

UNIVERSITY OF KWAZULU-NATAL

**The relationship between organisational culture,
employee engagement and organisational
performance in the public sector in South Africa**

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DECLARATION

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Signatur



DEDICATIONS

This thesis is dedicated to two powerful women: my mother, Matodzi Jeneth Nematswerani, and my maternal grandmother, Tshililo Nthambeleni Helen Mashau. Their unwavering love, strength, and support have been a constant source of inspiration. Despite their many challenges, particularly in education, they never faltered in their encouragement. They believed in me when I doubted myself and helped me realise my potential. This achievement is as much theirs as it is mine. Thank you for shaping who I am and being the pillars of support that helped me reach this significant milestone.

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Zachariah 4:6.....The Lord says not by might nor by power, but by my Spirit.

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GLOSSARY OF KEY TERMS USED

Public Sector Environment: the conditions, factors, and influences that shape how government organisations operate.

Public Sector Organisations: an entity owned, managed, and funded by the government to provide goods, services, or infrastructure for the benefit of the public.

Public Sector: refers to the part of the economy that is controlled, managed, and financed by the government at national, provincial, or local levels to provide goods and services for the benefit of the public.

Public Service: refers to the work and functions carried out by government institutions and agencies to serve the needs, interests, and well-being of the public. It includes the delivery of essential services such as education, healthcare, policing, social welfare, public administration, and infrastructure management.

LIST OF ACRONYMS AND ABBREVIATIONS

ANOVA	Analysis of Variance
AVE	Average Variance Extracted
CE	Engaging and Challenging Environment
CFA	Confirmatory Factor Analysis
DPASA	Department of Public Service and Administration
EE	Employee Engagement
EM	Employee Motivation
ER	Employee Retention
ES	Employee Satisfaction
HRM	Human Resources Management
HTMT	Heterotrait- Monotrait
IL	Inspiring Leadership
JD-R	Job Demand-Resource
JI	Job Involvement
KMC	Knowledge Management Capital
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NFI	Normed Fit Index
NSG	National School of Government
OC	Organisational Culture
OP	Organisational Performance
ORC	Organisational Commitment
ORR	Organisational Results
POPI	Protection of Personal Information Act
RSMS	Revised Self Monitoring Scale
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
SRMR	Standardised Root Mean Residual
STATSSA	Statistics South Africa
TC	Open and Transparent Communication
UK	United Kingdom
UKZN	University of KwaZulu Natal
USA	United State of America
VIF	Variance Inflation Factors

VUCA

Volatile Uncertain Complex Ambiguous

Abstract

This study investigates the relationship between organisational culture (OC), employee engagement (EE), and organisational performance (OP) within the South African public sector. As the country's largest employer, the effectiveness of public institutions depends significantly on the engagement, motivation, and cultural alignment of their workforce. Despite the critical importance of these factors, limited empirical research has examined their interrelationships in the South African public sector context. This study seeks to address this gap by examining how OC influences EE and how EE, in turn, affects OP. The research adopts a positivist paradigm and employs a quantitative design, using Structural Equation Modelling (SEM) to test the hypothesised relationships. The primary objectives are to assess the influence of OC on EE, evaluate the impact of EE on OP, and examine the mediating role of EE in the OC–OP relationship. Secondary objectives explore the effects of leadership, communication, job involvement, organisational commitment, and employee satisfaction on engagement and performance outcomes. Although the initial sample targeted 285 employees from three public sector organisations, a total of 408 valid responses were received and included in the final analysis. Data was collected through a structured questionnaire and analysed using correlation analysis, regression analysis, and confirmatory factor analysis to assess both measurement and structural models. The findings confirm that organisational culture significantly influences employee engagement and that engagement plays a mediating role in enhancing organisational performance. The study contributes to the literature by providing empirical insights specific to the South African public sector and validating a conceptual model that links OC, EE, and OP through key contributing factors. Practical recommendations are offered to public sector leaders and managers, highlighting strategies to strengthen organisational culture and employee engagement to improve overall performance and service delivery.

Keywords: *Organisational Culture, Employee Engagement, Organisational Performance, Public Sector, Structural Equation Modelling*

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The South African government remains the country's largest employer, with a vast number of public servants tasked with building a capable, ethical, and developmental state (Public Service Commission, 2021). According to Statistics South Africa (2023), public sector employment has continued to increase, highlighting the sector's pivotal role in national development and economic stability. Public sector employees are instrumental in advancing state priorities as outlined in major policy frameworks, including the National Development Plan (NDP) 2030 and the Medium-Term Strategic Framework (MTSF) 2019–2024 (Department of Planning, Monitoring and Evaluation, 2022). The success of these frameworks relies heavily on a committed and engaged public workforce, which is seen as a central driver of performance in the public sector (Dipholo & Mokgokong, 2021).

Unlike private enterprises that often rely on market forces for competitive advantage, the public sector depends significantly on human capital to ensure effective service delivery and institutional performance (Madue & Koma, 2019). Section 195 of the Constitution of the Republic of South Africa (1996) underscores the importance of sound human resource practices, career development, and professional ethics in maximising the potential of public servants. Recent literature affirms that employee engagement characterised by motivation, job involvement, and commitment is essential for enhancing productivity and public trust in government institutions (De Waal & Jansen, 2020; Tshilongamulenzhe, 2022).

Accordingly, this study critically investigates the relationship between organisational culture, employee engagement, and organisational performance in the South African public sector. Although global and local studies have examined these constructs, there is limited consensus on how they interact within South Africa's unique public service context (Tshilongamulenzhe, 2022; Dipholo & Mokgokong, 2021; De Waal & Jansen, 2020). This research thus aims to assess the mediating role of employee engagement in the relationship between organisational culture and organisational performance, offering context-specific insights relevant to the evolving demands on public institutions.

1.2 Background of the study

Organisational culture significantly influences workplace dynamics, employee morale, retention and engagement levels (Brenyah & Obuobisa-Darko, 2017). Podgorniak-Krzykacz (2021:2) “states that organisational culture is a key determinant of collaborative, citizen-centred governance and the co-production of public services”. According to Pepra-Mensah and Kyeremeh (2018:11), public sector institutions must foster a culture that supports employee engagement, as engaged employees contribute positively to organisational success.

Employee engagement continues to be closely linked with core organisational constructs such as job satisfaction, employee commitment, and organisational citizenship behaviour. Recent studies affirm that these elements are fundamental in shaping a highly engaged workforce, which in turn enhances overall performance and organisational resilience (Mendes & Stander, 2021). In the context of today’s rapidly evolving work environment, organisations are increasingly recognising human capital as a critical source of sustainable competitive advantage, where employees act as key contributors to innovation, service quality, and institutional agility (Aguenza, Som, & Mat Som, 2020; Xu & Ma, 2023). These researchers assert that engaged employees deliver high-quality services and achieve superior organisational performance. Several studies support the need for a scientific assessment of the relationship between organisational culture, employee engagement and organisational performance using mediating fundamental factors such as inspiring leadership, open and transparent communication, an engaging and challenging environment, organisational commitment, job involvement, employee satisfaction, employee motivation, employee retention and organisational results.

Several scholars have conducted studies on organisational culture, employee engagement and organisational performance due to their effect on human resources, organisational behaviour, and industrial psychology practices (Pepra-Mensah & Kyeremeh, 2018; Japura, Torres, Medina, Rocha, Zela & Fredes, 2023; Singh, Singh & Amish, 2021; Guner, Kibaroglu & Basim, 2023; Yuniati, Soetjipto, Sudarmiatin & Nikmah, 2021; Olawale & Salman, 2021). However, most studies were conducted in developed/developing countries and primarily focused on the private sector. The literature also revealed that many studies were mainly within the context of the Middle East, Asia, America, Australasia, Europe, and few in the South and West African continents (Yanto & Aulia, 2021; Mbangeleli & Ojugbele, 2021; Sumaryono & Ali, 2023:

Karkro, Siddiqui & Lal, 2023; Abdullahi, Raman and Solarin, 2021; Jahan, Huynh & Mass, 2022; Muchibi, Mbithi & Juman, 2022; Xia, Swatdikun, Ungphakorn & Prempanichnukul, 2022; Alshehhi, Alzaabi, Alnahhal, Sakhrieh & Tabash, 2021). Thus, scant research has been done on the relationship between OC, EE, and OP in the general public sector environment and South Africa.

Studies on OC, EE and OP recommended a need to scientifically assess the interconnection between OC, EE and OP using mediating and contributing factors. The literature revealed that organisational culture comprises three fundamental factors, namely inspiring leadership, communication and engaging and challenging environment (Yanto & Aulia, 2021; Thahn & Quang, 2022; Dash & Roy, 2020; Al-Matari & Omira, 2017; Khan & Naeem, 2018; and Japura, Torres, Medina, Rocha, Zela & Fredez, 2023). These antecedents are critical factors that can promote and accelerate corporate culture. Employee engagement comprises three fundamental factors: commitment, job involvement and satisfaction. These antecedents are essential factors that can encourage and accelerate employee engagement. Organisational performance comprises three fundamental factors: employee motivation, retention, and organisational results. These antecedents are regarded as critical factors that can promote and accelerate organisational performance (Yanto & Aulia, 2021; Thahn & Quang, 2022; Dash & Roy, 2020; and Japura, Torres, Medina, Rocha, Zela & Fredez, 2023). Table 1.1 below illustrates the fundamental factors contributing to organisational culture, employee engagement and organisational performance.

TABLE 1.1: FUNDAMENTAL FACTORS OF ORGANISATIONAL CULTURE, EMPLOYEE ENGAGEMENT AND ORGANISATIONAL PERFORMANCE

Fundamental Factors of Organisational Culture	Fundamental Factors of Employee Engagement	Fundamental Factors of Organisational Performance
Inspiring leadership	Organisational commitment	Employee motivation
Open and transparent communication	Job involvement	Employee retention
Engaging and challenging environment	Employee satisfaction	Organisational result

Source adapted from: (Yanto & Aulia, 2021; Thahn & Quang, 2022; Dash & Roy, 2020;

and Japura, Torres, Medina, Rocha, Zela & Fredez, 2023;

In summary, the primary purpose of this study is to critically examine the relationship between OC, EE and OP in the public sector environment in South Africa and empirically assess the relationship between the mediating or the contributing factors of OC, EE and OP in the public sector in South Africa.

1.3 Statement of the problem

Despite continued efforts to strengthen governance and reform public institutions, the South African public sector remains beset by persistent systemic challenges, including weak organisational culture, low employee engagement, and ineffective leadership. These issues have severely undermined service delivery, operational efficiency, and institutional credibility. For example, recent parliamentary reports reveal that, as of July 2024, 471 public servants were on paid suspension, 54 of whom had been suspended for over a year, incurring a fiscal burden of over R130 million in the 2022/23 financial year (Cotterell, 2023; Thorn, 2024; Parliament of South Africa, 2024). Alarming, 57 of these individuals occupy senior leadership positions, highlighting governance deficiencies at the highest levels of the state.

In parallel, the number of public officials engaging in business with the state rose from 580 in 2017 to 1,539 in 2021 (Gabara, 2021), indicating systemic ethical lapses and weak internal controls. Furthermore, 7,822 public servants were dismissed between 2019 and 2022 for infractions ranging from fraud and falsification of documents to chronic absenteeism and poor performance (Parliament of South Africa, 2024). These trends reflect a broader institutional culture of non-compliance, low accountability, and poorly managed human capital systems.

Section 195 of the Constitution of the Republic of South Africa (1996) mandates sound human resource management and a high standard of professional ethics in public service. However, the current reality indicates a failure to align these constitutional ideals with operational practice. Scholars argue that the success of public sector institutions hinges on a strong organisational culture that fosters engagement, leadership accountability, job satisfaction, and a shared sense of purpose (Dipholo & Mokgokong, 2021; De Waal & Jansen, 2020; Tshilongamulenzhe, 2022). When organisational culture is weak and employees are disengaged, the result is poor morale, reduced productivity,

and diminished public trust in government institutions.

While global studies have consistently shown that organisational culture and employee engagement are key determinants of organisational performance (Al-Swidi et al., 2021; Mendes & Stander, 2021), empirical research specific to South Africa's public sector remains limited. More importantly, the mediating role of employee engagement in the relationship between organisational culture and performance has not been rigorously tested in a South African public administration context. This creates a knowledge gap that limits evidence-based human resource interventions and weakens reform efforts. As public expectations rise and performance pressures intensify, there is an urgent need to understand the organisational dynamics that underpin performance in the public sector. This includes unpacking how leadership, communication, employee motivation, and organisational culture interact to influence engagement and, ultimately, service delivery outcomes.

In light of these concerns, this study seeks to examine the relationship between organisational culture, employee engagement, and organisational performance in the South African public sector. It specifically assesses the mediating role of employee engagement, focusing on how leadership, communication, job involvement, motivation, and satisfaction contribute to performance outcomes. By applying Structural Equation Modelling (SEM), the study aims to provide empirical evidence that strengthens strategic human resource practices, enhances institutional effectiveness, and supports the achievement of a capable and developmental state.

1.4 Research Aim and Objectives

This study investigates the relationship between organisational culture, employee engagement and organisational performance in South Africa's public sector environment. To achieve this research aim, the following research objectives are advanced:

Primary Research Objectives

1. To assess the influence of organisational culture on employee engagement in South Africa's public sector.
2. To analyse the impact of employee engagement on organisational performance in South Africa's public sector.

3. To analyse the mediating effect of employee engagement on the organisational culture and organisational performance in South Africa's public sector.
4. To contribute to the existing body of knowledge by providing empirical evidence on the mediating role of employee engagement in the relationship between organisational culture and organisational performance within the South African public sector context.

Secondary Research Objectives

1. To evaluate the influence of inspiring leadership on organisational commitment, job involvement and employee satisfaction in South Africa's public sector.
2. To assess the impact of open and transparent communication on organisational commitment, job involvement and employee satisfaction in South Africa's public sector.
3. To assess the effects of an engaging and challenging environment on organisational commitment, job involvement and employee satisfaction in South Africa's public sector.
4. To analyse the influence of organisational commitment on employee motivation, employee retention and organisational results in South Africa's public sector.
5. To assess the influence of job involvement on employee motivation, employee retention and organisational results in South Africa's public sector.
6. To analyse the influence of employee satisfaction on employee motivation, employee retention and organisational results in South Africa's public sector.

1.5 Research questions of the study

Following the objectives, the study presents the following research questions. **Primary Research Questions:**

1. To what extent does organisational culture influence employee engagement in South Africa's public sector?
2. How does employee engagement impact organisational performance in South Africa's public sector?
3. What is the mediating effect of employee engagement on the relationship between organisational culture and organisational performance in South Africa's public sector?
4. How does this study contribute to the existing body of knowledge by providing

empirical insights into the mediating role of employee engagement in the relationship between organisational culture and organisational performance in South Africa's public sector?

Secondary Research Questions:

1. How does inspiring leadership influence organisational commitment, job involvement and employee satisfaction in South Africa's public sector?
2. To what extent does open and transparent communication influence organisational commitment, job involvement and employee satisfaction in South Africa's public sector?
3. How does an engaging and challenging environment impact organisational commitment, job involvement and employee satisfaction in South Africa's public sector?
4. To what extent does organisational commitment influence employee motivation, employee retention and organisational results in South Africa's public sector?
5. How does job involvement influence employee motivation, retention, and organisational results in South Africa's public sector?
6. To what extent does employee satisfaction affect employee motivation, retention, and organisational results in South Africa's public sector?

1.6 Overview of related literature

In recent years, organisational culture (OC), employee engagement (EE), and organisational performance (OP) have gained renewed attention as strategic levers for improving public sector effectiveness. Empirical research increasingly confirms that a strong, adaptive organisational culture enhances employee engagement, which in turn drives improved performance outcomes in complex and resource-constrained environments (Meyer, Van Zyl & Rothmann, 2023; Van der Walt & De Klerk, 2022).

OC refers to the shared values, beliefs, and behavioural norms that shape how work is done and how people interact within an organisation. In the public sector, it plays a pivotal role in promoting integrity, accountability, and service orientation (Meyer, Van Zyl & Rothmann, 2023). According to Podgorniak-Krzykacz (2021), OC is a foundational determinant of collaborative governance and the co-production of public services. A culture that promotes trust, innovation, and participatory leadership is essential for responsive and citizen-focused administration.

EE, defined as the psychological investment and emotional commitment employees make to their work, is a key mediator between organisational context and individual or institutional outcomes (Van der Walt & De Klerk, 2022). Recent studies emphasise that EE is influenced by leadership style, communication, perceived organisational support, and opportunities for personal growth (Guner, Kibaroglu & Basim, 2023). In public institutions, where rigid bureaucracies often hinder initiative and responsiveness, enhancing EE requires a deliberate focus on creating an enabling environment characterised by purpose, recognition, and psychological safety.

OP in the public sector has expanded beyond financial indicators to include quality of service delivery, innovation, employee retention, and stakeholder satisfaction. Al-Kumaim et al. (2021) argue that high levels of EE lead to measurable improvements in both internal efficiencies and external service outcomes. Similarly, Rezaei et al. (2018) highlight the need for multidimensional performance measures that capture non-financial outputs in complex organisations.

A growing body of research has tested the mediating role of EE in the relationship between OC and OP. For instance, Guner, Kibaroglu and Basim (2023) found that leadership and organisational culture significantly predicted performance through EE pathways. These findings reinforce the need to analyse these constructs not in isolation but as a coherent system of organisational dynamics.

This study is theoretically grounded in three frameworks. Social Exchange Theory (SET) provides a lens to understand how mutual trust and perceived organisational support shape employees' willingness to go above and beyond their formal roles (Van der Walt & De Klerk, 2022). The Resource-Based View (RBV) identifies human capital and organisational culture as strategic assets that are difficult to imitate and, therefore, capable of producing sustained performance advantages (Ployhart, Nyberg & Reilly, 2021).

Motivation Theory, particularly Self-Determination Theory, posits that fulfilment of psychological needs such as autonomy, competence, and relatedness significantly enhances intrinsic motivation and long-term engagement (Van den Broeck et al., 2021). While international studies have produced important insights, the South African public sector remains underexplored. Most research has focused on private or developed country contexts. The few South African studies available point to systemic challenges such as fragmented accountability, demotivated staff, and poor organisational

communication (Mbangeleli & Ojugbele, 2021). Yet, little is known about how OC and EE interact to influence OP within these constraints.

This study addresses this gap by proposing and empirically testing a conceptual framework that maps the relationships between OC, EE, and OP in the South African public sector. It focuses on key mediating variables, including leadership, communication, job involvement, and employee satisfaction, using Structural Equation Modelling to generate evidence-based recommendations. The findings are intended to inform leadership development, human resources management practices, and institutional reforms aimed at building a capable and high-performing public administration.

1.7 Overview of the Research Methodology

A succinct discussion of research philosophies is presented in Chapter 4, culminating in the adoption of positivism as the guiding philosophical paradigm for this study. Positivism is appropriate for research that seeks to explain relationships between variables using observable, measurable data, and is consistent with the study's aim to empirically examine the relationship between organisational culture, employee engagement, and organisational performance.

The study followed a deductive research approach, whereby hypotheses derived from existing theory were tested through the collection and analysis of quantitative data. A non-experimental, cross-sectional research design was adopted. This design enabled the researcher to gather data at a single point in time across multiple public sector organisations, thereby facilitating comparisons while avoiding the complexity and resource demands of a longitudinal approach.

A mono-method quantitative strategy was employed to maintain methodological consistency. Data were collected using a structured questionnaire comprising closed-ended Likert-scale questions, allowing for standardised measurement of key constructs. The use of validated scales ensured construct reliability and comparability with prior studies.

The target population consisted of employees across three South African public sector organisations, with a total population size of approximately 1,100. A sample size of 285

respondents was determined using Cochran's sample size formula, ensuring adequate representation for statistical analysis.

The initial sample size of 285 was determined using Cochran's formula, based on an estimated population of approximately 1,100 employees across three purposively selected public sector organisations. However, during the data collection process, a total of 408 valid responses were received. This increase was due to expanded access and strong institutional support, which allowed for wider participation. Stratified convenience sampling was used to ensure representation from different organisational levels (senior, middle, and operational), and proportional participation was encouraged across the three institutions.

Quantitative data were analysed using IBM SPSS and SmartPLS software. Descriptive statistics provided insights into the distribution of responses, while inferential techniques, including correlation analysis, regression analysis, factor analysis, and Structural Equation Modelling (SEM), were employed to test hypothesised relationships. The study also ensured methodological rigour by assessing construct and content validity, ensuring that the measurement instruments accurately captured the intended concepts.

This methodological approach provided a robust and structured framework for addressing the research objectives, testing theoretical relationships, and generating evidence-based insights into organisational dynamics within the public sector context.

1.8 Significance and contribution of the study

This study contributes to the growing body of knowledge on organisational culture (OC), employee engagement (EE), and organisational performance (OP) by providing empirical insights specific to the South African public sector. It addresses a critical gap in the literature, where most existing research has focused on private sector organisations or public institutions in Western, Middle Eastern, and Asian contexts. By investigating these constructs within the South African public service, the study advances a context-sensitive understanding of how organisational culture influences performance outcomes through employee engagement.

The study is significant in both theoretical and practical terms. Theoretically, it develops and empirically tests a conceptual framework that maps the mediating role of employee engagement in the relationship between organisational culture and organisational

performance. This model is tested using Confirmatory Factor Analysis and Structural Equation Modelling (SEM), offering methodological rigour and advancing the use of SEM in public sector human resource and organisational behaviour research.

Practically, the findings will assist public sector managers, policymakers, and human resources practitioners in designing strategies that foster a positive organisational culture, promote employee engagement, and ultimately enhance service delivery and institutional effectiveness. The study identifies fundamental factors such as inspiring leadership, open communication, and a challenging work environment that shape engagement and performance outcomes, providing actionable insights for leadership development, employee retention, and performance management.

Furthermore, the research directly responds to calls from recent studies (Parku, Obuobisa-Darko, & Asiedu, 2023; Yanto & Aulia, 2023; Eresia-Eke, Ndlovu & Nyanga, 2023; Japura et al., 2023; Angeline, Husniati & Supriadi, 2023; Bhardwaj & Kalia, 2021; Mohanty & Arunprasad, 2021) for more empirical work examining OC, EE, and OP in underrepresented regions such as Southern Africa. By focusing on three diverse public sector organisations, the study contributes comparative insights and lays a foundation for broader institutional reforms to improve governance capacity and public service outcomes.

In summary, this research contributes to academic scholarship by expanding theoretical models of employee engagement and performance within the public sector and practice by offering evidence-based strategies for cultivating high-performing, engaged, and values-driven public institutions in South Africa.

1.9 Rationale of the study

The rationale of this research was the gap identified in the literature, which necessitated further empirical investigation to extend the frontier of knowledge by assessing the relationship between organisational culture, employee engagement and organisational culture in the public sector environment in South Africa. The sector is under increasing pressure from civil society's growing expectations and must develop effective strategies to address operational inefficiencies and procedural challenges. This research draws on the need to overcome these challenges by addressing operational bottlenecks through organisational culture, employee engagement strategies, and programmes to achieve

the set organisational performance priorities and civil society expectations.

1.10 Limitations and delimitations of the study

This study, while methodologically rigorous, is subject to several limitations that may affect the generalisability and scope of its findings. One of the primary limitations lies in the use of a cross-sectional research design, which captures data at a single point in time. This limits the ability to infer causality or examine how organisational culture, employee engagement, and performance may evolve over time. Additionally, the study relies on self-reported data collected through structured questionnaires, which may be influenced by response bias or social desirability effects, particularly in public sector environments where perceptions of leadership and performance may be politically or institutionally sensitive.

Another limitation relates to the geographical and institutional scope of the study. The sample is drawn from only three public sector organisations in South Africa, which constrains the ability to generalise findings across all government departments or tiers of administration. Differences in organisational mandates, institutional maturity, and workforce composition across departments may result in varying organisational cultures and engagement dynamics that are not captured in this study.

Despite these limitations, the study's delimitations were deliberately structured to provide a focused and contextually grounded analysis. The study is confined to examining the relationship between organisational culture, employee engagement, and organisational performance within three selected public sector organisations. This focus was guided by the need to ensure methodological feasibility while enabling in-depth exploration of the constructs under study within real-world institutional settings.

The selection of three organisations was purposeful and strategic. These organisations were chosen based on their representativeness in terms of organisational size, service delivery function, and administrative level. This allowed for the examination of cultural and engagement dynamics in settings that are both complex and diverse, yet manageable for empirical analysis. By narrowing the focus to these three cases, the study is able to offer context-rich insights and meaningful comparative analysis, while mitigating some of the common challenges associated with large-scale public sector studies, such as access barriers, administrative inconsistency, and data reliability.

This focused approach assists in addressing the limitations by offering a deepened understanding of how organisational culture and employee engagement interact to influence performance outcomes in varied, yet structurally comparable, public institutions. While the findings may not be universally generalisable, they offer valuable theoretical and practical contributions to public sector management discourse in South Africa and lay a foundation for future research across broader institutional contexts.

1.11 Structure of the study

This study is organised into the following chapters:

Chapter 1 (Introduction) - serves as an introductory chapter focusing on the study's background, problem statement, research objectives, research questions, hypotheses and the significance and contribution of the study.

Chapter 2 (Literature Review) – provides a comprehensive and critical literature review on organisational culture, employee engagement, and organisational performance. The chapter also reviews the literature on the vital subcomponents/essential factors affecting organisational culture, employee engagement, and organisational performance.

Chapter 3 (Theoretical and Conceptual Framework)- is devoted to unpacking the theoretical and conceptual framework that guides the aims and objectives of this research study. This chapter also discusses the social exchange theory, resource-based view theory, and content and process theories of motivation.

Chapter 4 (Research Methodology) - presents the research methodology and research methods adopted to critically examine the relationship between organisational culture, employee engagement and organisational culture in the public sector in South Africa. The chapter begins with a detailed explanation supporting a careful selection of the research methodology covering the following thematic areas: research philosophies, research approaches, research choices, target population, data collection procedures, research instrument, procedures for data analysis, reliability, validity, and ethical considerations.

Chapter 5 (Data Analysis and Results) presents the study results, which emanate from the quantitative data on the relationship between organisational culture, employee

engagement, and organisational performance in the public sector environment in South Africa. The findings are interpreted and presented in graphical and tabular form.

Chapter 6 (Discussion of Results) – discusses the results based on the empirical evidence presented in the previous chapter (chapter 5) about tested hypotheses, research questions and objectives.

Chapter 7 (Recommendations, Implications, Limitations and Conclusion) – provides recommendations, implications, limitations and conclusions in line with the stated research objectives. Thus, the conclusion of the entire research study is presented, making recommendations for future research in consideration of the study's limitations.

1.12 Conclusion

Chapter 1 introduces a research study focused on exploring the relationship between organisational culture (OC), employee engagement (EE), and organisational performance (OP) within the South African public sector. The chapter emphasises the crucial role that public sector employees play in achieving the government's priorities, as outlined in frameworks such as the National Development Plan (NDP) Vision 2030 and the Medium-Term Strategic Framework (MTSF). Given that the South African government is the largest employer in the country, the quality of its public service delivery depends heavily on the engagement, motivation, and organisational culture within public institutions. The background section identifies the significance of organisational culture in shaping employee engagement and ultimately influencing organisational performance.

The research draws attention to the fact that the public sector in South Africa faces numerous challenges, including inefficiencies and operational bottlenecks, which impact its ability to meet the expectations of civil society. The study is motivated by the need to understand how organisational culture and employee engagement can be optimised to overcome these challenges and enhance public sector performance. The chapter also reviews existing literature, which suggests that employee engagement is a critical driver of organisational success. However, there is a lack of research on the relationship between OC, EE, and OP within the South African public sector. Previous studies, primarily conducted in developed countries and private sector environments, have not fully addressed these dynamics in the context of South African public institutions.

The chapter highlights the gap in research and positions the study to provide new insights into how organisational culture affects employee engagement and performance within the South African public sector. The problem statement underscores some pressing issues within the public sector, such as suspending public servants without accountability, which exacerbates inefficiency and undermines organisational performance. These challenges highlight the need for stronger organisational cultures and better employee engagement practices to improve public service delivery. The research aims to investigate the impact of organisational culture on employee engagement and, in turn, how employee engagement influences organisational performance in the public sector.

The study also seeks to assess the mediating role of employee engagement in these relationships. Secondary research objectives focus on evaluating factors like leadership, communication, and the work environment and their influence on employee commitment, job involvement, and satisfaction within the public sector. The chapter concludes by highlighting the significance of the study and its potential contribution to improving public sector management in South Africa.

The research aims to provide actionable insights for public sector leaders and policymakers to foster a positive organisational culture that boosts employee engagement and, ultimately, organisational performance. This study also seeks to bridge the gap in existing literature by examining these relationships in the South African context, offering a unique contribution to human resources and organisational psychology. Lastly, Chapter 1 establishes the foundation for the study, outlining the research aims, objectives, and questions while emphasising the importance of understanding the interplay between organisational culture, employee engagement, and performance in enhancing public sector effectiveness in South Africa. The next chapter reviews the literature on organisational culture, employee engagement and organisational performance in the public sector.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive and critical review of the literature on organisational culture, employee engagement, and organisational performance. The study is situated within the broader field of business administration, with a specific focus on the public sector. This context is essential, as the nature and expression of organisational culture and employee engagement differ substantially between public and private institutions. The chapter begins by locating the study within this field and discussing global perspectives to establish a broader understanding of how these constructs have been examined internationally. It then narrows the focus to the South African public sector, presenting a contextual framework that outlines the institutional, administrative, and policy environment that shapes organisational behaviour and performance in the country. The core of this chapter involves the conceptualisation of the three primary constructs: organisational culture, employee engagement, and organisational performance. These constructs are unpacked with attention to their definitions, theoretical underpinnings, and practical relevance in public sector institutions. Furthermore, the chapter explores the fundamental elements or sub-dimensions of each construct, such as leadership, communication, job involvement, satisfaction, motivation, and performance outcomes. In addition to synthesising existing literature, the chapter identifies significant conceptual, empirical, and contextual gaps that remain underexplored, particularly in the South African public service. By highlighting these gaps, the chapter provides a strong rationale for the current study and sets the foundation for the theoretical framework to be developed in the next chapter.

2.2 Global Perspectives on Organisational Culture, Employee Engagement, and Organisational Performance

Globally, public administration systems are increasingly focusing on organisational culture and employee engagement as critical levers for improving institutional performance. Research across both developed and developing economies affirms that strong organisational cultures and engaged employees are closely linked to better service

delivery, innovation, staff retention, and overall organisational effectiveness (Al-Kumaim et al., 2021; Guner, Kibaroglu & Basim, 2023). In the context of high-performance public organisations, culture is often seen as a strategic asset that shapes behaviour, instils shared values, and reinforces accountability. Countries with mature administrative systems such as Canada and Singapore have long institutionalised culture-building and employee engagement strategies through leadership development, decentralised decision-making, and continuous learning practices. These practices have been found to promote high trust, resilience, and collaborative problem-solving among public servants (Yanto & Aulia, 2023).

In emerging economies, there is growing recognition that public sector performance cannot be driven solely by structural or procedural reforms. Organisational culture and human capital engagement are increasingly viewed as fundamental for driving change and sustaining performance improvements. For instance, in Rwanda, a culture of performance contracting (Imihigo) has been used effectively to align individual and institutional objectives, encouraging ownership and accountability among public employees (Munyaneza, 2020). Similarly, Indonesia and Malaysia have embraced competency-based HRM systems and employee engagement models to modernise their bureaucracies and enhance responsiveness (Hassan, 2022).

In African contexts, the literature reveals that many public sector institutions are characterised by hierarchical command structures, limited employee voice, and political interference, which weaken organisational culture and suppress engagement. Studies conducted in Ghana, Nigeria, and Kenya report high levels of staff demotivation and low organisational commitment, often linked to poor leadership, opaque communication, and a lack of performance recognition systems (Yamoah, 2021; Njiru & Munene, 2020). While the adoption of public sector reforms such as Results-Based Management and New Public Management has attempted to introduce a culture of performance and responsiveness, the outcomes have been inconsistent due to contextual and institutional limitations (Wambua & Otieno, 2023).

The global evidence also suggests that employee engagement is not merely about individual satisfaction or motivation, but about creating work environments that enable autonomy, mastery, and a sense of purpose. Research by Van den Broeck et al. (2021) highlights that intrinsic motivation, workplace relationships, and organisational support are central to sustaining engagement. This aligns with the growing use of Self-Determination Theory and Social Exchange Theory in explaining the mechanisms through which

organisational culture influences performance through employee attitudes and behaviours.

