as time, material and cost savings.
- c) **Stock Ownership Plans:** this allows employees to buy the company's stock and this increases their share value when the company does well.

Nelson (2011:164) mentioned that employee rewards are differentiated between extrinsic and intrinsic reward systems. Extrinsic reward refers to the recognition of the comparative value of the individual employee towards the achievement of the organisational goals. This may be in the form of salary, incentive pay and benefits. On the other hand, intrinsic rewards relates to the environmental rewards, values displayed by the organisational leaders, learning and development opportunities in order to recognise the employee's aspirations towards his/her own career goals.

Nelson (2011: 32) mentions that in rewarding the employee it is important to match the reward to the achievement. To this effect, the employer needs to define the specific performance/behaviour being rewarded. Nelson (2011: 32) further stated that an employer must be able to match the reward to available budget and may include things such as gift cards and employee of the month.

2.22 Benefits

Grobler et al. (2006: 373) mentioned that in 2006 the cost of employee benefits in South Africa had increased to an average of 26% and expected that this could be about 40% by 2020. Benefits offered by employers are generally classified in the following five types:-

- Those required by law (e.g. UIF, COID etc);
- Retirement benefits;
- Paid time off;
- Insurance (e.g. medical aid, disability insurance);
- Employee Services (e.g. child care programmes, food services, education expenses, transport expenses).

2.23 JOB SATISFACTION

Lew Tek (2012)(Yew, 2007) mentioned that today's organisation's place greater emphasis in terms of job satisfaction of their staff. This is due to the fact that satisfied employees are more likely to be committed towards the organisation, take pride and embrace the vision, values and goals. This inevitably leads to strong staff performance and improved productivity ratios. Therefore, the resulting positive effects of employee satisfaction levels and commitment in the organisation has to do with customer loyalty and service profit chain. Lew Tek (2012:30) further mentioned that job satisfaction refers to the good emotional feeling that one receives from his job in line with his expectation and what he actually gets in return. Furthermore Lew Tek stated that Tasks and Organisational rewards play a pivotal role towards employee job satisfaction. To this end, he defined tasks rewards as intrinsic rewards which are related to the job such as interesting and challenging work, opportunity to use a variety of skills. On the other hand organisational rewards are tangible rewards related to pay, promotion and configure working environment. This corresponds to Herzberg (1966), Two factor theory on employee job satisfaction as cited by Lew Tek (2012:30) which defines Hygiene factors and Motivators.

These two factors are outlined in the figure 2.10

Figure 2.3 Two Factor Theory by Lew Tek (2012:31)

Hygiene Factors	Motivators
Working Conditions	Challenging Work
Pay	Responsibility
Company Policies	Recognition & Achievement

Organisational commitment often becomes the end result of job satisfaction. Lew tek (2012:32) defined organisational commitment as a strong belief in acceptance of the organisational values and ethics, acceptance to invest maximum effort for the interest of your organisation and desire to remain with the organisation. In relation to the younger generation, their satisfaction and commitment to an organisation is usually influenced by the hygiene factors. On the other hand, older employees have a higher need for affiliation. Older workers generally value close friendship with fellow co-workers to provide them with emotional support in order to deal with personal and family needs.

Furthermore, job satisfaction has to do with individual attitude about his or her work role as well as the relationship to worker motivation. Scott, Swortzel and Taylor (2005) mentioned that staff retention and turnover is largely informed by an individual's level of satisfaction and therefore it is essential to adopt jobs to people as well as people to jobs, in doing this individual satisfaction levels as well as productivity increases and this ultimately benefits both the employee and the employer.

Further to this, Scott et al. (2005) suggested that sensitive factors of the employee jobs and or working conditions need to be identified and analysed. In analysing these factors line management receives a better picture of the areas which contributes to job satisfaction and or dissatisfaction amongst employees. However, an examination of the nature of the relationships between the employee and the workplace is usually the first step in analysing job satisfaction level.

- Hackman & Oldham (1980) cited by Scott et al. (2005) and Robinsons (2003) outlined the job characteristic's theory and its relationship to job satisfaction. These characteristics are as follows:

- Skills Variety
- Task Identify
- Task Significance
- Autonomy
- Feedback”

Hackman and Oldham (1980) identified the following four personal and work outcomes of the Job Characteristics theory:

Figure 2.4 Hackman and Oldham’(1980:25) Job Characteristic Theory

Theory	Description
“Internal Work Motivation	This is the employee satisfaction derived from employee good performance on the job and is often associated with rewards/performance incentives.
Growth Satisfaction	This relates to employer opportunities for personal learning, development and growth available to individual employees.
General Satisfaction	This relates to the employee satisfaction about his or her job as well as how regularly they think of quitting.
Work Effectiveness	This is the satisfaction derived based on quality and quantity of product and services offering”.

According to this theory, employees who often respond high to aspects such as job security, pay, co-worker relations and line management and supervision tend to respond more favourably to job ratings. The state of job satisfaction has adverse effects on engagement or disengagement levels of staff within an organisational setting and therefore ought to be granted the necessary management attention.

2.24 TEAM WORK & EFFECTIVENESS

West (2012: 18) mentioned that effective teamwork implied having a real team which is founded upon a clear vision, be of right size and be relatively small in its membership. It is imperative that the team must be working with the appropriate people as team members with appropriate skills sets to better enable them to fulfil the team objectives and expectations. Therefore, a clear purpose statement is essential for the vision and sustainability of every team.

Furthermore, West suggested that team members must be enablers for the realisation of the team objectives and not the opposite. West further advocated for the concept of dream teams which is a concept that is characterised by inspirational and transformational leadership. Team members must have a desire for continuous growth and development resulting in product delivery efficiency and effectiveness.

In relation to behavioural attributes for effective teams, it is important that team members must be secure in their team membership coupled with a sense of trust and support for each other and being prepared to back each other up during times of crisis. Further to this, West (2012:19) mentioned that teams actively builds inter-team relationships and members identify not just with the team but also with the organisation at large that they are part of. According to West, one of the important traits of dream teams is efficient collaboration, idea generation, work breakdown and systematic distribution and support amongst peers.

“Several organisations where work is predominantly done in work-group, shift or production teams require cohesion between these groups in order to work more effectively and efficiently. Emphasis is therefore placed on the teams so that they are all committed to a common goal and work with minimal or no supervision. According to Capelli, in the Harvard Business Review (2001), teamwork is another one organisations can use in order to build commitment. Members of the team commit to each other and find it difficult to not to pull their weight as they understand that if they don’t, they will be letting the entire team down. Teams are therefore more accountable for their performance as compared to individuals.

Schermerhorn, Hunt, Osborn and Uhl-bien (2011) suggest that a team is a group of people who usually have skills and attributes that complement each other so that their work is more effective. The team as work unit has collective accountability and all work together to achieve a common goal. Adams (2007) cites Tranfield et al. who says that teams are usually a small group of people who have a common vision, performance goals and are mutually accountable to achieve their goals. Self-directed or self-managed work teams are two of the names given to teams who take their commitment, work ethic and sense of achievement of goals to the next level.

According to Schermerhorn et al (2011) self-directed or self-managed teams make their own decisions, take full accountability and are able to operate with a manager. Robbins (2001)

shares a similar view and takes this one step further, in that team members plan, assign tasks control work and make their own decisions in the absence of a manager or leader. Robbins (2001) argues that with a large financial service company self-managed teams if often one of the key factors in improving employee satisfaction and increase business volume by 50% whilst reducing staff by 15%.

It is therefore clear that there are benefits of work teams in the study and this reiterates the productivity that a company can gain by using self-directed or self-managed work teams in order to drive employee satisfaction, increased morale and productivity to the bottom line. Some other benefits of self-managed or self-directed teams would be productivity, improvements with regards to quality, flexibility in production demands, responding to technological change faster as the team owns the solutions as well as reduced absenteeism, turnover and improved attitude Schermerhorn et al. (2011). Reasons for these possible benefits include the ownership, commitment and accountability that the team feels. These work teams successes are of paramount importance and many organisations, as highlighted above seem to derive significant benefit from these work teams”.

2.25 SERVICE

Failte Ireland (2013:3) mentioned that the road to excellence required one to interrogate as much as is possible and to reflect on what constitutes a business special and unique and should not be seen as waste of time but rather than an investment.

According to Ireland (2013:4) “it is important for business owners that there is maximum commitment to service and that staff move away from mediocrity to excellence. In so doing it is imperative that organisation leadership consider some of the following practical steps:

- Hold session with your staff in order to establish your business and service standards and goals as well as likely benefits to your customers;
- Jointly develop a Service Promise or Charter which covers a shared vision and values of what you intend to accomplish in terms of Service Quality;
- Allocate individual responsibilities in order to drive the agenda of Service Excellence;

- Define clear goals for individuals and team in order to provide specific and measurable targets which are linked related to Service Charter of the business.

2.26 KEY ACTIONS TO DRIVE EMPLOYEE ENGAGEMENT

The following presents outcomes of the research conducted by Mehta, Chandani, Moksha and Parul (2016:6)

- a) Select employees and managers partly on their ability to engage with others in honest and authentic ways since selecting based on technical and or functional competencies will not create engaged and productive performance teams;
- b) Create a communication plan in order to regularly update employees on business engagement efforts and conversations;
- c) Train supervisors and managers on the significance of behavioural competencies necessary for administering performance conversations and providing feedback which is respectful and constructive;
- d) Assist in creating opportunities for employees to build relationships within and across organisation boundaries – this could be in the form of cross functional teams in order to drive organisation cross cutting issues;
- e) Create a sense of organisational community and connectedness so that employees feel valued and part and parcel of the larger organisation;
- f) Gather an understanding of what employees think through the use of social media as a source of talent engagement survey. The online informal surveys allows management and executives to have an insight on staff thoughts and experiences which helps them in obtaining the pulse of the employees;
- g) Create an intentional culture: in contributing towards a fully engaged workforce, employers must create an environment where employees have flexibility to do the work in their own preferred approach. This could include in-house facilities like gym, gaming areas, restaurant where staff can take time off and come back to work at a later time;
- h) Appreciate staff small contributions: Some companies e.g. Some organisations are known for applauding employees for good performance behaviour in the form of either monetary rewards, token of appreciation or recognition award.
- i) Engage in open and honest communication: Some employers generally makes employees understands the strategic contribution of their work and how it assists in

attaining set organisational goals. Furthermore, employees are encouraged to give constructive feedback to their employers at any time.

- j) Support defined career paths: In creating an engaged workforce, employers may choose to implement mentorship programme that allows them to connect with their managers, colleagues thus being able to work on their career aspirations and goals.
- k) Communicate organisation stories: this could be in the form of creating an employer brand where the company's fun, friendly and innovative culture is recognised and appreciated. Such an employer brand ensures that right people are attracted, recruited and retained in order to retain the organisational mandate and goals.

2.26. IMPACT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL PERFORMANCE

Several studies have reported the positive impact of employee engagement with performance outcomes in the organization; these outcomes includes retention of the workforce, increased productivity on the organization bottom line, profitability, loyalty from customers and organization's reputation & safety. Adequately engaged workers helps to increase revenues for their organisations and employers, this also includes customer satisfaction. Double digit growth organizations has shown that their employees were adequately engaged (Coffman, 2000, Coffman et al. 2002, Perrin, 2003, Heintzman and Marson, 2005, Hewitt, 2005, Ellis and Sorensen, 2007, Swarnalatha, 2013).

Baumruk and Gorman (2006) posits that employees who are properly engaged exhibit three general behaviours that leads to improved organizational performance:

- Say-the employee advocates for the organization to co-workers, and refers potential employees and customers
- Stay-the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere
- Strive-the employee exerts extra time, effort and initiative to contribute to the success of the business.

On the contrary, disengaged employees exhibit spinning behaviours Swarnalatha and Prasanna (2013), these behaviours includes wasteful tasks that does not matter much to the organization of them. Settling behaviours Swarnalatha and Prasanna (2013), these behaviours includes failed

commitment to work tasks and unsatisfied and motivated to go the extra mile. Splitting behaviours Swarnalatha and Prasanna (2013), includes behaviours that indicate they are willing to leave the organization for any better opportunities they get. Also, they usually have several complaints regarding several issues, such as performance measures, and customer service offerings (White, 2006; Perrin Report, 2003).

To buttress, an ISR survey conducted in (2005) on 360000 employees across 41 organizations from 10 western economically advanced countries, revealed that there were reductions in their operations margin and their net profit margins over a three year period due to a low engagement of employees. While on the flip side there was a corresponding increase in operating margins as well as net profit margins of other companies over the same three year period (Meere, 2005). Employee disengagement also have some direct and indirect costs on the subject the organization too. According to the Accord Management Systems (2004), disengaged employees are likely to miss on average 3.5 or more days in a year period; are less productive, and they cost the United states economy over \$291 to \$354 billion every year when extend throughout the US economy.

2.27 CONCLUSION

In this chapter each of the 10 categories of the Employee Engagement model was discussed. The discussion provided similarities and overlaps on how the various authors viewed, defined and applied each category. This chapter provided the literature review which covered how each of the categories are realised in the actual work place environment. Finally, this chapter provided an opportunity to conduct comparative analysis of theory against practice which will be discussed and presented on Chapter 4 in order to be able to provide recommendations on Chapter 5 based on gaps identified". The next chapter outlines the research design and methodology that was employed in conducting this particular study as well as the data collection methods that were applied.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter covers the research design and methodology that was employed in conducting this study as well as the data collection methods that were used. It is to be noted that this was a quantitative research conducted at Eastern Cape Parks and Tourism Agency Head Office based in East London. This chapter elaborates on how the research instrument was composed based on “the demographics, sections and or elements of the research instrument, how the data was analysed and reported. Furthermore, the chapter further outlines the research objectives, research questions, sampling, the reliability and validity of the research methods. The chapter concludes with outlining the adherence to ethical requirements of the University of KwaZulu-Natal.

3.2 RESEARCH AIM

The intent behind this research study is to investigate the existing formal and informal structures that have a direct or indirect impact on Employee Engagement Practices at Eastern Cape Parks & Tourism Agency.

Furthermore, the following specific research objectives was decided to investigate on:

- 3.2.1 To investigate existence of formal or informal structures that has direct or indirect impact on employee engagement practices at Eastern Cape Parks & Tourism Agency.
- 3.2.2 To evaluate the impact of various Employee Engagement Practices and categories and the impact of each category towards institutional performance and or development within the EC parks and tourism agency.
- 3.2.3 To determine the categories of employee that exist and those that still need to be improved in order to enhance employee effective performance and engagement.
- 3.2.4 To make recommendations on Employee Engagement practices to be deployed in order to enhance successful Institutional performance.

3.3 RESEARCH METHODOLOGY

Research methodology is an important part of conducting an empirical study. The primary purpose of this section was to present a justification for the adopted research design, description

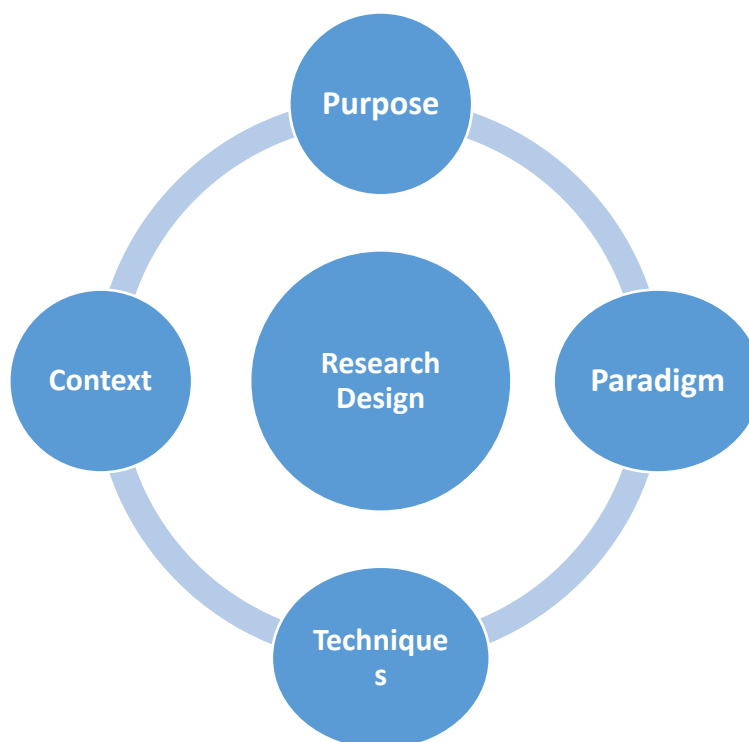
of the philosophical assumptions that underpin the study, the appropriate research designs chosen for the study. It will also justify the specific research method of data collection, analysis and interpretation adopted for this study. This section will also present the research contextual issues on employee engagement at Eastern Cape Parks and Tourism Agency (ECPTA) in more detail (Cresswell, 2017).

3.3.1 RESEARCH DESIGN

Blanche et al. (2006a) defined Research Design as a framework for actions that serve as a bridge between the Research Question and the actual application of the research. According to Blanche et al. (2006a) research acts as a guide for the planning of conditions relating to how data is collected and analysed in order to achieve set objectives of the research.

This statement, implies that a research design forms the critical connection between the theory and arguments that informs the research study to the scientific data that is collected and analysed.

Figure 3.1. Shows the research processes as outlined by Blanche et al., (2006)



Source: Sub –Processes of Research by Blanche et al. (2006a).