Despite the wide range of contexts explored globally, there is consensus in the literature that organisational culture and employee engagement are interdependent and context-sensitive. As public institutions worldwide grapple with complex challenges—including digital transformation, fiscal austerity, and increasing public expectations—many are turning to adaptive cultural models and engagement strategies to foster innovation and improve performance outcomes (Meyer, Van Zyl & Rothmann, 2023).

The international literature provides a robust theoretical and empirical foundation for understanding the dynamics among organisational culture, employee engagement, and performance. However, most of these studies have been conducted in either private sector settings or in public sector organisations outside of South Africa. There is limited empirical evidence that examines how these constructs interact within the South African public service, particularly using mediating frameworks. This gap underscores the need for context-specific research that reflects the unique historical, institutional, and socio-political factors shaping South Africa's public administration.

2.3 The Public Sector Context in South Africa: A Contextual Framework

To understand the relationship between organisational culture, employee engagement, and organisational performance in the South African public sector, it is essential to consider the broader political-administrative and institutional environment in which public organisations operate. South Africa's public administration is shaped by its post-apartheid transformation agenda, developmental state orientation, and constitutional commitment to democratic governance, social justice, and service delivery (Meyer, Van Zyl & Rothmann, 2023). These contextual elements directly influence organisational culture, leadership behaviour, employee expectations, and performance accountability.

The Constitution of the Republic of South Africa (1996), particularly Section 195, outlines the values that should guide public administration, including ethical conduct, responsiveness, accountability, transparency, and efficient use of public resources. These constitutional principles are echoed in the National Development Plan (NDP) Vision 2030 and the Medium-Term Strategic Framework (MTSF) 2019–2024, which emphasise

building a capable, professional, and ethical public sector. However, despite these frameworks, many public sector institutions continue to experience fragmented organisational cultures, leadership instability, and poor employee morale, which collectively undermine service delivery and performance outcomes (Mbangeleli & Ojugbele, 2021; Van der Walt & De Klerk, 2022).

Numerous reports from the Public Service Commission and the Department of Public Service and Administration highlight chronic challenges such as delayed disciplinary processes, a backlog of unresolved misconduct cases, and high levels of absenteeism and disengagement among public servants (Gabara, 2021; Cotterell, 2022; Thorn, 2024). These issues have contributed to a compliance-driven culture in many departments, where innovation, job satisfaction, and employee commitment are not effectively prioritised. Instead, bureaucratic rigidity, siloed operations, and political interference remain dominant features, impeding the development of high-performance cultures within the public sector (Meyer, Van Zyl & Rothmann, 2023).

Nonetheless, there have been notable policy and institutional reforms aimed at enhancing organisational capacity and professionalising the public service. These include the implementation of the Public Administration Management Act (PAMA) of 2014, the establishment of the National School of Government (NSG) to drive leadership and skills development, and the revision of the senior management recruitment process to ensure merit-based appointments (NSG, 2022). Furthermore, initiatives such as the Batho Pele principles and competency frameworks have attempted to institutionalise values of accountability, transparency, and service excellence, although implementation gaps remain widespread (Van der Walt & De Klerk, 2022; Mbangeleli & Ojugbele, 2021).

These contextual dynamics both enabling and constraining—constitute the foundation of the study's contextual framework. Organisational culture in the public sector is shaped not only by internal leadership and systems, but also by broader macro-political and socio-economic pressures. Employee engagement is increasingly viewed as an institutional indicator of trust, purpose, and alignment with public service values, while organisational performance is assessed not merely through outputs but also through developmental impact, institutional legitimacy, and responsiveness to citizen needs (Al-Kumaim et al., 2021; Guner, Kibaroglu & Basim, 2023).

The contextual framework thus informs the theoretical lens through which this study is conducted. It anchors the conceptual model within the realities of the South African public

sector, where cultural transformation, staff motivation, and institutional performance are shaped by history, policy, capacity constraints, and leadership practices. This enables the application of Social Exchange Theory, Resource-Based View Theory, and Motivation Theory in a manner that is grounded in contextual relevance and institutional nuance.

2.4 Legislative and Policy Context of the Public Sector

Public sector institutions in South Africa operate within a well-defined legislative and policy environment that governs their structure, conduct, and performance expectations. This regulatory framework is essential in shaping the organisational culture, work environment, and human resource practices that influence employee engagement and institutional effectiveness. Therefore, understanding this context is critical to examining the interrelationship between organisational culture, employee engagement, and organisational performance in public institutions.

At the core of the public service regulatory framework is the Public Service Act (1994), which governs the organisation, administration, and conditions of employment within the South African public service (Republic of South Africa, 1994). This Act lays the foundation for merit-based appointments, ethical conduct, accountability, and the development of a professional and responsive bureaucracy.

Complementing this is the Public Finance Management Act (PFMA) (1999), which promotes sound financial management and establishes clear lines of accountability and performance reporting (Republic of South Africa, 1999). The PFMA links financial governance to institutional performance and requires public organisations to align their activities with strategic objectives and measurable targets.

The White Paper on the Transformation of the Public Service (1997) further articulates a vision for a people-centred and results-driven public administration. It calls for the creation of an organisational culture built on transparency, accountability, professionalism, and responsiveness principles that are foundational to employee engagement and organisational performance (Republic of South Africa, 1997).

In addition to these legislative instruments, strategic planning frameworks such as the National Development Plan (NDP) Vision 2030 and the Medium-Term Strategic Framework (MTSF) guide the transformation of the state into a capable and

developmental institution. The NDP highlights the importance of an efficient, ethical, and development-oriented public service (Republic of South Africa, 2012), while the MTSF sets out measurable priorities linked to national development goals, including improved human resource capacity and institutional performance (Republic of South Africa, 2019). Furthermore, the government's performance management regime, including Annual Performance Plans (APPs) and departmental strategic plans, reinforces the importance of aligning organisational values, leadership practices, and employee contributions with broader public service outcomes (National Treasury, 2021).

In this context, organisational culture and employee engagement are not only internal management concerns but are also strategic imperatives embedded in national governance objectives. This study is therefore situated within this broader legislative and policy environment, which informs the conditions under which public servants operate and the institutional expectations placed upon them. The regulatory framework provides both the constraints and opportunities that influence how public organisations shape their culture, motivate their employees, and deliver on their performance mandates.

2.5 Organisational Culture

Organisational culture (OC) refers to the shared values, beliefs, assumptions, and norms that shape the behaviours and practices within institutions. It is widely recognised as a critical factor influencing employee behaviour, commitment, and institutional performance (Meyer et al., 2023). Culture provides a framework within which employees interpret their roles, responsibilities, and organisational expectations. In public sector institutions, OC becomes particularly important due to their service-oriented mandate and the high expectations of accountability, equity, and inclusivity. In the public sector, culture plays a central role in promoting ethical conduct, responsiveness, and accountability—principles that are particularly vital in democratic governance (Podgorniak-Krzykacz, 2021). When culture supports open communication, inclusivity, innovation, and ethical leadership, public institutions are better able to deliver services and achieve developmental goals. Conversely, toxic cultures marked by bureaucratic rigidity, patronage, and ethical lapses can lead to inefficiencies and undermine public trust.

Yanto and Aulia (2021) examined the effect of transformational leadership and organisational culture on work motivation and employees in Indonesia. The study revealed that the organisational culture does not directly impact employee performance but

significantly affects employee motivation (Yanto & Aulia, 2021). The researcher noted that “transformational leadership and organisational culture have a significant effect on employee performance through the mediating variable, namely work motivation”. These researchers also provided suggestions “for further research on the influence of transformational leadership and organisational culture on employee performance through work motivation in other sectors to increase insight and broadening understanding of the interrelationship between independent variables and their effects on employee performance”.

A study designed to investigate employee empowerment as an organisational culture in the South African public sector (Mbangeleli and Ojugbele, 2021:118) found that “constructs such as employee empowerment and organisational culture have a bearing on how organisations perform”. Furthermore, the researchers concluded that “employee empowerment comes with great benefits for the public sector, even though it is partially institutionalised” (Mbangeleli & Ojugbele, 2021:118).

Equally important, Japura, Torres, Medina, Rocha, Zela and Fredes (2023) examined the psychological influence of organisational culture on employee motivation and satisfaction—a psychological approach in the educational settings sector in Qatar. Their study revealed that employee motivation and satisfaction are significantly influenced by organisational culture. The study also discovered that organisational culture is impacted substantially by four (4) variables, namely, employee engagement, wellbeing, satisfaction, and motivation, significantly impacting organisational culture. Interestingly, the researchers believe that for the organisation to succeed, it needs to invest more in organisational culture, yielding positive organisational results. Lastly, the study recommended future research to “explore the intriguing possibilities of how organisational culture affects employees’ outcomes in the long run (Japura et al., 2023).

Furthermore, Angeline, Husniati and Supriadi (2023) studied the influence of organisational culture on performance through employee engagement as a mediation variable in Indonesia. The study revealed that organisational culture positively affects employee performance through employee engagement (Angeline et al., 2023). The researchers recommended that “in the theoretical aspect, further researchers are advised to consider other variables mediating variables between knowledge management, organisational and employee performance (Angeline et al., 2023).

In the same manner, Sumaryono and Ali (2023) explored the effect of information systems,

information technology and organisational culture on performance within the scope of human resources management science in Indonesia". The researchers concluded that organisational culture affects performance; however, the researcher recommended that future research consider other factors affecting performance, such as leadership, commitment, and education.

Moreover, Karkro, Siddiqui and Lal (2023) assessed the relationship between organisational culture, job satisfaction, employee performance and employee engagement in Pakistan. The study "revealed that good organisational culture augmented job satisfaction, employee performance and employee engagement among managers and non-managers"(Karkro, Siddiqui & Lal, 2023:28). The researchers suggested that future research includes employee engagement or job satisfaction as a mediator (Karkro et al., 2023).

In the same manner, Abdullahi, Raman and Solarin (2021) investigated the effect of organisational culture on employee performance – a mediating role of employee engagement in Malaysia. Their study revealed that organisational culture has a substantial impact on employee performance. Furthermore, the study showed that "employee engagement partially mediates organisational culture and employee performance relationship"(Abdullahi, Raman & Solarin, 2021:240). The researchers recommended that "future studies may include other predictors such as leadership behaviour, management support, and change management to serve as additional predictors to employee engagement and performance"(Abdullahi, Raman & Solarin, 2021:241).

In addition, Hardiyanti, Aima and Ridwansyan(2022) analysed the influence of corporate culture and transformational leadership against employee performance mediated by employee engagement in Indonesia. "The study revealed that corporate culture has a significant impact on employee engagement and employee performance"(Hardiyanti, Aima & Ridwansyan, 2022:386). The researchers recommended further research to verify more deeply the variables that affect employee performance. Lastly, researchers highlighted that "the significant effect of employee engagement as a mediator on performance found in their study opens the possibility of other effects of employee engagement on other variables"(Hardiyanti, Aima & Ridwansyan, 2022:386).

Jahan, Huynh and Mass (2022) investigated the influence of organisational culture on employee commitment – an empirical study on civil service officials in Bangladesh. The

study findings suggested that mission, one of the organisation's characteristics, has a significant effect on all three components of commitment (affective, continuance, and normative commitment) (Jahan, Huynh & Mass, 2022:279). The study recommended longitudinal data examination over a more extended period to determine whether probability sampling produces the same outcomes (Juhan et al., 2022).

In the study of 264 employees working in higher institutions of learning in India, Altassan and Rahman(2023) discussed the impact of organisational culture on employee retention in institutions of higher learning. The researchers concluded that "authorities and policymakers must consider the issue of organisational culture as a key factor influencing staff retention and thus include it when designing/developing their university's/college policy framework" (Altassan & Rahman,2023:3361).

Also, Odai, Yang, Ahakwa, Ismaila and Dartey (2021) determined the impact of supervisory support on employee engagement in the telecommunication sector of Ghana- the role of supportive organisational culture. The study revealed that supportive organisational culture significantly and positively influences employee engagement". In addition, the study also "revealed that supportive organisational culture positively moderates the relationship between supervisory support and employee engagement". The study recommended future research to expand the scope of the study to cover other regions and sectors using the same constructs(organisational culture, employee engagement and supervisory support) (Odai et al., 2021).

Muchibi, Mbithi and Juman (2022:75) investigated the "moderating influence of organisational culture on the relationship between work-life integration and employee engagement in the public health sector in Kenya's Western Region". The study "revealed that organisational culture slightly moderated the relationship between work-life integration and employee engagement". Also, inferential and correlation statistics revealed work life as having a positive and significant influence on employee engagement. Lastly, the study recommended that "future research should consider expanding the scope to other organisations to achieve reliable conclusions of the variables under the study"(Muchibi, Mbithi & Juman, 2022:85).

Certainly, Hendrawan and Pogo (2021) conducted a study focusing on the effect of organisational culture, leadership styles and career development on employee engagement in Jakarta, Indonesia. "The results of the study concluded that organisational culture has a positive and significant effect on employee engagement, meaning that an increase in organisational culture has a unidirectional impact or influence on a significant

increase in employee engagement”(Hendrawan & Pogo, 2021:338). The researchers suggested that “organisational culture has a significant influence so that it can be interpreted as a determining factor for the success of employee engagement”(Hendrawan & Pogo, 2021:339).

Interestingly, Irianto and Basbeth (2021) conducted a study focusing on the effect of transformational leadership on employee engagement – the moderating role of organisational culture in Jakarta. Employee engagement was found to be positively correlated with transformative leadership. The study also found that the association between transformative leadership and employee engagement was not shown to be moderated by organisational culture (Irianto and Basbeth, 2021).

Correspondingly, Nugroho and Elmi(2022) measured the influence of organisational culture, leadership style and employee engagement on the performance of millennial employees in Indonesia. Interestingly, the study discovered that organisational culture and employee engagement partially and positively influence employee performance. However, leadership style has a partial and positive influence on employee performance. The study recommended future research to consider “adding the number of types of industry where the research or research was conducted in a multi-industrial place and further assessment to the variable which could be factors that determined for the increase or decrease in the performance of millennials”(Nugroho &,2022:575).

Sutanto and Setiadi(2021) examined the impact of mediation on organisational commitment between organisational culture and employee loyalty. The study revealed that organisational culture can predict employee loyalty. The study on the impact of mediation on organisational commitment between organisational culture and employee loyalty is believed to be the first study in Indonesia, making it useful for the public sector. The researchers recommended that future research “test the extent to which organisational commitment can serve as a moderate variable and research should also focus on broader sectors”(Sutanto & Setiadi,2021:714).

Admittedly, Xia, Swatdikun, Ungphakorn and Prempanichnukul (2022) explored the impact of organisational culture on employee performance, a case of the Chinese media education sector in China. Their study suggests that “collectivism, power distance, long-term orientation, masculinity, employee performance and uncertainty avoidance have significant positive effects on organisational culture”(Xia, Swatdikun, Ungphakorn and Prempanichnukul,2022:7).

Furthermore, Putri, Nimran, Rahardjo and Wilopo(2021) examined the impact of organisational culture on employee engagement and organisational citizen behaviour in Indonesia. Their study revealed that “organisational culture has a positive and significant effect on employee engagement and organisational citizen behaviour”(Putri, Nimran, Rahardjo and Wilopo,2021:461).

Thus, Siregar and Wardhani(2023) analysed the factors that affect organisational performance, such as organisational culture, compensation, employee engagement, and flexible working arrangements in Indonesia. The study concluded that organisational culture positively and significantly affects employee engagement. The researchers suggested that “one way to improve employee in the organisation is to apply good organisational culture(Siregar and Wardhani”(2023:788). In this study, the researchers also discovered that “employee engagement mediated the influence of organisational culture on organisational performance at business division” (Siregar and Wardhani”(2023:790).

In the study of 269 participants from multiple Industries in Lagos, Nigeria, Olayowola and Akeke (2022) explored organisational culture dimensions and employee commitment. The researchers concluded that “organisations should ensure that policy measures are put in place to guarantee that organisational culture dimensions are significantly improved upon in organisations to promote employee’s commitment”(Olayowola and Akeke,2022:65).

Jahan, Huynh and Mass(2022) determined the influence of organisational culture on employee commitment of officers in the Bangladesh government. Their study results suggest that organisational culture is important for the public sector. Furthermore, their study showed that “a long-term mission and vision of the organisation assist employees in conceptualising the organisation’s objectives and goals”(Jahan, Huynh & Mass,2022:293).

Also, in the study of 192 employees who were randomly selected from aviation schools in Indonesia, Altassan and Rahman(2023) explored the impact of transformational leadership, organisational culture, and employee engagement on employee performance. They concluded that “transformational leadership in flight schools contributes to improving organisational culture and employee performance” (Altassan & Rahman,2023:807). Furthermore, they indicated that “organisational culture can strengthen employee engagement with the organisation and improve employee performance” (Altassan & Rahman,2023:807).

Hassan, Hassan and Hassan (2023:9) investigated the contribution of organisational culture to the three dimensions of organisational commitment (normative, affective and continuance) of academic staff as moderated by job satisfaction in Lagos, Nigeria. The study findings revealed that “organisational culture as a predictor variable contributes significantly to the variance in the organisational continuance commitment of academic staff” (Hassan, Hassan and Hassan,2023:15). Lastly, their study concludes that “although organisational culture contributes significantly to the three dimensions of organisational commitment of academic staff, the effect is most potent on continuance and least on the affective domain” (Hassan, Hassan and Hassan,2023:17).

In a study designed to explore the influence of organisational culture and work environment on performance in UD Kariasih Pengwi Badung in Bali, Mulyadi, Dewi, Adi and Adi (2023), it was found that organisational culture and work environment have a positive and significant effect on employee performance.

Bayasgalan and Chantsaldulam (2017) investigated the impact of organisational culture, knowledge management, and employee engagement on job satisfaction among public officers in Mongolia. Their study results “showed that all impacts such as organisational culture, knowledge management and employee engagement have a positive relationship with job satisfaction” (Bayasgalan & Chantsaldulam,2017:103). The study concluded that “future surveys could be expanded to remote/isolated areas” (Bayasgalan & Chantsaldulam,2017:103).

In addition, literature uncovered that the organisational culture comprises three crucial contributing factors: inspiring leadership, open and transparent communication, and an engaging and challenging environment. These are the significant factors that can promote and accelerate organisational culture (Yanto & Aulia, 2021; Abdullahi, Raman & Solarin, 2021; Japura, Torres, Medina, Rocha, Zela & Fredez, 2023; Thahn & Quang, 2022; Dash & Roy, 2020; Khan & Naeem, 2018; and Al-Matari & Bin Omira, 2017).

2.5.1 Fundamental Factors of Organisational Culture

Organisational culture comprises three crucial contributing factors: inspiring leadership, open and transparent communication, and an engaging and challenging environment. These antecedents are regarded as critical factors that can promote and accelerate corporate culture in the public sector in South Africa.

2.5.1.1 Inspiring Leadership

Cantermi and Lizote (2022:648) defined leadership as “the ability to converge the goals and objectives of those being led with those of the organisation and adapt their leadership style to the variable present to achieve the goals and objectives of the organisation”. They further suggested that stated that “organisational culture, in turn influences the objectives, strategies and conduct of employees, and therefore is a potential source of competitive advantage”(Cantermi and Lizote,2022:648). The researchers also presented three types of leadership (transformational, transactional, and laissez-faire) as well as four types of culture (clan, innovative, market and hierarchical) to deepen scientific insight into the investigation of the relationship between leadership and organisational culture (Cantermi & Lizote, 2022). The study results showed a strong connection between organisational culture and leadership. The researchers recommended that future studies investigate leadership styles based on leaders' opinions to understand the relationship between leaders and being led (Cantermi & Lizote, 2022).

In the study designed to assess the mediating role of organisational culture on transformational leadership and change management in virtual teams in India, Bagga, Gera and Haque (2022) found that inspiring leadership and organisational culture significantly affect change management. Furthermore, the study demonstrated that the issues of leadership, organisational culture, and change management are worthy of additional research on the African continent (Gera & Haque, 2022).

Jansen van Vuuren, Visser and du Plessis (2022) studied the influential factors impacting leadership effectiveness at a public university in South Africa. The researchers stated that the fundamental principle is that even skilled and experienced leaders' effectiveness is moderated by organisational culture. They also concurred that all levels of leadership are impacted by organisational culture. Further, the researchers highlighted four factors, namely, (organisational culture, the role of women in leadership positions and the role of millennials in leadership and diversity) as the cornerstone of inspiring and effective leadership under volatile, uncertain, complex, and ambiguous (VUCA) conditions (Jansen van Vuuren, Visser and du Plessis,2022).

In the study of 400 employees randomly selected from multiple African corporations, Muzondiwa, Swarts and Schultz (2022) explored the relationship between transformational leadership, perceived organisational effectiveness and organisational culture. Their study results revealed that “organisational culture did not positively relate to

transformational leadership and that perceived organisational effectiveness did not positively relate to transformational leadership” (Muzondiwa, Swarts and Schultz,2022:9). However, they concluded that “perceived organisational effectiveness positively related to organisational culture, and that organisational culture mediated perceived organisational effectiveness and transformational leadership” (Muzondiwa, Swarts and Schultz,2022:10).

2.5.1.2 Open and Transparent Communication

In a study of 362 academics randomly selected from institutions of higher learning in Turkey, Aras and Yazgan (2022) assessed the mediating role of communication and performance perception in the effect of organisational culture on knowledge. Interestingly, the results of the developed structural equation model indicated that organisational culture predicts the perception of communication and performance. The study also revealed that organisational culture has an indirect effect on communication, whereas the results of Bootstrap analysis revealed that communication and performance play a partial mediator role in the relationship between organisational culture and knowledge sharing (Aras and Yazgan,2022).

Thelen and Men (2020) focussed on internal communication in fostering employee advocacy in the United States of America(USA). Their study concluded that an internal communicator needs to be familiar with the individual, group and organisational factors (such as culture) that motivate advocacy behaviours and work on generating these conditions (Thelen and Men, 2020:1451). Furthermore, they suggested that “internal communicators need to help develop an organisation that encourages openness and transparency by ensuring that employees are informed about recent developments and connected to a clear mission, vision and values” (Thelen & Men,2020:1451). Nonetheless, researchers recommended that future research could use quantitative research methods to measure the impact of communication on employee advocacy (Thelen & Men, 2020).

Also, Curilla, Morales, Poma and Vicente-Ramos (2022) determined the influence of internal communication on the organisational climate of the local educational management unit in Peru (Latin America). The study's results highly impacted communication, management styles, interpersonal relationships, and remuneration. The researchers concluded that internal operational communication(management style, collective value, availability of resources, interpersonal relations) and internal motivational communication (remuneration policy) strengthen organisational commitment (Curilla, Morales, Poma & Vicente-Ramos,2022).

In the study designed to assess leadership, communication and job satisfaction for employee engagement and sustainability of businesses in Peru (Latin America), Ramirez-Lozano, Penaflor-Guerra and Sanagustin-Fons (2023) it was found that communication, leadership, and job satisfaction are essential factors to retain employees. The study also found a positive relationship between communication, leadership and job satisfaction Ramirez-Lozano, Penaflor-Guerra and Sanagustin-Fons (2023)

Tommy, Ling and Walid (2023) studied the influence of organisational factors (communication, teamwork, employee empowerment and involvement) on organisational culture to enhance organisational performance in Hong Kong. The study proposed a conceptual framework to gain deep insight into the organisational performance of Hong Kong organisations through communication, teamwork, employee empowerment, and involvement in organisational factors and organisational culture.

In a study of 1805 employees randomly sampled, Vercic, Galic and Znidar (2021) explored the potential impact of internal communication on employee engagement and employer attractiveness by testing the mediating effects of social exchange quality indicators. Their study confirms the “direct and indirect effect of internal communication satisfaction on employee engagement and employer attractiveness” (Vercic, Galic and Znidar, 2021:1331). They also stated that “ in the current organisational environment, it is important to understand and manage different aspects of internal communication to ensure employee engagement and good organisational culture” (Vercic, Galic & Znidar, 2021:1332).

Furthermore, Mikkelson and Hesse (2023) studied conceptualising and validating organisational communication patterns and their association with employee outcomes in the USA. The study results suggest that “organisational communication patterns have a meaningful connection with important employee outcomes and that organisational patterns might be valuable construct to examine in future research” (Mikkelson and Hesse,2020:306). They also recommended that future studies explore organisational communication patterns and their relationships to key metrics like employee performance and overall organisational effectiveness” (Mikkelson and Hesse,2023:306).

Walker (2021) highlighted that “communication is critical in creating organisational culture and identification”. The researcher believes that “scholarship to organisational culture and identification often relies on unsophisticated perspectives of communication without much concern for power and the politics of language use”(Walker, 2021:148). The researcher

stated, "McClellan invited scholars and practitioners to attend to responsive conversations about everyday experiences of organisational life to generate more mutually satisfying organisational culture that celebrates diverse subjectivities at work" (Walker,2021:149).

Lastly, Mayfield, Mayfield, and Walker(2021) examined the links between communication(conceptualised through motivating language) and follower organisational identification as mediated by follower cultural knowledge and fit in the USA and India. The study results showed that "leaders' communication as conceptualised through motivating language has a positive and significant association with follower organisational identification" (Mayfield, Mayfield and Walker,2021:238).

2.5.1.3 Engaging and Challenging Environment

"Organisations are thriving to retain competent, committed, creative and experienced employees to attain organisational performance" (Dash & Roy, 2020:3). Similarly, Farao (2023) states that one of the greatest assets organisations have, to be successful in today's economy, is human capital and with that also comes the challenge to retain employees in the organisation itself. Afram, Manresa and Mas-Machuca(2022) concluded that human resources have recently been recognised as an essential element for the survival of organisations, making it important for organisations to ensure the employee is appropriately engaged for higher productivity.

Equally important, John (2022) states that organisations are witnessing an unprecedented change in the global nature of work and the diversity of the workplace environment, and organisations are moving forward into a boundary-less environment. For the organisation to achieve a competitive advantage, creating a challenging environment and engaging, developing, and retaining employees is essential (John, 2022).

Warick (2017) highlighted that organisational culture significantly influences organisational factors such as engaging and challenging environment, leadership, organisational commitment, motivation, performance, satisfaction, employee attitude, employee engagement and efforts to attract and retain talented employees. Furthermore, John (2022:9) highlighted that "many employees are looking for an environment where they can contribute to something bigger".

Alshamari (2017) stressed that organisational performance and employee engagement mediated by organisational culture are significantly determined and influenced by the

performance of engaged employees within the same organisation. Therefore, it is fundamental that the public sector should work on improving an engaging and challenging environment, leadership, communication, job involvement, motivation, retention, organisational results, and employee commitment processes, which will otherwise lead to the downfall of the organisation (Alshamari, 2017).

2.6 Employee Engagement

“Organisations are striving for their existence and therefore continuously evolved in finding the new ways to achieve high performance, competitiveness, and effectiveness”(Singh, Sing & Amish,2021:74). Akhigbe and Osita-Ejikeme(2021:62) highlighted that “to stay up with the unparalleled dynamism in the business world, organisations in this age of fierce global competition are continuously looking for strategies to recruit and retain highly skilled and motivated employees”.

Accordingly, Guner, Kibaroglu and Basim (2023:457) also highlighted that “to succeed in ensuring organisational sustainability, organisations that want to have a competitive advantage in today’s conditions where competition is high, need to focus on moving their organisations performance to a better point by encouraging employees to use their talents at the highest level and increasing the institutional motivation and willingness”. Ajitha and Ramya(2022:2052) stated that “the level of employee engagement is receiving attention from every major global organisation”.

In the study designed to assess employee engagement, job performance, turnover intention, and workplace culture in private and public sector banks in Chhattisgarh, India, Rakatu, Chandra and Soma (2022), it was found that job performance is influenced by employee engagement, turnover intention, and workplace culture. They further revealed that “employees who feel strongly about their organisation develop an effective psychological work-related state of mind which motivates them to actively express and immerse themselves emotionally, cognitively and physically in their work performance “(Rakatu, Chandra & Soma,2022:130). Interestingly, “the results also found that public-sector bank employees are more engaged than private-sector employees”(Rakatu et al.,2022).

Again, Surma, Nunes, Rook and Loder (2021) assessed employee engagement in a post-COVID-19 workplace ecosystem in the United Kingdom (UK). The study revealed that

“workplace tools are predominantly focused on indoor characteristics without equivalent attention to outdoor urban environmental factors. The researchers recommended “future research to determine the extent to which different types of physical spaces impact employee engagement and what these flexible work arrangements mean for the sustainability of the organisation” (Surma, Nunes, Rook & Loder,2021:15).

Masood, Malik and Durrani (2023) also examined employee engagement and organisational reform perception amongst the workforce of Inland Revenue of Pakistan. The researchers state that employee engagement is essential to organisational stability, growth and long-term strategy. The study revealed that “employee engagement in the Inland Revenue of Pakistan is alarming low” (Masood, Malik & Durrani, 2023:242). The researcher recommended that organisations promote a culture of employee engagement.

In the study designed to assess revolutionising human resources management (HRM) by embracing technology for enhanced efficiency and employee engagement, Bella, Ramyasri and Vijayashree (2023:5) highlighted that “embracing technology in HRM can lead to improved efficiency, better talent management, enhanced communication, and a culture of continuous learning, ultimately resulting in increased employee engagement and organisational success”.

Also, Azhari, Thani, Amran, Sakarji and Burdhan (2023) assessed the behaviour of Islamic work ethics, employee engagement and organisational citizenship among public servants. The researchers highlighted that highly engaged workers exhibit vitality, producing excellent job outcomes and stronger civic conduct (Azhari, Thani, Amran, Sakarji &Burdhan,2023). Furthermore, they concluded that highly engaged employees are committed to their employers (Azhari, Thani, Amran, Sakarji & Burdhan,2023).

Uniquely, Kamanja, Ogolla and Gichunge (2019) examined the influence of the work environment on employee engagement among central government ministries in Kenya. The researcher stated that “employee engagement continues to receive attention in empirical studies since it influences the performance of organisations” (Kamanja, Ogolla & Gichunge (2019:1416). The study concluded that the “physical work environment significantly improves employee engagement and should be encouraged by the central government” (Kamanja, Ogolla & Gichunge (2019:1428). The researchers recommended that “future research on the effect of work environment on employee engagement should be undertaken in other sectors in Kenya” (Kamanja, Ogolla & Gichunge (2019:1429). The researchers also recommended that future studies consider other factors of employee

engagement among employees working for the government.

In a study of 605 employees who were randomly sampled from the public health organisations in Cyprus, Giallouros, Nicolaidis, Gabriel, Economou, Georgiou, Diakourakis, Soteriou and Nikolopoulos (2023) examined enhancing employee engagement through integrating leadership and employee job resources in the public health setting. The study concluded that “examining and comparing the associations amongst different occupational groups could foster better guidance on how executives should diversify in managing their healthcare workforce, to yield greater overall engagement and performance outcomes”(Giallouros et al., 2023:20).

Furthermore, Thahn and Quang (2022) examined and analysed the relationship between leadership style and employee engagement of public sector employees in Vietnam. The researcher highlighted that “leadership style is considered one of the critical factors in employee engagement with the leader, the organisation and the organisation's success” (Thahn & Quang, 2022:1). The study results revealed that leadership styles (transformational, transactional, and laissez-faire leadership) have a positive and significant effect on employee engagement.

In the study designed to examine the mediating effect of employee engagement and how employee psychological empowerment impacts employee satisfaction in the Maldives, Alagarsamy, Mehrolia and Aranha (2023) revealed that engaged employees are high performers and often bring innovative and creative ideas to the organisation. In addition, the study recommended that future research use other variables such as employee commitment, perceived supervisor support, organisational citizenship, job security, Job involvement, organisational trust, and employee satisfaction.

Also, Chiwawa (2022) explored the determinants of employee engagement in public sector organisations in Zimbabwe. The study revealed that “prioritising the development of engaged workers reaps substantial rewards for organisations in terms of productivity, efficiency and effectiveness” (Chiwawa,2022:749). Chiwana (2022:749) recommends that “organisations invest in ensuring employee engagement as this has a direct link to outcomes related to performance, which ultimately leads to optimisation of organisational resources and competitive advantage”.

In a study designed to analyse factors influencing employee engagement in organisations through a detailed literature review in India, Kundar and Pakkeerappa (2022) state that

employee engagement is a very important factor to be considered when developing different kinds of business strategies in organisations. The study concluded that employee engagement is influenced by organisational culture, quality work life, work conditions, reward, supervision, HRM practices, communication, training & development, performance management systems, employee sociability, job satisfaction, organisational culture, leadership styles, work-life balance and employee development, ultimately leading to expected outcomes of organisational performance.

Tarmizi and Anggiani (2022) analysed organisational commitment, employee engagement and employee performance through a detailed literature review. The research concluded that “organisational commitment and employee engagement have a positive and significant effect on employee performance both in the public and private sector” (Tarmizi & Anggiani, 2022:70). The research concluded that “organisations should pay greater attention to efforts to increase organisational commitment and employee engagement in their human resources management programmes, which in turn expected to improve employee performance and overall organisational performance” (Tarmizi & Anggiani, 2022:70).

Singh and See (2022) examined the influence of leadership on employee engagement in Malaysia. The researchers suggested that “ organisations and leaders seek to have engaged employees and spend considerable time and resources to improve engagement, which has enormous influence on employee productivity and organisational performance”(Singh&See, 2022:1). The researchers recommended future research to be conducted focusing on the influence of leadership styles on employee engagement with organisational culture as a moderator.

In summary, literature uncovered that employee engagement comprises three important contributing factors, namely organisational commitment, job involvement, and employee satisfaction mediate the relationship between employee engagement and organisational performance (Yanto & Aulia, 2021; Abdullahi, Raman & Solarin, 2021; Japura, Torres, Medina, Rocha, Zela & Fredez, 2023; Thahn & Quang, 2022; Dash & Roy, 2020; Little & Little,2006; Khan & Naeem, 2018; and Al-Matari & Bin Omira, 2017).

2.6.1 Fundamental Factors of Employee Engagement

Employee engagement comprises three important fundamental factors: organisational commitment, job involvement and employee satisfaction. These antecedents are regarded as critical factors that can promote and accelerate employee engagement in the public sector in South Africa.

2.6.1.1 Organisational Commitment

Tran, Nguyen, Nguyen and Hoang(2020) explored the impact of organisational commitment on the relationship between motivation and turnover intention in the public sector in Vietnam. The study concluded that “public service motivation can reduce the turnover intentions of public employees through the mediating role of organisational commitment” (Tran, Nguyen, Nguyen & Hoang,2020:15). They recommended future research studies to consider the longitudinal studies to observe behavioural changes over a period (Tran, Nguyen, Nguyen & Hoang,2020:15).

Also, Wu and Liu (2022) designed and explored the relationship between organisational support for career development, organisational commitment, and turnover intentions among health workers in township hospitals in Henan, China. Their study suggested that “there is a positive relationship between organisational support for career development and organisational commitment and a negative relationship between organisational commitment and turnover” (Wu & Liu,2022:7).

In the study of 300 full-time employees randomly sampled from 10 departments in Ghana, Donkor, Appienti and Achiaah (2021) explored the impact of transformational leadership style on employee turnover intentions in state-owned entities enterprises. The results reveal that “organisational commitment constructs (affective commitment, continuance commitment and normative commitment) partially mediate turnover intention and leadership style” (Donkor, Appienti & Achiaah,2021:13). Donkor, Appienti and Achiaah (2021) recommended future research to consider entire public sector organisations.

Haque, Fernando and Caputi (2020) investigated how responsible leadership is related to the three-component model(affective commitment, continuance commitment and normative commitment) of organisational commitment in Australia. The study results revealed that three components of organisational commitment positively influence

responsible leadership. Haque, Fernando and Caputi (2020:1155) recommended that future research “ may aim to replicate the study's findings using longitudinal analysis”.

Equally important, Coopertino, Nita and Siti (2021) explored organisational commitment as an intervening variable on the three effects of psychological empowerment on organisational citizenship behaviour in Indonesia. The study results suggested that psychological empowerment has a positive and significant impact on organisational commitment, and organisational commitment has a positive and significant effect on organisational citizenship (Coopertino, Nita & Siti,2021). Lastly, the researchers recommended that future research “explore the factors influencing employees to demonstrate organisational citizenship behaviour such as personal organisation fit, perceived organisational support, personality and others” (Coopertino, Nita & Siti,2021).

In the study designed to examine the relationship between job motivation and organisational commitment in the public sector in South Africa, Mmakola and Majola (2023) state that job motivation and organisational commitment have been a challenge for both public and private sector organisations for decades in developed and developing countries. The study results revealed a significant positive relationship between job motivation and organisational commitment (Mmakola & Majola,2023).

Moreover, Donkor and Zhou (2020) explored organisational commitment influences on the relationship between transactional and laissez-faire leadership styles and employee performance in the Ghanaian public service environment. The study results revealed that organisational commitment factors (normative, affective, continuance) positively correlate with transactional and laissez-faire (Donkor & Zhou, 2020). The researchers recommended that future research employ a longitudinal design (Donkor & Zhou, 2020).

Consequently, Ngirande (2021) investigated the relationship between occupational stress, uncertainty and organisational commitment of academic staff from two South African historically black institutions of higher learning. The study concluded that “the relationship between occupational stress, uncertainty and job satisfaction on organisational commitment can be viewed as valuable to managers in enabling them to develop workplace strategies that minimise occupational stress, uncertainty and increase job satisfaction and to contribute towards improving positive workplace outcomes such as organisational commitment” (Ngirande,2021:9). The researcher recommended future research to make use of longitudinal design to examine the relationship between the variables of the study (Ngirande, 2021).

Sayuti, Setiawan, Alhadi and Herawati(2021) investigated the relationship model among employee engagement, organisational commitment and performance. The study revealed that organisational commitment and employee engagement had a positive and significant relationship. Furthermore, the study concluded that “organisational commitment is relatively high driven by employee engagement in the implementation of work and to stay within the organisation” (Sayuti, Setiawan, Alhadi and Herawati,2021:3).

In the study of 282 randomly sampled Cambodian public service employees, Ly(2023) investigated the impact of inclusive leadership on employee work engagement and effective organisational commitment and examined the mediating role of affective organisational commitment in inclusive leadership-employee work engagement in Cambodia. Interestingly, the study “offered valuable insights to organisations and leaders seeking to cultivate an inclusive work environment that nurtures organisational commitment and employee engagement, ultimately leading to heightened organisational performance”(Ly, 2023:44). His study findings revealed the “significance of inclusive leadership as a crucial determinant of employee engagement and organisational commitment and emphasise the importance of fostering organisational commitment to enhancing employee engagement” (Ly,2023:50).

In conclusion, Gomes, Marques and Cabral (2021) investigated the multiple relationships between responsible leadership and several important outcome variables in organisations, such as organisational commitment and employee engagement in Portugal. The study findings revealed that leadership positively relates to organisational commitment and employee engagement.

2.6.1.2 Job Involvement

Varshney(2020) conducted a study in India that explored “the relationship between employee perceptions of their organisations as learning organisations and their level of job satisfaction and examines the role of job involvement as a mediator in that relationship”. The study revealed that that “job involvement mediates the relationship between a learning organisation and job satisfaction and that improving job involvement levels can help reduce employees’ desire to leave the organisation and improve work outcomes” (Varshney, 2020:58). The study recommended that “additional longitudinal studies to help assess employee perceptions of a learning organisation with different moderated and mediated variable, along with cross-section samples” (Varshney, 2020:58).

Again, Srimulyani (2023) explored the effect of job involvement on innovative work behaviour by highlighting learning agility as mediation. The study findings revealed that job involvement can increase employee innovative work behaviour (Srimulyani, 2023). The researcher further stated that “ job involvement is strongly influenced by the perception of work that allows individuals to increase employee involvement in the organisation” (Srimulyani,2023:227).

In the study designed to explore the mediating role of organisational commitment dimensions between job involvement on employee performance, Suparna and Noor (2021:297) stated that “organisations often cite high job involvement as a critical success factor in achieving higher performance, and it is reinforced by three dimensions of engagement (affective, normative and continuance)”. The study findings revealed that affective commitment positively and significantly affects job involvement and employee performance (Suparna & Noor,2021). The researcher recommended that future research “is required to test the model via a sample that will represent more varied groups”(Suparna & Noor, 2021:307).

Singh, Sinha and Yadav (2021) conducted a study on the impact of organisational culture on job involvement in Turkey. The researchers defined job involvement as “the participation of organisational employees in achieving its objectives and helping the organisation accomplish its vision and mission through their involvement in their efforts, ideas and expertise”. Singh, Sinha and Yadav,2021:4783). The study findings revealed a positive relationship between job involvement and organisational culture.

In a study of 161 employees randomly sampled from social service agencies in Indonesia, Hasani, Aziz and Idris (2020) examined the effect of compensation and job involvement on work satisfaction and impacts on the performance of employees. The study findings revealed that job involvement partially positively and significantly affects employee job satisfaction. The study also showed that “compensation and job involvement variables have a positive and significant effect partially and simultaneously on employee performance” (Hasani, Aziz & Idris, 2020:104).

Also, Saraf, Saha and Anand (2022) explored whether participation in decision-making and organisational learning mediate the relationship between supportive culture and job involvement. The study findings revealed that “participation in decision-making and organisational learning act as a full mediator, respectively” (Saraf, Saha & Anand, 2022:562). The researchers recommended that future research use a longitudinal sample

and test the strength of relationships targeting non-managers in the public sector.

Basyir, Madhakomala and Handaru (2020) focused on the effect of transformational leadership, organisational communication, and job involvement on withdrawal behaviour in Indonesia. Their study revealed that organisational communication and transformational leadership positively and significantly affect job involvement. The researchers concluded that “improvement of job involvement which is marked by the positive attitude possessed by every employee in the organisation both of the leadership and subordinate elements will cause a decrease in the level of withdrawal of employee” (Basyir, Madhakomala & Handaru, 2020:1630).

In the study of 596 employees randomly sampled from small services organisations, Zia, Decius, Naveed and Anwa (2022) investigated the relationship between transformational leadership, informal learning and job involvement. Their study findings revealed that “transformational leadership is indirectly related to job involvement through informal learning” (Zia, Decius, Naveed & Anwa, 2022:342). They recommended that future research use longitudinal data to draw firm conclusions (Zia, Decius, Naveed & Anwa, 2022).

Ju, Yao and Ma (2020) designed a study to assess person-job fit and job involvement through the curvilinear effect and the moderating role of goal orientation in China. The researcher highlighted that “ job involvement is a fundamental concept that helps us understand how people think of, identify with and depart from their job” (Ju, Yao & Ma, 2020:433). Interestingly, “the study found an inverted *U*-shape relationship between person-job fit and job involvement (meaning that for employees with a strong performance goal orientation), maximum job involvement occurred at a higher level of person-job fit, whereas, from employees with a strong learning goal orientation, maximum job involvement occurred at a moderate level of person-job fit” Ju, Yao and Ma (2020).

In the study designed to assess the role of self-efficacy in job satisfaction, organisational commitment, motivation, and job involvement in Turkey, Demir (2020) revealed that self-efficacy beliefs positively affect employees’ job satisfaction, organisational commitment, motivation, and job involvement. The study also “clears up that self-efficacy predicts job satisfaction, organisational commitment, motivation and job involvement” (Demir,2020).

2.6.1.3 Employee Satisfaction

In the study designed to assess the mediation framework connecting knowledge contract, psychological contract, employee retention and employee satisfaction in India, Nayak, Jena and Patnaik (2021) suggest that “ when an employee feels that his/her organisation gives him/her proper understanding, it exhibits a sign of organisational admiration, respect, and achievement of self-actualisation need, it enhances their poignant attachment with the organisation” (Nayak, Jena & Patnaik, 2021:7). The results revealed that “ the mediation impact of the psychological contract in the relationship between knowledge contract and employee satisfaction” (Nayak, Jena & Patnaik, 2021:7).

Saman (2020) investigated the effect of compensation on employee satisfaction and performance. The researcher highlighted that “job satisfaction is a picture of the employee's attitude, either happy or not happy about rewards that come by the work associated with his own, with his/her supervisor, fellow employees, as well as environmental work” (Saman, 2020:186). The study results revealed that compensation positively and significantly affects employee satisfaction (Saman, 2020).

In the study of 240 employees randomly sampled from small and medium-sized enterprises in Vietnam, Thi, Ngo, Duong and Pham (2021) evaluated the influence of organisational culture on employee satisfaction and commitment. The researchers highlighted that “ companies spend much money on recruiting and training their new employees from time to time, while they have to face a situation where hundreds of employees resign after a short time” (Thi, Ngo, Duong & Pham, 2021:1037). The study revealed that organisational culture dimensions (corporate values, leadership, empowerment, salary and rewards, work environment) positively and significantly affect employee satisfaction (Thi, Ngo, Duong & Pham, 2021). The researchers recommend that future research consider demographics' influence on employee satisfaction.

Astuti, Saadah, Rahmawati, Astuti, Sudargini, and Khasanah (2020) analysed the effect of work motivation, work environment, and work discipline on employee satisfaction and public health centre performance in Indonesia. The study revealed a significant impact of work motivation and discipline on employee satisfaction (Astuti, Saadah, Rahmawati, Astuti, Sudargini and Khasanah, 2020). Lastly, the study also revealed a significant effect of employee satisfaction on performance.

In the study of 261 faculty employees who were randomly selected from the private

universities in Kuwait, Zamanan, Alkhaldi, Almajroub, Alajmi, Alshammari and Aburumman (2020) examined the influence of human resources management practices (employee empowerment, job security and employee's participation) and employees' satisfaction on intention to leave. Interestingly, the study findings revealed that human resources practices had a negative effect on intentions to leave (Malaysia, Zamanan, Alkhaldi, Almajroub, Alajmi, Alshammari & Aburumman,2020). The researchers recommended future studies to include public sector organisations and universities.

Lastly, de Henriquez and Valerio (2023) highlighted that "job satisfaction is the positive emotional state derived from job appraisal and work experiences and is influenced by factors such as leadership, employee engagement, the work done, relationships with co-workers, and salary" (de Henriquez & Valerio, 2023:1). Their study also suggested that employee satisfaction is significantly influenced by employee engagement (de Henriquez & Valerio, 2023).

2.7 Organisational Performance

"Organisational performance refers to the outcome of the organisation's operations or the achievement of the organisation's goals" (Uluskan, Godfrey & Joines, 2017:1530). Similarly, Rezaei, Mardani, Senin, Wong, Sadeghi, Najmi and Shaharoun (2018) stated that organisational performance can be regarded as the goals and achievement of a given organisation and is measured using three performance metrics (customer services, employee satisfaction and business results). Also, Olawela and Salman (2021) defined "organisational performance as the capability to accomplish goals and the expectations of stakeholders and market survival".

In addition, "organisational performance has been defined from different perspectives such as financial and non-financial performance" (Khan & Naeem, 2018:1410). "Examples of financial performance are sales revenue, return on investment, profit indexes, net profit and return on total assets, whereas examples of non-financial performance are working environment, customer satisfaction, productivity, human resources results (low employee turnover, low employee absenteeism, high employee morale and job performance) and market performance" (Khan & Naeem, 2018:1410).

In the study designed to explore the impact of employee engagement as a mediator on the relationship between talent management and organisational performance, Yuniati,

Soetjipto, Sudarmiatin and Nikmah (2021) highlighted that “talent is a key success factor for improving and maintaining organisational performance”. Their study results revealed a positive and significant relationship between talent management and organisational performance (Yuniati, Soetjipto, Sudarmiatin & Nikmah, 2021). The researchers recommended future studies be conducted in other geographical areas.

Olawale and Salman (2021) explored the effect of employee relations practices on organisational performance in Nigeria. The researchers stated, "organisational performance refers to the capability related to accomplishing its goals and stakeholders' expectations along with market survival" (Olawale & Salman, 2021:1183). Their study results revealed that recruitment and selection positively and significantly affect organisational performance.

In a study of 131 employees randomly selected from the United Arab Emirates (UAE), Alshehhi, Alzaabi, Alnahhal, Sakhrieh and Tabash (2021) investigated the effect of organisational culture on organisational performance. Their study revealed that “organisational cultures have a stronger relationship with organisational performance than others, where two of them were the most important, and they are employee engagement and commitment and capability and innovation supportive orientation” (Alshehhi, Alzaabi, Alnahhal, Sakhrieh & Tabash, 2021:18). The study also revealed a positive relationship between organisational culture and organisational performance.

Okwata, Wasike and Andemariam (2022) explored the effect of organisational culture change on organisational performance in Kenya. They stated that “organisational performance is a key concept as it is a measure of success, defines the problem and also finds solutions” (Okwata, Wasike & Andemariam, 2022:4). The study suggested that “organisational culture aligned with vision, goals and organisational strategy has a positive impact on organisational culture” (Okwata, Wasike & Andemariam, 2022:12). The study recommended future research to replicate same trials in other organisations.

In a study designed to assess a leadership-organisational performance model for state-owned enterprises in emerging economies, Badarai, Kotze and Nel (2022) stated that organisational performance is the outcome of work, which links organisational strategic goals with customer satisfaction and economic contributions. The study results revealed that leadership positively influence organisational performance.

Further, Blanco-Oliver, Veronesi and Kirkpatrick (2018) examined the mediating effects of line managers and satisfaction on board heterogeneity and organisational performance.

The study revealed that “there is a positive relationship between increasing heterogeneity of top management teams and the organisational performance” Blanco-Oliver, Veronesi & Kirkpatrick, 2018:403). The researchers recommend future research to consider a qualitative approach to understand the dynamics of the mediating role between boards and the rest of the workforce Blanco-Oliver, Veronesi & Kirkpatrick, 2018).

In a study of 270 employees randomly selected from organisations in Pakistan, Hussain, Uddin, Farooq, Khan and Ahmed (2023) explored factors affecting organisational performance. The researchers stated that “the function of strategic management in an organisation is important because it enables the organisation to efficiently and effectively handle its resources” Hussain, Uddin, Farooq, Khan & Ahmed, 2023:191). The researchers highlighted ten (10) factors (environmental factors, working conditions, organisational culture, organisational assets, human resources management, organisational structure, political, economic, technology and leadership) that can also influence organisational performance.

Cera and Kusaku (2020) explored factors (work environment, training and development, organisational culture, management, and leadership) influencing organisational performance. Their study results revealed that organisational culture, work environment, training and development and management/leadership positively relate to organisational performance. Organisational culture was the main factor influencing organisational performance (Cera & Kusaku, 2020). The researchers also concluded that work environment, management/leadership, training and development are important determinants of organisational performance (Cera & Kusaku, 2020).

Interestingly, Mabai and Hove (2020) explored factors affecting the organisational performance of the Human Settlement Department in South Africa. The researchers stated that “organisations today are concerned about factors that affect their performance, including the role of strategic planning within the organisation as this enables the organisations to effectively and efficiently manage its resources” (Mabai & Hove, 2020:2671). The researchers highlighted nine (9) factors affecting organisational performance: creativity and innovation, managerial characteristics, age of employee and gender, personal factors, human resources management, intellectual capital, and stakeholder involvement (Mabai & Hove, 2020). The study results revealed that the nine (9) identified factors positively affect organisational performance. The researchers recommended that future studies be conducted in other departments in South Africa.

In the study designed to assess the mediating effect of leadership capabilities on the relationship between organisational resilience and organisational performance in Malaysia, Zahari, Mohamed and Said (2021) highlighted that focusing on organisational resilience and leadership factors would significantly improve the overall sustainability and performance of the organisation. The study results revealed that organisational resilience and leadership positively and significantly affect organisational performance (Zahari, Mohamed & Said, 2021).

Lastly, organisations are thriving to retain and motivate competent, committed, and experienced employees to attain organisational performance and set strategic objectives of the organisation (Yanto & Aulia, 2021; Abdullahi, Raman & Solarin, 2021; Japura, Torres, Medina, Rocha, Zela & Fredez, 2023; Thahn & Quang, 2022; Dash & Roy, 2020; Little & Little, 2006; Khan & Naeem, 2018; and Al-Matari & Bin Omira, 2017).

Additionally, the researchers highlighted that employee motivation, employee retention and organisational results are major contributing factors for organisational performance (Yanto & Aulia, 2021; Abdullahi, Raman & Solarin, 2021; Japura, Torres, Medina, Rocha, Zela & Fredez, 2023; Thahn & Quang, 2022; Dash & Roy, 2020; Little & Little, 2006; Khan & Naeem, 2018; and Al-Matari & Bin Omira, 2017).

2.7.1. Fundamental Factors of Organisational Performance

Organisational Performance comprises three contributing factors: organisational commitment, job involvement and employee satisfaction. These antecedents are regarded as critical factors that can promote and accelerate organisational performance in the public sector in South Africa.

2.7.1.1 Employee Motivation

Radu, Ioana and Maria (2022) explored the impact of knowledge assets in motivating employees and its role in organisational performance in Romania. The researchers highlighted that “bonuses and gratifications, a stable job, potential salary and attractive work are the main motivating factors” Radu, Ioana & Maria, 2022:228).

Equally important, Grigoras, Nicola, Plop, Vlasceanu and Stanciu (2023) assessed job satisfaction as a factor that can enhance employee motivation in Romania. The

researchers highlighted that “a crucial aspect of any successful organisation is employee motivation encapsulated with the level of enthusiasm, energy, commitment and creativity that an employee brings to their role daily” (Grigoras, Nicola, Plop, Vlasceanu & Stanciu, 2023:110). Thus, defined motivations “as the driving force that propels employees towards achieving their goals, which in turn contributes to the organisation's overall success” (Grigoras, Nicola, Plop, Vlasceanu & Stanciu, 2023:110). The study results revealed that employee dimensions (job commitment, job involvement, job performance) influenced organisational performance.

Furthermore, Vinh, Hien and Do (2022) investigated the relationship between transformational leadership, job satisfaction and employee motivation in organisations in Vietnam. Their study revealed job satisfaction's positive and significant effect on employee motivation. The study results also showed that leadership positively and significantly impacts employee motivation.

Noviantoro, Marisa and Sakarima (2022) explored the influence of communication, employee motivation and work environment on employee performance with work discipline as a mediating variable. The researchers stated that “an organisation's ability to achieve its goals depends largely on the performance of its employees, so focused and productive employees are a valuable asset for success in a highly competitive environment” (Noviantoro, Marisa & Sakarima, 2022:80). The study results revealed that employee motivation significantly affects work discipline and employee performance.

Moreover, Tyagi, Krishna and Sharma (2023) examined a study of organisational citizenship behaviour on employee motivation in India. The researchers suggested three (3) types of conduct necessary to achieve a high level of organisational performance: employee engagement, employee retention, and organisational results.

Additionally, Makhamreh, Alsakarneh, Eneizan and Ngah (2022) examined employee motivation, job satisfaction, customer satisfaction and organisational performance and the moderating role of employee empowerment. The researchers stated that “motivation is considered a key factor to achieve the organisational goals and that it is a significant part of human resources and cogitate as a foremost issue in behavioural science” Makhamreh, Alsakarneh, Eneizan & Ngah, 2022:358). The study revealed employee motivation's positive and significant effect on job satisfaction. The study was conducted in Jordan, and the researchers recommended that future studies be performed in other geographic areas.

In the study designed to assess motivation factors and employee performance in the local government area, Enimola, Adomokhai and Sule (2022) highlighted that “the core of motivation is driving goal-oriented behaviour to come to the limelight at the workplace”. They further stated that “motivation drives physiological, intellectual and social behaviour of employees” (Makhamreh, Alsakarneh, Eneizan & Ngah, 2022:127). The study results revealed that motivation positively and significantly affects employee performance.

2.7.1.2 Employee Retention

In the study designed to explore employee retention as an important factor for strategy development, Krishna and Garg (2022) explained that “employee retention is critical to an organisation’s long-term stability, development and profitability”. The researchers suggested four tactics for employee retention: good communication, employing a diverse team, recruitment of suitable employees and training and development opportunities (Krishna & Garg, 2022).

Alajlani and Yesufu (2022) examined the impact of human resources practices (recruitment and selection, empowerment, compensation and benefits, training and development and performance appraisals) on employee retention in the United Arab Emirates. The researchers stated that “employee retention is a process in which the employees are encouraged to remain with the organisation for the maximum period or until the completion of the project” (Alajlani & Yesufu, 2022:3). The research findings revealed that “human resources practices can improve employee’s retention, with moderate positive perceptions amongst United Arab Emirates citizen” (Alajlani & Yesufu (2022:8).

Moreover, Sepahvand and Khodashahri (2020) investigated the moderating role of job engagement in the impact of strategic human resources management practices on employee retention. The researchers highlighted that “the objective of employee retention is to retain the qualified employees of the organisation as long as possible because qualified employees are invaluable intangible assets of the organisation” (Sepahvand & Khodashahri (2020:439). They also defined “employee retention as a process whereby an organisation can retain its potential employees to remain loyal to the organisation for a longer period” Sepahvand & Khodashahri, 2020:439).

In addition, Fletcher, Alfes and Robi (2018) explored the relationship between perceived training and development and employee retention with the mediating role of work attitude.

The researchers stated that “human resources practitioners must focus on developing and implementing a range of training and development practices that motivate and energise employees” (Fletcher, Alfes & Robi, 2018:2722). The study results revealed that perceived training and development positively and significantly affect employee retention. The researchers recommended that future research linking perceived human resources practices to employee-level outcomes should incorporate a broader range of attitudes to understand in more detail the mechanisms these perceptions are related to employee attitude and behaviour” (Fletcher, Alfes & Robi, 2018:2723).

Raziq, Rizvi and Mahjabeen (2021) “explored the impact of transformational leadership on employee retention by taking job satisfaction as a mediator and communication as a moderating factor”. They describe employee retention “as a worker’s effort to keep the much-needed staff to attain business goals. However, turnover is an elucidation which is used to indicate the unemployed/voluntary loss of the organisation worker who intentionally leaves the organisation” Raziq, Rizvi & Mahjabeen, 2021:5). “The findings of the study revealed that transformational leadership has an impact on employee retention” (Raziq, Rizvi & Mahjabeen, 2021).

Also, Saeed and Jun (2021) “explored the influence of transformational leadership on employee retention in Pakistan”. The researchers highlighted that “leaders should employ transformational leadership traits including creating a vision statement for employees, emphasising desired outcomes, implementing challenge solutions, having a purpose and direction, and devoting time to team professional development to increase job embeddedness and employee retention” (Saeed & Jun, 2021:875). The researchers concluded that employee retention is a product of transformational leadership, which motivates employees and restores job embeddedness among subordinates by creating an ethical atmosphere Saeed & Jun, 2021). The researchers recommended that future research employ longitudinal designs rather than cross-sectional data (Saeed & Jun, 2021).

In the study of 350 employees randomly selected in Addis Ababa, Tadesse and Diribe (2023) assessed succession planning practices for employee retention. The study results revealed that succession planning positively and significantly affects employee retention. “The study calls for in-depth research on the relationship between succession planning and employee retention by considering more variables and other establishments in the country” (Tadesse & Diribe, 2023:307).

Covella, McCarthy, Kaifi and Cocoran (2017) investigated the role of leadership in employee retention. The researchers stated that “organisations across a wide range of industries recognise that skilled human capital is vital to achieving successful business objectives” Covella, McCarthy, Kaifi & Cocoran, 2017:1). The study results confirmed that person-job-fit has an inverse relationship to turnover intentions and mediated through leader-member exchange and employee work engagement (Covella, McCarthy, Kaifi & Cocoran, 2017).

In the study of 252 employees randomly selected from public and private organisations in Brazil, Steil, Bello, Cuffa and Freitas (2022) “examined the relationship between job satisfaction and employee retention”. The study revealed that “only dimension satisfaction with salary was positively correlated with retention (Steil, Bello, Cuffa & Freitas, 2022). They also recommended future research to investigate the statistical relationship between organisational entrenchment, the dimensions of job satisfaction and retention in public and private organisations (Steil, Bello, Cuffa & Freitas, 2022).

Consequently, Anitha and Farida (2016) explored the role of organisational culture and employee commitment in employee retention in India. The researchers suggested that “the factors of organisational culture and the two components of commitment (normative commitment and continuance commitment) have a high-level influence on measuring employee retention” (Anitha & Farida, 2016:27). The study recommended that organisations should have a healthy culture which encourages employees to stay motivated and loyal towards the management (Anitha & Farida, 2016).

Additionally, Amushila and Bussin (2021) studied the effect of talent management practices on employee retention at the Namibian University of Technology. The researchers highlighted that talent retention is all activities and practices organisations use to avoid the departure of talent (Amushila & Bussin, 2021). The study results revealed the “relationship between talent management and employee retention and concluded that synchronisation of talent management practices and employee retention initiatives led to reduced employee turnover” (Amushila & Bussin, 2021:8).

In the study designed to assess a conceptual model about the effect of compensation and benefits and work-life balance on employee retention in Oman, Al-Harthy, Yusof and Hamid (2022) stated that “employee retention can be viewed as when organisations encourage employees to remain in the workplace for a more extended period”. The study results revealed that compensation and benefits, work-life balance, job security and

localization positively and significantly affect employee retention. The researchers recommended future research on the relationship between employee retention and localization (Al-Harthy, Yusof & Hamid, 2022).

2.7.1.3 Organisational Results

In the study designed to assess the integration of Six Sigma into traditional quality management theory as well as its direct effect on organisational performance, Uluskan, Godfrey and Joines (2017) stated that organisational results refer to the outcomes of the organisation's operations or the achievement of the organisational goals. The researchers also suggested that organisational results are driven by performance measures such as financial, customer, process or operation, internal aspects and innovation or learning growth (Godfrey and Joines,2017).

Olawale and Salman (2021) examined the effect of employee relations practices on organisational performance in Nigeria. The researchers stated that “organisational results refer to the capability related to the accomplishment of its goals and stakeholder's expectations along with market survival” (Olawale & Salman (2021:1183). The researchers also believe that organisational results involve actual productivity or outcomes compared with desired outcomes or objectives (Olawale & Salman (2021). The study results revealed that employee relation practices (recruitment and selection, employee motivation, employee retention, promotion) positively and significantly affect organisational performance and results (Olawale & Salma, 2021).

2.8 Relationship between organisational culture, employee engagement and organisational performance

Brenyan and Obuobisa-Darko (2017) focused on the relationship between organisational culture and employee engagement within the Ghanaian public sector. The study focused on 267 employees randomly drawn from the public sector in Ghana using a questionnaire (Brenyan & Obuobisa-Darko, 2017). The study's findings demonstrated that employee engagement is significantly and favourably impacted by achievement culture, and employees who exercise discretion at work display higher levels of zeal, a sign of an engaged worker (Brenyan & Obuobisa-Darko, 2017). Pepra-Mensah and Kyeremeh (2018:24) argued that “comparing engagement levels in the public sector are scant and looking into this gap could give a better picture of the issues of employee engagement in

the public sector.”

Nikpour (2017) focused on the relationship between organisational culture and performance. The study focused on 190 employees randomly drawn from the public sector in Iran's Kerman Province. A questionnaire was used to measure organisational culture dimensions (involvement, consistency, adaptability mission), organisational commitment (emotional commitment, continuous commitment, normative commitment) and organisational performance dimensions (effectiveness, efficiency, productivity, quality, innovation). “The results indicated that the organisational culture not only has a direct positive impact on organisational performance but also indirectly affects organisational performance using employee’s organisational commitment and the indirect impact is more than the direct impact” (Nikpour, 2017:70). Furthermore, Nikpour (2017) was of the view that organisational culture has a positive and significant impact on employee organisational commitment in the public sector. Thus, conducting a study focused on the South African public sector context is critical.

Al-Matari and Bin Omira (2017) explored the relationship between organisational culture and performance in the public sector by focusing on a sample of 384 employees randomly selected from 16 Saudi Arabian public service ministries. A questionnaire was used to measure constructs such as organisational culture, organisational commitment, and organisational performance. “The study findings revealed a positive and significant relationship between organisational culture and performance, and a partial mediating impact was revealed to have originated from organisational commitment on the organisational culture-organisational performance relationship” (Al-Matari & Bin Omira, 2017:75). “The study recommended that future researchers should add some variables such as leadership styles, job satisfaction and organisational commitment, culture and Islamic perspective that can potentially improve the level of organisational performance in the public sector (Al-Matari and Bin Omira, 2017:75)”. The researchers focused on the Saudi Arabian public sector, however, they also recommended that comparison of relations with other countries in the same region (Oman, Kuwait, and Bahrain) or others (South Africa) is advisable (Al-Matari & Bin Omira, 2017:75).

Triguero-Sanchez, Pena-Vinces, and Guillen (2018) focused on the relationship between organisational performance, employee diversity and organisational culture. A sample of 102 focused on employees from the public sector in Spain. A questionnaire was used to measure organisational performance, employee diversity and organisational culture (Triguero-Sanchez, Pena-Vinces, and Guillen, 2018:391). “The study's results revealed a

positive correlation between employee diversity and human resources practices, where such practices encourage employee commitment rather than control. As a result, researchers identified a non-linear relationship between human resources management practices and organisational performance. As a result of the findings, the researchers recommended more studies in other geographical areas with diverse cultures to generalise results (Triguero-Sanchez et al., 2018)".