The Figure 3.1. shows what makes up a research design process. There is the research purpose, research paradigm, research techniques to use and the context in which it will be applied to the study.

3.3.1.1 PURPOSE

This refers to what conclusions the researcher wants to derive and the implications of those conclusions. The concept allows the researcher to choose the most appropriate research design to adopt for a study. Knowing the purpose will enable the researcher to narrow down to what exactly is been investigated (Blanche et al. 2006).

3.3.1.2 RESEARCH PARADIGM

This is also sometimes referred to as philosophical worldviews, this relates to the development of knowledge and nature of that knowledge based on one’s worldview (Cresswell, 2009, Blanche et al., 2006a). The Table 3.1. shows the shows the interconnectedness of philosophical worldviews, research design, and the corresponding research methods.

Table 3.1. Research Paradigm table by Blanche (2006)

Four Worldviews	
Post-positivism	Constructivism
<ul style="list-style-type: none"> • Determination • Reductionism • Empirical observation and measurement • Theory verification 	<ul style="list-style-type: none"> • Understanding • Multiple participant meanings • Social and historical construction • Theory generation
Transformative	Pragmatism
<ul style="list-style-type: none"> • Political • Power and justice orientation • Collaborative • Change oriented 	<ul style="list-style-type: none"> • Consequences of actions • Problem-centered • Pluralistic • Real world • Practice-oriented

The table above shows the four worldviews, and how they highlight the respective methods. Principles of positivism, constructivism, transformative and pragmatism. The philosophical worldviews held by any researcher, maybe be post-positivist, constructivist, transformative or

pragmatic, will lead to the embracing of any of the quantitative, qualitative or mixed methods approaches (Cresswell, 2009).

3.3.1.3 TECHNIQUES

This refers to the particular data collection tools, as well as the data analysis tools to be used for the study. There are three (3) main techniques that can be adopted, the choice is dependent on the particular methods adopted by the researcher. The three techniques can be either be a quantitative technique, qualitative technique or mixed-method technique. The table below displays the types of techniques that can be adopted by the researchers (Blanche et al., 2006).

Table 3.2 The Display of techniques that can be adopted by researchers.

RESEARCH TECHNIQUES	QUANTITATIVE TECHNIQUES	QUALITATIVE TECHNIQUES	MIXED-METHOD TECHNIQUES
Data collections tools	Questionnaire, surveys or psychometric tests, etc.	Interviews, Observations, Focus group discussions (FGDs).	Questionnaire and Observations/interviews/FGDs.
Data analysis technique	Chi-square, Pearson's correlations, regressions, etc.	Narrative, Ethnographic or Phenomenology, etc.	Mix of both types of analysis correlation & ethnographic, etc.
Sampling technique	Probability sampling.	Non-sampling.	Mixed of both types of sampling techniques.

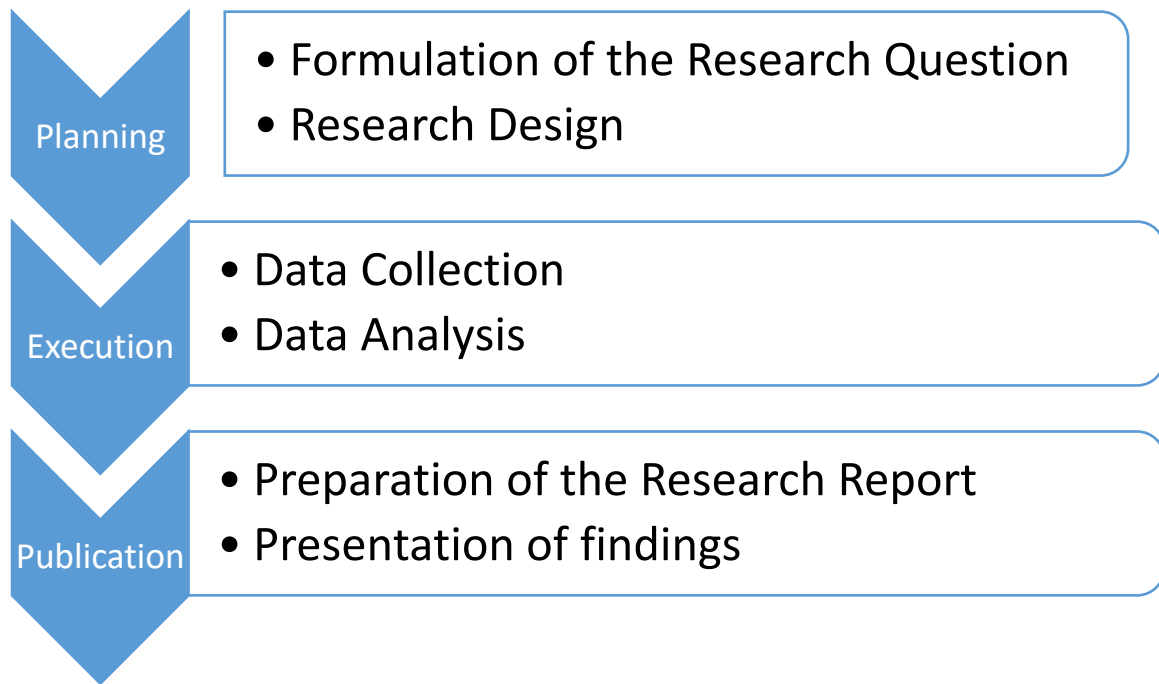
Source: Researcher's Own (2019).

3.3.1.4 CONTEXT

This is the situation within which the research is carried out. The research context for this study is employees of **Eastern Cape Parks and Tourism agency (ECPTA)**. In some studies, the context also determines the particular approach that can be adopted by the researcher (Blanche et al., 2006).

In addition they advised that all researchers should follow a research planning process which covered the following: research planning, execution and publication (Blanche et al. 2011). This chapter seeks to uncover details of what is contained under each of these processes and acts as a guide to this research process.

FIGURE 3.2 THE RESEARCH PROCESS BY BLANCHE (2011:171)



3.4 RESEARCH METHODS

There are various methods that can be used to collect data and this depends largely on whether the research type is Qualitative or Quantitative and or is Descriptive or Exploratory. Furthermore, the appropriate method is also influenced by available data sources, urgency of the decision as well as the cost of obtaining the data Zikmund et al. (2003).

Some of the Research Methods as outlined by Zikmund (2003:70) are as follows:

- (1) **Surveys:** This is a research technique in which information is gathered from a sample of people using a structured questionnaire. This is considered as the most common and basic method of gathering data. It is suggested that a pre-testing tool be used to a small group which then becomes a sub-sample, with the aim to establish the manner in which data will be collected for research purposes. Furthermore, it is also used to determine if it will be suitable to minimise any suitable errors due to improper design Barbie (2010).
- (2) **Experiments:** It allows for investigation of changes in one variable whilst simultaneously manipulating the other e.g. investigating changes in employee productivity against the variable of monetary rewards Barbie (2010).

(3) Observation Techniques: This could either be mechanically recorded or conducted through observation. The main advantage of the observation technique is that it records behaviour that has been observed without relying on reports of the respondents.

For the purposes of this study, surveys were considered most relevant as the study is quantitative in nature. The study aimed at reaching a large number of research respondents within EC parks and tourism agency.

3.5 QUALITATIVE AND QUANTITATIVE RESEARCH

3.5.1 QUALITATIVE RESEARCH

The focus of Qualitative research is through expression in words and observations and may include stories, visual portrayals, meaningful characterization, interpretations and other expressive descriptions. Through Qualitative research, various pieces of information can be scrutinised in order to clarify which qualities or characteristics are more associated with a particular given situation. Qualitative research methods usually focus on the experience of the participants and their associated knowledge. To some degree they also explore various thoughts and imaginations (Newman et al., 1998). This type of research is based on obtaining narrative data either through case studies or interviews etc.

3.5.2 QUANTITATIVE RESEARCH

On the other hand Quantitative research is used in order to determine the quantity or even extent of some occurrence in the form of numbers. This type of research allows the researcher to make conclusions based on actual findings which are generally open to different interpretation. According to Harwell (2011) the quantitative method is deductive in nature and has a tendency to produce a type of result that culminates to sequential and logical interpretation.

3.5.3 Exploratory Vs Descriptive Research

According to Harwell (2011) an exploratory study is the first research that is usually conducted in order to ascertain and define the nature of the problem. On the other hand, Descriptive research is largely used for purposes of describing the characteristics of a population. This research sought answers to who, what, when, where and how questions. In relation to this particular research, the researcher used Exploratory and Quantitative research.

3.5.4 POSITIVISM & PHENOMENOLOGY

As a research philosophy, positivism subscribes to the view that only knowledge that is essentially based on facts either gained through observing or measuring is reliable or trustworthy. In positivism the researcher generally adopts an independent approach to the study and has no provision for human motives or interests. In positivist studies the researcher tends to be impartial of what is being investigated (Saunders and Lewis, 2012). It is further characterised by the experiment which enables to researcher to determine what the actual cause is and effect relationship and this could be either through shadow sessions or observations (Sekaran et al., 2013). Furthermore, positivist studies generally adopt a deductive approach, whereas an inductive approach is often associated with phenomenology philosophy. Since positivism is based on the view that the researcher needs to concentrate on facts, the research is believed to be objective.

On the other hand phenomenology focuses on the generation of meaning provides for human interest since it concentrates on experiences and perceptions of individuals from their own perspectives. This study employed a positivist philosophy since it allows for a survey approach which is relevant for a large population thereby enabling a sound representative sample and drawing of the research findings.

3.6 RESEARCH APPROACH

There are two commonly used approaches during the research study, namely qualitative and quantitative. Bryman and Bell (2015), Yin, (2009), Burns and Bush, (2013) compares between the two methods, Burns et al. points out that quantitative methods of study employs the use of numbers and figures to descriptive and investigate a phenomenon, while qualitative research uses the words, statements and interviews to describe and explain phenomenon.

According to Bryman and Bell (2015) quantitative research designs can be either descriptive or experimental. He further defines descriptive study as a study that determines the relationship between variables and an experimental study determines causality.

On the other hand quantitative research is used in order to determine the quantity or even extent of some occurrence in the form of numbers. This type of research allows the researcher to make conclusions based on actual findings which are generally open to different interpretation. According to Harwell (2011) the quantitative method is deductive in nature and has a tendency to produce a type of result that culminates to sequential and logical interpretation.

3.6.1 ADOPTED METHOD FOR THE STUDY

The researcher only employed quantitative research for purposes of gathering data from the research respondents. This is due to the fact that it is the view of the researcher that crucial information should be gathered only from officials as against executive managers who could limit the extent of the information they provide as it might be a reflection of their own performance and also may want to protect the organisation. Therefore, the researcher made use of an Employee Engagement instrument that ranked employee responses and gave three responses as recommended by (Mehta et al. 2016). The ratio analysis was indicative of the state of employee engagement and or disengagement within the Agency staff.

3.7 RESEARCH SETTING

A research setting or study site is defined as the place where the study was conducted Barbie (2010). This study was conducted at ECPTA head office at East London, and some regional offices across the Eastern Cape (Yin, 2009, White and McBurney, 2012)

3.7.1 TARGET POPULATION

Saunders and Lewis (2012), Sekaran et al. (2013) refer to target population as the entire group of people, events, or things of interest that the researcher wishes to investigate. The research participants were largely employees based at Head Office (East London) and a few participants at Regional offices who are only administrative staff with approximately 70% - 30% split. Therefore, technical staffs employed in the various game reserves around the Province were not included in this research.

3.8 SAMPLING TECHNIQUE

Sampling is a crucial aspect of the research process where the researcher generally identifies and selects a representation of the population statistically. Zikmund et al. (2003) pointed that if the sample representation was done statistically and with full confidence then the research study will also be true.

There are two different sampling techniques of sampling, the researcher chooses the most suited to the study based on the research aim and objectives of the study. The two sampling techniques are probability and non-probability sampling techniques. The researcher adopted the probability sampling technique.

3.8.1 PROBABILITY SAMPLING

Saunders and Lewis (2012) stated that in probability sampling, the elements of the population have a common chance of being selected to participate in the study and this type of study can either be restricted or unrestricted in nature. When sampling is unrestricted it is also commonly known as simple random sampling, which implies that all the elements of the population have an equal chance of being selected.

3.8.1.1 SIMPLE RANDOM / UNRESTRICTED SAMPLING

Simple random sampling involves selecting a sample without following any process or system. It involves picking at random (Saunders and Lewis, 2012, Sekaran et al., 2013). Simple random sampling can be utilised in research where generally management positions are selected from the list randomly without placing favour on any particular one. There is also systematic sampling which gives everyone in the population an equal chance of being selected systematically e.g. selecting every second name on the sample frame (Saunders and Lewis, 2012, Sekaran et al., 2013).

3.8.1.2 SYSTEMATIC / STRATIFIED RANDOM / RESTRICTED SAMPLING

A restricted probability sampling in the form of stratified random sampling is generally applied on the quantitative data in a research study. Stratified random sampling can either be proportionate or disproportionate (Saunders and Lewis, 2012, Sekaran et al., 2013). Proportionate stratified sampling refers to selecting a number of elements from the strata according to the number of elements in the population. According to Saunders and Lewis (2012), disproportionate stratified sampling refers to the freedom of the concerned researcher to decide how many elements from the strata to choose.

3.8.2 NON-PROBABILITY SAMPLING

In non-probability sampling, participants are selected based on the personal judgment of the researcher. Therefore, the sample selection was done by means of choice or convenience. Non-probability sampling has several types of sampling techniques (Saunders and Lewis, 2012, Sekaran et al., 2013). There are purposive sampling techniques, convenience sampling techniques, snowball sampling techniques, etc.

3.8.2.1 PURPOSIVE NON-PROBABILITY SAMPLING TECHNIQUE

Purposive sampling is used when a researcher is targeting a specific group, so that the findings will reflect the perceptions of the research population (Saunders and Lewis, 2012, Sekaran et al. 2013). This means purposive sampling involves data collection from a targeted population. In addition to this, there are two other types of sampling, under the purposive sampling technique. They are judgmental sampling and quota sampling. Judgemental sampling relates to the selection of candidates that are in the best or advantageous position and who can also provide the most relevant and appropriate information that is needed Saunders and Lewis (2012). On the other hand quota sampling ensures that certain groups of population are represented in the study population Saunders and Lewis (2012).

3.8.2.2 CONVENIENCE NON-PROBABILITY SAMPLING TECHNIQUE

Sekaran et al. (2013) stated that convenience sampling refers to the collection of initial data from a population that is at the convenience of the researcher.

3.8.2.3 SNOWBALL NON-PROBABILITY SAMPLING TECHNIQUE

This is a non-probability sampling technique in which the researcher selects a sample that is connected to another sample, or when a participant in a study refers the researcher to another participant (Harwell, 2011).

3.8.3 SAMPLING AND SAMPLE SIZE

Sekaran et al. (2013) mentioned that a sample involves selecting a subset of a specific target population in a study. It involves selection from a general population. Saunders and Lewis (2012) emphasised that sample size influences and determines the level of accuracy and confidence in estimating the population parameters and variability of such population. In this study a census study as opposed to sampling size was implemented in undertaking this research study.

3.9 DATA COLLECTION INSTRUMENTS

Data collection is one of the most important process, it involves the actual administration of the collection instrument from a variety of sources in order to obtain complete and accurate information of a phenomenon Cooper et al. (2006). Saunders and Lewis (2012) posited that in a quantitative approach, the survey instrument usually a questionnaire is the most commonly used data gathering instrument used in collecting primary data. The questionnaire was therefore selected for this study as it is commonly used because of its ability to gather responses from a large sample at once, usually effortless to use and also less expensive to gather data. A self-administered questionnaire was designed to address the research questions of this study (Cooper et al. 2006).

3.10 PILOT STUDY

It is vital to conduct a pre-test of the research instrument in order to ensure that there is clarity and no vagueness in the questions posed to the research respondents Sekaran et al. (2013). The research survey was initially piloted to a small group of the target population and corrections were made on errors identified in the tool as well as areas generally misunderstood by the respondents before the full roll out of the research.

3.11 DATA COLLECTION PROCESS

A closed survey questionnaire in the form of the employee engagement diagnostic tool was designed and distributed to all staff who is the entire population of the Eastern Cape Parks and Tourism Agency based at head office. The diagnostic tool was based on the employee engagement framework, consisting of approximately 28 questions that were customised to meet client requirements. This survey results were interpreted using Excel.

The survey was intended to yield the following information:

- Critical areas where challenges are experienced in the application of the elements/categories of the Employee Engagement framework;
- Internal strengths and weaknesses relative to the external opportunities and threats of the business;
- Reasons for employee retention – as against reasons for staff turnover;
- Understanding intervention strategies critical for tourism and hospitality performance and growth in order to ultimately assume market leadership as the Agency.

3.11.1 CONSTRUCTION OF THE RESEARCH INSTRUMENT

The Survey Questionnaire included six demographic factors i.e. position, job status, age, gender, tenure, business unit.

Key Themes of Work Place Engagement Survey: As developed by Robert Ebers (2011):

- 3 Dimensions of Employee Engagement;
- 10 Categories of Employee Engagement;
- Open Response Items
- 28 Total Items
- Demographics

Participants were members of staff from the following departments:-

- Office of the CEO
- Operations
- Marketing
- Finance
- Corporate Services

The first part of the questionnaire sought to establish the nature of communication and forms of communication employed within the organization including the frequency of such communication.