Albrecht, Breidahl, and Marty (2017) described the link between organisational resources, organisational engagement atmosphere, and employee engagement. In this study, the cross-sectional data prevented the identification of causal relationships despite the adoption of rigorous confirmatory and structural modelling approaches (Albrecht, Breidahl and Marty, 2017:14). Furthermore, the researchers proposed that longitudinal studies be conducted to enable more robust assertions about reciprocal effect and causation among factors (Albrecht, Breidahl & Marty, 2017:14). Future studies should evaluate the impact of organisational resources including organisational culture, overall organisational environment, knowledge management, and clearly defined organisational values (Albrecht, Breidahl & Marty, 2017). "Such a study might be conducted most effectively utilizing a job demand-resources (JD-R) model, which takes organisational, job, and personal resources into account and considers burnout" (Albrecht, Breidahl & Marty, 2017).

Jin and McDonald (2017) investigated the mediating role of perceived organisational support in the link between supervisor support and employee engagement. The study found that employee engagement increases when the employees perceive that their supervisor supports them (Jin & McDonald, 2017). This study used a cross-sectional design, which makes it impossible to show that the variables are arranged randomly. Highly engaged staff members could influence their manager to treat them better. Thus, a "longitudinal methodology might more clearly identify the direction of casual relationships and monitor potential changes over time in the impact of work engagement" (Jin & McDonald, 2017). The researchers also acknowledged that "they did not use the well-known Utrecht Work Engagement Scale, which has been demonstrated to have excellent psychometric properties regarding the three underlying dimensions of employee engagement (vigour, dedication, and absorption), of work engagement" (Jin & McDonald, 2017).

Slack and Singh (2017) explored the diagnosis of OC in the public sector. They used mixed methods to collect qualitative and quantitative data on Fiji civil servants. Slack and

Singh (2017:378) highlighted that “more organisational culture studies conducted in Western cultures and specifically of public enterprises are needed to determine if the results are robust between countries.” Secondly, they recommended that future research “examine the effects of different dimensions of culture on organisational change and performance.” Lastly, they recommended that “future research investigate public sector variation from the average culture profile for the Public Administration reference culture” (Slack & Singh,2017:378).

While the above-reviewed studies provide valuable insights into the relationships among organisational culture, employee engagement, and organisational performance, a number of significant gaps in the literature remain. These gaps form the basis for the present study, as outlined below.

2.9 Identified gaps and justification of the study

The literature reviewed in this chapter reveals several notable gaps that justify the undertaking of this study. Although extensive empirical research affirms the influence of organisational culture, employee engagement, and organisational performance, much of this evidence originates from countries such as Indonesia, Malaysia, and other parts of Asia (Islam et al., 2021; Rakhmawati et al., 2020). In contrast, limited scholarly attention has been devoted to the South African public sector. The few studies conducted within the South African context tend to focus narrowly on individual constructs or specific government departments (Madue & Koma, 2019; Mendes & Stander, 2021), rather than offering a comprehensive analysis across multiple institutions. This highlights a clear contextual gap, which this study aims to address by generating empirical insights specific to the South African public sector landscape. Another significant gap lies in the fragmented conceptualisation of the key constructs. While the individual roles of organisational culture, employee engagement, and organisational performance are acknowledged, they are frequently examined in isolation or through limited dyadic relationships (Dash & Roy, 2020). Moreover, although latent factors such as inspiring leadership, transparent communication, job involvement, satisfaction, and motivation are recognised in the literature, they are rarely investigated collectively within a unified conceptual framework. This study addresses this conceptual limitation by examining the interrelationships among these constructs through an integrative model. A further empirical gap is the limited exploration of mediation effects, particularly the mediating role of employee engagement

in the relationship between organisational culture and performance. While some studies propose such pathways (Mendes & Stander, 2021; Rahi et al., 2022), few have empirically validated them within African public sector contexts. This study contributes to closing this gap by investigating both direct and indirect relationships using a structural equation modelling (SEM) approach, thereby deepening the understanding of how engagement influences performance outcomes. The review also identifies a theoretical gap. Although theories such as Social Exchange Theory, Resource-Based View, and Motivation Theory are referenced, they are seldom integrated into a comprehensive theoretical model that explains the dynamic interaction between organisational culture, employee engagement, and organisational performance (Mendes & Stander, 2021). This study addresses this gap by adopting a multidimensional theoretical framework that synthesises these perspectives to inform the development of its conceptual model. From a methodological standpoint, many previous studies are limited by small sample sizes, single-sector focus, and the use of basic analytical techniques, which constrain the generalisability and depth of insights (Rezaei et al., 2018). Advanced methods such as SEM have not been widely applied to assess complex models simultaneously. This study enhances methodological rigour by employing SmartPLS-based SEM across a broader public sector sample, allowing for robust validation of constructs and relationships. Lastly, the evolving nature of public sector institutions is underrepresented in much of the literature, especially in the context of digital transformation, heightened expectations for ethical leadership, and evolving employee expectations. Recent studies highlight the need to investigate inclusive leadership, psychological safety, and employee engagement within the context of modern governance (Thorn, 2024; Mendes & Stander, 2021). By focusing on these contemporary dimensions, this study aligns its analysis with current public sector realities.

In view of these gaps, this study is both relevant and timely. It provides theoretical and empirical contributions by developing and testing an integrative model tailored to the South African public sector. Moreover, it offers practical implications for leadership, policy, and human resource management aimed at improving employee engagement and organisational performance. By addressing these gaps, the study advances academic understanding and informs reform strategies in South Africa's public service.

2.10 Conclusion

This chapter provided a comprehensive review of the existing literature on organisational culture, employee engagement, and organisational performance, with a particular focus

on the public sector context. The literature affirms that organisational culture plays a foundational role in shaping the work environment, influencing leadership styles, communication patterns, and the extent to which organisations are able to foster a sense of belonging, motivation, and commitment among employees. In turn, employee engagement characterised by job involvement, organisational commitment, and job satisfaction has been shown to significantly influence organisational performance outcomes, including employee retention, productivity, innovation, and service delivery. While extensive research has been conducted internationally across public and private sectors, there is limited empirical evidence specific to the South African public sector that examines the interconnectedness of these three constructs within a unified framework. Most studies tend to explore these variables in isolation, with few investigating the mediating role of employee engagement between organisational culture and performance. Moreover, research in the South African public sector has often focused on compliance and policy implementation, with less emphasis on internal organisational dynamics such as leadership behaviour, staff motivation, and organisational citizenship behaviours. The literature also highlighted that although employee engagement and organisational culture are recognised as strategic levers for performance, systemic issues such as poor leadership, weak communication, and lack of accountability continue to hinder their positive impact in public institutions. Furthermore, the majority of prior studies rely on traditional theoretical models, without sufficiently contextualising their frameworks within the realities of a developmental state like South Africa, which faces unique governance, resource, and transformation challenges. The chapter has also identified theoretical and empirical gaps, particularly in understanding how organisational culture influences engagement and how engagement mediates performance outcomes in public sector organisations. These gaps provide the basis for this study's conceptual framework and research hypotheses. In conclusion, the literature reviewed in this chapter supports the need for a context-specific, theoretically grounded, and empirically tested model that can explain the complex relationships among organisational culture, employee engagement, and performance in the public sector. The next chapter builds on these insights by presenting the study's theoretical foundations, conceptual framework, and hypotheses to be tested using Structural Equation Modelling.

CHAPTER 3

THEORETICAL AND CONCEPTUAL FRAMEWORK

3.1 Introduction

This chapter presents the theoretical and conceptual frameworks that underpin the study. The frameworks guide the examination of the relationship between organisational culture, employee engagement, and organisational performance within the South African public sector. As recommended in the literature, the development of a coherent theoretical and conceptual framework requires consideration of both the empirical context and the theoretical foundations that inform the key constructs under investigation. To achieve this, the chapter begins with a contextual framework that situates the study within the unique structural and administrative environment of South Africa's public service. This contextualisation is essential to understanding how the selected theories Social Exchange Theory, Resource-Based View Theory, and Motivation Theory are applied within a setting characterised by complex governance arrangements, bureaucratic legacies, and evolving institutional mandates. Following the contextual framework, the chapter provides a detailed overview of the three theories that inform the study's conceptual underpinnings. The theoretical discussion is then integrated into the study's conceptual framework, which illustrates the hypothesised relationships between organisational culture, employee engagement, and organisational performance. The framework also captures the mediating role of employee engagement and identifies the sub-dimensions that contribute to each construct. This chapter concludes by highlighting how the alignment between the contextual, theoretical, and conceptual dimensions provides a coherent foundation for the study's empirical investigation.

3.2 Contextual Framework

The South African public sector plays a pivotal role in advancing the country's socio-economic development objectives, underpinned by a constitutional mandate to promote ethical governance, professional conduct, and equitable service delivery. Despite these aspirations, persistent performance challenges continue to undermine the effectiveness of public institutions. These include fragmented leadership, low employee morale, limited accountability mechanisms, and entrenched bureaucratic practices (Meyer, Van Zyl & Rothmann, 2023). Public sector organisations are often characterised by hierarchical

structures and administrative cultures that prioritise compliance over innovation, weakening the conditions necessary for employee engagement and performance.

National policy frameworks such as the National Development Plan (NDP) Vision 2030 and the Medium-Term Strategic Framework (MTSF) 2019–2024 underscore the state's commitment to building a capable, ethical, and developmental public service. The Public Administration Management Act (PAMA) of 2014 and the White Paper on the Professionalisation of the Public Sector provide further legislative support for enhancing public sector capacity through leadership development, ethical governance, and institutional transformation (NSG, 2022). However, implementation remains uneven across departments and spheres of government, often due to capacity constraints, poor change management, and limited employee engagement (Van der Walt & De Klerk, 2022).

Recent reviews by oversight institutions and research entities continue to highlight the systemic nature of these challenges. For instance, the Public Service Commission has noted the rise in precautionary suspensions, unresolved misconduct cases, and weak performance management practices, all of which contribute to a culture of disengagement and inefficiency (Thorn, 2024). Furthermore, studies have shown that public servants often operate in environments marked by political-administrative tensions, role ambiguity, and inadequate support systems, leading to low levels of commitment and trust (Mbangeleli & Ojugbele, 2021; Van der Walt & De Klerk, 2022).

In response, reform efforts have targeted the revitalisation of public sector organisational culture and employee engagement. Initiatives led by the National School of Government (NSG) focus on ethical leadership, strategic human resource development, and the institutionalisation of the Batho Pele principles as mechanisms to improve service orientation and accountability (NSG, 2022). While such reforms aim to foster a high-performance culture, evidence of their effectiveness remains mixed, and the transformation of organisational culture continues to be a gradual and contested process (Meyer, Van Zyl & Rothmann, 2023).

This context underscores the need to understand how organisational culture and employee engagement operate as interconnected drivers of organisational performance within the public service. Given the unique governance, administrative, and policy environment in which public organisations function, the use of theoretical frameworks that account for relational exchanges, motivation, and human capital as strategic assets is essential. The contextual framework, therefore, provides a foundation for applying Social Exchange Theory, Resource-Based View Theory, and Motivation Theory in ways that reflect the

operational realities of South Africa's public administration. It also supports the development of a conceptual model that links structural conditions and employee behaviour to performance outcomes that go beyond financial efficiency and include accountability, responsiveness, and developmental impact.

3.3 Theories Adopted for this Study

In this study, the social exchange theory (SET) framework, resource-based view theory and theory of motivation are identified and explained to address the research objectives. These three theories are presented to assist the researcher in explaining the antecedents or precursors to organisational culture, employee engagement and organisational performance, as well as the relationship between organisational culture, employee engagement and organisational performance. The three (3) adopted theories are positioned in this study to help the researcher understand the interlink between the three main constructs and their related contributing factors.

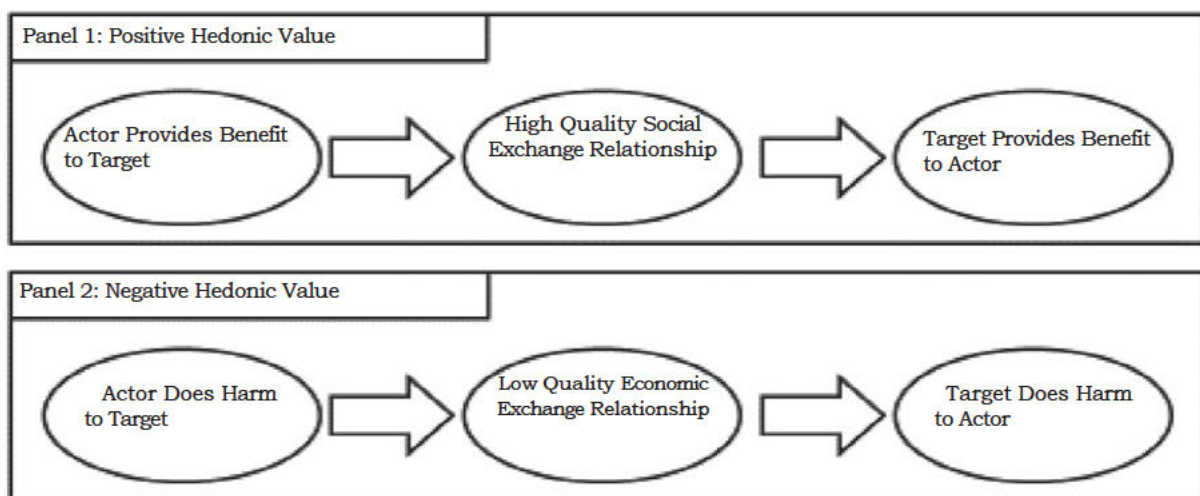
3.3.1 Social Exchange Theory Framework

Nagpal (2022:72) states that "social exchange theory is one of the most prominent theories for understanding workplace behaviour highlighted on the psychological side". Nearly half a century ago, Homan (1958) presented a concept of social behaviour based on exchange, and he introduced the notion that exchanges are not limited to material goods but also include symbolic values such as approval and prestige. Nevertheless, the emergence of social exchange theory's venerable roots can be traced back to at least the 1920s (Nagpal, 2022). Memon, Ghani and Khalid (2020:4) stated that "social exchange theory presented by Blau (1964) is based on the reciprocity concept, considering that if an organisation is fair, caring and kind with its employees, then employees, in turn, will reciprocate the same generous behaviour towards the firm". "Social exchange theory (SET) is one of the most influential conceptual paradigms for understanding workplace or organisational behaviour" (Cropanzano & Mitchell, 2005).

According to Ohameng, Darko and Ammoako-Asiedu (2019:20), social exchange theory "gives researchers a framework for explaining employees' work behaviour, motivation and commitment, which is important for understanding how trust can be built in an environment where mistrust between managers and employees is rampant".

Furthermore, the researchers highlighted that from the social exchange theory perspective, the first step in generating employee engagement is building trust, especially between administrative leaders and employees (Ohameng et al.,2019). Cropanzano, Anthony, Daniels and Hail (2017) stated that social exchange is one of the most prominent conceptual perspectives in management and related fields like sociology and social psychology. The researchers developed a generic social exchange model, depicted in Figure 3.1 below.

FIGURE 3.1: GENERIC MODEL OF SOCIAL EXCHANGE



Source: Adapted from Cropanzano, Anthony, Daniels and Hall (2017:2)

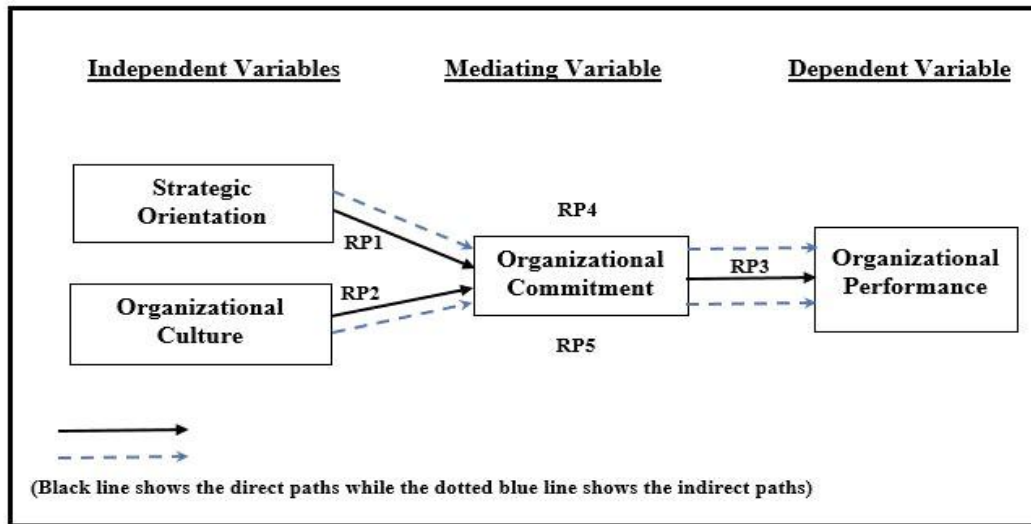
Cropanzano et al.(2017) highlighted that the “social exchange process begins when an organisational actor or perpetrator, usually a supervisor or co-worker, treats a target individual positively or negatively”. These initial behaviours are regarded as initiating actions.

Firstly, the positive initiating actions may include providing inspiring leadership, open and transparent communication, and engaging and creating a challenging work environment. Secondly, the positive initiating actions may consist of activities such as employee engagement, resulting in employee (commitment, involvement and satisfaction). Thirdly, the positive initiating actions may include motivation, retention and desired organisational results. Lastly, negative initiating actions might involve an undesired organisational culture and a disengaged workforce, resulting in the organisation not achieving its strategic goals”(Cropanzano, Anthony, Daniels & Hall, 2017).

Ahmed, Brohi, Khuwaja and Othman (2018) highlighted that “social exchange theory assumes that encouragement activities undertaken between an organisation and its employees generates the organisational commitment”. Furthermore, the researchers stated that “grounded on the assumption of social exchange theory, employees, with the expectation that an organisation provide a better working environment and culture, join an organisation and utilise their skills and knowledge to achieve their goals” (Ahmed et al., 2018:583). The researchers concurred with the social exchange theory model developed by Cropanzano et al. (2017), which states that a favourable exchange relationship between employees and an organisation results in increased organisational commitment and an engaged workforce. The researchers “developed a casual conceptual framework based on the social exchange theory, which postulates the exchange relationship between strategic orientation, organisational culture and organisational commitment, ultimately affecting organisational performance” (Ahmed et al.,2018:589).

Strategic orientation represents the organisation's strategic direction to create the proper organisational behaviour and achieve the stated organisational objectives. It is also associated with organisational culture, organisational commitment and organisational performance(Ahmed et al.,2018). According to Ahmed (2018), organisational culture impacts employee behaviour, attitude, organisational activities and, importantly, organisational performance. This is further depicted in Figure 3.2 below (strategic orientation and organisational culture are the predictors, organisational commitment is the mediator, and organisational performance is the criterion):

FIGURE 3.2: ORGANISATIONAL PERFORMANCE FRAMEWORK



Source: Adapted from Ahmed, Brohi, Khuwaja and Othman (2018:589)

In conclusion, based on previous conceptual and empirical work, social exchange paradigms can reinforce one another by being combined into specific theoretical positions, as highlighted by Blau (1964), Foa and Foa (1974,1980), Lawler and Yoon (1993, 1996, 1997), Molm (1994, 2003), Cropanzano et al. (2017), and Ahmed (2018). “The conceptual and empirical work revealed how and why some relationships evolve into committed and trusting commitments in which relational attributes, as well as concrete benefits, are exchanges and why others simply emphasise economic, tangible and negotiated interactions” (Mitchell, Quisenberry & Cropanzano, 2012,114). The researchers also highlighted that “social exchange comprises actions contingent on the rewarding reactions of others, which over time provide for mutually rewarding transactions and relationships” (Cropanzano et al.,2017). Similarly, Nagpal (2022) concluded that social exchange theory is one of the significant theoretical outlines to understand workplace behaviour and the fundamental principle of this theory is social associations advance due to mutual trust, joint responsibility and commitment, and based on this, employees formulate their decisions about perceived costs and benefits; therefore each party to abide by the rules of exchange.

3.3.2 Resource-based theory

According to Aufrida and Weli (2023:134), “resource-based view theory indicates that a wide variety of corporate resources used for value creation can be grouped into financial and intellectual capital”. Therefore, the organisation optimally uses financial, tangible and

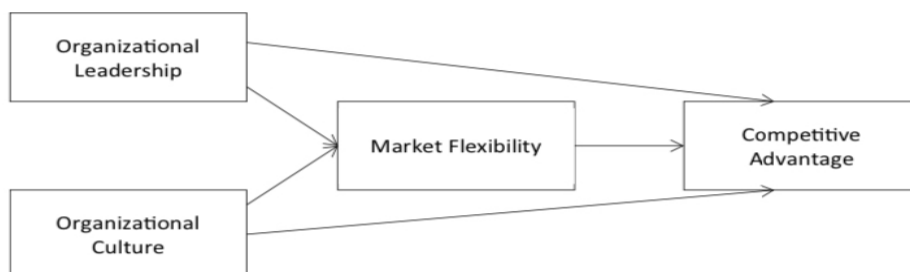
intangible capital resources to achieve the desired organisational performance. Shin and Konrad (2014) state that theories linking organisational culture and employee engagement to performance have included the resource-based view theory of organisation and the behavioural perspective.

As stated by Ahmed, Brohi and Khuwaja (2018), resource-based view theory has been widely used in the studies of organisational performance. Furthermore, the researchers noted that “resource-based view theory suggested that organisational achievements are genuinely based on the internal properties of the organisation with both organisational assets (tangible and intangible) and capabilities (internal knowledge and competencies)” (Ahmed et al.,2018:582).

According to Connor (2018), resource-based view theory has a long history, and its rich vein can be traced from Marshall (1890) through Coas (1937) and Andrews (1949) to Penrose (1957). Furthermore, Connor (2018) defined resource-based view theory as “an inside-out perspective (organisational structure, cultures, leadership, technological capabilities and core competencies) according to which competitive success lies within the hands of managers themselves.

In the same breath, Coates and McDermott (2019) highlighted that resource-based view theory widely acknowledges that unique organisational capabilities, such as inspiring leadership, a high-performing culture and an engaged workforce, amongst others, are important for achieving sustained competitive advantage. This is further exhibited in Figure 3.3 below.

FIGURE 3.3: INFLUENCE OF ORGANISATIONAL LEADERSHIP ON COMPETITIVE ADVANTAGE

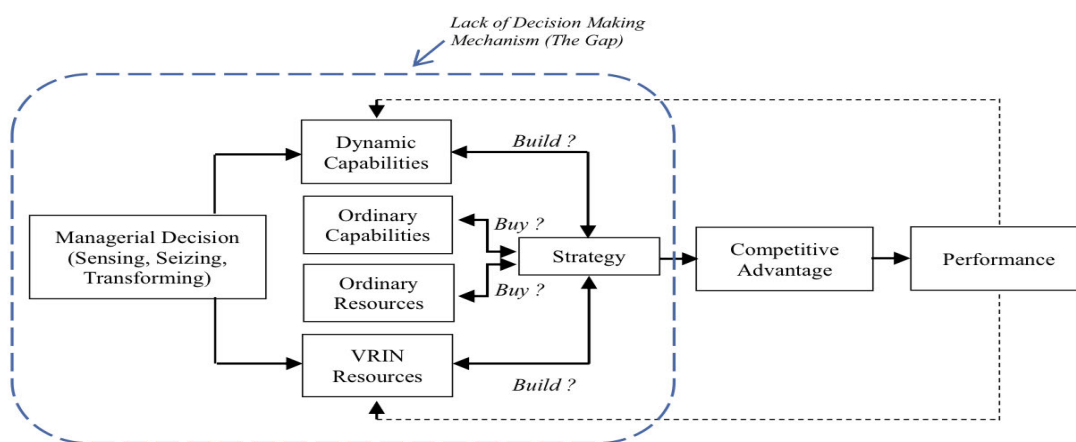


Source: Adapted from Anning-Dorso (2020:1312)

Thus, Gunasekaran, Papadopoulos, Dubey, Wamba, Childe, Hazen and Akter (2016)

highlighted that “resource-based view theory argues that organisations achieve competitive advantage by creating bundles of strategic resources and capabilities. These resources can be physical, human, technological and reputational capital, either tangible or intangible. Capabilities are an absolute necessity for an organisation and depend on the environmental conditions in which an organisation operates (Gunasekaran et al.,2016). The resource-based view theory accepts that competitive advantage cannot be achieved by resources only. Managers ought to work towards building capabilities through resource acquisition and deployment. This is further illustrated in Figure 3.4 below:

FIGURE 3.4: DYNAMIC RESOURCES AND CAPABILITY FRAMEWORK



Source: Adapted from Ristyawan, Putro and Siallagan(2023:28)

In conclusion, the resource-based view theory indicates that intangible or tangible resources underlie value creation (Mahasi, Awino, Pokhariyal & Ombaka, 2014). Ahmed et al. (2018:582) concluded that “resource-based view theory helps the organisation identify its unique internal resources which not only enhance the organisational performance but also creates the competitive advantage for an organisation”.

3.3.3 Theory of Motivation

“Motivational theories were the major organising forces within both experimental and applied psychologies” (Bushi, 2021:8). The researcher highlighted several motivation theories which, in the main, are complementary to one another. The motivational theories comprise the following, as reflected in Table 3.1.

TABLE 3.1: THEORIES OF MOTIVATION

THEORIES OF MOTIVATION	DESCRIPTION
1. Maslow's Hierarchy of Needs Theory	The best-known theory of motivation is Abraham Maslow's hierarchy of needs theory. Maslow was a psychologist who proposed that every person has a hierarchy of needs. These needs are self-actualisation, esteem, social, safety, and physiological.
2. Aldefer's ERG(existence, relatedness and growth) Theory	Clayton Alderfer devised a theory of human needs that postulated three primary categories. These categories are existence needs (pay, fringe benefits and working conditions), relatedness, and growth needs.
3. McGregor's Theory X and Theory Y	Douglas McGregor is best known for proposing assumptions about human nature. Theory X is a negative view of people. Theory Y is a positive view of people.
4. Ouchi's Theory Z	Theory Z represents management theory implemented in Japanese management in the 1980s. According to Ouchi, one of the key factors in the success of Japanese manufacturing industries was their management of people.
5. Herzberg's Two-Factor Theory	Psychologist and management consultant Frederick Herzberg developed the two-factor content theory of motivation. The two factors are dissatisfiers-satisfiers, hygiene-motivators, and extrinsic-intrinsic factors, depending on who discusses the theory.
6. McClelland's Three-Needs Theory	David McClelland and his associates proposed the three-needs theory, which says three acquired (not innate) needs are primary motives in work. He identified the need for achievement, affiliation, and power as being the most important.
7. Locke's Goal-Settling Theory	The term goal has long been used in scientific accounts of motivation. According to Edwin Locke,

	the goal is what an individual strives to achieve; it is the object or purpose of an action.
8. Skinner's Reinforcement Theory	Skinner proposed reinforcement theory, which presupposes that people behave in a certain way, which is conditioned by the reinforcers or stimulus they have received for such behaviour in the past.
9. Adams' Equity Theory	According to the equity theory of the founder, Stackey Adams, individuals are satisfied only in cases where their inputs and outputs are equal.
10. Vroom's Expectancy Theory	The most comprehensive explanation of how employees are motivated is Victor Vroom's expectancy theory.
11. Porter-Lawler Expectancy Theory	Expanding the expectancy theory offered by Vroom, Lyman Porter and Edward Lawler III proposed their expectancy theory, which essentially appears to identify the source of valences and expectations for different individuals and the link between effort, task performance and job satisfaction.

"The motivation theories developed throughout the literature could be categorised as the content theories (Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, McClelland's Three Needs Theory, and Alderfer's ERG Theory) and the process theories" (Vroom's Expectation Theory, Porter and Lawyer's Expectation Theory, Locke and Latham's Goal-Setting Theory, and Adams' Equity Theory), (Buyukbese, Dikbas, Cavus and Asilturk, 2023:999).

Albuali (2022) concluded that the Expectancy Theory, Herzberg's Motivation Theory, the Hierarchy of Needs Theory by Maslow, and the Job Characteristics Model are the foremost effective motivation theories. The researcher also defined motivation as "any internal process in an organisation which directs, energises as well as sustains employee's behaviour" (Albuali, 2022:2). According to the researcher, traditional motivation theories focus on specific elements that motivate employees in pursuit of organisational performance (Bushi, 2021). Also, Baumeister (2016:2) states that "motivation refers to a particular desire to perform a particular behaviour on a particular occasion". The traditional theories of motivation encompass the conventional perspective of management, human

resources, and organisational behaviour with a perspective of neuroscience, biology and psychology (Bushy, 2021). The researcher defined motivation as a “process by which a person’s efforts are energised, directed, and sustained towards attaining a goal”(Bushy, 2021:8).

According to Akdemir (2020:89), “the motivation concept comes from the word ‘movere’, which means mobilisation, and it is defined as the most important power source that determines the direction, violence and determination of behaviour.” Thus, the researcher defined motivation as the process that initiates, maintains and directs spiritual and physical activity in the most general sense, which drives the organism into action to reach a certain object or situation (Akdemir,2020). Motivation is an important subject of study because it influences one’s actions, and it is used to explain the type of behaviour that people perform (Thomas & Gupta, 2020:116).

In conclusion, the theories of motivation explain how employee motivation affects employees in the workplace to transform organisational strength into a more productive one. Therefore, the effectiveness of leadership, communication, challenging environment, organisational outcomes, and employee retention practices through motivation theories and their extended efforts serves as a strategy to increase organisational performance (Pharm, 2023). Pharm (2023) concluded that “employee motivation goes hand in hand with most organisational behaviours that form organisational culture and significantly affect employee engagement, organisational performance and productivity”.

3.4 Conceptual Framework and the Development of Hypotheses

3.4.1 Relationship between organisational culture, employee engagement and organisational performance

Recent research continues to underscore the interrelated nature of organisational culture, employee engagement, and organisational performance, particularly within the public sector. Organisational culture remains a critical determinant of employee behaviour, shaping levels of commitment, motivation, and engagement (Ojo, 2020). In turn, these factors significantly influence organisational outcomes such as efficiency, service quality, innovation, and citizen satisfaction.

Several empirical studies have demonstrated that employee engagement serves as a vital

link between organisational culture and performance. For instance, Othman, Arshad and Azlan (2021) examined public sector institutions in Malaysia and found that a supportive organisational culture that values open communication and recognition fosters higher employee engagement, which in turn enhances institutional effectiveness. Similarly, Aydođdu (2021) confirmed in a Turkish public administration context that an adaptive culture improves employee engagement and institutional agility, ultimately strengthening organisational performance.

In the African context, Agyemang, Osei and Abdulai (2022) found that leadership-driven organisational culture directly influences job satisfaction and engagement levels in Ghana's civil service. The study revealed that elements such as inspiring leadership and participatory decision-making significantly elevate engagement, which then contributes positively to performance metrics such as timeliness, policy implementation, and public trust.

In the Middle East, Al Ghamdi and Badawi (2020) explored public sector transformation in Saudi Arabia and confirmed that organisational culture indirectly influences performance through employee engagement and psychological safety. Their findings suggest that transformational cultures characterised by innovation, adaptability and trust are positively associated with improved engagement, and by extension, higher service delivery outcomes.

Moreover, a systematic review by Sharma et al. (2023) emphasised the mediating role of employee engagement in public organisations globally. The review found robust evidence that engagement acts as a mechanism through which organisational culture affects employee productivity, collaboration, and institutional performance, particularly under conditions of resource constraints and reform-driven environments.

In South Africa, research on public service institutions remains limited in fully integrating these three constructs into a single empirical model. However, studies such as those by Mahlangu and Radebe (2020) and Nzimakwe (2021) suggest that organisational culture in government departments remains fragmented, which negatively impacts engagement and impedes service delivery outcomes. These findings reinforce the need for research focused on the South African context to explore how organisational culture can be leveraged to enhance engagement and ultimately improve public sector performance.

In addition, new frameworks such as the Job Demands-Resources (JD-R) model have

gained prominence in explaining how organisational resources such as leadership support, transparent communication, and a sense of purpose affect employee engagement and performance outcomes (Albrecht et al., 2021). These models argue that job and organisational resources play a motivational role and buffer against job demands, leading to improved engagement and institutional productivity.