The second part of the questionnaire centered on Supervisor & Leadership Effectiveness and included Staff Satisfaction levels on Management and ECPTA Leadership style. This section included establishing confidence of staff on whether the current leadership will be able to lead them to the desired state.

Furthermore, determining if the current leadership is willing to adapt to change and also create a convincing strategic direction is a critical part of this diagnostic questionnaire.

The third element of the questionnaire focused on team work, performance improvement as well as management development. This section sought to establish availability of measures for staff performance as well as any development interventions in place for continuous staff development and growth purposes.

The fourth segment of the survey questionnaire focused on work environment and work conditions in relation to how employees feel they are treated by the institutional management.

This section included questions on whether employees are proud to work for ECPTA and if they could also recommend it as an employer.

The final part of the survey related to employee willingness to adapt to change as well as the extent to which employees felt their ideas and suggestions for improvement are given due consideration.

Finally, the research tool content is in line with the aspirations of the South African Board for People Practice (SABPP) standards for HR Professionals that they need to drive in the workplace. SABPP is a professional body that regulates the HR Profession in South Africa and their standards are congruent with the Robert Ebers (2011) Employee Engagement Model applied in this study.

3.12 DATA ANALYSIS

According to Saunders and Lewis (2012) quantitative data collected is largely raw data, and when not analysed makes little or no sense. Not until information is gotten from it through analysis. The researcher used the SPSS 23 software to analyse the collected data for the study. The quantitative data analysis was helpful to this research study as it provided data that can be quantifiable and easy to understand. In additional statistical analysis can be drawn from the information from the data.

The Researcher analysed the data and came up with findings and recommendations regarding the items of the 10 categories of employee engagement and its three dimensions. Each item/question in the survey was evaluated based on three responses being Yes, No or N/A. It was be the responsibility of the researcher to conduct data integration and analysis – taking into account the feedback of the respondents as outlined above. Thereafter, the researcher interpreted and drew findings and recommendations on the entire research. This was a closed survey research. The results were presented in the form of graphs for each of the categories of high performance engagement contained in the research survey.

3.13 VALIDITY AND RELIABILITY

3.13.1 VALIDITY

According to Newman and Benz (1998), any data gathering instrument that accurately measures what it was intended to measure it is considered a valid instrument. The validity was

done in order to ensure that the research investigation was able to provide answers to the research questions regarding employee engagement at ECPTA. Validity implied that the data collected should reflect the phenomena being measured (Sekaran et al., 2013). Several literatures (Robert Ebers (2011) Employee Engagement instrument were reviewed and from there, the questionnaire was designed, hence ensuring that the questions in the questionnaire were valid. Validity in quantitative research often concerns: objectivity, generalizability, replicability, predictability, controllability and nomothetic statements (Newman and Benz, 1998).

White and McBurney (2012), affirms that there are three types of validity namely: construct, content and criterion as discussed below:

- Construct validity is the degree to which a test measures what it claims, or claims, to be measuring. In the classical model of test validity, construct validity is one of three main types of validity evidence, alongside content validity and criterion validity.
- Content validity is the extent to which the elements within a measurement procedure are relevant and representative of the construct that they will be used to measure.
- Criterion validity is also called predictive validity, it measures the degree to which the test scores measuring one test criterion is consistent with other criterion being measured.

3.13.2 RELIABILITY

Reliability refers to the extent to which the various tools and instruments being used are uniform. Zikmund (2003:73) stated that the more reliable our instruments and observations, the consistent and dependable our results. Furthermore, Newman and Benz (1998) stated that reliability in a research is when an instrument is used and it consistently reproduces the same results. The survey was designed in a way that similar scores would be obtained each time it was used and the questionnaire was reliable since it was able to give same or similar answers repeatedly. In order to ensure that the questionnaire was reliable bias and ambiguities were reduced in order to get credible information and better data quality. The various items in the research instrument were analysed in order to ensure that the measurements developed by the researcher are specific and focused to the study.

3.13.3 ELIMINATION OF BIAS

Data collection bias was minimised through ensuring that the researcher is the only one to administer the questionnaires. Furthermore, whilst there was initially the idea of motivating them by providing a reward/incentive to each and every respondent to the research, this idea was later reviewed as it was perceived that it might strongly lead to respondents inaccurate responses because of the perceived incentive and thereby jeopardize reliability issues.

3.14 LIMITATIONS OF THE STUDY

Firstly, the research tool was constructed only in English and yet distributed to all levels of staff at Head Office. Whilst the research was initially conducted with a small group for purposes of testing the tool, it is envisaged that there could have been language barriers in the completion of this research amongst certain levels of staff. In an attempt to address this limitation, the researcher could have employed a second research questionnaire prepared in the native language (Xhosa). However, such a process could have had enormous implications in terms of cost and time for the translation of the questionnaire. Secondly, the study was purely quantitative and a mixed research study could have helped in soliciting additional information that could have been utilised to back up the quantitative research data obtained.

Finally, the Executive Management at ECPTA was excluded from the study as a prerogative of the researcher. It was felt that most of the issues covered in the survey are directed at senior and executive management and, therefore, they may want to protect themselves in their responses and, hence, were excluded.

3.15 ETHICAL CONSIDERATIONS

In a study where people are involved, it is vital that their privacy, values and views are respected. It is critical that the study be justifiable and contains substantial benefits for either the researcher or society at large where conclusions and findings from the study can influence current practice. The study should not pose any potential hazard or threat and participants should participate willingly. In relation to this study the researcher observed the following:-

- The gate keeper was obtained from the Corporate Services Manager at Eastern Cape Parks and Tourism Agency;

- Ethical clearance was obtained from the University of Kwazulu-Natal ethical committee;
- Consent form was developed and completed by each research respondent.
- Due diligence characterised the nature of this research but also honesty and integrity in the handling of the confidential and crucial organisation data.

3.16 CONCLUSION

This chapter covered the research design and methodology that was employed in conducting this particular study as well as the data collection method that was used. As I have already outlined this was a quantitative research conducted at Eastern Cape Parks and Tourism Agency Head Office based in East London. Furthermore, this chapter also elaborated on how the research instrument was constructed, on the composition of the demographics sections and or elements of the research instrument, how the data was analysed and reported. This chapter also outlined the research aim, sampling, the reliability and validity of the research methods and instrument was also explained. The next chapter presents a summary of the findings in graphical form of both the demographics as well as the twenty eight questions in the research tool. Furthermore, in this chapter an alignment has been drawn to the literature review (Chapter 2), whereby the results of a question support or disagree with theory.

CHAPTER 4

DATA PRESENTATION, INTERPRETATION & DISCUSSION OF RESULTS

4.1 Introduction

The chapter outlines a comprehensive overview of the research findings for this study. Aside, the presentation of findings, this chapter also includes the analysis of findings and the discussions. The findings in this chapter originate from the data collected from the structured questionnaire administered, which also corresponds to the review of literature in Chapter 2. The motivation for this study developed from the literature review in chapter 2, it provided for understanding of the significant themes that relate to the study objectives, it also provides a background for the studies and the existing theory. The questionnaire was distributed to 132 respondents, only 100 of the questionnaires was returned. The results from the respondents will be presented in quantitative graphs and qualitative feedbacks to summarize the main points.

The discussion will be centred on the research objectives of the study.

The main objective for the study was to investigate the existence of formal and informal structures, and the implications of their direct impact on employee engagement within the Eastern Cape Parks and Tourism Agency” (ECPTA).

The specific research objectives were addressed in this study:

1. “To investigate existence of formal or informal structures that has direct or indirect impact on employee engagement practices at Eastern Cape Parks & Tourism Agency.
2. To evaluate the impact of various Employee Engagement Practices and categories and the impact of each category towards institutional performance and or development within the EC parks and tourism agency.
3. To determine the categories of employee that exist and those that still need to be improved in order to enhance employee effective performance and engagement.
4. To make recommendations on Employee Engagement practices to be deployed in order to enhance successful Institutional performance.

The figures below depict the demographic findings as well as the summary of the twenty eight questions in the research tool.

4.2 Response rate

Whilst authors have different viewpoints in relation to a sufficiently representative response rate, the argument by Saunders and Lewis (2012) is that a response rate of forty-fifty percent is adequate. In this study conducted at Eastern Cape parks and tourism agency there was a response rate of 75% and that is considered a good response.

4.3 Analysis of demographic data

This employee survey questionnaire employed in this study was designed to elicit four different categories of demographic data from the respondents: respondents department, age of respondents, and length of service, gender of each respondent. The demographic variables are analysed and interpreted below.

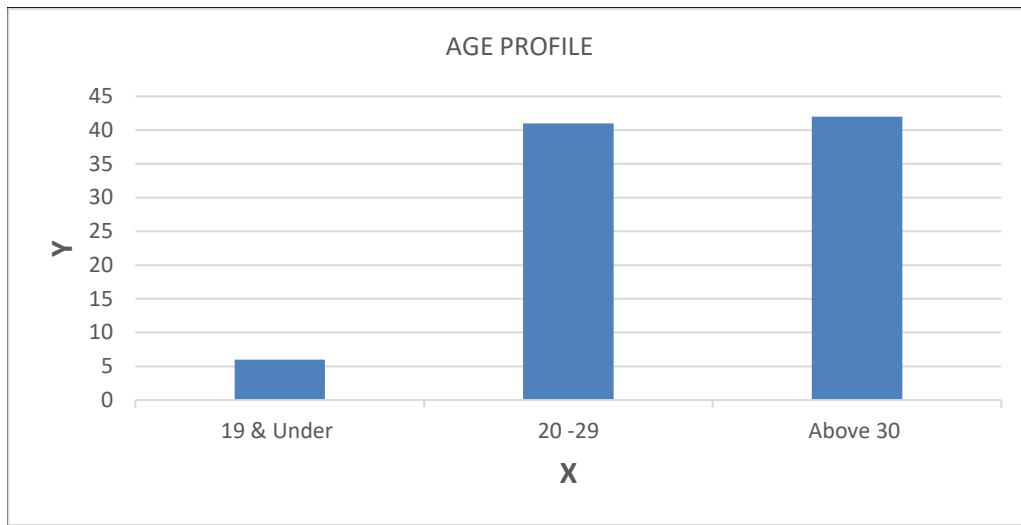
4.3.1 Age Profile Analysis

Y- Axis represents the number of respondents according to their ages, while X-axis represents the age-range profile of respondents. In relation to the age profile at ECPTA, for the age-range profile of 19 and under, only 6 respondents were either age 6 or below.

For age range of (20 – 29), there were 41 respondents, while there was 42 or 43 respondents in the age bracket from 30 and above. The rest of the respondents did not tick or answer the age bracket questions.

This findings therefore, indicate that the age – range at (30 – Above) had the highest number of respondents, this was closely followed by age range (20 – 29). This results indicate that they are ‘relatively young persons or individuals’ in the ECPTA department.

Figure 4.1 Age Profile



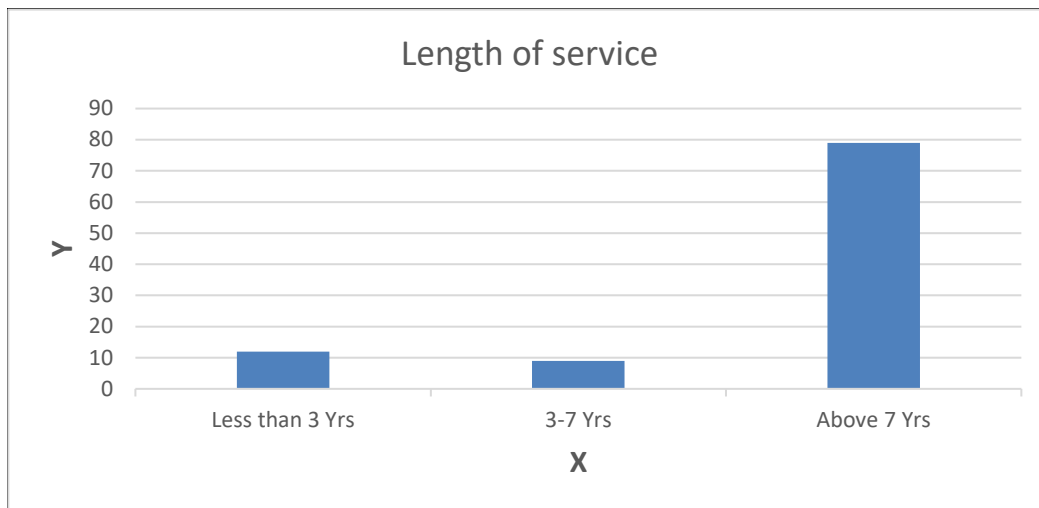
4.3.2 Length of Service (LOS)

Y - Axis represents the number of respondents in percentage (i.e. 0-100%) at the organization (ECPTA), while X - axis represents the different number of years (less than 3 years, 3 - 7 years and, 7 years and above) spent in the organization (ECPTA).

An approximation of 12% of respondents had less than 3years of service, in the same vein, an approximate of 9% of respondents have had between 3-7 years in service, while more than an approximation of 79% of respondents have had 7 years or more than 7 years in service at the ECPTA.

This finding indicates that much (over 60 %) of the respondents have had a long service years at the Eastern Cape tourism agency. If they have had long stays, it also indicates a level of job satisfaction, or maybe a positive work engagement at the workplace.

Figure 4.2 Length of Service.

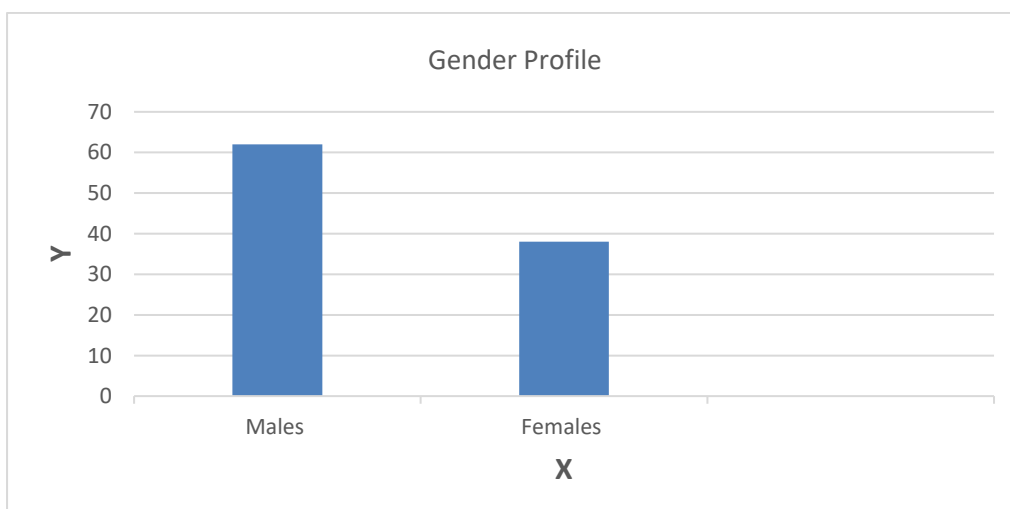


4.3.3 Gender Profile

For this analysis, Y represents the number of respondents in percentage (%) that ticked and filled the survey questionnaire, while X- represents both gender (i.e. male and female gender). 62% of respondents were males, while only 38% were females.

This findings is viewed as a good reflection of the actual gender profile within the ECPT agency, which is seen largely as a male gender roles synonymous with game parks.

Figure 4.3 Gender Profile



4.3.4 Staff locations (departments)

The figure 4.4 depicts a breakdown of staff location demographics into the different departments at the agency. Y axis shows the *number of respondents across two* departments at the ECPTA, while X axis shows the two departments (*operations department and staff support departments*) at the ECPTA. Operations Division constitutes 95% of the total workforce that was surveyed, whilst only 5% of the respondents surveyed come from the employee support department (Support department comprise of: Corporate Services, Marketing and Finance Units).

This findings indicate that operations department has the most staffs, this is synonymous with most game parks across South Africa. The findings is not a surprise as majority of staffs hired at the game parks are hired to work in the game parks (i.e. operations department) at the ECPTA. Although the findings did not indicate so, but the result may also imply that employees are mainly hired on fixed-term contracts basis only.

Figure 4.4 Staff Location.



4.4 Data Analysis based on Study Objectives

The Researcher analysed the data and came up with findings and recommendations regarding the items of the 10 categories of employee engagement and its three dimensions. Each item/question in the survey was evaluated based on three responses being ‘Yes, No or N/A’. The researcher conducted data integration and analysis – taking into account the feedback of the respondents as illustrated in the column graphs below. Thereafter, the researcher interpreted and discussed the findings with respect to literatures.

4.4.1 Objective 1

(To investigate the existence of formal and informal structures that have a direct or indirect impact on employee engagement practices at Eastern Cape Parks and Tourism Agency.)

The purpose of this objective was to determine the patterns or elements of employee engagement which are in existence so that measures can be established to construct them into formal structures of engagement essential for effective performance. A total of eight questions were developed in order to address this objective.