In summary, the literature from the last five years indicates that while a strong and positive organisational culture directly affects performance, its indirect effect through employee engagement is more substantial. Despite this, there remains a lack of integrated empirical studies within the South African public sector context. This study seeks to fill that gap by examining the mediating role of employee engagement in the relationship between organisational culture and organisational performance.

Based on the reviewed literature and the conceptual framework developed for this study, the following hypotheses are proposed to empirically test the relationships among organisational culture, employee engagement, and organisational performance in the South African public sector context:

- H1:** Organisational culture has a positive significant effect on employee engagement in South Africa's public sector
- H2:** Organisational culture has a positive significant effect on employee engagement in South Africa's public sector
- H3:** Employee engagement mediates the relationship between organisational culture and organisational performance in South Africa's public sector.

3.4.2 Elements of organisational culture

The literature reveals that the organisational culture comprises three crucial contributing factors: inspiring leadership, open and transparent communication, and an engaging and challenging environment. These elements are regarded as significant factors that can promote and accelerate organisational culture in the public sector (Yanto & Aulia, 2021; Abdullahi, Raman & Solarin, 2021; Japura, Torres, Medina, Rocha, Zela & Fredez, 2023; Thahn & Quang, 2022; Dash & Roy, 2020; Khan & Naeem, 2018).

3.4.2.1 Inspiring Leadership

According to Widyaningrum and Amalia (2023), culture has an essential role in an organisation, where culture will reflect the behavioural processes with values, beliefs and habits that influence individual attitudes. The researchers further highlighted that an organisation could apply a culture that is in accordance with its organisational goals, where leaders create a work culture that produces superior organisational performance (Widyaningrum & Amalia, 2023). Inspiring leadership is the process of influencing people so that their efforts are oriented towards achieving the organisation's goals (Muzondiwa, Swarts & Schultz, 2022). Similarly, Bagga, Gera and Haque(2022) defined “leadership as a process of social influence whereby a leader seeks to clarify organisational goals through the relation resting on leader-follower action. Therefore, in an organisation, the team and employees must have a professional who is aligned with the values, vision, and mission of the organisation and who manages or leads these teams (Cantermi & Lizite, 2022). Van Vuuren, Visser and du Plessis (2022) highlighted that four factors that impact leadership effectiveness under volatility, uncertainty, complexity, and ambiguity conditions are organisational culture, the role of women in leadership positions, the role of millennials in leadership positions and diversity, but these are no means exhausted. According to Yanto (2021), inspirational leadership and organisational culture significantly influence employee performance through mediating variables, namely work motivation and engagement. “The researchers further highlighted that inspiring leadership has four dimensions:

- Idealised influence – namely, the character of a leader who has the determination, confidence, responsibility, and persistence in every decision-making so that he/she is respected, trusted, and made an example by their followers.
- Inspirational motivation – a leader's character to motivate subordinates and provide challenges to work beyond their performance standards through high team optimism and enthusiasm.
- Intellectual stimulation – the character of a leader in assessing problems by increasing the competence of followers through developing creative and innovative ideas or ways to solve problems faced in the organisation.

Individual considerations – namely, the character of a leader who can communicate with his followers by listening to opinions and paying attention to the welfare of their subordinates so that they can focus on achieving organisational performance.”

Hendrawan and Pogo(2021) emphasised that “there are some reasons for employees to leave the job, amongst others include organisational components, values, culture, strategies and opportunities, well-managed and results-oriented, continuity and job security. Some of these reasons make employees to stay:

- Career opportunities – continuity of training, development, guidance and career

planning.

- Employee relations – fair/non-discriminatory treatment, support from supervisor/management, and co-worker relations.
- Competitive rewards – salaries and benefits, different performance awards, recognition, special benefits and bonuses.
- Design of task and work – responsibility and autonomy, work flexibility, working conditions and work/life balance.

In conclusion, leaders must have the ability to understand the characteristics of employees, and a leadership style that is in accordance with the characteristics of employees will improve the level of engagement and organisational performance (Hendrawan & Pogo, 2021). In addition, inspiring leadership in organisations provides employees with direction and purpose towards achieving competitive advantage and organisational performance (Singh & See, 2022).

3.4.2.2 Open and Transparent Communication

“Open and transparent communication is vital for improving organisational performance and employee engagement. In an open and transparent communication environment, open and honest communication among employees and departments is a characteristic of the organisation” (Rezaei, Mardani, Senin, Wong, Sadeghi, Najmi and Shaharoun, 2018:98). Organisational culture is one of the most critical factors affecting the behaviour of employees in the workplace. Over the past years, many studies have been conducted to assess the effects of organisational culture on human behaviour in the workplace. A number of variables affect and influence organisational culture, namely open and transparent communication (Aras & Yazgan, 2022). Communication is the organisation's heartbeat, consisting of two internal subsystems (group and individual relationships). Thus, organisational culture and internal communication are interrelated concepts (Aras & Yazgan, 2022). Internal communication is “integrated internal communication, either formal or informal, taking place internally at all levels of the organisation” (Vercic, Galic & Znidar, 2023:1314). Internal communication comprises operational, strategic and motivational communication, the main drivers of organisational culture and climate (Curilla, Morales, Poma, Vicente-Ramos, 2023). Furthermore, Walker (2021:147) states that open and transparent communication “is critical in creating organisational culture and identification”. According to Mikkelsen and Hesse (2023:290), open and transparent communication patterns “fits within the organisational context as it plays a central role in knowledge sharing, skills acquisition, developmental feedback, problem-solving, role

negotiation, and even managing work relationships”. In addition, Tommy, Ling and Wahid(2023:197) stated that “communication is the process of creating the social world, not just passing information. They further highlighted that when communication is integrated into process management, the culture of open two-way communication leads to the propagation of relevant benefits”.

In conclusion, open and transparent communication within the organisation sheds light on its future and its members. It guides them to achieve organisational goals and motivates them to achieve organisational and individual performance(Araz & Yazgan,2022). Ramirez-Lozano, Penaflor-Guerra and Sanagustin-Fons(2023:1) concluded that leadership styles, effective communication and job satisfaction were key factors in retaining employees, which can enhance organisational culture, employee engagement and organisational performance”. Open and transparent communication is the key driver of organisational culture, employee engagement and organisational performance (Ramirez-Lozano, Penaflor-Guerra and Sanagustin-Fons, 2023).

3.4.2.3 Engaging and Challenging Environment

According to Rezaei, Mardani, Senin, Wong, Sadeghi, Najmi and Shaharoun (2018:99), an engaging and challenging environment “refers to a good work environment which simultaneously presents various challenges to the employees. Organisations are witnessing an unprecedented change in the global nature of work and the diversity of workplace environments, and organisations are moving forward into a boundary-less environment (John, 2022). However, organisational culture is also influenced by the environment in which it triumphed (Razaei et al., 2018). According to van Vianen (2018:79), “the attraction-selection-attrition framework theorises that people are attracted to, selected by, and stay in organisations that match their attributes”. Furthermore, the researcher highlighted that “people within an organisation will be relatively homogeneous concerning their needs, values and personalities which in turn define organisational structures, processes and culture”(van Vianen, 2018).

In conclusion, Kundu and Kusum (2017:703) stressed that “employees in an organisation can be retained by the three Rs, namely reward, recognition and respect, which are ultimately responsible for improved efficiency, reduced absenteeism, higher earnings, pleasurable work environment”. The engaging and challenging work environment has been identified as an important driver of culture, work engagement and organisational results (Cai, Sun & Ma, 2018). A good work environment encourages employees and

facilitates open communication (Rezaei et al., 2018).

To further explore the aforementioned conceptual relationships, the following hypotheses are postulated:

- H4:** There is a positive relationship between inspiring leadership and organisational commitment in South Africa's public sector.
- H5:** There is a positive relationship between inspiring leadership and job involvement in South Africa's public sector.
- H6:** A positive relationship exists between inspiring leadership and employee satisfaction in South Africa's public sector.
- H7:** There is a positive relationship between open and transparent communication and organisational commitment in South Africa's public sector.
- H8:** There is a positive relationship between open and transparent communication and job involvement in South Africa's public sector.
- H9:** A positive relationship exists between open and transparent communication and employee satisfaction in South Africa's public sector.
- H10:** A positive relationship exists between an engaging and challenging environment and organisational commitment in South Africa's public sector.
- H11:** A positive relationship exists between an engaging and challenging environment and job involvement in South Africa's public sector.
- H12:** A positive relationship exists between an engaging and challenging environment and employee satisfaction in South Africa's public sector.

3.4.3 Elements of employee engagement

Literature uncovered that employee engagement comprises three crucial contributing factors, namely organisational commitment, job involvement and employee satisfaction, which mediate the relationship between employee engagement and organisational performance (Al-Matari & Bin Omira, 2017; Dash & Roy, 2020; Thahn & Quang, 2022;).

3.4.3.1 Organisational commitment

Jahan, Huynh and Mass (2022) state that Allen and Meyer proposed the three-component organisational commitment model in 1990. Ngirade(2021:3) states that "organisational commitment can be viewed as the psychological attachment that employees have with the

organisation and its goals and the desire to stay with that particular organisation". The researcher further stated that organisational commitment is characterised by three dimensions, namely continuance, normative and affective commitment (Ngirade, 2021). "Continuance commitment is described as an attachment that arises because of sacrifices made in the organisation, such as societal relations, pensions, remuneration and non-transferable job abilities. Normative commitment is required to continue working for a given organisation, irrespective of location, as long as there is recognition from top management and regular communication. Affective commitment refers to an individual's commitment to and affiliation with an organisation" (Mmakola & Majola, 2023:198-199). Therefore, employee organisational commitment is influenced by various factors such as work environment, leadership, communication, motivation, satisfaction, engagement, occupational stress, job security and uncertainty (Ngirade, 2021). According to Coopertino, Nita, and Siti (2021), organisational commitment is an encouragement from individuals to make an effort to support the organisation's success by following the goals and prioritising the interests of the organisation rather than personal interests. Organisational commitment can be viewed as an indicator of individual and organisational performance.

Moreover, Guner, Kibaroglu and Basim (2023) highlighted that "one of the organisation's main purposes is to ensure their organisational performance and sustainability. To succeed in this goal, organisations that want to have a competitive advantage in today's conditions where competition is high focus on moving their organisational performance to a better point by encouraging employees to use their talents at the highest level and increasing the institutional motivation and willingness". Tarmizi and Anggiani (2022:70) concluded that "organisation should pay great attention to efforts to increase organisational commitment and employee engagement in their human resources management programmes, which in turn is expected to improve employee performance and overall organisational performance".

In conclusion, "organisational commitment and employee engagement are distinct. The former refers to the psychological linkages that employees establish with their organisation. In contrast, the latter denotes the linkages that employees create with their work" (Gomes, Marques & Cabral, 2021:93). The Social Exchange Theory explains that when both parties have complied with the exchange rules, the social relations are built based on trust and commitment will be well established (Sayuti, Setiawan, Alhadi and Herawati, 2021:2).

3.4.3.2 Job Involvement

“Job involvement is a type of commitment exhibited by individuals to their respective jobs in their workplace” (Saraf, Saha & Anand, 2022:553). Hasani, Azis and Idris (2020:101) state that “job involvement is the degree to which a person participates and has authority in making decisions about their work”. Suparna and Noor(2021:299) defined “job involvement as the extent to which perceived performance influences self-esteem”. Zia, Decius, Naveed and Anwar (2022:335) stated, “job involvement refers to the degree of engagement and active participation in the present job to fulfil intrinsic needs”. According to Singh, Sinha and Yadav (2021), job involvement refers “to the participation of organisational employees in achieving its objectives and in turn helping the organisation to accomplish its vision and mission through his involvement in his effort, ideas and expertise”. “Employees who participate in making decisions may be motivated to deliver better performance because they feel worthy enough when their opinions are considered while making decisions” (Saraf, Saha& Anand, 2023:553). “Job involvement is considered as a personal characteristic of an employee. Involvement is the extent to which employees of an organisation are willing to work, and individuals who are willing to work hard are highly involved. In contrast, individuals without this will have low involvement” (Srimulyani,2023:220). Thus, variables such as organisational commitment, organisational performance, employee engagement, absenteeism, turnover, motivation, satisfaction, and characteristics are related to job involvement (Suparna & Noor, 2021). It is against this backdrop that “the level of employee’s job satisfaction is a subjective reflection of what they perceive and feel regarding their job and company and influencing factors which include salary, working hours, schedule, benefits, level of stress and flexibility”(Varshney,2020:51). According to Demir (2020) job involvement has a positive association with job satisfaction, employee motivation, organisational commitment, employee engagement and organisational performance and negatively correlated with intentions to leave the organisation.

In conclusion, organisations ought to create an engaged and challenging work environment that supports employees' motivation, commitment and satisfaction (Demir, 2020). “Employees with high motivation, commitment and job involvement show a lack of desire to withdraw from the organisation”(Basyir et al., 2020:1625). “Job involvement is also a fundamental concept that helps us understand how people think of, identify with and depart from their jobs” (Ju, Yao and Ma, 2020:433).

3.4.3.3 Employee satisfaction

“Job satisfaction has been the most common and most investigated concept because of its connections with other important phenomena relevant to work and is described as the degree to which an individual has positive and negative feelings about a job, other workers and work environment” (Demir, 2020:207). Henriquez and Valerio (2023) highlighted that employee satisfaction is a complex and multidimensional concept studied from various perspectives. The researchers defined employee satisfaction as “the positive emotional state derived from job appraisal and work experiences and is influenced by factors such as leadership, employee engagement, the work done, relationships with co-workers, and salary”(Henriquez & Valerio, 2023:1). Varshney(2019:51) refers to “employee satisfaction as a pleasurable emotional state that results from a sense of achievement in the workplace”. Hassan, Hassan and Hassan (2023:11) stated that “employee satisfaction refers to an employee’s feelings about their job and is frequently studied in relation to organisational culture and other variables such as job commitment, organisational performance and organisational commitment”. The researchers further stated that “employee satisfaction leads to higher productivity through greater motivation and the enhancement of the working capabilities of employees”(Hassan et al., 2023). Baysgalan and Chantsaldulam (2017) highlighted that employee’s job satisfaction is one of the main influential factors for the effectiveness of human resources development. Employee satisfaction reduces turnover, absenteeism, burnout, disengagement, and work stress. It improves the bond between employees (managers and non-managers) and employers, which is the way to achieve set organisational goals and performance(Hakro, Siddiqui and Lal, 2023). According to the “principles of reciprocity in the Social Exchange Theory, if organisations provide a positive behaviour, the employees will behave similarly and will commit to positive behaviours by staying longer and demonstrating a high commitment and satisfaction”(Zamanan et al., 2020:1889). Thi et al. (2021) stated that organisational commitment can be seen as an extension of employee satisfaction as it relates to the employee’s positive attitude and loyalty.

Further to the above theoretical and empirical studies, and to explore the relationships further, it is postulated that:

- H13:** There is a positive relationship between organisational commitment and employee motivation in South Africa’s public sector.
- H14:** There is a positive relationship between organisational commitment and employee retention in South Africa’s public sector.
- H15:** A positive relationship exists between organisational commitment and

organisational results in South Africa's public sector.

H16: There is a positive relationship between job involvement and employee motivation in South Africa's public sector.

H17: There is a positive relationship between job involvement and employee retention in South Africa's public sector.

H18: There is a positive relationship between job involvement and organisational results in South Africa's public sector.

3.4.4 Elements of Organisational Performance

The literature revealed that employee motivation, employee retention and organisational results are the major contributing factors to organisational performance (Yanto & Aulia, 2021; Abdullahi, Raman & Solarin, 2021; Japura et al., 2023; Thahn & Quang, 2022)

3.4.4.1 Employee motivation

Organisational culture's impact on employee motivation and satisfaction is a highly interesting topic (Japura et al., 2023). Motivation is considered the key factor in achieving organisational goals; it is a significant part of human resources and is a foremost issue in behavioural science (Makhamreh et al., 2022). Employee motivation has been studied over time, and there is a consensus that it is a critical work factor that significantly influences employee productivity and performance (Sousa, Santos and Oliveira, 2023). "Several motivation theories have shaped our understanding of what drives an individual to perform at their best in the workplace. One of the most prominent theories is Maslow's hierarchy of needs, which suggests that individuals are motivated by a hierarchy of needs ranging from basic physiological needs to higher-level such as self-actualisation (Gechbaia, Bozhinova, Goletiani & Abashidze, 2023). Thus, motivation represents the relationship between needs, drives, and goals (Noviantoro et al., 2022). Herzberg, in 1959, proposed the Two-Factor Theory, a widely used motivation theory that differentiates between motivators and hygienic considerations (Enimola et al., 2022). Furthermore, "a wide range of measures and aspects that can be implemented to motivate employees have been analysed and presented based on the theories of Frederic Hertzberg & Victor Vroom" (Radu et al., 2022). Bhakuni and Saxena (2023:226) state that employee motivation is "enthusiasm, creativity and commitment provided by an employee towards an organisation". Furthermore, the researchers highlighted that motivation is vital in improving an employee's performance, which can eventually enhance the organisation's performance and employee

engagement (Bhakuni & Saxena, 2023). Also, Enimola et al. (2022) also refer to motivation as the mechanism that drives employees' physiological, intellectual, and social behaviour. Motivation also plays an increasingly important role in various markets, as it can be a management tool and a competitive differentiator in organisations (Sousa, Santos and Oliveira, 2023). Achieving high performance is often the result of well-motivated individuals willing to exert discretionary effort and even exceed predetermined job expectations (Grigoras et al., 2023).

In conclusion, "higher satisfaction levels, commitment, and motivation are often achieved by promoting positive organisational cultures that foster open and transparent communication, collaboration, and employee empowerment" (Japura et al., 2023:352). In addition, a supportive and positive organisational culture has the potential to promote a feeling of belonging, intrinsic motivation, and job satisfaction among employees (Japura et al., 2023).

3.4.4.2 Employee retention

Employee retention is defined as a worker's effort to keep the much-needed staff to attain business goals; however, turnover is an elucidation which is used to indicate the unprompted/voluntary loss of the organisation worker who intentionally leaves the organisation (Raziq et al., 2021). Fletcher et al. (2018) concluded that perceived training and development is positively associated with employee retention and that this relationship is fully mediated by three different forms of work attitude: employee satisfaction, employee engagement, organisational culture, performance and change-related anxiety. Saeed and Jun (2021:879) highlighted that "leaders should employ transformational leadership traits, including creating a vision statement for employees, emphasising desired outcomes, implementing challenge solutions, having a purpose and direction, and devoting time to team professional development to increase job embeddedness and employee retention". Also, Sepahvand and Khodashahri (2021:439) explained that "the objective of employee retention is to retain the qualified employees of the organisation as long as possible because qualified employees are invaluable intangible assets of the organisation". The researchers further defined employee retention as "a process whereby an organisation is able to retain its potential employees in order to remain loyal to the organisation with a longer period of time" (Sepahvand & Khodashahri, 2021:439). Similarly, Anitha and Farida (2016:18) state that "employee retention involves taking measures to encourage employees to remain in the organisation for the maximum period of time". Employee retention may be achieved by implementing four broad areas: emphasising good

communication, employing a diverse team, recruiting employees with necessary skills and providing employees with training and development opportunities (Krishna & Garg, 2022). However, Anita and Farida (2016) believe that implementing organisational culture, affective commitment, continuance commitment, and normative commitment can achieve employee retention. Organisations ought to develop and implement constructive employee retention strategies encompassing mentorship programmes, recognition and rewards systems, communication and feedback and performing exit interviews (Amushila & Bussin, 2021). In addition, employee retention may be achieved by implementing employee satisfaction factors such as salary, leadership, colleagues, promotions and nature of work (Steil et al., 2022).

In conclusion, when the organisation puts in place strategies to encourage employees to remain in the organisation for a more extended period, they, in turn, achieve the fundamental objectives of employee retention. Tadesse and Diribe (2023) indicated that talent development and succession planning strategies are critical to realising employee retention objectives. The benefits of retaining essential employees include reaching its strategic business objectives and obtaining a competitive advantage (Sepahvand et al., 2020).

3.4.4.3 Organisational results

Organisational results refer to the outcomes of the organisation's operations or the achievement of the organisation's goals (Uluskan et al., 2017). Furthermore, organisational results that culminate in the overall organisational performance can be measured by financial, customer, process/operation, internal aspects, and innovation/learning growth (Uluskan et al., 2017). Organisational results involve actual productivity or outcomes compared with the desired outcomes or objectives (Olawale & Salman, 2021). Organisational outcomes may impact organisational outcomes, namely culture, organisational commitment, employee satisfaction, evaluation of authority, performance, adverse reactions, communication, leadership, withdrawal and organisational citizenship behaviours (Fearne & Lazzarin, 2009). Furthermore, organisational strategy, structure, customer and supplier management, managers, and managing tangible resources or organisational culture can help improve organisational results and performance (Perianez-Cristobal, Calvo-Mora, Rey-Moreno & Suarez, 2021). Factors of social and technical character also drive organisational results. The social factors include organisational culture, leadership and top management commitment, human resources, customer focus, employee involvement, workforce commitment, shared

vision, employee training, empowerment, and teamwork. Technical factors include practices and tools related to the quality management system's design, implementation and improvement (Calvo-Mora, Picon-Berjoyo, Ruiz-Moreno & Cauzo-Bottala, 2015). According to Rezaei et al.(2018), organisational results are characterised by inspiring leadership, open and transparent communication, a high degree of motivation, clear vision and strategy, a highly empowered team, excellent training and education, mutual trust, seamless collaboration, strong commitment, engaging and challenging environment

In conclusion, organisational results involve comparing performance against the set strategic priorities, goals and objectives. The organisational results can be enhanced by creating an organisational culture of high performance. Variables such as organisational culture, employee engagement, and performance are fundamental to achieving organisational results.

In an attempt to address the aforementioned relationships in a different organisational context, this study proposes the following hypotheses:

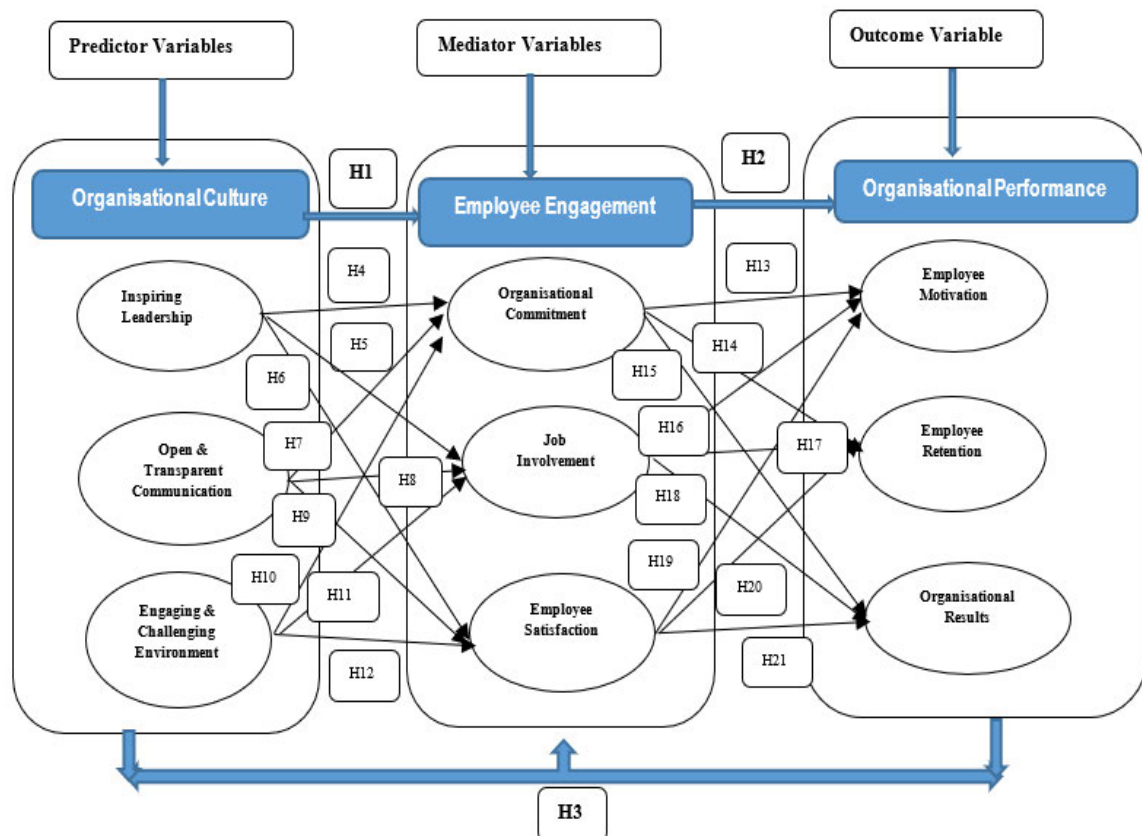
- H19:** There is a positive relationship between employee satisfaction and employee motivation in South Africa's public sector.
- H20:** There is a positive relationship between employee satisfaction and retention in South Africa's public sector.
- H21:** There is a positive relationship between employee satisfaction and organisational results in South Africa's public sector.

3.5 Proposed Conceptual Framework

This research comprises 21 hypotheses developed from a review of various literature on organisational culture, employee engagement and organisational performance. The proposed conceptual framework further presents the critical fundamental and contributing factors of organisational culture, employee engagement and performance. The fundamental factors of organisational culture are inspiring leadership, open and transparent communication, and an engaging and challenging environment. The fundamental characteristics of employee engagement include organisational commitment, job involvement, and employee satisfaction. Employee motivation, retention and organisational results are essential factors of organisational performance. The proposed conceptual framework will be tested using Confirmatory Factor Analysis through Structural

Equation Modelling. The framework of this study, depicted in Figure 3.5, is proposed based on social exchange theory, resource-based view theory, theory of motivation and organisational theory.

FIGURE 3.5: PROPOSED CONCEPTUAL FRAMEWORK



3.6 Conclusion

This chapter has presented a comprehensive theoretical and conceptual foundation for examining the relationship between organisational culture, employee engagement, and organisational performance within the South African public sector. It began by contextualising the study within the unique administrative, governance, and policy landscape of South Africa, highlighting persistent institutional challenges that necessitate a deeper understanding of organisational behaviour and performance dynamics. To frame this investigation, three interrelated theories, namely Social Exchange Theory, Resource-Based View Theory, and Motivation Theory were adopted. These theoretical lenses provide complementary perspectives on how relational exchanges, internal capabilities, and motivational mechanisms shape employee behaviour and institutional

outcomes. Social Exchange Theory explains the reciprocity and trust mechanisms underlying employee engagement and organisational commitment. Resource-Based View Theory supports the understanding of human capital and organisational culture as strategic assets that drive sustained performance. Motivation Theory, through its various content and process approaches, elucidates the intrinsic and extrinsic factors that influence employee satisfaction, involvement, and retention. Building on these theoretical foundations, a conceptual framework was developed to guide the empirical investigation. The model outlines the hypothesised relationships between organisational culture, employee engagement, and organisational performance and identifies key sub-constructs such as inspiring leadership, open and transparent communication, and a challenging work environment. It also incorporates mediating variables, including organisational commitment, job involvement, and employee satisfaction and outcome variables such as motivation, retention, and performance results. Twenty-one hypotheses were formulated to test the direct and mediated relationships among the key constructs. These hypotheses will be empirically examined using Structural Equation Modelling (SEM) to assess the strength, direction, and significance of the proposed relationships. The framework is designed not only to test theory but also to generate practical insights that can inform leadership, strategic human resource practices, and institutional reform in the public sector. In conclusion, this chapter provides a logically coherent and theoretically grounded basis for the study's empirical analysis. By integrating contextual realities with robust theoretical perspectives and a structured conceptual model, the chapter establishes a strong foundation for exploring how organisational culture and employee engagement shape organisational performance in South Africa's public sector. The next chapter presents the research methodology employed to operationalise and test the proposed conceptual framework.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

This chapter presents the research methodology and research methods adopted to critically examine the relationship between organisational culture, employee engagement and organisational culture in the public sector in South Africa. The chapter begins with a detailed explanation supporting a careful selection of the research methodology covering the following thematic areas: research philosophies, research approaches, research choices, target population, data collection procedures, research instrument, procedures for data analysis, reliability, validity, and ethical considerations. To select the most appropriate research methods for this study, the researcher reviewed various literature on the research to discover the weaknesses and strengths of different research methods.

4.2 Research Paradigm

A research paradigm reflects the philosophical assumptions and worldview that guide the entire research process, including the formulation of research questions, the choice of methodology, and the interpretation of findings. It encompasses key dimensions such as ontology (the nature of reality), epistemology (the nature of knowledge and how it is acquired), and methodology (the approach to inquiry). These philosophical assumptions help ensure coherence between the study's objectives, research design, and data analysis (Creswell & Creswell, 2018; Saunders, Lewis & Thornhill, 2019). This study adopted a positivist research paradigm, which assumes that reality is objective, stable, and can be observed and measured independently of the researcher. Positivism emphasises the use of scientific methods to uncover causal relationships between variables, typically through hypothesis testing and statistical analysis (Neuman, 2014; Bryman, 2016). This paradigm is appropriate when the researcher seeks to test theoretical models empirically, generalise findings, and draw conclusions based on observable and quantifiable evidence. The positivist stance aligns with the purpose of this study, which is to examine the relationships between organisational culture, employee engagement, and organisational performance in the South African public sector. Specifically, the study tests 21 hypotheses derived from a theoretical framework that integrates Social Exchange Theory, Resource-Based View Theory, and Motivation Theory. These hypotheses were developed deductively based on

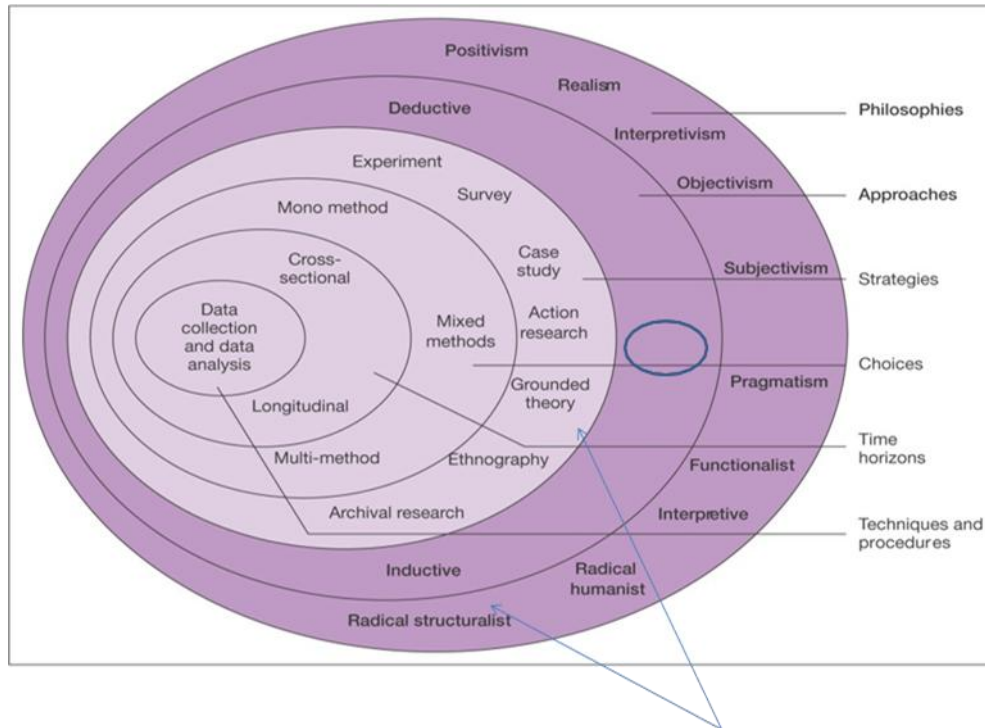
insights from prior literature and the conceptual framework presented in Chapter 3. In line with positivist assumptions, the study employed a structured, standardised questionnaire to collect primary data from employees in selected public sector organisations. The survey consisted of closed-ended Likert-scale items that measured latent constructs such as inspiring leadership, open communication, job involvement, satisfaction, motivation, and performance outcomes. The collected data were analysed using SmartPLS, a component-based structural equation modelling (SEM) technique suitable for exploratory and confirmatory analyses. The choice of positivism was further reinforced by the study's focus on objectivity, replicability, and generalisability. By using statistical tools to evaluate the measurement model (validity and reliability), structural model (path coefficients, R^2 , F^2 , Q^2), and model fit indices (SRMR, NFI), the study adheres to positivist principles of empirical validation. Moreover, the use of mediation analysis to assess the indirect effect of employee engagement demonstrates the paradigm's emphasis on uncovering and quantifying causal pathways.