4.4.1 Question 1: I receive/have access to regular written ECPTA communication (i.e. internal newsletter). The participating research respondents had to select one of the three following options:

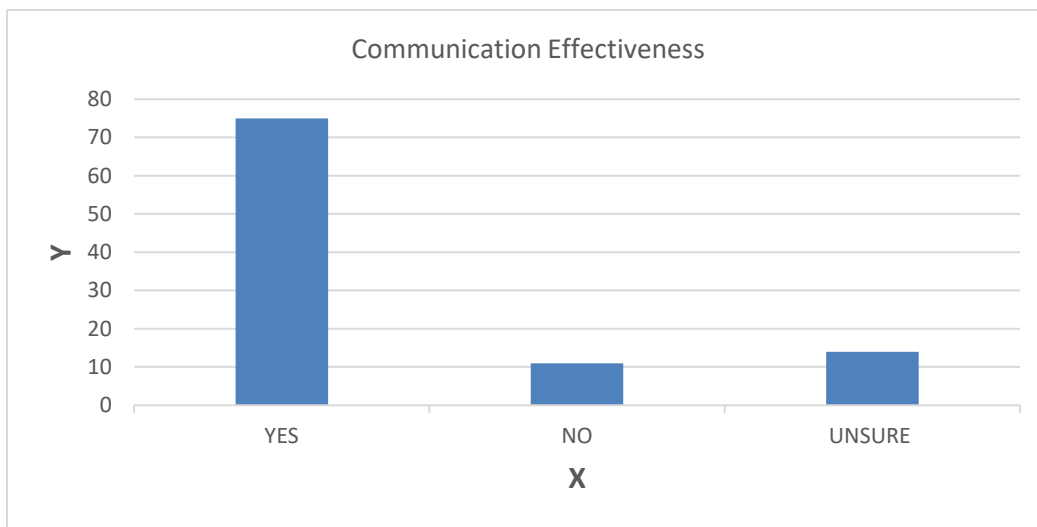
Yes	No	Not Sure
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4.4.1.1 Communication Effectiveness

In the figure 4.5 Y refers the percentage of the research respondent’s feedback /results, whilst X is the graphical illustration of the choice of each of respondents: those who agreed stated - (yes), respondents who disagreed stated (no), while those that abstained stated they were unsure. The figure below confirms that 75% of the research respondents felt that they have regular access to written ECPTA communication in the form of newsletters and or vacancy bulletins, whilst 11% disagreed and 14% were unsure. This finding concurs with the research

studies of Lewis and Harrell (2009) who found that regular scheduled small meetings, one-on-one meetings, web-enabled communication as well as newsletters are all essential for effective communication in organisations. The negative responses from staff are probably those that have missed out on the communication due to either being absent; away from their work stations during the announcements or they fail to read the newsletters and bulletin boards. The need for effective monitoring becomes evident so that all staff is knowledgeable and brought to speed about the operations and happenings at the ECPTA.

Figure 4.5 Communication Effectiveness



4.4.2 Question 2: My supervisor holds regular meetings (at least quarterly) with staff to keep us informed and updated of ECPTA developments and performance.

Yes
 No
 Not Sure

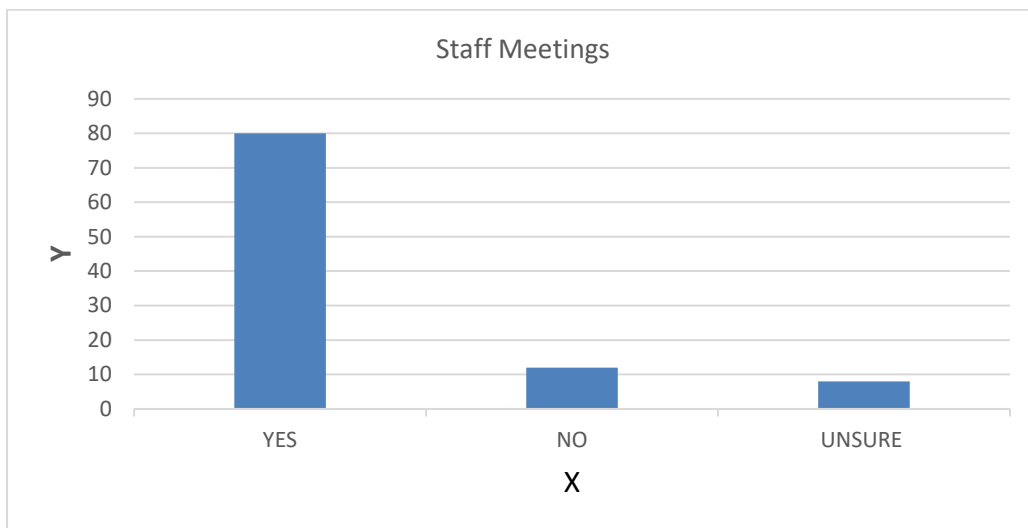
4.4.1.2 Staff Meetings

In figure 4.6 Y represents a percentage of the research respondents participation in staff meeting and their responses to the meeting when called, as regards this question, while X depicts the responses (*responses were either 'yes' 'no' or 'unsure'*) of respondents to the questions. The figure below depicts a breakdown of the research respondent's feedback on

whether they feel their Supervisors hold regular meetings in order to keep them informed and updated on ECPTA developments and performance. In this case 80% agreed whilst 12% disagreed and 8% were unsure if their Supervisors held regular meetings with them for information sharing purposes.

Lewis and Harrell (2009) stated that communication from the company management enables employees to understand how they fit into the strategy, to build alignment with the company priorities and also feel as an integral part of the organisation. Furthermore, bottom up communication increases chances of employee satisfaction and engagement and improves organisational desired outcomes (Lewis and Harrell, 2009).

Figure 4.6 Staff Meetings



4.4.3 Question 3: The ECPTA and its management do a good job communicating changes or decisions that affect employees

Yes
 No
 Not Sure

4.4.1.3 Management’s Communication of Decisions

In figure 4.7 on management communication of decision column Y represents a percentage of the number of respondents that to this question, and X, represents their actual choice of

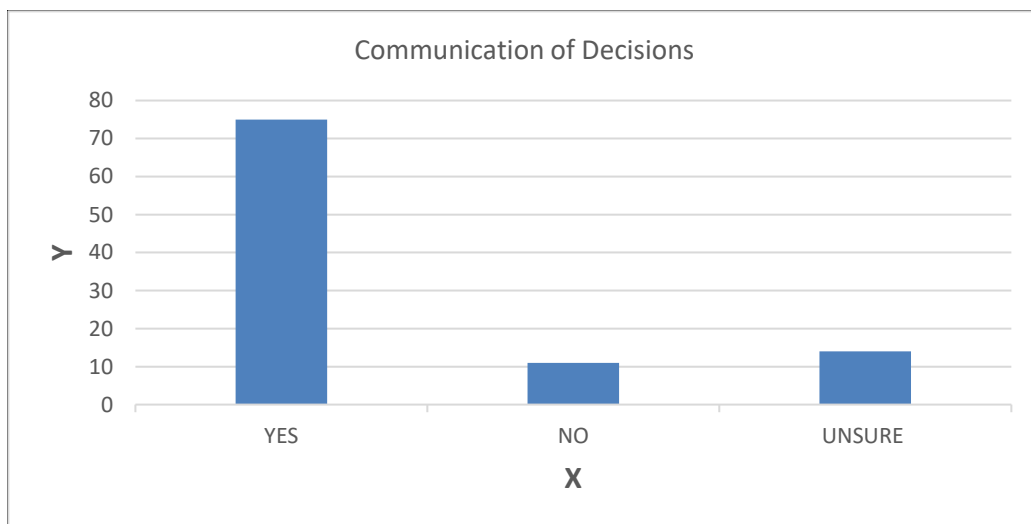
respondents response (i.e. those who ‘agreed’, ‘disagreed’ and were ‘unsure’) to the question. The figure below depicts a breakdown of the survey responses on the perceptions of the respondents on whether ECPTA management communicates changes and decisions that affect staff. To this effect, 75% agreed whilst 11% disagreed and 14 % were unsure.

In relation to this findings, Business Strategy Review (2005) indicated that employees generally require a role in decision making and that participation is likely to increase job satisfaction and performance. Some empirical studies have also proved that employees prefer ‘participative (democratic) decision making’ regardless of their level of influence within the organisation.

Lewis and Harrell (2009) highlighted three critical elements of employee engagement: organizational community, performance management and communication.

Communication is characterised by open honest and regular communication. Communication from the company enables employees to understand how they fit into the strategy, to build alignment with the company priorities and also feel as an integral part of the organisation. Furthermore, bottom up communication increases chances of employee satisfaction and engagement and improves organisational outcomes. Therefore findings of this study at ECPTA, concur with the views expressed in the literature reviews.

Figure 4.7 Management Communication of Decisions



4.4.4. Question 4: I understand my role in the organisation.

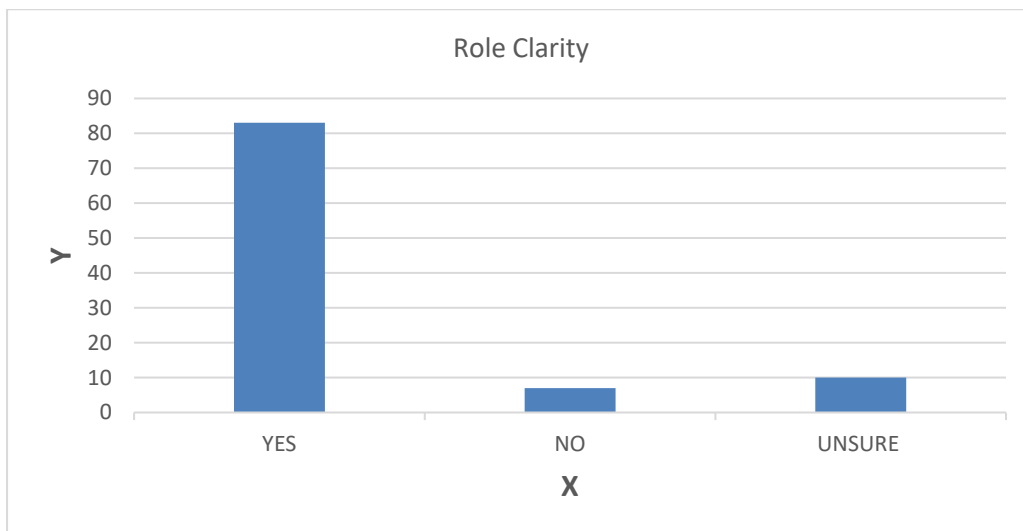
Yes
 No
 Not Sure

4.4.1.4 Role Clarity

In figure 4.8 the column Y represents a percentage number of response of respondents to the question of role clarity, and X is an illustration of the response of those who agreed, disagreed and were unsure. The figure below illustrates the views of the research participants on whether they feel they understand their role within the ECPTA. 83% of the respondents felt they have a good understanding of their roles and responsibilities, whilst 7% felt they do not have role clarity, only 10% were unsure of their roles and its clarity.

Scott et al. (2005), stated that job satisfaction also has to do with understanding of individual job expectations and responsibilities and this essentially refers to clarification of roles and job responsibilities in an organization. Kahn (1990) work conceptualized engagement by focusing on self and role of the individual in an organization. This means role clarity is positively related to job satisfaction in the workplace (at ECPTA).

Figure 4.8 Role Clarity



4.4.5. Question 5: What is your preferred form of communication? (E-mail, Meetings, One-on-One)

Yes

No

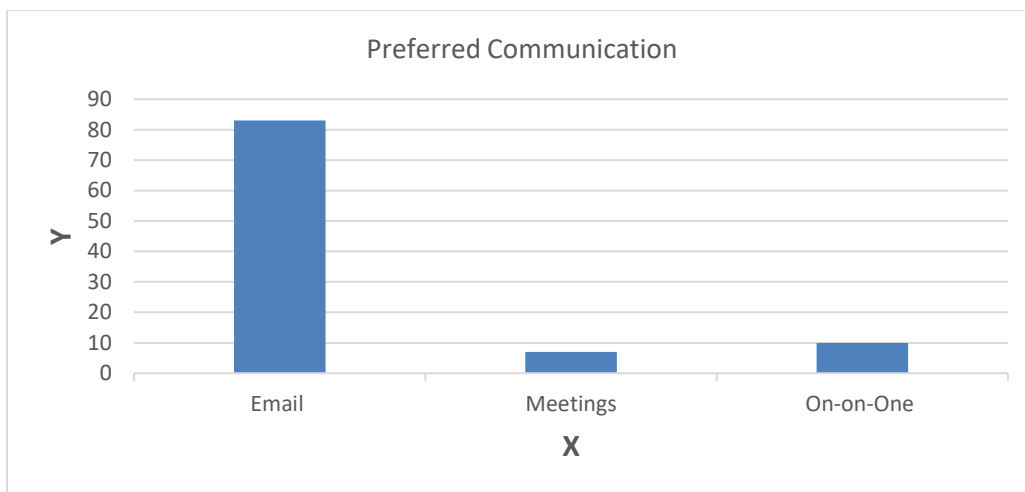
Not Sure

4.4.1.5 Preferred form of Communication

In figure 4.9 Y axis represents the percentage figures of the research participants to this question on the ‘preferred form of communication’, whilst X bar graphs indicate the different options of communication (*email, meetings, and one-on-one*) that is most preferred by the ECPTA staff. This question was aimed at establishing a preferred form of communication for staff members either being email, meetings or one-on-one. It is to be noted that 88% of the respondents felt that email is the best tool and form of most preferred for communicating, whilst 2% preferred meetings and 10% preferred the one-one-one form of communication.

Lewis and Harrell (2009:2) states that preferred form of communication relies upon the type of prevailing organisation culture. This result indicates a need for realignment or readjustment of the organization culture with the most preferred mode of communication at ECPTA.

Figure 4.9 Preferred form of Communication



4.4.6. Question 6: Management creates a sense of teamwork and ECPTA spirit.

Yes	No	Not Sure
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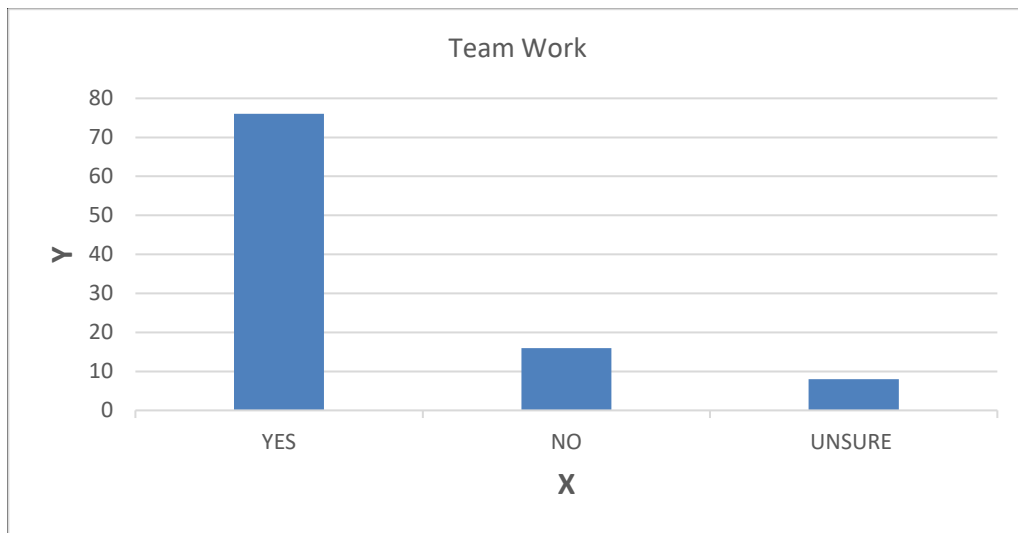
4.4.1.6 Team Work

In figure 4.10 Y represents a percentage of the research respondents to the issue of team work and X is an illustration of those who agreed, disagreed or unsure of their position in this issue.

The research respondents were asked their views on whether they felt management creates a sense of teamwork and team spirit. A total of 76% felt there is a sense of teamwork created by management, 16% disagreed and 8% were unsure.

This finding supports the views of West (2012: 18) who found that effective teamwork implied having a real team which is founded by a clear vision, of right size and a relatively small number of members. West (2012) further advocated that the concept of dream teams are characterised by transformational leadership that re-enforces an inspiring and motivating team purpose. The figure (*disagreement -16%*) below depicts a breakdown of team spirit amongst the research respondents.

Figure 4.10 Team Work



4.4.7. Question 7: ECPTA treats its employees fairly.

Yes

No

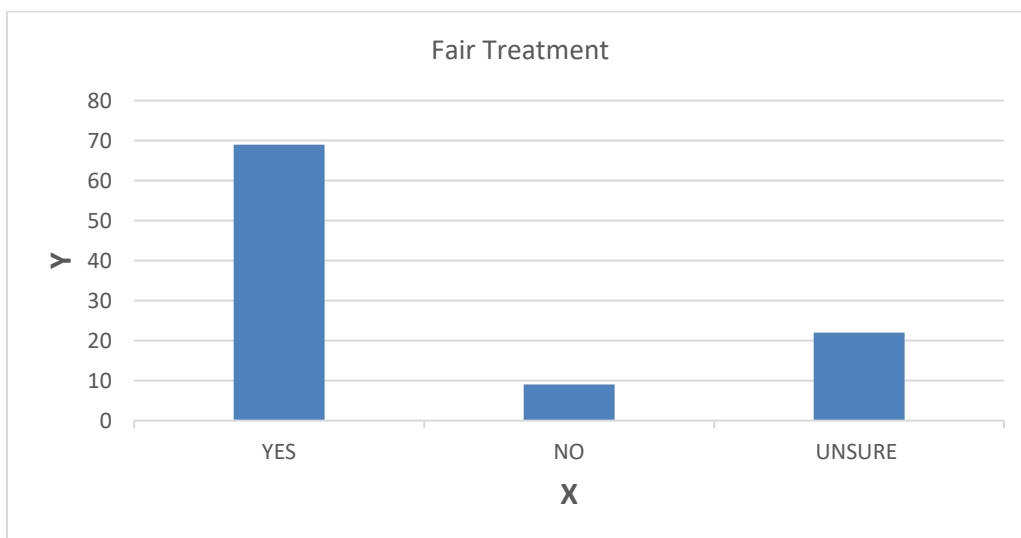
Not Sure

4.4.1.7 Fair Employee Treatment

In figure 4.11 Y represents a percentage of the response of research respondents to the issue of fair treatment, and X is a bar chart illustration of those who agreed, disagreed or unsure of their position in this issue. The figure below is a graphical illustration of the responses of the research participants as to whether ECPTA management treats its employees fairly. 69% of the respondents agreed that they are fairly treated by the management, whilst 9% disagreed with the question, and 22% of the respondents were uncertain if they were fairly treated.

As stated previously by Lewis and Harrell, (2009:4) employee engagement has to do with what people say, their stay and what they strive for. Intrinsic rewards are one of the ways employees can be given fair employee treatment. There are a range of studies (Purcell, 2003; Gibbons, 2006; Bakker and Demerrouiti, 2007) that have sought to investigate the relationships that exist between intrinsic rewards or sources of intrinsic rewards with employee engagement at the workplace. Sources of intrinsic rewards includes job challenge, inclusion of employees in decision making at the organization and giving employees opportunities for career development. This has been reported to positively influence engagement at the workplace (Purcell, 2003; Gibbons, 2006). Therefore, this definition and responses of staff of ECPTA demonstrates how they felt treated within the organisation. This result may indicate that on the whole that the management treat its employees fairly at ECPTA.

Figure 4.11 Fair Employee Treatment



4.4.8 Question 8: Leadership involves employees when making significant changes.

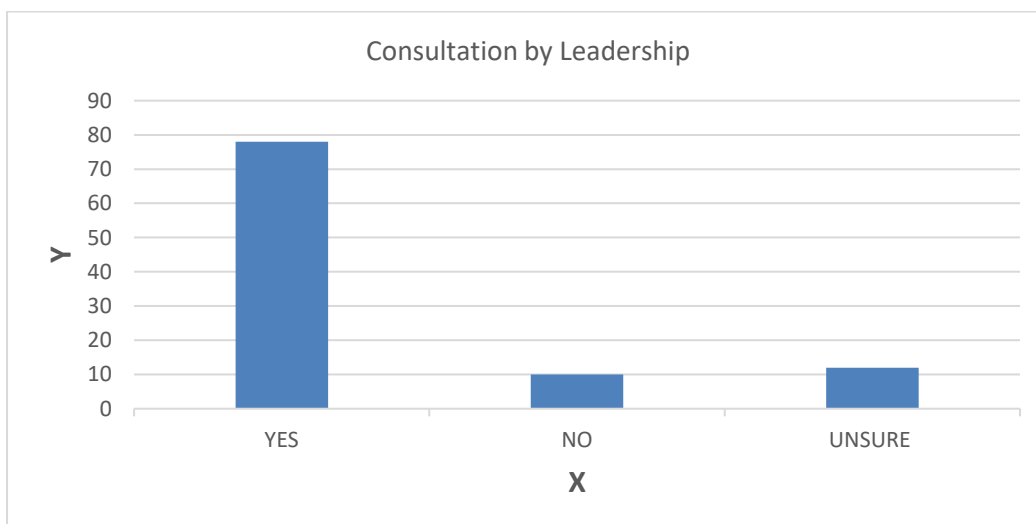
Yes No Not Sure

4.4.1.8 Employee Consultation by Leadership

In figure 4.12 Y represents a percentage of the research respondents to the issue of consultation by Leadership and X is an illustration of those who agreed, disagreed or unsure of their position. This part of the survey is aimed to establish involvement of employees by its leaders pertaining to changes in the organisation. The figure below is a summary of the respondent’s perceptions in relation to their involvement by leadership. 78% of the respondents confirmed that leadership consults and involves them in significant business changes, whilst 10% disagreed and 12% were uncertain.

Pearson (2013:289), mentions that consultation and joint decision making between management and staff is likely to yield high quality decisions if the executives have accurate and shared mental model of what defines organisational performance and success. This confirms the 75% in question (4.4.1.3) above that management engages in effective communication and imparts important decisions that affect staff.

Figure 4.12 Employee Consultation by Leadership



4.4.2 Objective 2

(To explore the impact of various employee engagement practices and categories towards individual and or institutional performance and development).

The purpose of the objective was to establish the existence of defined goals and objectives at Eastern Cape parks and tourism agency relevant to the phenomenon of employee engagement as well as prevailing practices that enhances or presents a limitation to an engaged workforce. A total of four questions were developed in relation to this objective.

4.5.1. Question 9 ECPTA Executive creates and communicates well defined goals and ways of achieving them.

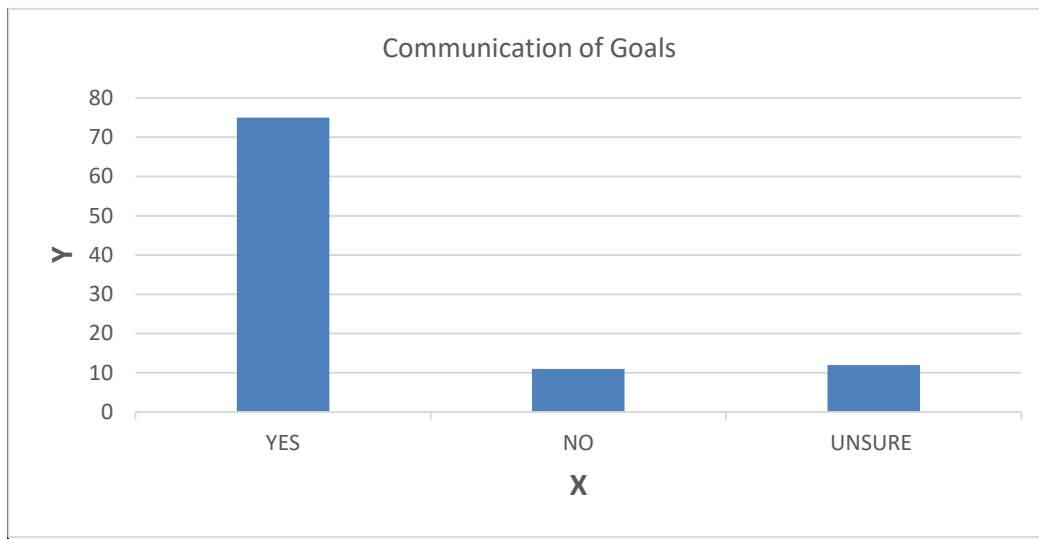
Yes	No	Not Sure
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4.4.2.1 Communication of Goals by Management

In figure 4.13 Y represents a percentage of the research respondents to the issue of communication of goals by management and X, is an illustration of those who agreed, disagreed or unsure of their position. The figure below is a summary of the views of the research participants on whether they felt management creates and communicates well defined goals and ways of achieving them. 75% of the research respondents agreed that management creates and communicates business goals whilst 11% disagreed and 12% were unsure. This finding corresponds with question 3 above where 80% of the participants agreed that management holds regular meetings with them aimed at keeping staff updated on developments and performance.

Furthermore, Pearson (2013:281) stated that a culture and climate in an organisation should consist of shared values and beliefs which help to deal with the problems of survival in the external environment and problems of internal integration. Lewis and Harrell (2009), bottom up communication increases chances of employee satisfaction and engagement and improves organisational outcomes. Further to this, Pearson (2013), also stated that this creates an environment where leaders easily communicate values that are critical to achieve the long-term objectives and goals of their institution and therefore 75% satisfaction in the communication of values is considered a step in the right direction.

Figure 4.13 Communication of Goals by Management



4.5.2 Question 10: Management is committed to continuous improvement and employee development.

Yes	No	Not Sure
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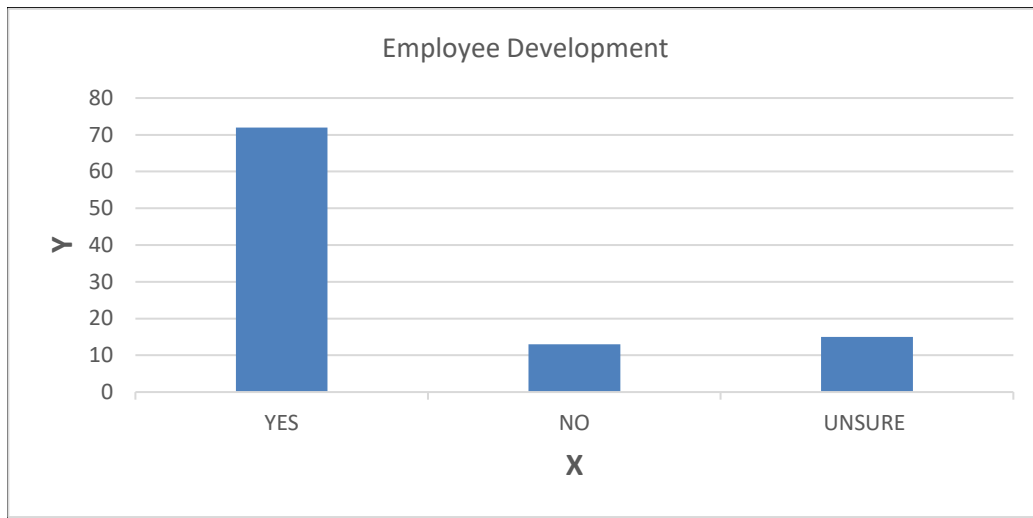
4.4.2.2 Continuous Improvement & Employee Development

In figure 4.14 Y represents a percentage of the responses of respondents to the question of continuous improvement and employee development and X, is an illustration in bar graphs of those who agreed, disagreed or unsure of their position.

The commitment of managers to continuous improvement and employee development was ascertained in this part of the survey. 72% of the respondents felt that management is committed to their continuous improvement and employee development, whilst 13% disagreed and 15% were unsure.

Reilly & Williams (2016:163) identified a number of methods essential for employee engagement through learning and development which includes: Management & Skills Training programs as well as, Leadership Development programs aimed at building core skills and behavioural competencies amongst organisational staff as necessary building blocks for employee engagement, organisation performance and effectiveness.

Figure 4.14 Continuous Improvement & Employee Development



4.5.3. Question 11: ECPTA is a place where different individuals can work together effectively.

Yes	No	Not Sure
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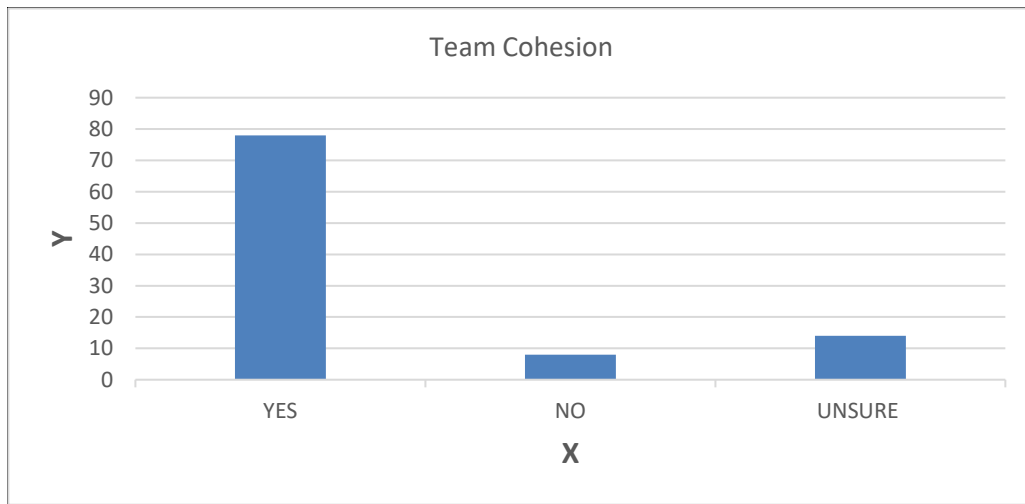
4.4.2.3 Team Cohesion

In figure 4.15 Y represents a percentage of the responses of respondents to the issue of team cohesion and X, is an illustration in bar graphs of those who agreed, disagreed or were unsure of their position. The figure below depicts a breakdown on how the research respondents felt about ECPTA as a place where different individuals can work together effectively. 78% of the respondents agreed that is tem cohesion, whilst a mere 8% disagreed and 14% were uncertain. This question corresponds with the results in question (4.4.1.6), above which is based on team work and where 76% of the respondents agreed to a culture of team work at ECPTA.

This finding supports the views of West (2012: 18) that effective teamwork implied having a real team which is founded on a clear vision, is of right size and be relatively stable in its membership. West (2012), also advocated that it is imperative that the team must be working with the right people as team members as those with appropriate skills sets are better able to fulfil the team objectives and expectations and drive team cohesion. West (2012:19) mentioned that teams actively builds inter-team relationships and members identify not just with the team but also with the organisation at large that they are part of. According to West, one of the

important traits of dream teams is efficient collaboration, idea generation, work breakdown and systematic distribution and support amongst peers.

Figure 4.15 Team Cohesion



4.5.4. Question 12: Innovation and suggestions for improvement are encouraged.

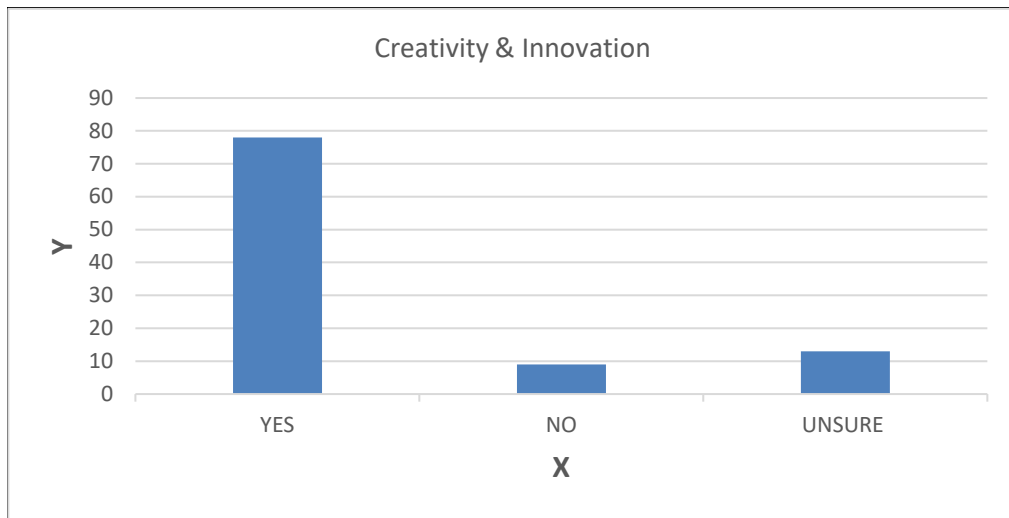
Yes
 No
 Not Sure

4.4.2.4 Creativity & Innovation

In figure 4.16 Y represents a percentage of the responses of participants on the issue of creativity and innovation and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below is an illustration of how the research respondents felt about innovation and whether suggestions for improvement are encouraged within ECPTA. In this case 78% agreed whilst 9% disagreed and 13% were uncertain as to whether creativity and innovation is promoted within the entity.

Baldoni (2010: 39) mentions that it is vital to create an environment that promotes creativity and innovation amongst people. Baldoni (2010), also suggests that creativity and innovation is about creating something new and applying it consistently in order to create a better future which in turn contributes to a strong organisational climate and employee engagement.

Figure 4.16 Creativity & Innovation



4.4.3 Objective 3

(To determine the categories of employee engagement that exist and those that still need to be improved in order to enhance effective performance and engagement).

The purpose of this objective was to determine the gap between the literature and the application of employee engagement practices at EC parks and tourism agency and a total of 11 questions were developed relevant to this objective.

4.6.1 Question 13: I am satisfied with my immediate Supervisor/Manager.

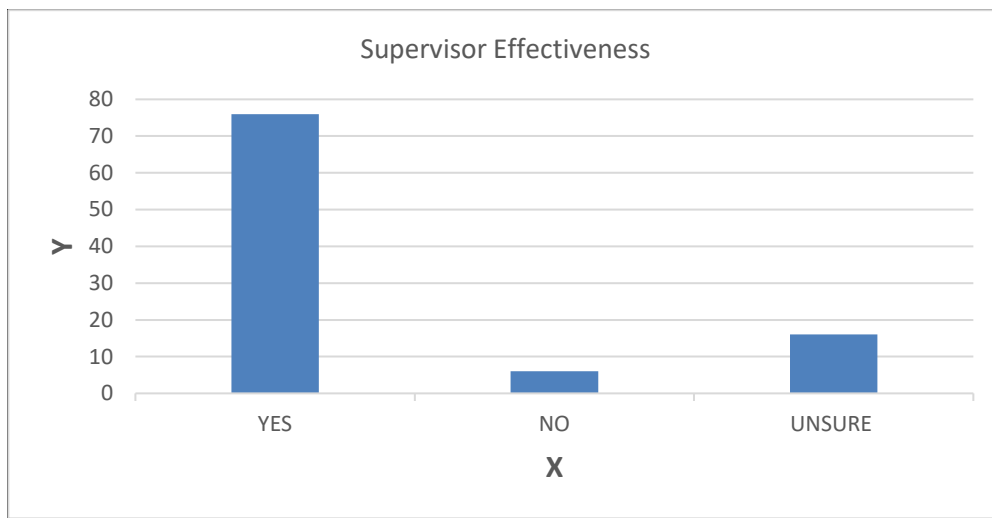
Yes
 No
 Not Sure

4.4.3.1 Supervisor Effectiveness

In figure 4.17 Y represents a percentage of the research respondents on the issue of supervisor effectiveness and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. This question was aimed to establish the extent to which Supervisors are effective in their jobs as per the respondent's perceptions in the survey. It is to be noted that 76% of the respondents felt that their Supervisors are effective and they are satisfied with them whilst 6% disagreed and 16% were unsure.