In summary, the positivist paradigm was essential for this study as it provided a systematic, rigorous, and theory-driven foundation for investigating complex organisational phenomena. It enabled the researcher to test empirically grounded hypotheses, produce generalisable knowledge, and contribute to the development of evidence-based practices that support improved employee engagement and organisational performance in the public sector.

4.3 Research Philosophy

According to Mauthner (2020:76), “research philosophies provide theories about the nature of the reality that is being investigated in research (ontology) and about how knowledge of this reality is produced and justified (epistemology)”. Bania (2023) states that positivist, interpretivist and critical research are the three major social science research paradigms. The researcher further argued that ontology, epistemology and methodological assumptions are the basis of the theoretical and philosophical framework of each of the mentioned paradigms, namely, positivist, interpretivist and critical research. Alturki (2021:2) states that “ research philosophies that can be adopted are realism, interpretivism, pragmatism and positivism”. Interestingly, Mitchell (2018) highlighted that the research onion framework is popular and helpful in choosing research philosophy, approach, method, strategy, time horizon and subsequent techniques. Figure 4.1 below presents six critical layers of the research onion framework.

FIGURE 4.1: RESEARCH ONION



Not bound by traditional theories Look at the data and be inductive about what to do next.

Source: Adapted from Saunders and Thornhill (2012 cited in Mitchell, 2018)

According to Melnikovas (2018), research methodology construction is based on the theoretical concept of research onion, proposed by Saunders et al. (2016). The research onion “is a diagram for the researchers on constructing a research design”(Mardiana, 2020:1). The aspects such as choices, strategies and paradigms that the researcher is going use throughout their investigations are covered in the research onion framework (Alturki, 2021). Furthermore, the research onion model has six layers, namely, the researcher’s philosophical position, approach, strategies, choices, timelines and data collection techniques employed by the researcher(Alturki, 2021:1).

Research philosophy refers to the set of beliefs concerning the nature of the reality being investigated, and the choice of the type of research philosophy applied in a research study depends on the knowledge being investigated (Chege & Otieno, 2020). The researcher further highlighted that ontological philosophy concerns the nature of reality and outlines the difference between reality, our perception of reality and how this influences everything

around us (Chege & Otieno, 2020).

Chege and Otieno (2020) asserted that positivism and naturalism are philosophies for the quantitative approach. Pather and Remenyi (2005) state that positivist research, which is also sometimes referred to as quantitative research, is based on the notion that research can be objective, that the researcher is independent and that the results are valid, reliable and replicable. Positivist research draws on determinism and deductionism (Pathar & Remenyi, 2005).

Mauthner (2020) highlighted that research philosophies provide theories about the nature of the reality that is being investigated in research (ontology) and about how knowledge of this reality is produced and justified (epistemology). Bania (2023) explained that social research comprises three major research paradigms, namely, positivist, interpretivist and critical study. Each paradigm's theoretical and philosophical frameworks are based on ontological, epistemological and methodological assumptions.

Positivism was selected as a philosophical approach to ensure reliable research results. Philosophically, the strategies employed by the positivists are based on cartesian dualism, which separates the knower from the known, the subject from the object; incorporated within is the classical empiricism, represented by the notion of neutrality in terms of what can be known (Bania, 2023). "Although positivist (hypothetical-deductive) approaches may start by creatively generating novel concepts and theories, these are invariably empirically tested via their explicit correlations with the extant subjective conceptual framework" (Baskarada & Koronios, 2017:11). Bania (2023:5) argued that "the philosophical assumption in positivism holds more for quantitative research and, validity and reliability of results determine the quality of research".

4.4 Research Approach

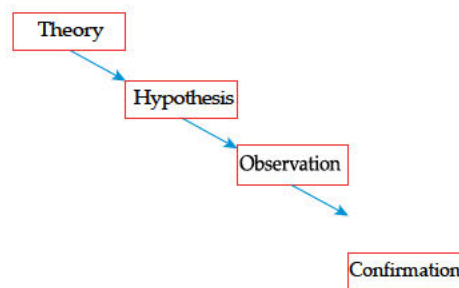
According to Alturki (2021), the research approach is the movement trend between research and theories. The primary research approaches are inductive and deductive (Alturki, 2021). The inductive approach begins with specific observations and generalised conclusions (Zalaghi & Khazaei, 2016).

Mitchel (2018) states that inductive reasoning involves a series of specific observations that lead the researchers to a general conclusion that may be true.

On the other hand, “deductive research logic refers to reasoning moving from general rule to a specific law-like inference and is usually used for theory testing” (Melnikovas, 2018:38). Alturki (2021:3) highlighted that the deductive approach “starts with a compelling theory, and then the implications of that theory are tested with the data”.

According to Woiceshyn and Daellenbach (2018), the deductive approach entails moving from the general to the particular, starting from a theory, deriving hypotheses from it, testing those hypotheses, and revising the theory. Figure 4.2 below portrays a model of the top-down deductive approach:

FIGURE 4.2: DEDUCTIVE APPROACH



Source: Adapted from Alturki (2021:4)

Mitchell(2018:104) “states that deductive reasoning starts with a hypothesis or general rule that is then tested with data and leads to a specific conclusion only if found to be true”. Zalaghi and Khazaei (2016:230) highlighted that the “deduction approach constitutes developing an assumption based on the existing theories and forming a research plan to test the assumption”.

In this study, the researcher started with a review of existing theories, then developed the research question, derived theoretically informed hypotheses, followed by data collection to confirm or reject the hypotheses.

4.5 Research Strategies

“Research strategy can be referred to as a general way which helps the researcher choose the primary data collection methods or sets of methods to answer the research question and meet the research objectives” (Melnikovas, 2018:38). “Depending on the research problem that has been identified, the research questions that the researcher has

formulated research strategy can be broadly classified as exploratory, descriptive or experimental research strategies” (Van Zyl, Joubert and Stack, 2018:86).

“Descriptive research addresses the “what” question and is not primarily concerned with causes, and descriptive research is used quantitatively” (Casula et al., 2020:1705). “Descriptive research is used where the focus of research is to describe a situation, a phenomenon, a person or group of people or an environment in some detail. Survey-based research aims to answer questions about the who, what, where, when and how of the phenomenon or object being researched” (Casula et al., 2020).

Descriptive research comprises non-experimental design and experimental design. The non-experimental design research strategies are survey, ex-post facto/causal-comparative and correlational research (Van Zyl et al., 2018).

“Correlational research is a non-experimental quantitative design in which the researcher applies correlational statistics to measure and describe the degree of association among variables or sets of scores. Furthermore, correlational research attempts to find relationships between the characteristics of the respondents and their reported behaviours and opinions”(Asenahabi,2019:4-6).

This study adopts a non-experimental research design, which is a key component of the descriptive research design. Asenahabi (2019:3) states that “non-experimental design is quantitative research which does not involve experiments in the data collection process”. The non-experimental design comprises survey design, causal-comparative design and correlation design. The researcher states that “survey design is a method of obtaining large amounts of data, usually in a statistical form, from a large number of people in a relatively short time using closed-ended questions. Causal-comparative or ex-post facto research is a non-experimental quantitative design where the researcher compares two or more groups. Correlation research is a non-experimental quantitative design in which the researcher applies correlational statistics to measure and describe the degree of association among variables or sets of scores”(Asenahabi, 2019).

Creswell et al. (2018:171) “concluded that the most widely used non-experimental research design is the survey, and surveys are done to obtain quantitative information that can be used to describe or explore specific research topics”.

4.6 Methodological Choice

Saunders et al.(2016 cited in Melnikovas,2018) defined research choices with reference to the use of quantitative and qualitative methods, the simple or complex mix of both or the use of mono methods. “Before determining whether one of the three research approaches would be suitable, it appears crucial to consider the fundamental distinctions between qualitative and quantitative research approaches” (Mulisa, 2021:116).

According to Aspers and Corte (2019), “qualitative research is multimethod focus, involving an interpretative, naturalistic approach to its subject matter”. “Qualitative researchers regard the world as complex, dynamic, interdependent, textured, nuanced, unpredictable, and understood through stories, distrust generalisations and are most comfortable immersed in the details of a specific time and place” (Azungah,2018:384).

According to Borgstede and Scholz (2021:2), “quantitative science is about finding valid mathematical representations for empirical phenomena”. The researchers further argued that “one major challenge of quantitative modelling is constructing valid measurer variables (Borgstede and Scholz, 2021). Ahmad, Wasim, Irfan, Gogoi, Srivastava and Farheen (2019:2828) state that “quantitative methodology is the dominant research framework in the social sciences and refers to a set of strategies, techniques and assumptions used to study psychological, social and economic processes through the exploration of numeric patterns”.

Taherdoost (2022:54) highlighted that the “quantitative approach is the method of employing numerical values derived from observations to explain and describe the phenomena that the observations can reflect on them”. Grek, Hartwig and Dougherty (2024:1) state that “surveys are commonly employed in the social science for several compelling reasons, namely, survey data can address various research questions, each associated with multiple corresponding hypotheses (which are aligned with deductive reasoning and subjected to quantitative methods)”. “Quantitative research in the social sciences generally aspires to work deductively” (Brandt & Timmerman, 2021:191). According to Baur (2019), quantitative research is seen as a combination of a positivist research stance, a linear research process, and large random samples (meaning that many cases are analysed); relatively little information per case is collected via few variables and data are collected in a highly structured format (surveys or mass data).

Mulisa (2021:116) highlighted that “quantitative study is solely based on numerical data and is driven by stringent statistical rules”. According to Casula, Rangarajan and Shields (2021), descriptive research is used in qualitative research, and qualitative methods use deductive logic and formal hypotheses or models to explain, predict, and eventually establish causation. Furthermore, quantitative research is believed to have originated from the positivist paradigm (Farghaly, 2018). As a result, a researcher can adopt a deductive positivist paradigm or conduct qualitative research (Farghaly, 2018). In conclusion, quantitative research is essentially characterised by strengths such as testing hypotheses and theories, generalisable findings, measuring the cause-effect relationship, predicting one variable from others, the ability to remove confounding variables, lessening researcher bias, and its quickness (Mulisa, 2021:117).

“Beyond the philosophical assumptions of research, several factors can compel a researcher to use quantitative rather than qualitative or mixed research. The nature of the data is one of the compelling factors” (Mulisa,2021:122). Suppose the data are available in numbers, such as test scores, size, range, ratio, and age and quantifying the problem is the intention and research is intended to have external validity. Quantitative research is the best option”(Mulisa,2021).

Thus, this approach was used in this study.

4.7 Target Population and Sampling Strategy

According to Beins and McCarthy (2018:93), a population is “the entire set of people or data that interest a researcher”. Bryman et al.(2017) state that population is the universe of units like people, nations, cities, regions, and forms from which the Sample is to be selected. A study population aggregates elements from which the sample is selected (Babbie & Mouton, 2018:174). Sampling can be described as selecting the right individuals, objects, or events as representatives for the population” (Beins & McCarthy, 2018). A sample is described as a “segment or subset of the population selected for investigation” (Bryman, Bell, Hirschsohn, dos Santos, du Toit, Masange, Aardt & Wagner, 2018:170). Furthermore, Beins and McCarthy (2018:93) defined a representative sample as “a subset of the population in a research project that resembles the entire population concerning variables being measured”. Sampling is the process of selecting a statistically representative sample of individuals from the population of interest (Majid, 2018:3). The Sample is the segment or subset of the population that is selected for investigation, and

the method of selecting may be based on a probability or a non-probability approach (Bryman et al., 2017:170). A probability sample is a sample that has been chosen using random selection so that each unit in the population has a known chance of being selected (Bryman et al.,2017:171). Beins and McCarthy (2018: 97) state that “probability sampling is a method used in research whereby any person in the population has a specified probability of being included in the sample”. Probability sampling comprises four methods: simple random, systematic, stratified, and cluster (Creswell et al., 2018). Simple random sampling is the basic sampling method assumed in the statistical computations of social research (Babbie & Mouto, 2018). According to Creswell et al. (2018:192-193), “to draw a simple random, it is necessary to have a complete and up-to-date sample frame available, and on this list, each population element has to be numbered sequentially such that each element can uniquely be identified. Therefore, the actual drawing of the sample involves generating a predetermined number (the sample size) of random numbers”.

Bryman et al. (2017) defined a sampling frame as “listing all units in the population from which the sample will be selected. “A random sample is the most attractive type of probability sampling” (Bryman et al., 2018). Beins and McCarthy (2018:98) state that simple random sampling “is a process of sampling in research that specifies that each person in a population has the same chance of being included in a sample as everyone other person”. “A sample frame is referred to as the listing of all units in the population from which the sample will be selected” (Bryman et al.,2018:170).

A probability sampling strategy was used in this study. Beins and McCarthy (2018: 97) state that “probability sampling is a method used in research whereby any person in the population has a specified probability of being included in the sample”. Furthermore, a simple random sampling method will be used to draw the sample frame of this study. Bryman et al. (2017) defined a sampling frame as “listing all units in the population from which the sample will be selected.

4.7.1 Sample Size

Bryman et al. (2017) state that the decision about sample size depends on a number of considerations, including time and cost. According to Creswell et al.(2018), the type of research, research hypotheses, financial constraints, the importance of results, number of variables studied, methods of data collection, accuracy needed and population size are the factors that influence sample size. The sample size of a research study should have

adequate power and significance, allowing the investigators to be confident that the study findings cannot be attributed to random variations in the population of interest (Majid, 2018).

In this study, the target population refers to the total number of employees in the selected public sector in South Africa. The target population is a group in which the intervention intends to conduct research and draw conclusions (Beins & McCarthy, 2018). Three government departments agreed to participate in this research study, which justifies using a simple random sampling method.

Therefore, the target population was 1100 managers and non-managers in the three public sector organisations in South Africa. Simple random sampling was used to draw the sample frame. The human resources payroll in the three identified public sector institutions served as the sampling frame. The potential participants were invited to participate through an online survey link accompanied by participants' consent and information sheet. The sample size was 285 employees, calculated using Cochran's formula, with an acceptance of error of 5% and a confidence interval of 95% (Nikpour, 2017). The justification for the sample size of this study is that it is in line with studies conducted by various scholars between 2017 and 2023. In the study of organisational culture and employee engagement within the Ghanaian public sector, Brenyah and Obuobisa (2017) sampled 267 employees in the public sector. In the study designed to examine the psychological contract fulfilment and a suitable umpire between transformational leadership and employee engagement in the public Ghanaian industry, Parku, Darko and Asiedu (2023) sampled 247 employees in the public sector. In the study of work-life integration and employee engagement in public health with a moderating influence of organisational culture, Muchibi, Mbithi and Juma (2022) targeted a population of 3092 and sampled 342 employees in the public sector. Lastly, in the study of ethical climate, corporate responsibility and organisational performance (evidence from the UAE - United Arab Emirates public sector), Farouk and Jabeen (2018) sampled 425 employees from the population of 288740 public sector workforce and found the sample satisfactory.

In addition, the sample proportion was a sample size of 58 (Organisation A - Council for Built Environment), 117 (Organisation B - National Department of Human Settlements) and 110 (Organisation C - National Youth Development Agency). This is further clarified in Table 4.1 below:

TABLE 4.1: SAMPLE SIZE CALCULATED USING COCHRAN'S ONLINE CALCULATOR

Institution	Target Population	Sample Size
Organisation A	200	58
Organisation B	500	117
Organisation C	400	110
TOTAL	1100	285

The initial sample size of 285 was determined using Cochran's formula, based on an estimated population of approximately 1,100 employees across three purposively selected public sector organisations. However, during the data collection process, a total of 408 valid responses were received. This increase was due to expanded access and strong institutional support, which allowed for wider participation. Stratified convenience sampling was used to ensure representation from different organisational levels (senior, middle, and operational), and proportional participation was encouraged across the three institutions.

The three public sector organisations included in this study were purposively selected based on their institutional relevance, functional diversity, and strategic importance within South Africa's public administration system. These organisations represent different domains of public service ranging from policy development and coordination to frontline service delivery and administrative support. This diversity enabled the study to capture a broader understanding of how organisational culture and employee engagement influence performance across varying institutional contexts.

The selection was also influenced by practical considerations, including the organisations' willingness to participate and the accessibility they offered to conduct fieldwork. Each organisation had a sufficiently large and structured workforce to support meaningful data collection and rigorous statistical analysis using PLS-SEM. Their inclusion allowed the study to explore cross-organisational patterns and distinctions, thereby enhancing the credibility and applicability of the findings. Furthermore, these organisations operate under shared governance and accountability frameworks typical of the South African public sector, which supports the relevance and transferability of the results to similar institutional settings.

4.8 Data Collection

According to Olawale, Chinagozi, and Joe (2023), a survey is one of the most essential quantitative methods, and it is used to collect information from a specific number of participants. Van Zyl, Van Rensburg and Stack (2018:132) state that a “survey can also be described as a process where a sample of individuals from a selected population is presented with a series of questions in the form of a structured questionnaire”. The authors further emphasised that “ the answers (responses) from each respondent are transformed into numerical format (quantitative data), which are captured and analysed further using statistical techniques to identify underlying patterns and relationships between questions, variables and homogenous groups of respondents”(Van Zyl et al., 2018:132). Taherdoost (2022) states that the sampling process, questionnaire design, questionnaire administration, and data analysis are the most important aspects of surveys.

Umesh (2021 cited in Olawale et al., 2023) states that surveys can now be sent online and are very easy to access, thanks to technological advancements. Thus, they can be accessed through apps on tablets, laptops, and mobile phones). Survey research is a critical component of non-experimental design and is closely associated with quantitative research. “It is a method of obtaining large amounts of data, usually in a statistical form, from a large number of people in a relatively short time using closed-ended questions” (Asenahabi, 2019:3). In addition, Easterby-Smith, Thorpe and Jackson (2015) state that another application of modern communications technology is the web-based survey. With a web-based survey, the questionnaire is located on the website, and each respondent is sent the web address/link to access it. A survey is completed online, and responses are stored directly in an online database for statistical processing later (Easterby-Smith et al., 2015).

This study used a closed-ended questionnaire as the research instrument to collect data from the respondents. The data collection exercise started with the approval of the study by HSSRC of the University of KwaZulu Natal with a letter of approval for the commencement of the fieldwork. The data collection procedures in this study required the researcher to approach the Human Resources Managers from the selected public sector organisations for permission to administer the instrument. Followed by the distribution of online questionnaires on the date agreed with Human Resources Managers. Before the commencement of the exercise, the purpose of the study was communicated to

participants. The questionnaires were directed at managers and non-managers. A participant consent and information sheet were accompanied by each questionnaire before administration. This was to ensure that the researcher obtained full voluntary participation. There were no exclusion criteria. The only criteria for exclusion were that respondents must be employees of the selected organisations. The Google Form online survey link was utilised to distribute the questionnaires through email, briefly introducing the researcher and then explaining the objectives and nature of the study and consent information. A pilot study was conducted to test whether the respondents interpreted the questions correctly and whether the response categories provided were suitable. Also, the research study supervisor reviewed the instrument's items to ensure applicability and readiness.

In summary, the use of a survey method was consistent with the quantitative research paradigm, which emphasises numerical data collection, objective measurement, and statistical analysis to test predefined hypotheses. This approach allowed the study to obtain a large volume of data suitable for analysis through descriptive statistics and Structural Equation Modelling (SEM) using SmartPLS, thereby ensuring the methodological alignment with the study's positivist orientation.

4.9 Research Instrument

A questionnaire was used to collect data for this study. A questionnaire is an important instrument in a research study to help the researcher collect relevant data regarding the research topic (Taherdoost, 2022). Furthermore, Creswell et al. (2018:177) state that "the design of the questionnaire is a significant part of the research process since this is the instrument with which the data are generated". This was taken into consideration when developing and finalising the questionnaire.

Organisational culture was assessed using the Organisational Culture Assessment Tool originally developed by Harrison (1972) and revised by Brenyan and Obuobisa-Darko (2017). The instrument comprises four sub-scales: power culture, support culture, achievement culture, and role culture. The instrument consists of a 44-item questionnaire representing an employee's feelings about their organisation. The five-point Likert scale was used to answer questions, with a rating of 1 to 5, where 1= strongly disagree, 2=disagree, 3= moderately agree, 4= agree, and 5 = strongly agree.

The elements of organisational culture were assessed using the three questionnaires developed by Nikpour (2016). The instrument comprises sub-scales and, amongst others, includes leadership, communication, and challenging environment. The instrument consists of a 25-item questionnaire representing how employees feel about leadership, communication and engaging and challenging work environment in their organisation (Nikpour, 2016). The five-point Likert scale was used to answer questions, with 1= strongly disagree and 5 = strongly agree.

Employee engagement was assessed using the work engagement measurement scale developed by Jha and Kumar (2016). The instrument consists of 25 items rated on a five-point Likert scale, which varies from strongly disagree to strongly agree. The employee engagement questionnaire consists of three dimensions, namely, social engagement (the extent to which an employee communicates with team members and other colleagues about different work-related improvements and changes to work), intellectual engagement (the extent of involvement which leads to better performance and use of intellect to improve work-related skills) and emotional engagement (the extent which one is towards emotionally connected with the work and work culture). (Jha & Kumar, 2016).

The elements of employee engagement were assessed using the measuring instrument developed by Khan and Naeem (2018). The researcher designed a questionnaire through a literature review. The literature suggested multiple questionnaires used to measure variables such as organisational commitment, job involvement, and employee satisfaction. Thus, existing scales were adapted and modified accordingly (Khan & Naeem, 2018). The five-point Likert scale was used to answer questions, with a rating of 1 to 5, where 1= strongly disagree, 2=disagree, 3= moderately agree, 4= agree, and 5 = strongly agree.

The elements of organisational performance were assessed using instruments Dash and Roy (2020) developed. The instrument consisted of items rated on a 5 Likert scale. The questionnaire comprises dimensions: employee motivation, employee retention, organisational results, communication, job stability, job flexibility and equal opportunities (Dash & Roy, 2020).

The questionnaire used to collect data in this study was comprised of two sections. Section one (1) was designed to collect demographic information of the participants, namely gender, role, department, age, years served in the present organisation, highest qualification, race, post level, contact with direct manager and leadership. Section 2 was designed to collect data on the variables in line with the conceptual framework. This

section consisted of 66 statements and used a 5-point Likert scale with a rating of 1 (strongly disagree) and 5 (strongly agree). The research instrument was adapted and modified accordingly from (Brenyan & Obuobisa-Darko, 2017; Nikpour, 2017; Dash & Roy, 2020; Razaeei et al., 2018; Olivier, 2018; Farooqi et al., 2023; Lee et al., 2023; Eresia-Eke et al., 2023; and Morched & Jarboui, 2020).

In summary, the use of a Likert-scale questionnaire qualified the study as quantitative because it produces ordinal data that can be transformed and analysed using statistical techniques. Furthermore, the structured nature of the instrument allowed for rigorous testing of reliability and validity (e.g., Cronbach's alpha, Composite Reliability, AVE), as well as hypothesis testing through PLS-SEM. This structured, numerical, and statistically analyzable data confirms the study's classification as a quantitative research investigation.

4.10 Data Analysis

In preparing for data analysis, the researcher addressed important activities, namely selecting a suitable statistical software package to analyse the data, coding responses, designing the database, capturing the responses and checking the database for any errors. The IBM Statistical Package for Social Sciences (SPSS) and Smart PLS were used for quantitative data analysis. "SPSS for a window is probably the most widely used computer software for analysing quantitative data for social scientists" (Bryman et al., 2017:312). The data from this study were interpreted using descriptive and inferential statistics.

4.10.1 Descriptive statistical analysis

According to Beins and McCarthy (2018:106), descriptive statistics "is a tool to help researchers understand information that they generate and help them succinctly organise large amounts of information". Furthermore, descriptive statistics convey quantifiable data that reflect participants' thoughts about a topic or variable of interest (Beins & McCarthy, 2018). Creswell et al. (2018:204) state that "descriptive statistics is a collective name for a number of statistical methods that are used to organise and summarise data in a meaningful way".

The mode, median, and mean are well-known and widely used measures for describing the location of the distribution (Creswell et al., 2018). According to Beins and McCarthy

(2018), mode, median, and mean are the three central tendency measures. Mode refers to the value that occurs most frequently but does not accurately describe the distribution centre. The median is the middle value of distribution- it splits the distribution into two halves (50% of the data is smaller than the median, and 50% is bigger), and to find the median, data have to be ordered from the smallest to the biggest value. The mean is the most commonly used measure of location and is calculated as the arithmetic average of all data values. Thus, “the following formula calculates the mean: $\bar{x} = \text{total of all the values} \div \text{the number of values}$ ” (Creswell et al., 2018:207). According to Bein and McCarthy (2018), the measure of variability provides a mathematical index of how spread out the scores are around the mean. They further state that range(R), variance(s^2), and standard deviation(s) are three measures of variability. Creswell et al. (2018) state that the numerical ways to describe the spread of distribution comprises four measures, namely the range(R), the interquartile range(IQR), the variance(s^2) and the standard deviation(s). The range is the difference between the highest and lowest scores in the distribution (Beins & McCarthy, 2018). The interquartile range is the middle 50% of the data(Creswell et al., 2018). The range measures the difference between the maximum and the minimum value for an interval or ratio variable(Bryman et al., 2017). The standard deviation is an index of variability or standard distance from the mean, as reported in raw score values. Standard deviation is the most commonly used index of variability (Beins and McCarthy, 2018).

4.10.2 Inferential statistical analysis

According to Beins and McCarthy (2018), inferential statistics refers to using a sample to calculate an event's probability and generalise the likelihood of the event back to the larger population. Furthermore, the authors highlighted that mathematicians used the probability theory to create today's common application of hypothesis testing. Creswell et al.(2018) also highlighted that most research uses the findings from the sample data to generalise or draw conclusions about the population. Furthermore, the authors highlighted that hypothesis is another method of inferring from sample to population. The hypotheses testing comprises two types of statistical parameters: mean and proportions and relationships between variables. Therefore, examples of commonly tested hypotheses are hypotheses about single-population mean, hypotheses about the difference between two or more population means, hypotheses about single-population proportions, hypotheses about the difference between two or more population proportions, and hypotheses about the relationship between two variables (Creswell et

al., 2018).

4.10.2.1 Techniques for exploring relationships among variables

The various statistical techniques for exploring relationships comprise correlation analysis, regression analysis, exploratory factor analysis, confirmatory analysis and structural equation modelling (Van Zyl et al., 2018).

“Correlation analysis measures the direction and strength of the association between two numerical variables. The two commonly used correlation statistics are Pearson’s product-moment correlation coefficient and Spearman’s rank correlation coefficient” (Van Zyl et al., 2018:173). According to Bryman et al. (2017), Pearson’s correlation coefficient “is a method for examining the strength of the linear relationship between two intervals or ratio variable”. Creswell et al. (2018:264) highlighted that the Pearson’s correlation coefficient is a “measure of the strength of the linear relationship between two quantitative variables”. They further argued that “it is appropriate first to establish that the relationship is linear and then perform the analysis, which will reveal the direction and the strength of the relationship, and also whether it is statistically significantly different from zero”. At the same time, the Spearman correlation coefficient can be seen as a non-parametric alternative to Pearson’s correlation coefficient (Creswell et al., 2018). Furthermore, Bryman et al. (2017:323) state that Spearman’s correlation coefficient “is designed to calculate the correlation between pairs of ordinal variables or between an ordinal variable and an interval or ratio variable”. Thus, a correlation between the organisational culture, employee engagement and organisational performance will be calculated. The correlation (r), regression coefficient (R^2) and statistical significance of $p < .01$ and $p < .05$ will be closely monitored and observed.

According to Babbie and Mouton (2018:646), regression analysis is a “method of data analysis in which the relationships among variables are represented in the form of an equation”. Creswell et al. (2018) state that the regression analysis technique is also applicable when there is an interest in examining the relationship between variables, as with correlation analysis, but establishing a relationship is not where it stops. Also, Van Zyl et al. (2018) emphasised that by building on the principles of correlation analysis, researchers can apply regression analysis to help predict an outcome variable based on a set of predictor variables. Thus, regression analysis requires a single quantitative dependent variable and one or more independent quantitative variables (Creswell et al., 2018). To this end, simple linear regression will be utilised for this study. Simple linear

regression is utilised when there is one independent variable, and multiple regression analysis is employed when more than one independent variable is used to predict the single dependent variable (Creswell et al., 2018). The conceptual framework for this study depicts that organisational performance is a dependent variable, employee engagement is a mediator, and the independent variable is organisational culture.

Exploratory factor analysis is used to identify hypothetical constructs that might underlie a set of observed variables (Van Zyl et al., 2018). Creswell et al.(2018:244-245) state that *“researchers who intend to conduct factor analysis during the analysis of their data should keep the following guidelines in mind when they plan and execute their research:*

- If items can be justified on logical grounds, the subjective opinion of the item writer should be accepted despite statistical results (and vice versa, of course).
- The sample size has to be between five and ten times the number of items in the instrument if you want to carry out factor and item analysis. For example, if there are 30 items in the instrument, you need to use a sample of between 150 and 300 respondents to use factor and item analysis.
- It is also advisable to have about eight to ten items per factor”.

Bryman et al. (2017) state that “in confirmatory factor analysis, researcher generate or few models of an underlying exploratory structure which is often expressed graphically”. Researchers use confirmatory factor analysis to test how well a set of observed variables represents a specified number of constructs. It assesses and confirms if the data collected fits a particular factor structure or hypothesised measurement model(Van Zyl et al., 2018). Thus, confirmatory factor analysis helped the researcher to test hypotheses statistically and ensured that the conceptual framework was evaluated by comparing how well it fits the data.

Lastly, Tarka (2018) emphasised that “the dissemination and development of structural equation modelling (SEM) were the consequences of the growing needs of both academic researchers and social science practitioners who were looking for effective methods to understand the structure and interactions of latent phenomena”. According to Civelek (2018), structural equation modelling is a statistical method increasingly used in scientific studies in social sciences in recent years. Hair, Hult, Ringle, Sarstedt, Danks and Ray (2021) state that structural equation modelling is dominated by two methods, namely covariance-based and partial least squares SEM, also known as PLS path modelling. Covariance-based SEM is primarily used to confirm or reject theories and

their underlying hypotheses. In contrast, partial least squares have been introduced as a casual-predictive approach to SEM, which focuses on explaining the variance in the model's dependent variables" (Hair et al., 2021:2). Furthermore, Van Zyl et al. (2018) emphasised that structural equation modelling "applied a diverse set of statistical models, methods, and algorithms to test how well sets of observed variables define constructs and how these constructs are related to each other".

4.10.2.2 Techniques for comparing groups

The statistical techniques for comparing groups comprise a chi-square test of independence, two independent samples test, a paired sample test and a multiple independent samples test (Van Zyl et al., 2018). The chi-square test for independence explores the relationship between two categorical groups. Two independent-sample tests are used when a researcher wants to assess if two independent groups differ about a particular numerical measurement. Thus, two main tests can be distinguished, namely parametric and non-parametric. Parametric tests assume a large sample ($n > 30$), and non-parametric tests make fewer assumptions and may be employed in cases where data violate data parametric (Van Zyl, 2018). This study adopted the parametric test as the preferred method to compare the scores of groups. Paired sample test refers to multiple measurements of a single group of respondents. Lastly, a numerous independent samples test examines if statistically significant differences exist between two independent groups for the same measure. If multiple independent groups are evident (three or more), then the ANOVA test (analysis of variance test) must be used. Kherad-Pajouh and Renaud (2015:948) "describe the analysis of variance (ANOVA) as a technique used to test the equality of mean from different groups". An ANOVA will be conducted to evaluate the homogeneity of mean scores across the organisations. Thus, ANOVA will be used to compare three groups of employees from three different public sector institutions. h

4.11 Reliability

"Reliability refers to the stability of the measuring instrument used and its consistency over time" (Surucu & Maslakci, 2022:2700). Thus, reliability comprises three attributes: homogeneity or internal consistency, stability and equivalence. Surucu and Maslakci (2020) state that "scale reliability can be determined using various methods, namely test-retest reliability, alternative forms, and internal consistency tests". However, Surucu and Maslakci (2020) state that "the most popular and preferred method used in research to

test internal consistency is Cronbach's alpha coefficient" (Surucu & Maslakci, 2020).