Pearson (2013:287) stated that successful managers identify important threats and opportunities for their organisations, take action to resolve problems, identify and implement good competitive strategy. Supervision Satisfaction: this relates to how employees generally feel about their Supervisors as to whether they consider them to be competent, polite, good listener and communicator as against being lazy, incompetent and distant (Markos and Sridevi, 2010). This is defined as part of supervisor and management effectiveness which ECPTA research respondents identified with.

Figure 4.17 Supervisor Effectiveness



4.6.2. Question 14: I have confidence in the management of ECPTA by its Managers.

Yes
 No
 Not Sure

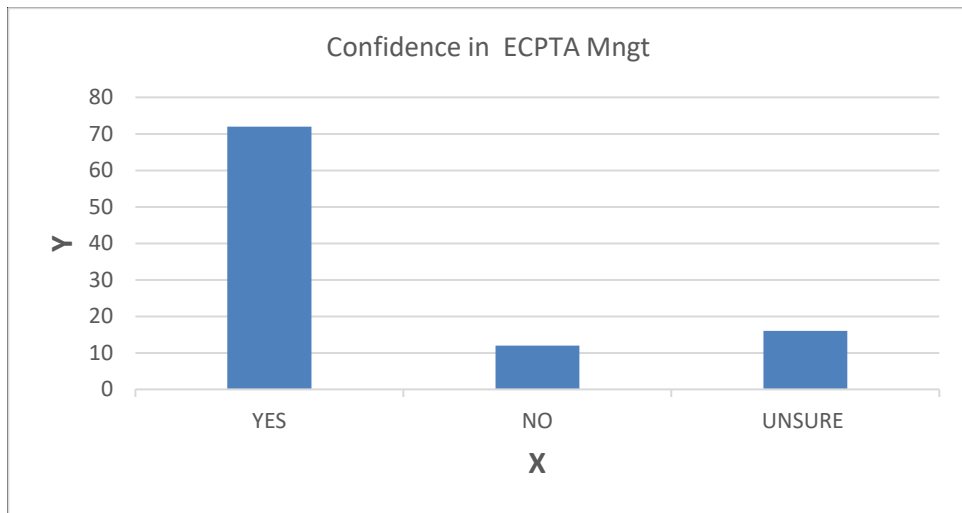
4.4.3.2 Confidence in ECPTA Management

In figure 4.18 Y represents a percentage of the research respondents on the issue of staff confidence in the ECPTA management team and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below outlines the respondent’s views in the survey as to whether they have confidence in the ECPTA Management. In terms of the results 72% of the participants agreed that they have confidence in the management of the institution, whilst 12% disagreed and 16% were unsure.

Pearson (2013: 288) , mentions support, commitment and confidence in executive management is instrumental to organisational renewal, performance and productivity. Pearson (2013),

mentions that confidence in executive management is often attributed to their ability to find sustainable business solutions and come up with a competitive strategy.

Figure 4.18 Confidence in ECPTA Management



4.6.3. Question 15: I understand how my salary and benefits are calculated.

Yes
 No
 Not Sure

4.4.3.3 Salary & Benefits

In figure 4.19 Y represents a percentage of the research respondents on the issue of staff salaries and benefits and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. This part of the research was aimed to establish the understanding of the research participants in the calculation of their salaries and benefits. To this end, 59% of the respondents felt they understand the calculation of their salaries and benefits whilst 27% said no and 14% were unsure as depicted in the figure below.

Nelson (2012:32) mentions that employees need to understand how they are remunerated and that their remuneration must match both their performance, achievement and organisational

budget. An organizations pay should be at least be comparable to the market average, however, increased pay for employees' is just a step in the right direction, but there is still need for several other steps if they intend to achieve sound employee engagement (Markos and Sridevi, 2010). Pay Satisfaction: this refers to how employees generally feel about their pay levels and whether they believe it is in line with what they deserve and also meet their personal needs and or lifestyle.

Scott et al. (2005) suggested that sensitive factors of the employee jobs and or working conditions need to be identified and analysed. In analysing these factors line management receives as better picture of the areas which contributes to job satisfaction and or dissatisfaction amongst employees.

Figure 4.19 Salary & Benefits



4.6.4 Question 16: I believe that I am paid a market related wage/salary.

Yes

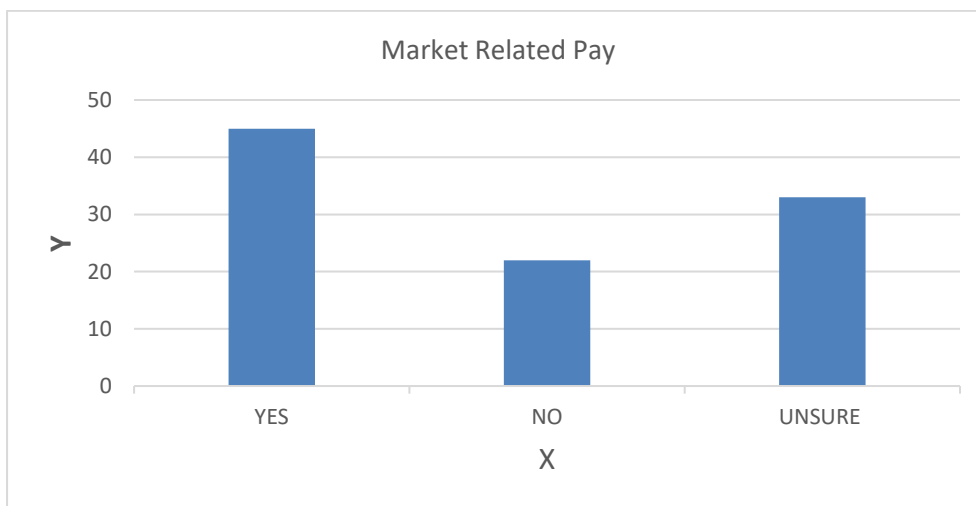
No

Not Sure

4.4.3.4 Market Related Pay

In figure 4.20 Y represents a percentage of the research respondents on the question asked on 'market related pay' while X, is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below depicts a breakdown of the responses of our research participants on whether they feel they are remunerated according to market rates. 45% of the respondents agreed that their remuneration is market related whilst 22% disagreed and 33% were unsure. Perkins and White (2016:8) mentions that there should be managerial efforts to keep rewards competitive so as to recruit and retain sufficient employees of the right calibre and secure work accomplishment for the organisation.

Figure 4.20 Market Related Pay



4.6.5. Question 17: I receive recognition when I do a good job.

Yes	No	Not Sure
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4.4.3.5 Work Recognition

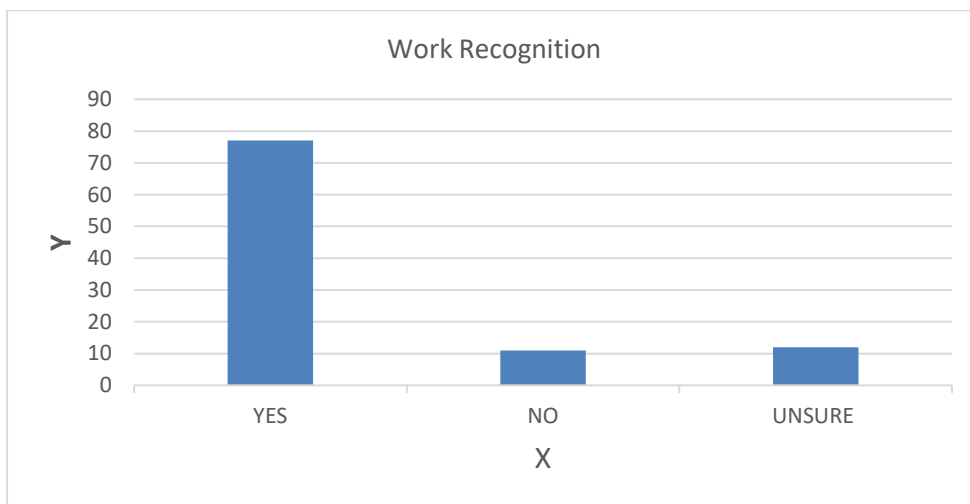
In figure 4.21 Y represents a percentage of the research respondents on the issue of work recognition and X is an illustration in bar graphs of those who agreed, disagreed or unsure of

their position. In the figure below, 77% of the participants to this research believed that they receive recognition for the good work they do whilst 11% disagreed and 12% were unsure.

Nelson (2012: 184) states that as part of performance measurement and assessment, feedback must be provided to the employee regardless of his or her performance. Promotion Satisfaction: this relates to how employees feel about the Promotion Policies of their organisation- whether they perceive them to be fair and based on capability and or competence. Nelson et al. (2012), states that positive performance behaviours should be recognised and rewarded and corrective action be instigated for poor performance behaviours.

Mehta, Chandani, Moksha and Parul (2016:6) Communicate organisation stories: this could be in the form of creating an employer brand where the company’s fun, friendly and innovative culture is recognised and appreciated. Such an employer brand ensures that right people are attracted, recruited and retained in order to retain the organisational mandate and goals.

Figure 4.21 Work Recognition



4.6.6. Question 18: ECPTA management responds well to change when addressing challenges and opportunities.

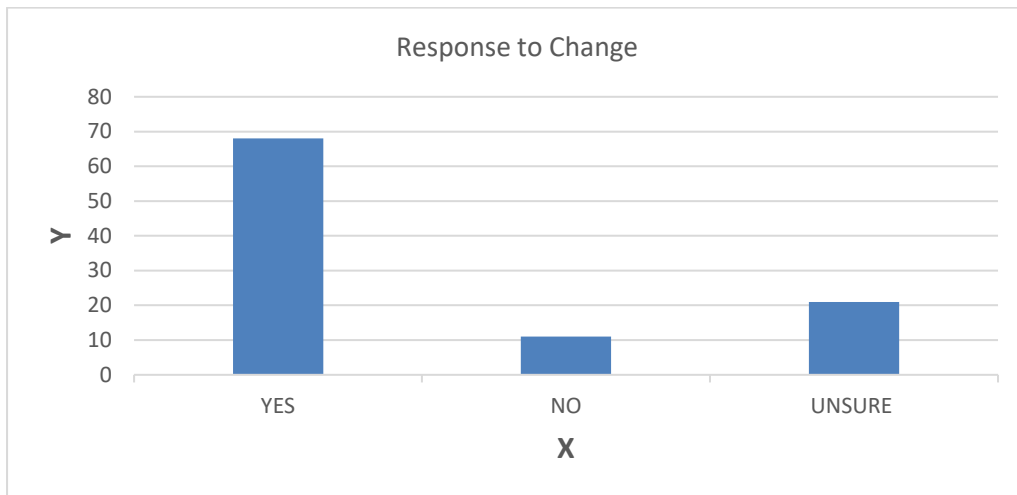
Yes
 No
 Not Sure

4.4.3.6 Positive Response to Change

In figure 4.22 Y represents a percentage of the research respondents on the issue of positive response to change and X is an illustration in bar graphs of those who agreed, disagreed or

unsure of their position. The figure below is a summary of the research participant's perceptions on how they felt that ECPTA management is well able to respond to change in addressing challenges and opportunities. A total of 68% confirmed that management responds well to changes in the internal and external environment whilst 11% disagreed and 21% were unsure.

Figure 4.22 Response to Change



4.6.7. Question 19: My supervisor assists me in dealing with business changes.

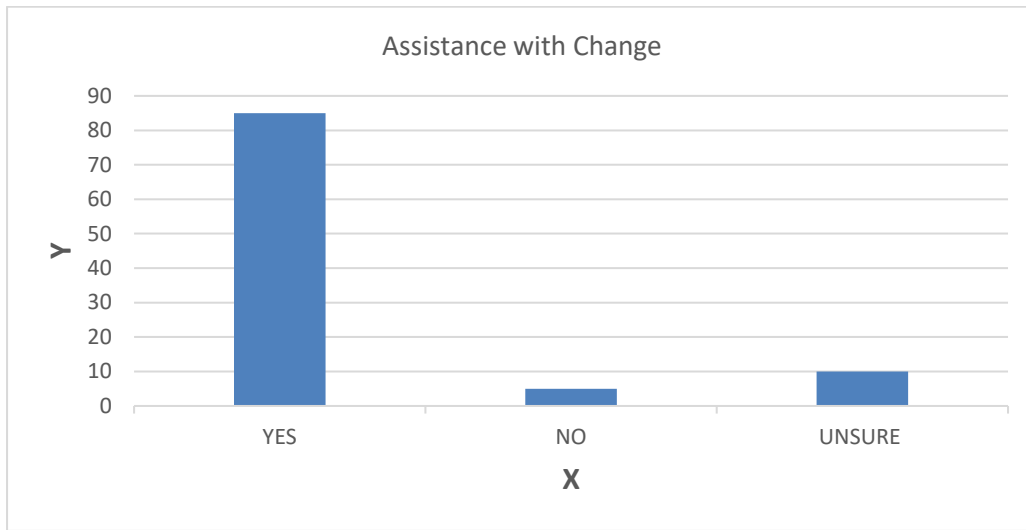
Yes
 No
 Not Sure

4.4.3.7 Supervisor Assistance with Change

In figure 4.23 Y represents a percentage of the research respondents on the issue of their supervisor assistance with change efforts and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below is an illustration of the research participant's views on how they felt their supervisors assists them in dealing with changes. 85% of the respondents were satisfied with the assistance of their respective supervisors whilst 5% were not and 10% were uncertain.

Pearson (2013: 281) states that managers and leaders resist change that threatens their status and power and contravenes their culture of doing things in the organisation and or personal beliefs and they will generally not support.

Figure 4.23 Supervisor Assistance with Change



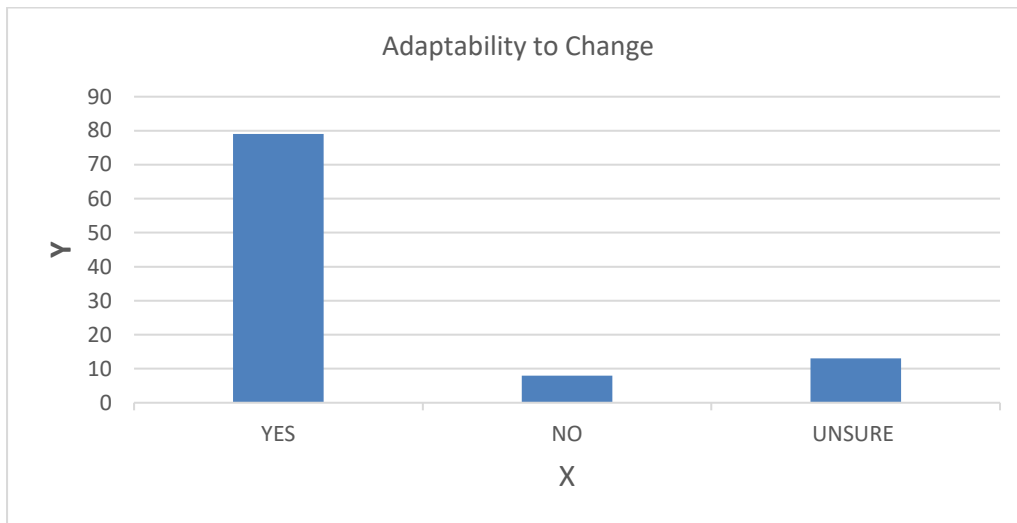
4.6.8. Question 20: My supervisor has a positive attitude when new changes are implemented.

Yes No Not Sure

4.4.3.8 Adaptability to Change

In figure 4.24 Y represents a percentage of the research respondents on the issue of their supervisor adaptability to change management initiatives and efforts and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below is a summary of the respondent's perception on whether ECPTA managers are able to adapt to change when it's being implemented. To this effect, 79% agreed, whilst 8% disagreed and 13% were uncertain if their managers have a positive attitude and able to adapt to change when it is being implemented.

Figure 4.24 Adaptability to Change



4.6.9. Question 21: The performance management system gives a good measure of my performance.

Yes	No	Not Sure
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4.4.3.9 Effective Performance Management System

In figure 4.25 Y represents a percentage of the research respondents on the issue of effectiveness of performance management system and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below is a summary of the research respondents on whether they felt the current performance management system is a good measure of their performance. It is noted that 49% of the participants agreed that it is a good measure of their performance whilst 15% disagreed and 36% were uncertain.

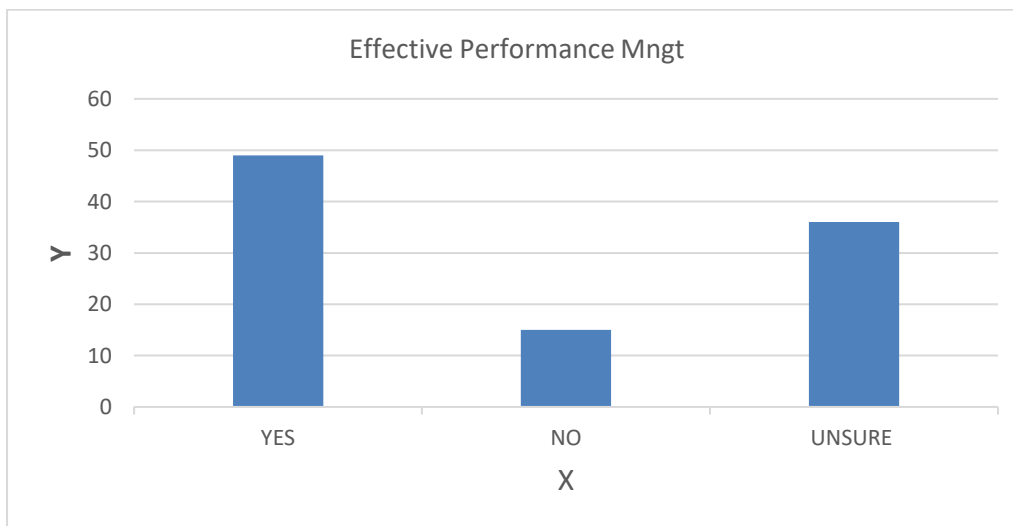
Lewis and Harrell (2009:2) states that a fair and effective performance management system is characterised by system level satisfaction and personal level satisfaction. A system level refers to how staff perceives the system to be working across the organisation and at personal level refers to how they individually experience the system.

Armstrong (2009: 60) states that Performance Management relates to the process of providing mentorship and coaching, morale support and guidance, appraising, motivating, developing

and rewarding employees with the intention to unleash potential and improve the performance of the organisation. The system of Performance Management entails four primary elements of the performance management cycle which are as follows: performance planning & agreement, act: - This relates to the work being done by the employee as well as the development and support needed to assist him/her, monitoring, and formal review and assessment, and performance standards.

Grobler et al. (2006:269) mentioned that work standards are used in organisations specifically with the purpose to measure the performance of administrative and manufacturing employees whose jobs are largely production in nature. Its main purpose is to determine the average production rate per employee per unit – either per hour or per day. It is to be noted that only a few organisations rely on work standards as their method of performance appraisal.

Figure 4.25 Effective Performance Management System



4.6.10. Question 22: I am open and willing to change.

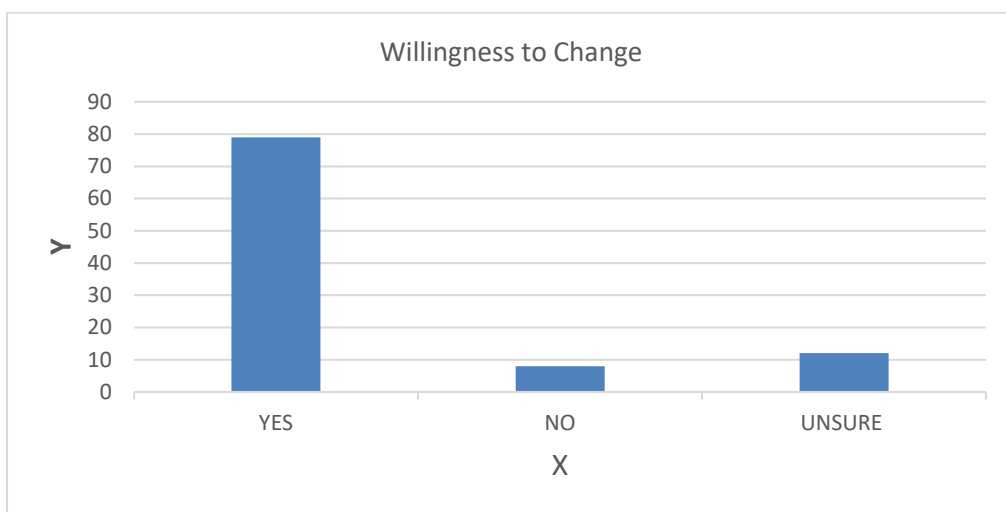
Yes
 No
 Not Sure

4.4.3.10 Willingness to Change

In figure 4.26 Y represents a percentage of the research respondents on the issue of staff willingness to change and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below depicts a summary of the research respondents views

on how they felt they generally respond to change within the entity. 79% of the respondents felt they are open and willing to change whilst 8% disagreed and 12% were uncertain. 1% of the research participants did not respond to this question. The results contained in this question of the survey correspond to those of question 20 above in relation to adaptability of management to change initiatives because 79% are willing to accept change then they should adopt easily.

Figure 4.26 Willingness to Change



4.6.11. Question 23: I am proud to be employed by ECPTA.

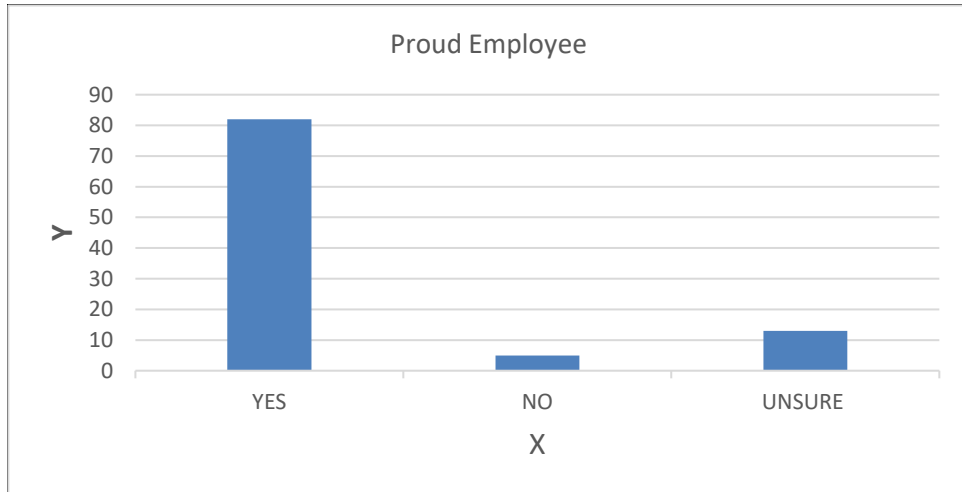
Yes
 No
 Not Sure

4.4.3.11 Being a Proud Employee of ECPTA

In figure 4.27 Y represents a percentage of the research respondents on how proud they are being the employees of ECPTA and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure depicts a breakdown of research respondents as to whether they feel proud to work for the institution. 82% of the respondents felt they are proud to work for the institution whilst 5% disagreed and 13% were uncertain.

If employees are proud to be associated with the organisation this will show also in their intention to stay and this is one of the characteristics or elements of employee engagement described in the Gallup Workplace Report (2015) reported in the literature review.

Figure 4.27 Proud Employee of ECPTA



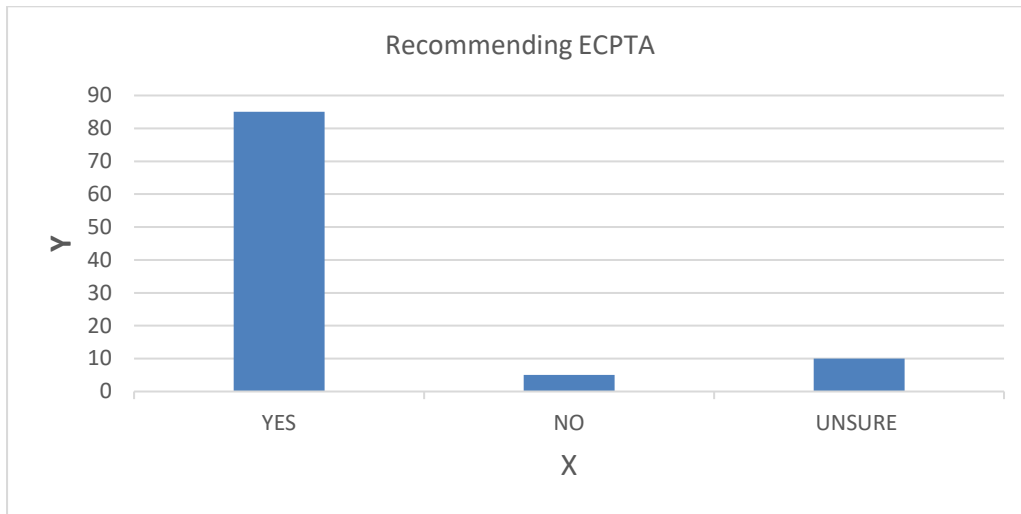
4.6.12. Question 24: I would recommend ECPTA as an employer.

Yes
 No
 Not Sure

4.4.3.12 Recommending ECPTA

In figure 4.28 Y represents a percentage of the research respondents feedback on whether they would recommend ECPTA as an employer of choice and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below is a summary of the research respondent's views on whether they would recommend ECPTA as an employer to either family or friends. 85% agreed that they would recommend ECPTA as an employer whilst 5% disagreed and 10% were uncertain. This result is a confirmation of the results of question 23 above in which 85% are proud to work for the institution and hence they can recommend their employer to prospective employees.

Figure 4.28 Recommending ECPTA



4.4.4 Objective 4

(To make recommendations on employee engagement practices to be deployed in order to enhance successful institutional performance at EC parks and tourism agency).

The purpose of the objective was to determine organisational climate issues and management behaviour patterns that promote or present a limitation to employee motivation and performance and a total of 4 questions were developed in relation to this objective.

4.7.1 Question 25: ECPTA values my work.

Yes	No	Not Sure
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4.4.4.1 Value of My Work

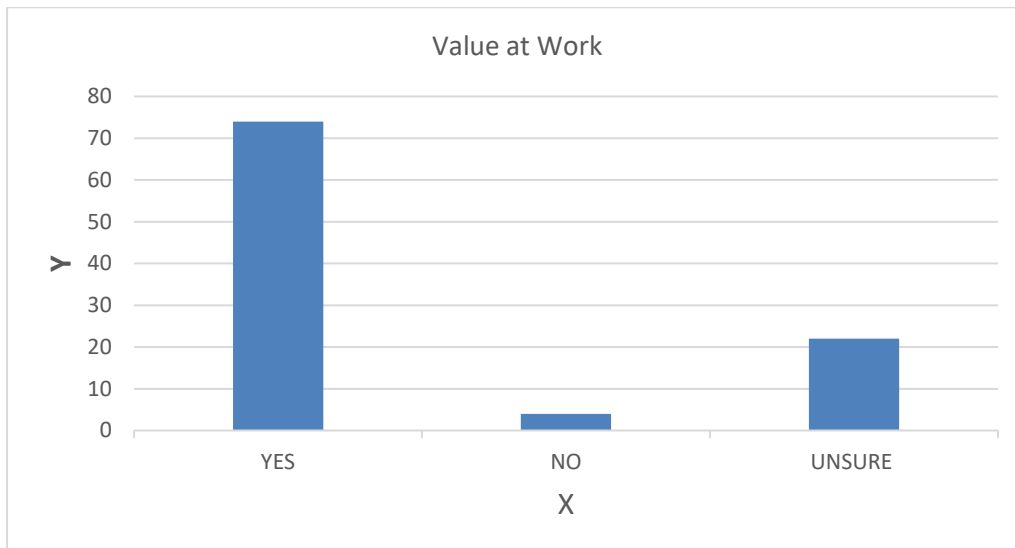
In figure 4.29 Y represents a percentage of the research respondents feedback on whether they felt valued at work and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below is a graphical illustration of how the research participants felt the employer valued their work contribution. A total of 74% of the participants felt the employer valued their work whilst 4% disagreed and 22% were uncertain. Mehta et al (2016:2) posits that employee engagement as a positive attitude held by employees towards the organisation and how they feel valued.

Armstrong (2009:250) stated that some organisations prefer to employ a holistic reward system in which all the elements of the system are brought together and integrated. Such a system may include basic pay, cost to company pay, employee benefits and non – financial rewards.

Nelson (2011:164) mentioned that employee rewards are differentiated between extrinsic and intrinsic reward systems. Extrinsic reward refers to the recognition of the comparative value of the individual employee towards the achievement of the organisational goals.

Grobler et al. (2006: 368) mentioned the use of organisational incentive plans which has since increased as a result of inherent problems being associated with individual incentive schemes.

Figure 4.29 Value at Work



4.7.2. Question 26: I am treated with respect by my fellow colleagues and peers.

Yes

No

Not Sure

4.4.4.2 Respect Perception

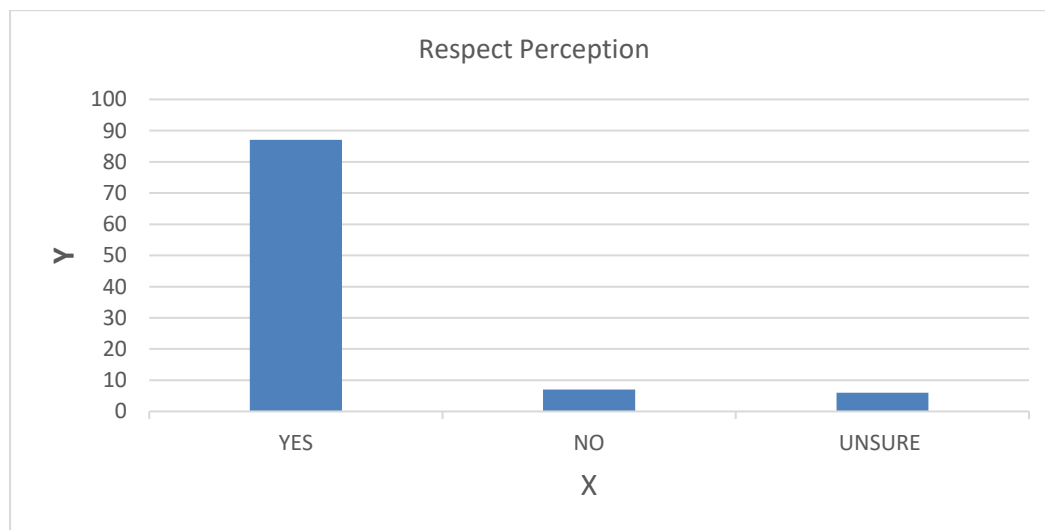
In figure 4.30 Y represents a percentage of the research respondents feedback on whether they felt they receive respect from fellow colleagues at work and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below depicts a summary of the respondent’s feedback as to whether they are treated with respect by their fellow

colleagues and peers. The results indicated that 87% of the participants agreed whilst 7% disagreed and 6% were uncertain.

Mehta et al. (2016:2) states that engaged employees are characterised by belief in their organisation, desire to make things better, understand the bigger picture, respectful and helpful towards colleagues and willingness to go the extra mile.

Ireland (2013:4) it is important for business owners that there is maximum commitment to service and that staff move away from mediocrity to excellence. In so doing it is imperative that organisation leadership consider some of the following practical steps: hold session with your staff in order to establish your business and service standards and goals as well as likely benefits to your customers; jointly develop a service promise or charter which covers a shared vision and values of what you intend to accomplish in terms of service quality, allocate individual responsibilities in order to drive the agenda of service excellence, and define clear goals for individuals and team in order to provide specific and measurable targets which are linked related to service charter of the business.

Figure 4.30 Respect Perception



4.7.3. Question 27: ECPTA employees work hard and are committed to accomplish ECPTA goals and objectives.

Yes

No

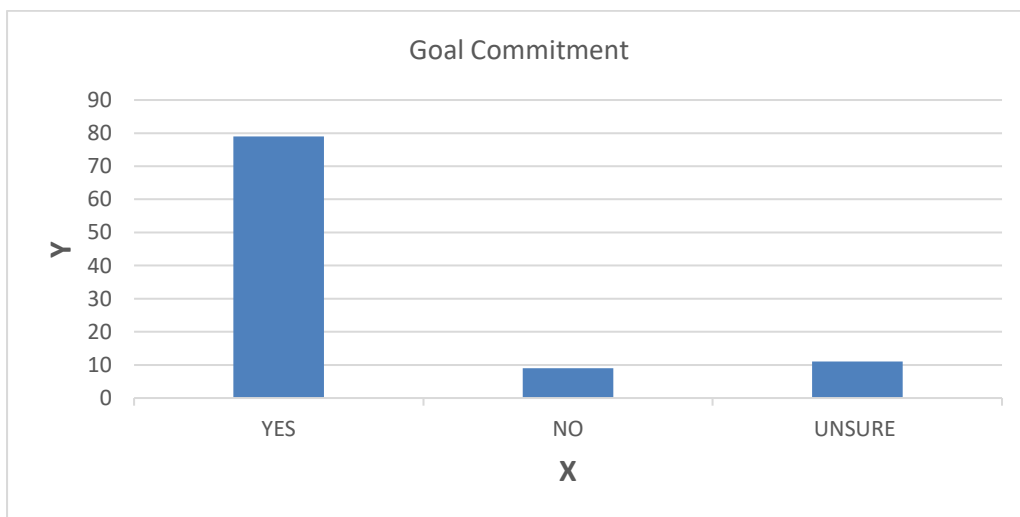
Not Sure

4.4.4.3 Staff Commitment on Goals & Objectives

In figure 4.31 Y represents a percentage of the research respondents feedback on their commitment to set goals and objectives and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below is an illustration of participant's responses on how they felt they display commitment to ECPTA goals and objectives. A total of 79% confirmed that they work hard to accomplish ECTPA goals and objectives whilst 9% disagreed and 11% were uncertain.

Mehta et al. (2016:2) also covered the willingness to go an extra mile above as part of the employee engagement characteristics and this is attributable to staff commitment in the organisation.