Cronbach's alpha will measure the reliability. The measuring instrument is considered to be reliable when Cronbach's alpha value is calculated as .70 (Surucu & Maslakci, 2020). This is further illustrated in Table 4.2 below:

TABLE 4.2: THE CLASSIFICATION OF CRONBACH'S ALPHA COEFFICIENT

Cronbach's Alpha Coefficient	Interpretation of Cronbach's Alpha Coefficient
$\geq 0,9$	The internal consistency of the scale is high,
$0,7 \leq \alpha < 0,9$	The scale has internal consistency,
$0,6 \leq \alpha < 0,7$	The internal consistency of the scale is acceptable,
$0,5 \leq \alpha < 0,6$	The internal consistency of the scale is weak,
$\alpha \leq 0,5$	The scale has no internal consistency.

As presented in the table above, when Cronbach's alpha value is 0.95, the measuring instrument is believed to be very reliable. When Cronbach's alpha value is 0.7, the scale's internal consistency is acceptable. Therefore, reliability .70 was used to assess the effectiveness of the measures on organisational culture, employee engagement, and organisational performance. Lastly, as Cronbach's alpha coefficient, the value of which is between 0 and 1, approaches +1, it is stated that internal consistency is high" (Surucu & Maslakci, 2020:2712).

4.12 Validity

The validity of an instrument refers to the extent to which it measures what it is supposed to measure (Creswell et al., 2018:239). Surucu and Maslakci (2020:2696) state that "validity refers to whether the measuring instrument measures the behaviour or quality it is intended to measure and is a measure of how well the instrument performs its function." The researchers highlighted that two types of validity are generally accepted to have particular importance in the literature: content and construct (Surucu & Maslakci, 2020). However, Creswell et al.(2018) state that validity comprises face, content, construct, and criterion validity. Face validity refers to the extent to which an instrument looks valid. However, this type of validity cannot be quantified or tested. In comparison, criterion

validity is probably the ultimate test of whether an instrument measures what it is supposed to measure. Thus, a correlation between the instrument and the criterion indicates the instrument's criterion validity (Creswell et al., 2018).

Construct validity is “the degree to which the instrument measures the concept, behaviour, idea or quality that is a theoretical construct it purports to measure” (Surucu & Maslakci, 2020: 2699). Construct validity also “refers to whether you can draw inferences about test scores related to the concept being studied”(Heale and Twycross, 2015:66). Thus, the researcher focused on two forms of validity, namely construct and content validity, to ensure that the data collected meet acceptable levels of validity.

4.13 Ethical Requirements

Before collecting data, the researcher applied for ethical clearance from the UKZN Ethics Committee. The public sector organisation (s) granted the researcher permission to collect data. Permission was requested from the Chief Executive/Executive Manager/any designated official(s) with authority to grant such approval. The names of participants were randomly selected from the list of all employees, and the principles of the POPI Act were applied. Confidentiality was not an issue of concern with this study because the questionnaire was answered anonymously. All participants were required to indicate their consent to participating in the study since this was built into the survey instrument, which will only allow people who have agreed to participate to respond to the questionnaire. No employee was coerced into taking part in the study. All employee involvement was voluntary. Additionally, participants had the option to stop taking part at any time. Employee participation in this study will not result in cash compensation or incentives. Although none of the participants suffered any physical or psychological harm, it took some time to complete the questionnaire. The information gathered will only be used to write the research thesis, the conference presentation, and journal publications. Therefore, identifiable information will not be included in the conference presentation, thesis, or journal publications to protect the privacy of the participants and the organisations. The researcher will save copies (both hard and soft) of the responses for use in upcoming academic research projects and for publishing in reputable journals. Participants will be given the contact information of the research ethics committee if they are dissatisfied with how the study is conducted.

In summary, ethical clearance obtained from the University of KwaZulu-Natal covered

participation across all three public sector organisations. The increase in sample size from 285 to 408 did not affect the ethical scope of the study, as all participants provided informed consent, and anonymity and voluntary participation were maintained throughout. The additional respondents fell within the ethical parameters approved for the broader population.

4.14 Conclusion

This chapter outlined the research methodology to investigate the link between organisational culture, employee engagement, and organisational performance in South Africa's public sector. It explained the chosen research philosophy, approach, strategies, and procedures used for data collection and analysis. It also discussed the research instrument employed and the considerations for ensuring reliability, validity, and ethical compliance. This study was grounded in the positivist philosophy, which emphasises objectivity and suggests that reality can be studied and quantified through observable phenomena. The research adopted a deductive approach, starting with a review of existing theories to test specific hypotheses. This was consistent with a quantitative research design focusing on numerical data to analyse relationships between variables. A non-experimental research design, specifically in survey research, allowed for efficient data collection from a large sample. Probability sampling was applied, using simple random sampling to select 285 participants from a population of 1,100 across three public sector organisations. This approach ensured that the sample accurately represents the broader employee population in these organisations. Data was gathered through a structured online questionnaire containing closed-ended questions. The instrument assessed organisational culture, employee engagement, and organisational performance using well-established scales. These included the Organisational Culture Assessment Tool (Harrison, 1972; Brenyan & Obuobisa-Darko, 2017), the Work Engagement Measurement Scale (Jha & Kumar, 2016), and other relevant measures related to organisational performance and employee motivation. The questionnaire was pre-tested through a pilot study and reviewed by the research supervisor to ensure its clarity and applicability to the South African public sector context. The study used IBM SPSS and Smart PLS software for data analysis, employing descriptive and inferential statistics. Descriptive statistics were used to summarise the demographic data and key variables, while inferential techniques such as correlation analysis, regression analysis, and ANOVA tested the study's hypotheses and explored the relationships between the main variables. Structural equation modelling (SEM) was also applied to assess the hypothesised relationships and

evaluate how well the data fits the conceptual model.

To assess reliability, Cronbach's alpha was used, with a threshold of 0.70 or higher indicating acceptable internal consistency. Validity was ensured through construct and content validity, confirming that the instruments effectively measured the intended concepts. Ethical guidelines were strictly followed, including obtaining approval from the relevant ethics committee, ensuring participant confidentiality, and confirming voluntary participation. Lastly, this chapter presented the methodological framework for the study, detailing the rationale for selecting the research design, sampling methods, data collection instruments, and analysis techniques. It also outlined strategies to ensure the study's reliability, validity, and ethical integrity. The next chapter will present the data analysis results, which will provide insights into the relationships between organisational culture, employee engagement, and organisational performance in the public sector of South Africa.

CHAPTER 5

DATA ANALYSIS AND RESEARCH FINDINGS

5.1 Introduction

This chapter presents the results of the data analysis undertaken to examine the relationship between organisational culture, employee engagement, and organisational performance in the South African public sector. Drawing from quantitative data collected through a structured questionnaire and analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM) in SmartPLS 4, the chapter provides a detailed account of the empirical findings aligned to the study's objectives and hypotheses. The chapter begins with a summary of the demographic characteristics of the respondents, followed by descriptive statistics of the key constructs. It then evaluates the measurement model to assess the reliability and validity of the constructs using standard SEM criteria such as Cronbach's alpha, composite reliability, and average variance extracted (AVE). Thereafter, the structural model results are presented, including path coefficients, R^2 values, effect sizes (F^2), predictive relevance (Q^2), and model fit indices such as SRMR and NFI. Special attention is also given to the mediation analysis to determine the indirect effects of employee engagement on the relationship between organisational culture and performance. In addition, the chapter presents findings from ANOVA and post hoc analyses to examine whether significant differences exist across the three participating public sector organisations. The results are systematically reported to reflect both the direct and indirect effects between constructs, and to support or reject the hypotheses proposed in Chapter 3. The findings lay the groundwork for the interpretation and implications discussed in Chapter 6.

5.2 Overview of the research approach and design

This study followed a quantitative research approach, using structured data collection and statistical analysis to examine the relationships between organisational culture, employee engagement, and organisational performance within the South African public sector. A cross-sectional survey design was adopted, which enabled the collection of data at a single point in time across three purposively selected public sector organisations. The primary data collection instrument was a structured questionnaire comprising closed-ended items

measured on a five-point Likert scale, which allowed for the quantification of respondents' perceptions.

The collected data were analysed using both IBM SPSS and SmartPLS 4 software. SPSS was used for preliminary analyses, including data cleaning, descriptive statistics, frequency distributions, and reliability testing (e.g., Cronbach's alpha). SmartPLS, on the other hand, was employed for advanced statistical modelling using Partial Least Squares Structural Equation Modelling (PLS-SEM). This included the evaluation of the measurement model (construct reliability and validity), the structural model (path coefficients, R^2 , F^2 , and Q^2 values), mediation analysis, and model fit indices (e.g., SRMR and NFI). The combination of these tools provided a comprehensive and rigorous approach to testing the study's hypotheses and validating the conceptual model.

5.3 Response rate

A total of 408 valid responses were obtained from the participating public sector organisations, exceeding the initially proposed sample size of 285. The increase was due to wider access and high levels of employee participation facilitated by organisational support. The enhanced sample size increased the statistical power and generalisability of the results. Data were cleaned and prepared using SPSS, and all 408 responses were used for analysis in both SPSS and SmartPLS 4. The 408 participants regarded as management and non-management employees participated in the study (60 from Organisation A, 134 from Organisation B and 219 from Organisation C). All the responses were found to be reliable.

5.4 Descriptive statistics

Lomax and Hahs-Vaughn (2013) define descriptive statistics as methods that allow researchers to organise and display data in a structured manner. Collis and Hussey (2009) and Kaliyadan and Kulkarni (2019) emphasize that descriptive statistics should be summarised to enhance the clarity, presentation, and interpretation of data. The upcoming section summarises the demographic characteristics of the 408 respondents who participated in this study. These demographic details are illustrated using pie charts, highlighting key patterns and frequency distributions that support meaningful analysis. The data includes information on participant count and the distribution of gender, age, highest

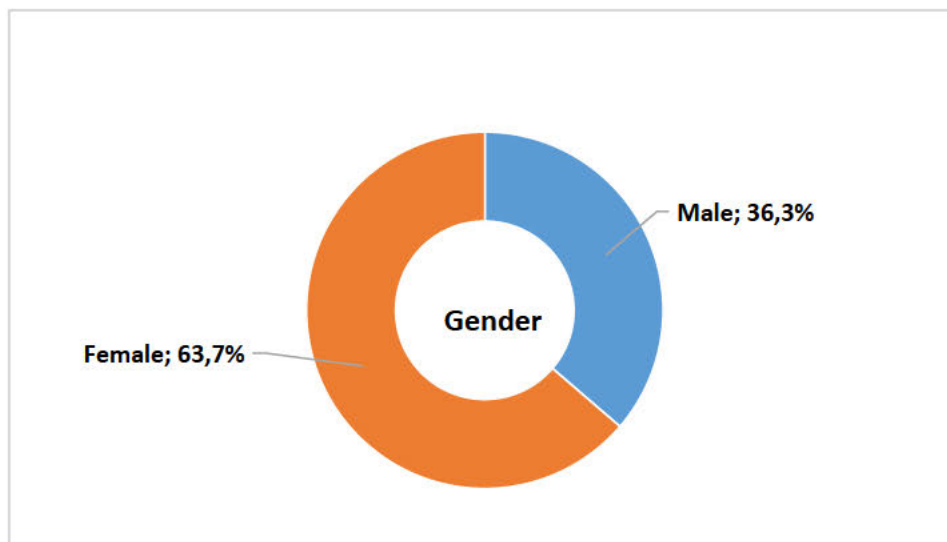
educational qualification, race, income level, years of experience within the organisation, job role, employment level, and frequency of contact with a manager or supervisor.

5.4.1 Demographics

5.4.1.1 Gender

Most respondents (63.7%) were female, which outnumbers male employees (36.3%), suggesting that the workforce is predominantly female. Figure 5.1 illustrates the gender distribution of participants in the current study.

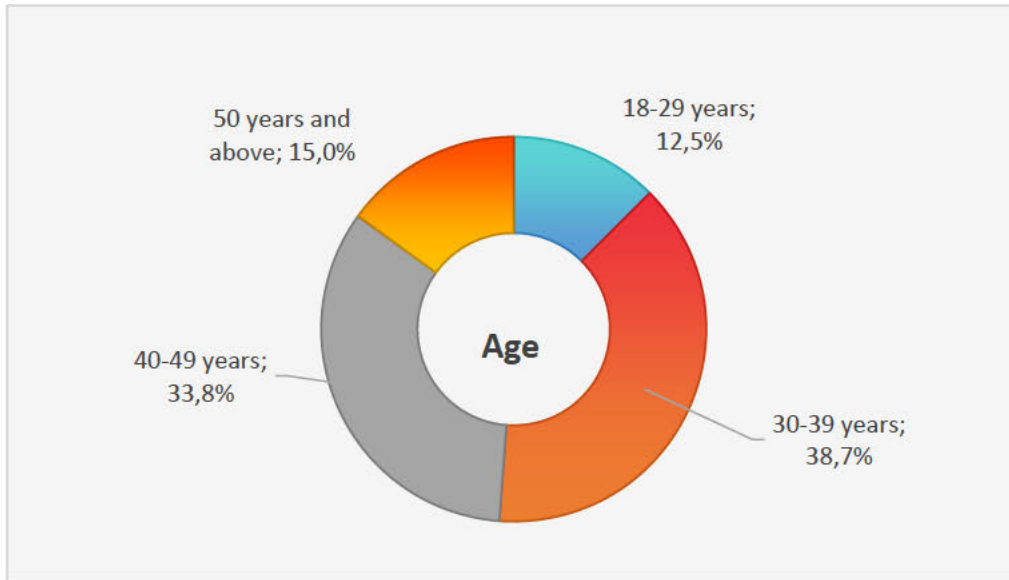
FIGURE 5.1: GENDER



5.4.1.2 Age Category

As shown in Figure 5.2, Most employees (38.7%) are between 30-39 years old, followed by 40-49 years (33.8%). Younger employees (18-29) are only 12.5%, while 15% are 50+ years old. This suggests a well-balanced workforce but relatively fewer young professionals entering the organisation.

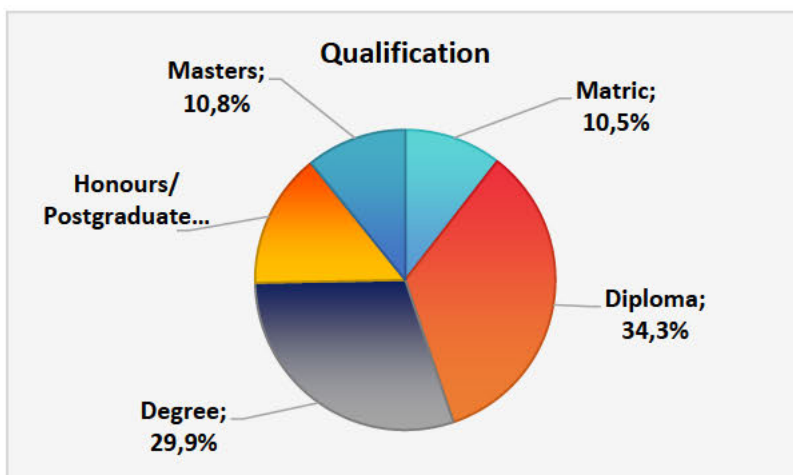
FIGURE 5.2: AGE CLASSIFICATION



5.4.1.3 Academic Qualification

This statistic's results for the highest qualification are depicted in Figure 5.3 below, 34.3% hold a Diploma, making it the most common qualification. Those Degree holders accounted for 29.9%, whereas 14.5% were Honours/Postgraduate Diploma holders, and only 10.8% held a Master's degree. This suggests that most employees have mid-level qualifications, with fewer having advanced degrees.

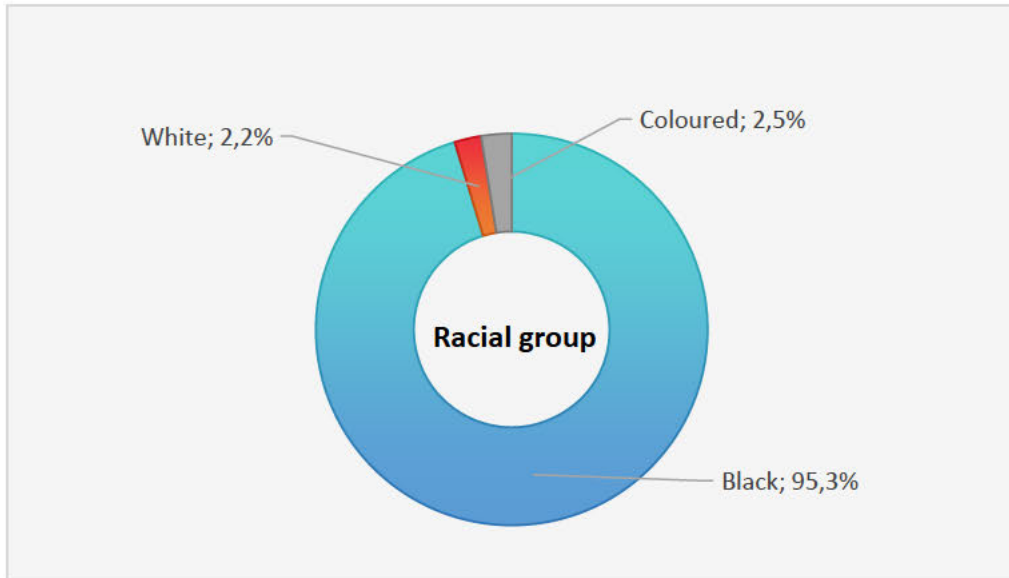
FIGURE 5.3: HIGHEST ACADEMIC QUALIFICATION



5.4.1.4 Racial group

As shown in Figure 5.4, the workforce is predominantly Black (95.3%), with a small representation of White (2.2%) and Coloured (2.5%) employees. This could be due to regional demographics or diversity and inclusion policies.

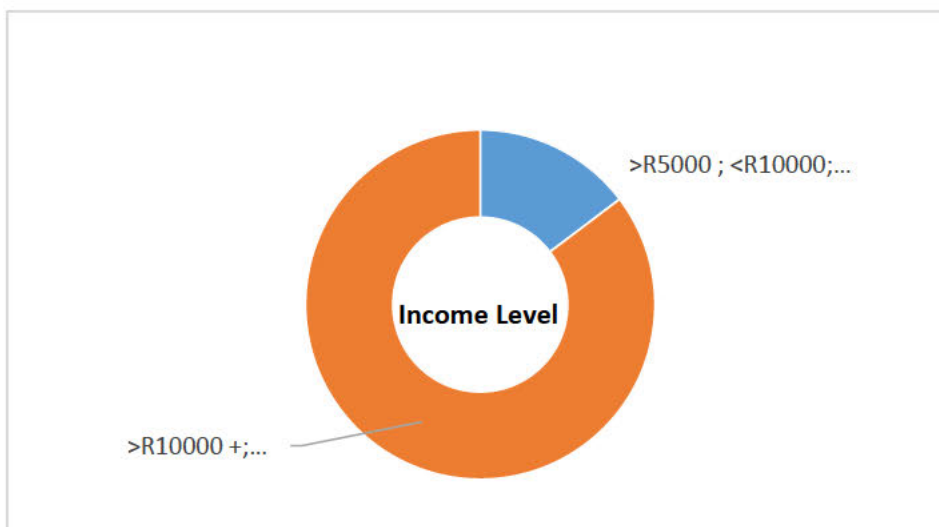
FIGURE 5.4: RACIAL GROUP



5.4.1.5 Income Levels

Figure 5.5 shows that 85.3% of employees earn over R10,000, whereas 14.7% fall within the R5,000–R10,000 income range. This indicates that the majority of employees have earnings above the lower-middle-income bracket.

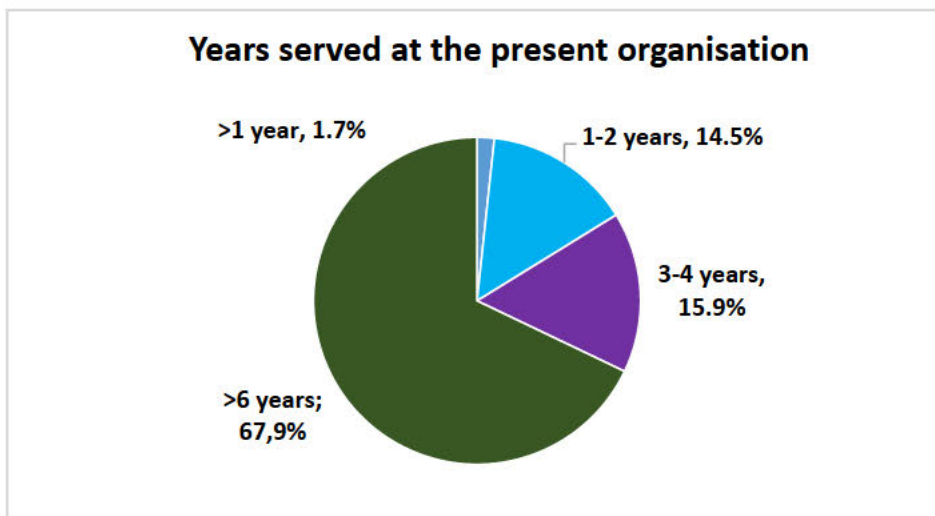
FIGURE 5.5: INCOME LEVEL



5.4.1.6 Years served at the present organisation

Figure 5.6 presents the findings on participants' tenure at their current organisation. A majority, 67.9%, have been employed for more than six years, while only 1.7% have less than one year of service, and 14.5% have between one and two years of experience. These results point to a relatively stable workforce, potentially reflecting effective employee retention strategies or limited career mobility within South Africa's public sector.

FIGURE 5.6: YEARS SERVED AT THE PRESENT ORGANISATION



5.4.1.7 Role in the organisation

Based on the information in Figure 5.7, the data reveals that 77.5% are in non-management roles, while 22.5% are in management positions. This suggests that most employees do not hold leadership positions and are in operational roles.

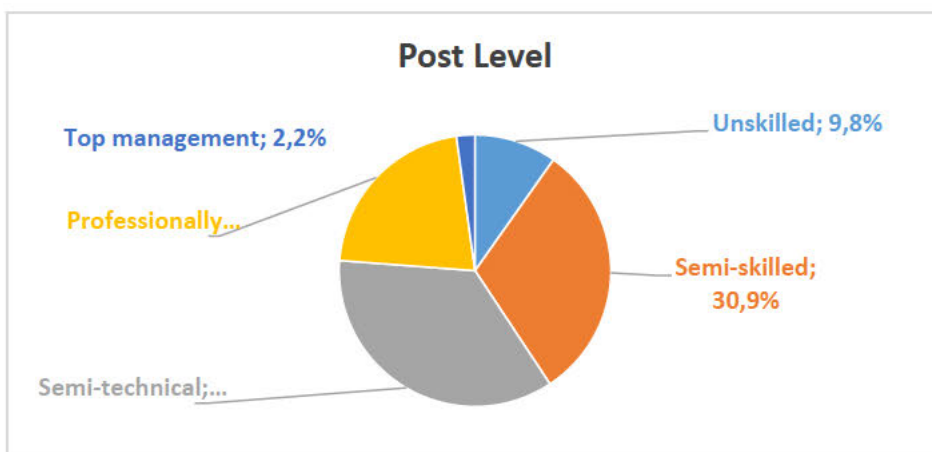
FIGURE 5.7: ROLE IN THE ORGANISATION



5.4.1.8 Post Level

Figure 5.8 portrays the distribution of participants based on their post level. Semi-skilled constitute (30.9%), and Semi-technical (35.5%) employees comprise the most prominent groups. Those who are professionally qualified constitute 21.6%, followed by those who are unskilled, presenting 9.8%, with only 2.2% of top management employees suggesting limited upward mobility or a hierarchical structure.

FIGURE 5.8: POST LEVEL

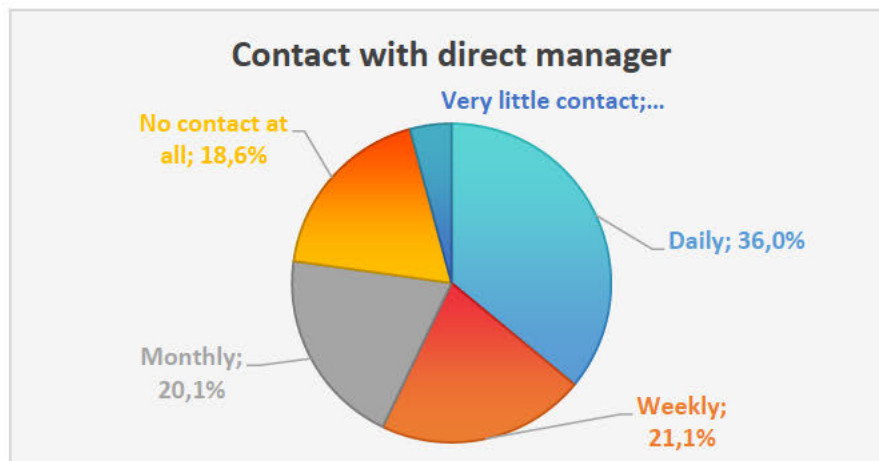


5.4.1.9 Contact with direct manager

Figure 5.9 depicts the distribution of participants based on their average contact with the direct manager. Those interacting with their manager daily accounted for 36.0%, while 21.1% have weekly contact. This was followed by those who interact with their manager

monthly, which accounted for 20.1%, whereas those with minimal contact accounted for 4.2% of the respondents. Surprisingly, 18.6% have no managerial contact, which could indicate communication gaps in specific roles.

FIGURE 5.9: CONTACT WITH DIRECT MANAGER



5.4.2 Descriptive Statistics: Summary of Likert Scale Results

The following sections present visual summaries of participants' responses to individual items across various constructs measured in the study. These include Organisational Culture, Inspiring Leadership, Transparent Communication, Challenging Environment, Employee Engagement, Organisational Commitment, Employee Satisfaction, Job Involvement, Employee Motivation, Employee Retention, and finally, Organisational Results.

5.4.2.1 Organisational Culture

The Organisational Culture was assessed using six measurement items. Table 1 depicts the responses.

TABLE 5.1: ORGANISATIONAL CULTURE

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
OC1	408	11	2.7	59	14.5	43	10.5	287	70.3	8	2.0
OC2	408	10	2.5	53	13.0	39	9.6	294	72.1	12	2.9
OC3	408	11	2.7	45	11.0	45	11.0	291	71.3	16	3.9
OC4	408	11	2.7	46	11.3	42	10.3	290	71.1	19	4.7
OC5	408	12	2.9	43	10.5	50	12.3	289	70.8	14	3.4
OC6		12	2.9	45	11.0	48	11.8	287	70.3	16	3.9

The Organisational Culture survey provides insight into how employees perceive the culture within the organisation. This section presents responses from 408 participants regarding six different organisational constructs (OC1 to OC6).

OC1: Employees are flexible and adaptable to changes when necessary

Among the participants, 72.3% (the combined percentage of those who agreed and strongly agreed) expressed feeling flexible and adaptable to changes, which is critical in a dynamic work environment. In contrast, 14.5% disagreed, 2.7% strongly disagreed, and 10.5% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

OC2: Our organisation's core values guide performance and decision-making

The majority of employees (72.1%) believe that the organisation's core values are influential in guiding their performance and decision-making. This was followed by those who disagreed (13.0%), whereas 9.6% maintained a neutral position, while 2.9% strongly agreed and 2.5% strongly disagreed. As observed from the results, most were in agreement with the statements that were posed.

OC3: Individuals and teams have clear goals aligned with the organisation's mission

Similarly, 72.1% agreed that individuals and teams have clear goals aligned with the organisation's mission, whereas 13.0% disagreed. Followed by 9.6% adopting a neutral stance, 13.0%, while 2.6% strongly agreed and 2.5% strongly disagreed. These findings

suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

OC4: We prioritise meeting client needs and solving their problems effectively

Regarding organisational culture, 75.8% (the combined percentage of those who agreed and strongly agreed) expressed prioritising meeting client needs and solving their problems effectively. In contrast, 14.0% (the total percentage of those who disagreed) held a different viewpoint, while 10.3% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

OC5: People are encouraged to collaborate and utilise each other's strengths

When it comes to concerns about the organisational culture, 74.2% (the combined percentage of those who agreed and strongly agreed) expressed happiness because they are encouraged to collaborate and utilise each other's strengths, whereas 13.5% were in disagreement (the total percentage of those who disagreed and strongly disagreed), and 12.3% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

OC6: Employees are kept informed about organisational changes and their purpose

Lastly, 74.1% (the combined percentage of those who agreed and strongly agreed) of the respondents feel informed, and some may not understand the purpose behind the changes, whereas 11.8% remained neutral, 11.0% disagreed, and 2.9% strongly disagreed. As observed from the results, most were in agreement with the statements that were posed.

Overall Results

The survey results show a generally positive perception of the organisational culture, but there are several opportunities for improvement. The organisation demonstrates a solid organisational culture with room for growth in key areas such as communication, goal alignment, and fostering collaboration.

5.4.2.2. Inspiring Leadership (IL)

The Inspiring Leadership was assessed using six measurement items. Table 2 depicts the responses.

TABLE 5.2: INSPIRING LEADERSHIP (IL)

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
IL1	408	15	3.7	44	10.8	57	14.0	276	67.6	16	3.9
IL2	408	15	3.7	50	12.3	49	12.0	276	67.6	18	4.4
IL3	408	13	3.2	50	12.3	52	12.7	273	66.9	20	3.9
IL4	408	16	3.9	45	11.0	53	13.0	274	67.2	20	3.9
IL5	408	14	3.4	54	13.2	57	14.0	266	65.2	17	4.2
IL6	408	17	4.2	45	11.0	62	15.2	269	65.9	15	3.7

The Inspiring Leadership survey assesses the role of leadership in motivating, guiding, and supporting employees. The section below provides the results of each item (IL1 to IL6):

IL1: Leaders in this organisation inspire employees to pursue excellence

A significant 71.5% (the sum of agree and strongly agree) concurred that their leaders inspire them to pursue excellence. In comparison, 14.5% (the sum of disagree and strongly disagree) expressed disagreement, and 14.0% remained neutral. The findings suggest that the majority of respondents concurred with the enquiries posed.

IL2: Leaders actively encourage knowledge sharing among employees

Moreover, 72.0% (the sum of agree and strongly agree) believed that their leaders actively encourage knowledge sharing among employees, with 16.0% in disagreement and 12.0% adopting a neutral stance. As observed from the results, most were in agreement with the statements that were posed.

IL3: Top management is involved in improving best practices

Similarly, 66.9% agreed with the statement “top management is involved in improving best practices”, whereas 12.7% maintained a neutral position, 12.3% disagreed, 4.9% strongly agreed, and 3.2% strongly disagreed. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

IL4: Leaders consistently communicate a clear vision for the future

In the context of Inspiring Leadership, 72.1% (the sum of agree and strongly agree) expressed that their leaders consistently communicate a clear vision for the future, whereas 11.0% disagreed, 3.9% strongly disagreed, and 13.0% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

IL5: Employees feel motivated to perform well due to leadership support

Regarding Inspiring Leadership, 69.4% (the combined percentage of those who agreed and strongly agreed) expressed feeling motivated to perform well due to leadership support. In contrast, 16.6% (the total percentage of those who disagreed) held a different viewpoint, while 14.0% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

IL6: Leaders are approachable and open to feedback from employees

A significant 69.6% (the sum of agree and strongly agree) concurred that their leaders are approachable and open to employee feedback, 15.2% (the sum of disagree and strongly disagree) expressed disagreement, and 15.2% remained neutral. The findings suggest that the majority of respondents concurred with the enquiries posed.

Overall Results

The results indicate that organisational leadership is generally seen as inspiring, supportive, and engaged. In conclusion, the organisation is viewed positively regarding leadership, but there are opportunities to enhance leadership's impact on motivation, knowledge sharing, and feedback openness.

5.4.2.3 Transparent Communication

The Transparent Communication was assessed using six measurement items. Table 3 depicts the responses.

TABLE 5.3: TRANSPARENT COMMUNICATION

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
TC1	408	16	3.9	53	13.0	56	13.7	272	66.7	11	2.7
TC2	408	14	3.4	55	13.5	56	13.7	271	66.4	12	2.9
TC3	408	15	3.7	50	12.3	59	11.0	267	65.4	17	4.2
TC4	408	16	3.9	49	12.0	61	14.5	266	65.2	16	3.9
TC5	408	16	3.9	46	11.3	60	14.7	270	66.2	16	3.9
TC6	408	15	3.7	62	15.2	53	13.0	264	64.7	14	3.4

The Transparent Communication survey explores the effectiveness of communication within the organisation, focusing on transparency, accessibility, feedback, and inclusion. The section below provides the results of each item (TC1 to TC6):

TC1: There is open and honest communication across the organisation

A significant portion, 69.4% (the sum of agree and strongly agree), of employees feel that communication within the organisation is open and honest, essential for fostering trust and collaboration. In contrast, 13.7% remained neutral, whereas 16.9% (the total percentage of those who disagreed) held a different viewpoint. As observed from the results, most were in agreement with the statements that were posed.