Figure 4.31 Staff Commitment on Goals & Objectives



4.7.4. Question 28: I am satisfied with my working environment/conditions

Yes No Not Sure

4.4.4.4 Working Conditions

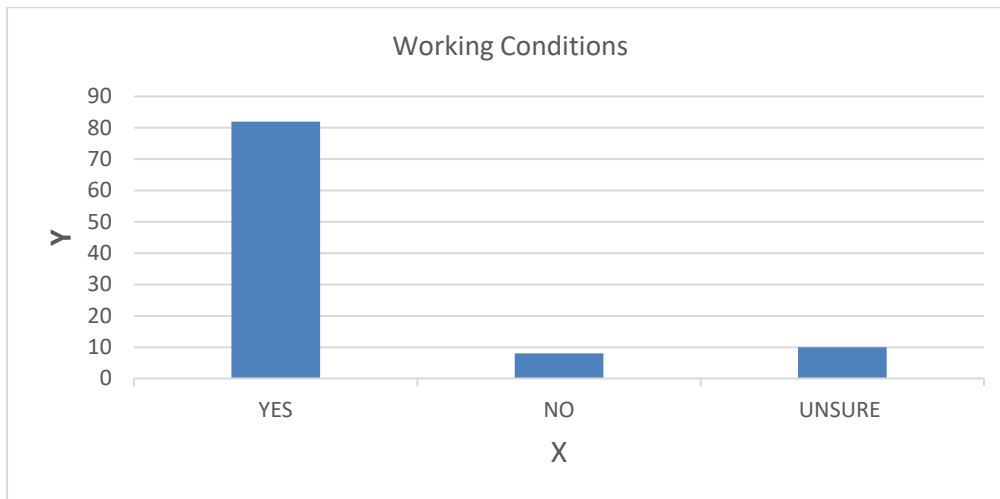
In figure 4.32 Y represents a percentage of the research respondents feedback on how they felt about their working conditions and X is an illustration in bar graphs of those who agreed, disagreed or unsure of their position. The figure below is an illustration of the research

respondents on how they felt satisfied with the working conditions. To this end, 82% were satisfied whilst 8% were not satisfied and 10% were unsure.

As covered under Job Satisfaction on chapter 2 working conditions, pay and company policies are critical building blocks for Job Satisfaction amongst employees and therefore requires close attention in maintaining employee engagement.

Scott et al. (2005) suggested that sensitive factors of the employee jobs and or working conditions need to be identified and analysed. In analysing these factors line management receives a better picture of the areas which contribute to job satisfaction and or dissatisfaction amongst employees.

Figure 4.32 Working Conditions



4.5 CONCLUSION

This chapter outlined a summary presented in a graphical form of the demographics of the research respondents as well as the summary of the twenty nine questions in the research tool. Furthermore, in this chapter an alignment has been drawn to the literature review (Chapter 2), whereby either the results of a question support or disagree with theory. This gap analysis is, therefore, the basis of the final chapter of this dissertation, including recommendations that have been influenced by primary findings. It is noted in this chapter the engagement practices in existence and those that can be improved as well as recommendations to improve poor practices. The results from this analysis indicate that a large number of respondents (41%) either do not understand the calculation of their salary and benefits or they are not sure if they understand.

Furthermore, only 45% of the research respondents felt that they are paid according to market rates which suggest a need for the organisation to embark on salary benchmarking. Perceptions of fair pay is also noted as a major factor contributing towards job satisfaction, retention and labour turnover and as such should be afforded the necessary attention it deserves at Eastern Cape Parks & Tourism Agency. It was also evident in this analysis that 41% of the respondents do not agree that Performance Management System is a good measure of their performance. It is felt that there is some biasness involved from those responsible for the implementation of the system which resulted in the loss of credibility of the system.

Finally, it has been established from the analysis that initiatives such as performance management system, compensation and benefits were amongst the lowest ranked in this survey. The next chapter presents a summary of findings and recommendations per the strategic objective.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the findings and offers recommendations based on the discussion in Chapter 4. The analysis identified engagement practices in place within ECPTA and those that still need to be improved. The analysis has been guided by theory covered in Chapter 2 (literature review) against the actual practice within ECPTA”. Finally, it is hoped that the results of this chapter will share some light on the tourism landscape in the Province including factors that have a direct or indirect impact on engagement within ECPTA.

5.2 Summary of the study

In Chapter 1 focussed on evaluating the construct of employee engagement and the various definitions from different authors as well as key elements that supported employee engagement. The significance for conducting the study especially for a Province such as Eastern Cape has been highlighted. It has been established that the Province has to place emphasis on both Agriculture and Tourism for purposes of its economic development. Furthermore, “this chapter examined the current performance of the Eastern Cape tourism sector in comparison with other Provinces.

Chapter 2 covered and discussed each of the 10 categories of the Employee Engagement model and provided similarities and overlaps on how the various authors viewed and defined each category. Therefore, this chapter provided literature review which covered how each of the categories are realised in the actual work place environment. Finally, this chapter provided an opportunity to conduct comparative analysis of theory against practise which was discussed and presented in Chapter 4.

Chapter 3 covered the research design and methodology that was employed in conducting this particular study as well as the data collection methods that were used. This was a quantitative research study conducted at Eastern Cape Parks and Tourism Agency Head Office based in East London. Furthermore, this chapter also elaborated on how the research instrument was composed, the composition of the demographics sections and or elements of the research instrument, how the data was analysed and reported.

Chapter 4 presented the findings in graphical form for both the demographics section as well as the summary of the twenty eight questions in the research tool. The primary findings were justified by selected literatures from Chapter 2. This gap identified formed the basis of the final chapter of this dissertation, including recommendations that have been influenced by the research findings.

5.3 Conclusions per study objectives

5.3.1 Conclusions based on objective 1

To investigate the existence of formal and informal structures that has a direct or indirect impact on employee engagement practices at ECPTA.

More than 75% of the research respondents felt that ECPTA had effective written communication as well as face-to-face communication. It appears that a strong phenomenon on role clarity exists within the entity and this is viewed as an enabler for employee engagement. However, it is a considered a matter of concern that 30% of the respondents either disagreed or were unsure if there is fair and equal treatment of all staff within the agency.

Lewis and Harrell (2009:2) states that preferred form of communication relies upon the type of prevailing organisation culture. This result indicates a need for realignment or readjustment of the organization culture with the most preferred mode of communication at ECPTA.

5.3.2 Conclusions based on objective 2

To explore the impact of various employee engagement practices and categories towards individual and or institutional performance and development at ECPTA.

Continuous improvement and employee development was one of the fundamental areas in determining the state of employee engagement that was analysed as part of the research. Its value towards the achievement of institutional performance, growth and development is in line with the principles of Kaizen (A Japanese management approach based on continuous improvement). In this regard, the research respondents rated continuous improvement 72% whilst team cohesion was rated 78% which was the same rate as creativity and innovation. Reilly & Williams (2016:163) identified a number of methods essential for employee engagement through learning and development which includes: Management & Skills Training programs as well as, Leadership Development programs aimed at building core skills and

behavioural competencies amongst organisational staff as necessary building blocks for employee engagement, organisation performance and effectiveness. At ECPTA there is therefore a strong correlation between employee continuous improvement and development as well as supporting literature of engagement factors in an organisation.

5.3.3 Conclusions based on objective 3

To determine the categories of employee engagement that exist and those that still need to be improved in order to enhance effective performance and engagement

A total of 45% of the research participants felt they are remunerated according to market rates, whilst 22% disagreed and 33% were unsure. Furthermore, 77% of the participants to this research believed that they receive recognition for the good work they do whilst 11% disagreed and 12% were unsure. Perkins and White (2016:8) mentions that there should be managerial efforts to keep rewards competitive and offer market related pay so as to recruit and retain sufficient employees of the right calibre and secure work accomplishment for the organisation.

5.3.4 Conclusions based on objective 4

To make recommendations on employee engagement practices to be deployed in order to enhance.

A total of 87% of the research respondents felt that they are treated with respect by their fellow colleagues and peers; presenting an opportunity for the realisation of team cohesion and team development which is amongst the main categories that shape employee engagement. Furthermore, 79% of the respondents felt that they are hard at work and are committed to the achievement of ECPTA goals and objectives. Mehta et al. (2016:2) states that engaged employees are characterised by belief in their organisation, desire to make things better, understand the bigger picture, respectful and helpful towards colleagues and willingness to go the extra mile.

5.4 Recommendations

- Team work was one of the ten indicators or categories of employee engagement covered in chapter 2. Based on the 76% result of the research participants in the area of team work, it appears that staff is generally satisfied with management efforts on creating a sense of team work.

- *Recommendation:* A purpose driven team building intervention should be held with all staff in order to further strengthen relationship between management and staff.
- It appears that the majority of the respondents (72%) agree to the fact that management is committed to diving employee development agenda within ECPTA.
- *Recommendation:* Although this appears to be a positive, the organisation should place emphasis on both formal and informal development process of all staff within the agency. Furthermore, Employment Equity should not just be an issue of compliance by rather commitment in order to ensure upward mobility of all staff to higher occupational categories and levels, including structured development of elementary personnel with no proper skills and or knowledge.
- A large number of respondents (41%) either do not understand the calculation of their salary and benefits or they are not sure if they understand.
- *Recommendation:* It appears that there is a need for staff orientation/education on various salary packages available including how they are structured. Furthermore, ECPTA can employ TCTC where employees are free to structure their own pay and benefits.
- Only 45% of the research respondents felt that they are paid according to market rates which suggest a need for the organisation to embark on salary benchmarking. Perceptions of fair pay is a major factor towards job satisfaction, retention and labour turnover and as such should be afforded due attention it deserves in any organisational setting.
- *Recommendation:* Conduct salary benchmarking survey and communicate results with line management. Furthermore, the organisation can employ a grading system and link pay to job grading results for all staff.
- In relation to performance management system (PMS) 41% of the respondents do not agree that PMS is a good measure of their performance. It is felt that there is some biasness involved from those responsible for the implementation of the system which resulted in the loss of credibility of the system.
- *Recommendation:*
 - ✓ Review how the current system is being implemented including the applicable policy;
 - ✓ Ensure the training of evaluators in line with the objectives of the system;
 - ✓ Ensure training of all staff;
 - ✓ Empower staff on the compilation of Portfolio of Evidence.

- In terms of recognition and rewards a positive feedback had been received from the participants of the survey where 77% agreed that they receive recognition for a job well done.
- *Recommendation:* It is felt that recognition and rewards must be aligned to Staff Performance Management outcomes. This approach could greatly contribute towards improved perception on Performance management and should enhance performance accomplishment.
- In the area of employee consultation in decision making based on the 78% positive response from the survey, it is felt that the management and leadership of the organisation do well in involving employees on significant changes and decisions. This is seen as a positive in which the organisation can build from in strengthening the employer and employee relationship

5.5 Scope for further research

There is a need to seek the views/perceptions of game park's day visitors and holiday makers through either face-to-face interviews or compilation and distribution of a questionnaire that addresses some of the following:-

- Overall impression with the facility;
- Quality of service;
- Quality of meals;
- Standard of the rooms;
- Entertainment facilities;
- Whether they would recommend the facility as a destination of choice to others.

Furthermore, comparative analysis can be conducted on the above measures with at least two other Game Parks of different Provinces. Further to this, the researcher could gather empirical data and evidence on key factors necessary for sustainable tourism performance of both City of Cape Town and Thailand as preferred tourism destination points according to the findings of the International Tourism Index (2016). Such research can be utilised for the benefit of our local destinations with tourism potential.

5.6 Chapter and study conclusion

This chapter mainly presented findings and recommendations based on the gaps between theory (Chapter 2) and practice (Chapter 4). As illustrated in the various figures in Chapter 4, such gaps are largely in the areas of performance management and development, staff recognition and rewards, market related pay, employee consultation in decision making, continuous improvement and employee development.

The findings from this research highlighted that out of ten Engagement Practices covered in Chapter 2, the poor engagement practices are compensation and benefits, performance management and ability to adapt to change and an existence of formal or informal structures for the remaining seven categories or practices. Finally, the study uncovered engagement practices in existence and those that can be improved as well as recommendations to improve such poor practices”. It is felt that such improvement will directly or indirectly contribute towards promoting the Province as a tourism destination of choice.

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APPENDIX 1

**EASTERN CAPE PARKS & TOURISM AGENCY RESEARCH CONSENT FORM
(MCOM – UKZN)**

Name of Researcher (<i>Luyanda Finini</i>)
Title of study
To investigate the existence of formal or informal structures which have a direct or indirect impact on Employee Engagement Practices at ECPTA.

All Participants should read and complete this form carefully. Kindly indicate your correct responses to all the questions reflected below and can contact the researcher directly for clarity on 073 204 3369.

- The survey tool to complete this research has been explained to me well – including oral explanation. **YES / NO**
- This research seeks an objective gathering of facts within ECPTA on critical areas concerning the state of the organisation and would take approximately 20 min to complete. **YES / NO**
- In the event I deviate from the consent form guidelines, I understand that I may be withdrawn from this study at any time without having to be given an explanation. This will not affect my future care or treatment. **YES / NO**
- I have been advised that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study. **YES / NO**
- I know that any information obtained from this research will be published in our magazine/bulletin. **YES / NO**
- My responses to this research will be based on my personal view/observations and will not be influenced by any other person within the Agency. **YES / NO**

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

Signature:

Date:

APPENDIX 2

MAKE YOUR VOICE HEARD!!

EMPLOYEE ENAGEMENT SURVEY QUESTIONNAIRE

ECPTA has an ongoing commitment to all employees to ensure that as an organisation a pleasant and conducive working environment is provided– this survey provides an opportunity for you to have/make your voice heard about the ECPTA as an employer.

Your comments and views are valued and we hope that, by learning through your experiences, ECPTA can make improvements throughout the organisation. Your inputs are confidential and will be used as part of an overall summary report.

The survey results will be collated by Mr Luyanda Finini for purposes of his studies towards MCom: Leadership Studies with University of KwaZulu-Natal and were subject to approval of ECPTA. Please place an X in the block that best reflects your response.

Question1.1: Please indicate with an X in which Department you are employed.

EO's Office	Operations	Marketing	Finance	CS
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question1.2: Please indicate with an X your age profile.

Less than 25	25-35	35 -45	45 -55	Over 55
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question1. 3: Please indicate with an X your length of Service.

0 – 2 Yrs	2 –4 Yrs	4 -7 Yrs.	7-10 Yrs.	Over 10.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question1. 4: Please indicate with Your Gender.

Male	Female.
<input type="checkbox"/>	<input type="checkbox"/>

Please indicate with an X the statement that is most correct for the following questions:

Question 2: I receive/have access to regular written ECPTA communication (i.e. internal newsletter (E-Voice), communiques and vacancy bulletin)

Yes No Not Sure

Question 3: My supervisor holds regular meetings (at least quarterly) with staff to keep us informed and updated of ECPTA developments and performance.

Yes No Not Sure

Question 4: The ECPTA and its management does a good job communicating changes or decisions that affect employees

Yes No Not Sure

Question 5: I understand my role in the organisation.

Yes No Not Sure

Question 6: What would your preferred form of communication be? Please list them:

Question 7: ECPTA Executive creates and communicates well defined goals and ways of achieving them.

Yes No Not Sure Not Applicable

Question 8: I am satisfied with my immediate Supervisor/Manager.

 Yes No Not Sure

Question 9: I have confidence in the management of ECPTA by its Managers.

 Yes No Not Sure

Question 10: Management create a sense of teamwork and ECPTA spirit.

 Yes No Not Sure

Question 11: Management are committed to continuous improvement and employee development.

 Yes No Not Sure

Question 12: I understand how my salary and benefits are calculated.

 Yes No Not Sure

Question 13: I believe that I am paid a market related wage/salary.

 Yes No Not Sure

Question 14: The performance management system gives a good measure of my performance.

 Yes No Not Sure

Question 15: ECPTA values my work.

 Yes No Not Sure

Question 16: I receive recognition when I do a good job.

 Yes No Not Sure

Question 17: I am treated with respect by my fellow colleagues and peers.

 Yes No Not Sure

Question 18: ECPTA employees work hard to accomplish ECPTA goals and objectives.

 Yes No Not Sure

Question 19: I am satisfied with my working environment.

 Yes No Not Sure

Question 20: ECPTA is a place where different individuals can work together effectively

 Yes No Not Sure

Question 21: ECPTA treats its employees fairly.

 Yes No Not Sure

Question 22: ECPTA management responds well to change when addressing challenges and opportunities.

 Yes No Not Sure

Question 23: My supervisor assists me in dealing with changes.

 Yes No Not Sure

Question 24: My supervisor has a positive attitude when new changes are implemented.

 Yes No Not Sure

Question 25: Innovation and suggestions for improvement are encouraged.

 Yes No Not Sure

Question 26: Leadership involves employees when making significant changes.

 Yes No Not Sure

Question 27: I am open and willing to change.

Yes

No

Not Sure

Question 28: I am proud to be employed by ECPTA.

Yes

No

Not Sure

Question 29: I would recommend ECPTA as an employer.

Yes

No

Not Sure

Pease provide any suggestions or recommendations towards improvement in any areas which you might deem as important for improvement in the ECPTA.

Completed questionnaires to be returned by no later than Thursday 24April 2017and questions can be forwarded per e-mail to lyanda@sisonkeservices.co.za

Kindly complete and drop off at the survey box in the main reception.