TC2: Information flows smoothly, regardless of employee roles.

A significant 69.4% (the sum of agree and strongly agree) concurred that they feel information flows smoothly throughout the organisation, which suggests good communication channels across roles and departments. In comparison, 16.9% (the sum of disagree and strongly disagree) expressed disagreement, and 13.7% remained neutral. The findings suggest that the majority of respondents concurred with the enquiries posed.

TC3: Leaders are accessible and communicate effectively with all staff

Most participants (65.4%) feel leaders are accessible and communicate well with all staff, and 4.2% strongly agreed. This indicates a relatively positive perception of leadership accessibility. Whereas 12.3 disagreed, 3.7% strongly disagreed, and 14.5% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

TC4: Feedback is regularly provided to employees about their performance

Similarly, 65.2% agreed that they receive regular feedback on their performance, 3.9% strongly agreed, whereas 12.0% disagreed, 3.9% strongly disagreed, and 15.0% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

TC5: The organisation's goals and objectives are clearly communicated

A majority of 70.1% (the sum of agree and strongly agree) expressed that they feel that the organisation's goals and objectives are communicated, with 15.2% in disagreement and 14.7% adopting a neutral stance. As observed from the results, most disagreed with the posed statements.

TC6: Employees feel included in discussions about organisational matters.

A majority, 64.7% of employees, feel included in discussions about organisational matters, whereas (15.2%) of the total sample disagreed. Followed by those who maintained a neutral position 13.0%, while 3.9% strongly disagreed and strongly agreed, respectively. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

Overall Results

The results show that, overall, employees perceive communication as relatively open and effective. However, there are areas for improvement:

5.4.2.4 Challenging Environment

The Challenging Environment was assessed using six measurement items. Table 5.4 depicts the responses.

TABLE 5.4: CHALLENGING ENVIRONMENT

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	Freq	%	Freq	%	Freq	%	Freq	%	Freq
CE1	408	20	4.9	60	14.7	55	13.5	261	64.0	12	2.9
CE2	408	16	3.9	62	15.2	60	14.7	257	63.0	13	3.2
CE3	408	16	3.9	66	16.2	56	13.7	258	63.2	12	2.9
CE4	408	16	3.9	60	14.7	64	15.7	254	62.3	14	3.4
CE5	408	20	4.9	58	14.2	50	12.3	263	64.4	17	4.2
CE6	408	20	4.9	59	14.5	53	13.0	259	63.4	17	4.2

The Challenging Environment survey assesses how well the work environment supports employee productivity, growth, and performance. The section below provides a breakdown of the results of each item (CE1 to CE6):

CE1: Work environment supports productivity and growth

Most participants (64.0%) agreed that the work environment is conducive to productivity and growth. This was followed by those who disagreed (14.7%), whereas (13.5%) remained neutral, implying they do not strongly feel that the environment supports productivity or growth. Those who strongly disagreed and strongly agreed constitute 4.9% and 2.9%, respectively. The findings suggest that the majority of respondents concurred with the enquiries posed.

CE2: Managers encourage peak performance

A significant 65.2% (the sum of agree and strongly agree) concurred that managers create an environment that encourages peak performance, which suggests effective leadership and motivation at higher levels. In comparison, 19.1% (the sum of disagree and strongly disagree) expressed disagreement, and 14.7% remained neutral. The findings suggest that the majority of respondents concurred with the enquiries posed.

CE3: Employees are motivated to find innovative solutions

Among the participants, 66.1% (the combined percentage of those who agreed and strongly agreed) feel motivated to look for innovative solutions, suggesting a culture of creativity and problem-solving. In contrast, 13.7% remained neutral, while 20.1% (the total percentage of those who disagreed and strongly disagreed) held an opposing view.

These findings suggest that most respondents agreed with the statements that were posed, on average.

CE4: Strong peer support to enhance job satisfaction

Moreover, 65.7% (the sum of agree and strongly agree) expressed that they receive strong peer support, which enhances job satisfaction., with 18.6% in disagreement and 15.7% adopting a neutral stance. As observed from the results, most disagreed with the posed statements.

CE5: Work-life balance is valued and supported

The vast majority of respondents, 68.6% (the combined percentage of those who agreed and strongly agreed), feel that the organisation values and supports work-life balance. In contrast, 19.1% (the combined rate of those who disagreed and strongly disagreed) held a different view, while 12.3% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

CE6: High performance is recognised and rewarded

Lastly, 67.6% (the combined percentage of those who agreed and strongly agreed) of the respondents feel that high performance is recognised and rewarded, indicating a positive environment for recognising individual contributions., whereas 14.5% disagreed. In comparison, 4.9% strongly disagreed, and 13.0% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

Overall Results

Overall, the results indicate a generally positive environment for employees, with most feeling supported in their roles, motivated to perform well, and satisfied with work-life balance.

5.4.2.5 Employee Engagement

Employee Engagement was assessed using six measurement items. Table 5.5 depicts the responses.

TABLE 5.5: EMPLOYEE ENGAGEMENT

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
EE1	408	9	2.2	49	12.0	52	12.7	282	69.1	16	3.9
EE2	408	10	2.5	46	11.3	46	11.3	284	69.6	22	5.4
EE3	408	12	2.9	46	11.3	55	13.5	279	68.4	16	3.9
EE4	408	12	2.9	47	11.5	55	13.5	275	67.4	19	4.7
EE5	408	12	2.9	43	10.5	52	12.7	278	68.1	23	5.6
EE6	408	12	2.9	43	10.5	47	11.5	278	68.1	28	6.9

The Employee Engagement instruments assessed how connected and motivated employees feel toward their work and organisation. Below is a breakdown and interpretation of each item (EE1 to EE6):

EE1: Feeling Energized and Motivated While Working

The vast majority of respondents, 73.0% (the combined percentage of those who agreed and strongly agreed), feel energised and motivated in their roles, which strongly indicates positive engagement and enthusiasm toward their work. In contrast, 14.2% (the combined percentage of those who disagreed and strongly disagreed) held a different view, while 12.7% remained neutral.

EE2: Work Has Meaning and Purpose

Moreover, 75.0% (the sum of agree and strongly agree) expressed that they find their work meaningful, which is crucial for deep engagement. Meaningful work leads to greater job satisfaction, motivation, and a sense of fulfilment, with 13.7% in disagreement and 11.3% adopting a neutral stance. As observed from the results, most were in agreement with the statements that were posed.

EE3: Enthusiasm About the Work

Similarly, 68.4% agreed that they feel enthusiastic about their work, indicating a high level of engagement and interest in their tasks., whereas 13.5% remained neutral. Followed by those who disagreed 11.3%, while 3.9% strongly agreed and 2.9% strongly

disagreed. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

EE4: Immersion in Work During Working Hours

A significant 72.1% (the sum of agree and strongly agree) concurred that they feel fully immersed in their work during working hours, which suggests they are highly focused and engaged while on the job., while 14.4% (the sum of disagree and strongly disagree) expressed disagreement, and 13.5% remained neutral. The findings suggest that the majority of respondents concurred with the enquiries posed.

EE5: Resilience and Persistence in Facing Challenges

In the context of Employee Engagement, 73.7% (the sum of agree and strongly agree) of participants display resilience and persistence when facing challenges, indicating a strong level of engagement and commitment to overcoming obstacles., whereas 13.5% were in disagreed and 12.8% remained neutral in their assessment. As observed from the results, most were in agreement with the statements that were posed.

EE6: I take pride in the work that I accomplish.

Among the participants, 75.0% (the combined percentage of those who agreed and strongly agreed) expressed their pride in their work, which is an excellent sign of ownership and satisfaction in their roles. In contrast, 13.5% (the total percentage of those who disagreed and strongly disagreed) held an opposing view, while 11.5% remained neutral. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

Overall Results

Overall, the results show strong engagement among employees, with many feeling motivated, enthusiastic, and committed to their work. The agreement percentages range from 67.4% to 69.6%, indicating that most participants hold a favourable view of employee engagement within their organisation.

5.4.2.6 Organisational Commitment (ORC)

The Organisational Commitment was assessed using six measurement items. Table 5.6 depicts the response.

TABLE 5.6: ORGANISATIONAL COMMITMENT

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	Freq	%	Freq	%	Freq	%	Freq	%	Freq
ORC1	408	14	3.4	43	10.5	57	14.0	280	68.7	14	3.4
ORC2	408	12	2.9	38	9.3	53	13.0	288	70.6	17	4.2
ORC3	408	11	2.7	44	10.8	49	12.0	281	68.9	23	5.6
ORC4	408	15	3.6	50	12.3	58	14.2	270	66.2	15	3.7
ORC5	408	12	2.9	39	9.6	66	16.2	270	66.2	21	5.1
ORC6	408	13	3.2	43	10.5	58	14.2	271	66.5	23	5.6

The Organisational Commitment survey assesses how strongly employees feel connected and dedicated to their organisation. The section below provides an interpretation of each item (ORC1 to ORC6):

ORC1: I have a strong desire to continue working for this organisation.

A significant 72.1% (the sum of agree and strongly agree) concurred that they strongly desire to continue working for the organisation, which is a positive sign of employee retention and overall satisfaction. In comparison, 13.9% (the sum of disagree and strongly disagree) expressed disagreement, and 14.0% remained neutral. The findings suggest that the majority of respondents concurred with the enquiries posed.

ORC2: I believe in and am aligned with the organisation's values

In a similar vein, 70.6% agreed that they felt aligned with the organisation's values, with 4.2% strongly agreeing, 9.3% disagreed, 2.9% strongly disagreed, and 13.0% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

ORC3: I am willing to put in extra effort for the success of this organisation.

Moreover, 74.5% (the sum of agree and strongly agree) are willing to put in extra effort for the organisation's success, which is an indicator of strong organisational commitment and motivation to achieve the company's goals, with 13.5% in disagreement and 12.0% adopting a neutral stance. As observed from the results, most were in agreement with the statements that were posed.

ORC4: I feel loyal to this organisation and would not consider leaving.

In organisational commitment, 66.2% of respondents agreed they feel loyal to the organisation and would not consider leaving, whereas 3.7% strongly agreed. A minority, 15.9%, disagreed and strongly disagreed, while 14.2% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

ORC5: I am proud to be part of this organisation.

Among the participants, 71.3% (the combined percentage of those who agreed and strongly agreed) expressed that they feel proud to be part of the organisation, which can positively impact motivation, engagement, and advocacy for the company. In contrast, 12.5% (the total percentage of those who disagreed and strongly disagreed) held an opposing view, while 16.2% remained neutral. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

ORC6: I am committed to the organisation's long-term success.

Regarding the Organisational Commitment, 72.1% (the sum of agree and strongly agree) of participants disagreed with the statement "I am committed to the organisation's long-term success". In contrast, 10.5% disagreed, 3.2% strongly disagreed, and 14.2% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

Overall Results

Overall, employees demonstrate relatively strong organisational commitment, with the majority expressing willingness to stay with the company, alignment with its values, and dedication to its success.

5.4.2.7 Employee Satisfaction (ES)

Employee Satisfaction was assessed using six measurement items. Table 5.7 depicts the responses.

TABLE 5.7: EMPLOYEE SATISFACTION

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	Freq	%	Freq	%	Freq	%	Freq	%	Freq
ES1	408	17	4.2	46	11.2	57	14.0	271	66.4	17	4.2
ES2	408	13	3.2	41	10.0	53	13.06	273	66.9	28	6.9
ES3	408	15	3.7	46	11.3	56	13.7	271	66.4	20	4.9
ES4	408	28	6.9	53	13.0	50	12.2	263	64.5	14	3.4
ES5	408	22	5.4	55	13.5	54	13.2	261	64.0	16	3.9
ES6	408	24	5.9	47	11.5	59	14.5	260	63.7	18	4.4

The Employee Satisfaction survey assesses various aspects of employees' overall contentment with their roles, relationships at work, compensation, work-life balance, and career development opportunities. The section below provides a detailed interpretation of each item (ES1 to ES6):

ES1: I am satisfied with my role and responsibilities at work.

A significant 70.6% (the sum of agree and strongly agree) concurred that they are satisfied with their roles and responsibilities, 15.4% (the sum of disagree and strongly disagree) expressed disagreement, and 14.0% remained neutral. The findings suggest that the majority of respondents concurred with the enquiries posed.

ES2: I have good relationships with my colleagues and supervisors.

Regarding employee satisfaction, 73.8% (the sum of agree and strongly agree) of participants disagreed with "I have good relationships with my colleagues and supervisors". In contrast, 10.0% disagreed, 3.2% strongly disagreed, and 13.0% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

ES3: I feel a sense of accomplishment in my work.

In the context of employee satisfaction, 71.1% (the sum of agree and strongly agree), whereas 11.3% disagreed, while 3.7%strongly disagreed, and 13.7% remained neutral in their assessment. As observed from the results, most were in agreement with the statements that were posed.

ES4: I am satisfied with the compensation and benefits provided.

Regarding employee satisfaction, 67.9% (the combined percentage of those who agreed and strongly agreed) expressed satisfaction with their compensation and benefits. However, this is slightly less than other factors. In contrast, 19.9% (the total percentage of those who disagreed) held a different viewpoint, while 12.3% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

ES5: I feel that I have a healthy work-life balance.

Similarly, 64.0% agreed that they could recommend to their friends and family to purchase grocery products from an online shopping platform, whereas 13.5% disagreed. Followed by those who remained neutral, 13.2%, 5.4% strongly disagreed, and 3.9% agreed. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

ES6: I am satisfied with the career development opportunities available.

Lastly, 68.1% (the combined percentage of those who agreed and strongly agreed) of the respondents believed in purchasing grocery products from an online shopping platform because it is safe to use, whereas 11.5% disagreed, 5.9% strongly disagreed, and 14.5% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

Overall Results

The survey results show that employees are generally satisfied with their roles, relationships, and sense of accomplishment at work.

5.4.2.8 Job Involvement Survey

Employee Satisfaction was assessed using six measurement items. Table 5.8 depicts the response.

TABLE 5.8: JOB INVOLVEMENT

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	Freq	%	Freq	%	Freq	%	Freq	%	Freq
J11	408	9	2.2	42	10.3	50	12.3	286	70.1	21	5.1
J12	408	7	1.7	35	8.6	60	14.7	279	68.4	27	6.6
J13	408	15	3.7	41	10.0	59	14.5	274	67.2	19	4.7
J14	408	15	3.7	38	9.3	67	16.4	272	66.7	16	3.9
J15	408	10	2.5	37	9.0	55	13.5	281	68.9	25	6.1
J16	408	12	2.9	39	9.6	58	14.2	279	68.4	20	4.9

The Job Involvement survey measures employees' interest in their jobs, the importance they attach to their jobs, and how personally invested they feel in their work. Below is a detailed interpretation of each item:

J11: I am very interested in my job.

The vast majority of respondents, 75.2% ((the combined percentage of those who agreed and strongly agreed), by the statement "I am very interested in my job.". In contrast, 12.5% (the combined percentage of those who disagreed and strongly disagreed) held a different view, while 12.3% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

J12: My job is very important to me.

Moreover, 75.0% (the sum of agree and strongly agree) consider their job to be very important, which shows that they understand the value of their role within the organisation, with 10.3% in disagreement and 14.7% adopting a neutral stance. As observed from the results, most were in agreement with the statements that were posed.

J13: I would feel uncomfortable if I had to stop working in my current job.

In job involvement, 52.7% of respondents agreed that they would feel uncomfortable if they had to stop working in their current job, whereas 14.5% remained neutral while 10.0% strongly disagreed, 4.7% strongly agreed, and 3.7% strongly disagreed. As observed from the results, most were in agreement with the statements that were posed.

J14: I like to spend time thinking about my work.

Similarly, 66.7% agreed with the statement “I like to spend time thinking about my work”, whereas 16.4% maintained a neutral position, 9.3% disagreed, 3.9% strongly agreed, and 3.7% strongly disagreed. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

J15: I am committed to achieving success in my job.

A significant 75.0% (the sum of agree and strongly agree) concurred that they are committed to achieving success in their job. In comparison, 11.5% (the sum of disagree and strongly disagree) expressed disagreement, and 13.5% remained neutral. The findings suggest that the majority of respondents concurred with the enquiries posed.

J16: I often think about the implications of my work beyond just the tasks.

Regarding job involvement, a significant 73.3% (the combined percentage of those who agreed and strongly agreed) expressed that they often think about the implications of their work beyond just the tasks, showing a high level of involvement and strategic thinking. In contrast, 12.5% (the total percentage of those who disagreed) held a different viewpoint, while 14.27% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

Overall Results

The survey results indicate a generally high level of job involvement among most employees, with many feeling emotionally attached to their jobs, committed to success, and mentally engaged in their work.

5.4.2.9 Employee Motivation Survey Results

Employee Satisfaction was assessed using six measurement items. Table 5.9 depicts the responses.

TABLE 5.9: EMPLOYEE MOTIVATION

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
EM1	408	11	2.7	35	8.6	63	15.4	285	69.9	14	3.4
EM2	408	11	2.7	39	9.6	60	14.7	282	69.1	16	3.9
EM3	408	14	3.4	41	10.1	56	13.7	276	67.6	21	5.2
EM4	408	14	3.4	39	9.6	59	14.5	281	68.9	15	3.7
EM5	408	13	3.2	37	9.1	59	14.5	282	69.1	17	4.2
EM6	408	13	3.2	37	9.1	60	14.7	274	67.1	24	5.9

The survey results reflect the responses of 408 employees regarding various aspects of motivation in the workplace. The section below provides responses across the six items (EM1 to EM6), each assessing different facets of employee motivation.

EM1: I feel enthusiastic about doing my job well.

The vast majority of respondents, 73.33% (the combined percentage of those who agreed and strongly agreed), feel enthusiastic about doing their job well. In contrast, 11.3% (the combined percentage of those who disagreed and strongly disagreed) held a different view, while 15.4% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

EM2: I feel inspired to go above and beyond in my work.

A significant 73.0% (the sum of agree and strongly agree) concurred that they feel inspired to go above and beyond in my work. In comparison, 12.3% (the sum of disagree and strongly disagree) expressed disagreement, and 14.7% remained neutral. The findings suggest that the majority of respondents concurred with the enquiries posed.

EM3: I am highly motivated to perform my job to the best of my ability.

Similarly, 72.8% (the sum of agree and strongly agree) agreed that they are highly motivated to perform their job to the best of their ability, whereas 13.7% remained neutral. Followed by those that disagreed 10.0%, while 5.1% strongly agreed and 3.4% strongly

disagreed. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

EM4: I find my job to be a source of personal motivation

The majority, 72.5% (the combined percentage of those who agreed and strongly agreed) of respondents, believe they are adequately recognized and rewarded for their contributions. This is a positive indicator of motivation, as recognition and rewards are critical drivers of employee engagement. A minority 13.0% (the sum of disagree and strongly disagree) and 14.5% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

EM5: I feel driven to meet the goals set for my job.

A substantial majority, 73.3% (the combined percentage of those who agreed and strongly agreed), believe they have opportunities for professional growth, which is a significant motivator, with 14.5% adopting a neutral stance. In contrast, 12.3% (the combined percentage of those who disagreed and strongly disagreed) held an opposing view. These findings suggest that most respondents agreed with the statements that were posed, on average.

EM6: I am eager to complete my tasks on time, regardless of difficulty.

A significant portion, 73.0% (the combined percentage of those who agreed and strongly agreed), expressed their feeling that leadership and communication are strong, contributing positively to their motivation. However, 9.1% disagreed, 3.2% strongly disagreed, and 14.7% remained neutral. These findings suggest that most respondents agreed with the statements that were posed, on average.

5.4.2.10 Employee Retention Results

Employee Retention was assessed using six measurement items. Table 5.10 depicts the responses.

TABLE 5.10: EMPLOYEE RETENTION RESULTS

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	Freq	%	Freq	%	Freq	%	Freq	%	Freq
ER1	408	23	5.6	45	11.0	59	14.5	266	65.2	15	3.7
ER2	408	11	2.7	42	10.3	57	14.0	279	68.4	19	4.7
ER3	408	20	4.9	52	12.7	61	15.0	260	63.7	15	3.7
ER4	408	20	4.9	47	11.5	66	16.2	259	63.5	16	3.9
ER5	408	26	6.4	51	12.5	61	15.0	257	63.0	13	3.2
ER6	408	14	3.4	36	8.8	63	15.4	273	66.9	22	5.4

The survey data reflect the responses of 408 employees regarding their intention to stay with their current employer, their satisfaction with their job, opportunities for advancement, and their overall commitment to the organisation. Below is a detailed interpretation of each of the six items.

ER1: I intend to stay with my current employer for the foreseeable future.

Most employees (65.2%) agreed that they intended to stay with their current employer for the foreseeable future, whereas 14.5% remained neutral. Followed by those that disagreed 11.0%, while 5.6% strongly disagreed and 3.7% agreed. These findings suggest that most respondents agreed with the statements that were posed, on average.

ER2: I am happy with my decision to work at this organisation.

A substantial majority (68.4%) agreed they were happy with their decision to work at the organisation, reflecting high job satisfaction. This was followed by those who remained neutral 14.0%, whereas 10.3% disagreed, 4.7% strongly disagreed, and the last group 2.7% represented those who strongly agreed. These findings suggest that most respondents agreed with the statements that were posed, on average.

ER3: I am satisfied with the opportunities for career advancement in my company.

The vast majority of respondents, 65.4% (the combined percentage of those who agreed and strongly agreed), found themselves satisfied with the career advancement opportunities available within the company. In contrast, 17.6% (the combined percentage of those who disagreed and strongly disagreed) held a different view, while 15.0%

remained neutral. As observed from the results, most were in agreement with the statements that were posed.

ER4: I see myself working at this organisation for many more years.

Similarly, 63.5% agreed they see themselves working at the organisation for many more years, whereas 16.2% remained neutral. Followed by those who disagreed 11.5%, while 4.9% strongly disagreed and 3.9% strongly agreed. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

ER5: I rarely consider looking for a job at another company.

Most participants (63.0%) agreed that they rarely consider looking for a job at another company, which suggests high job security and satisfaction. This was followed by those who remained neutral, 15.0%, whereas 12.5% disagreed, 6.4% strongly disagreed, and the last group, 3.2%, represented those who strongly agreed on this matter. These findings suggest that most respondents agreed with the statements that were posed, on average.

ER6: I feel committed to the organisation and its goals.

A substantial 72.3% (the sum of agree and strongly agree) feel committed to the organisation and its goals. In contrast (15.4%) remained neutral, with a minority, 12.3% (the combined percentage of those who disagreed and strongly disagreed), holding a different point of view. As observed from the results, most were in agreement with the statement.

Overall Results

The survey results indicate that overall, employees are generally satisfied with their work environment, with a significant majority expressing positive sentiments about their job, organisational commitment, and long-term prospects.

5.4.2.11 Organisational Results Survey

The Organisational Results were assessed using six measurement items. Table 5.11 depicts the responses.

TABLE 5.11: ORGANISATIONAL RESULTS SURVEY

Item	Valid N	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq	Freq	%	Freq	%	Freq	%	Freq	%	Freq
ORR1	408	12	2.9	38	9.3	96	23.5	237	58.1	25	6.1
ORR2	408	10	2.5	34	8.3	98	24.0	241	59.1	25	6.1
ORR3	408	16	3.9	36	8.8	91	22.3	240	58.9	25	6.1
ORR4	408	12	2.9	37	9.1	89	21.83	242	59.3	28	6.9
ORR5	408	11	2.7	41	10.0	94	23.1	239	58.6	23	5.6
ORR6	408	11	2.9	36	8.8	91	22.3	242	59.3	28	6.9

The section below presents insights into the organisation's achievements and performance across various metrics. Below is a detailed interpretation of each of the six items.

ORR1: The organisation has successfully achieved its financial goals.

The vast majority of respondents, 54.2% (the combined percentage of those who agreed and strongly agreed), believe the organisation has successfully achieved its financial goals. In contrast, 12.3% (the combined percentage of those who disagreed and strongly disagreed) held a different view, while 23.5% remained neutral. As observed from the results, most were in agreement with the statements that were posed.

ORR2: The organisation consistently meets customer satisfaction targets

A significant 65.2% (the sum of agree and strongly agree) were in agreement with the statement "the organisation consistently meets customer satisfaction targets". In comparison, 10.8% (the sum of disagree and strongly disagree) expressed disagreement, and 24.0% remained neutral. The findings suggest that the majority of respondents were in agreement with the enquiries posed.

ORR3: The company is effective at managing its internal processes.

Moreover, 65.0% (the sum of agree and strongly agree) believe the company effectively manages its internal processes. A minority 12.7% disagrees with the effectiveness of internal processes, with 22.3% adopting a neutral stance. As observed from the results, most were in agreement with the statements that were posed.

ORR4: The company has demonstrated significant growth over the past year

Similarly, 59.3% agreed that the company has demonstrated significant growth over the past year. This was followed by those who maintained a neutral position at 21.8%, whereas 9.1% disagreed, 6.9% strongly agreed, and 2.9% strongly disagreed. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

ORR5: The company performs well in terms of its market share.

Similarly, 64.3% (the combined percentage of those who agreed and strongly agreed) of the respondents found themselves happy that the company performs well regarding its market share, whereas 23.1% remained neutral, while 10.0% disagreed and 2.7% strongly disagreed. These findings suggest that the majority of respondents were slightly in agreement with the statements that were posed, on average.

ORR6: The organisation consistently improves its performance metrics.

Over half (59.3%) of the participants agree that the organisation consistently improves its performance metrics. This indicates that the workforce recognises the company's commitment to continuous improvement. This was followed by those who adopted a neutral stance, 22.3%, whereas 8.8% disagreed, 6.9% strongly agreed and lastly, those who strongly disagreed, presenting 2.7% of the total sample.

Summary

The survey results show that employees have a positive view of the organisation's performance in various key areas, with particularly strong ratings for customer satisfaction, internal processes, and market share.

5.5 NOVA Results Analysis

To determine the homogeneity of the public sector, an ANOVA was conducted on all the constructs measured with Group 1 (representing Organisation A), Group 2 (representing Organisation B and Group 3 (representing Organisation C) as a grouping variable. The findings are presented in Table 5.23.

TABLE 5.12: ANOVA

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
OC	Between Groups	9.712	2	4.856	8.057	.000
	Within Groups	244.082	405	.603		
	Total	253.794	407			
IL	Between Groups	11.727	2	5.863	8.604	.000
	Within Groups	275.992	405	.681		
	Total	287.719	407			
TC	Between Groups	11.682	2	5.841	8.369	.000
	Within Groups	282.665	405	.698		
	Total	294.346	407			
CE	Between Groups	16.404	2	8.202	10.822	.000
	Within Groups	306.933	405	.758		
	Total	323.337	407			
EE	Between Groups	15.664	2	7.832	12.904	.000
	Within Groups	245.809	405	.607		
	Total	261.473	407			
ORC	Between Groups	14.927	2	7.464	12.320	.000
	Within Groups	245.367	405	.606		
	Total	260.294	407			
ES	Between	14.410	2	7.205	10.349	.000

	Groups					
	Within Groups	281.957	405	.696		
	Total	296.367	407			
JI	Between Groups	17.880	2	8.940	16.252	.000
	Within Groups	222.785	405	.550		
	Total	240.665	407			
EM	Between Groups	13.313	2	6.656	11.366	.000
	Within Groups	237.184	405	.586		
	Total	250.496	407			
ER	Between Groups	6.344	2	3.172	4.580	.011
	Within Groups	280.471	405	.693		
	Total	286.815	407			
ORR	Between Groups	10.280	2	5.140	8.830	.000
	Within Groups	235.749	405	.582		
	Total	246.029	407			

5.5.1. Organisational Culture, Employee Engagement, and Organisational Performance in South Africa's Public Sector

The findings from the ANOVA analysis offer significant insights into the intricate relationships among organisational culture, employee engagement, and organisational performance within South Africa's public sector. The results, with all variables demonstrating statistical significance ($p < 0.05$), reinforce essential theoretical assumptions while illuminating specific areas that necessitate strategic focus within public institutions. This essay critically examines the implications of the findings, aligning them systematically with the study's stated research objectives and hypotheses.

Organisational Culture and Employee Engagement

The findings of the analysis reveal that organisational culture is crucial in influencing employee engagement. This is evidenced by an F-value of 8.057, alongside a p-value that is less than 0.001, highlighting the statistical significance of this relationship. This finding reinforces that a well-defined and nurturing organisational culture significantly enhances employee engagement. Within the public sector of South Africa, the presence of bureaucratic challenges often hinders the ability to engage in a meaningful and effective manner. Nonetheless, fostering an environment characterised by inclusivity, acknowledgement, and shared values can enhance employee morale and overall productivity within the workforce. Institutions need to prioritise initiatives that foster collaboration among individuals, strengthen the flow of communication, and promote opportunities for professional growth and development.

The findings indicate that employee engagement plays a crucial role, as evidenced by an F-value of 12.904 and a p-value of less than 0.001. This underscores its significant impact on enhancing organisational performance. Individuals in the workforce who exhibit high levels of engagement tend to demonstrate incredible dedication, creativity, and efficiency in their roles. It is crucial for those in positions of authority within the public sector, including policymakers and managers, to prioritise developing and implementing strategies that foster greater employee engagement.

Leadership and Communication as Drivers of Commitment and Satisfaction

The findings underscore the significant impact that leadership and communication have on fostering commitment to the organisation, enhancing engagement in work, and ultimately influencing overall employee satisfaction. The significance of inspiring leadership cannot be overstated, particularly in its role in fostering employee commitment and engagement, as evidenced by the results ($F = 8.604$, $p < 0.001$). This indicates that leadership approaches that inspire, direct, and enable employees tend to enhance job satisfaction and a more substantial commitment to their roles. Consequently, public institutions must allocate resources towards initiatives that foster the development of leadership skills, with a particular emphasis on transformational and participatory methodologies.

Similarly, it has been demonstrated that open and transparent communication ($F = 12.320$, $p < 0.001$) significantly influences organisational commitment and employee

satisfaction. This observation reinforces the notion that when employees perceive communication as transparent and sincere, they are likelier to experience a sense of value and engagement within their roles. Public sector organisations need to place a high priority on the establishment of precise feedback mechanisms and the promotion of a culture rooted in transparency. Such initiatives are crucial for enhancing employee commitment and fostering a more engaged workforce.

The Role of a Challenging Work Environment in Employee Outcomes

The findings indicate that a challenging and engaging work environment ($F = 10.822$, $p < 0.001$) significantly shapes organisational commitment, job involvement, and employee satisfaction. This finding lends credence to the hypothesis that employees flourish in dynamic environments that actively promote learning, facilitate skill development, and foster effective problem-solving. The public sector, frequently scrutinised for its inflexible frameworks and constrained avenues for advancement, stands to gain significantly from adopting policies that foster innovation and promote professional growth. Offering employees avenues for skill enhancement and engaging work assignments plays a significant role in fostering elevated levels of engagement within the workforce.

Job Involvement and Employee Motivation as Predictors of Organisational Performance

Job involvement ($F = 16.252$, $p < 0.001$) has been identified as a significant factor influencing employee motivation, retention, and the overall success of organisational outcomes. Individuals who experience a profound sense of engagement in their professional responsibilities are generally more dedicated and exhibit higher productivity. This finding lends credence to the hypothesis that job involvement plays a crucial role in cultivating sustained engagement among employees while simultaneously mitigating turnover rates. The findings indicate that employee motivation ($F = 11.366$, $p < 0.001$) significantly predicts organisational success. Motivated employees tend to exhibit a greater likelihood of remaining with an organisation, actively contributing to its overarching goals, and enhancing overall performance outcomes. This supports the hypothesis that motivation improves retention rates and overall organisational effectiveness. Public institutions must prioritise the implementation of recognition programs, career development initiatives, and performance-based incentives to sustain and enhance employee motivation effectively.

Employee Retention and Organisational Results

The analysis revealed that employee retention ($F = 4.580$, $p = 0.011$) holds statistical significance; however, it is noteworthy that this F-value is comparatively lower than those associated with other variables examined in the study. Although retention holds significant importance, this observation indicates that additional elements, including motivation and job involvement, might substantially influence organisational performance. The proposition that retention is significantly shaped by both engagement and job satisfaction continues to find support in current research. This underscores the imperative for public sector institutions to prioritise enhancements in overall job conditions and create more robust career advancement opportunities. The findings regarding organisational results ($F = 8.830$, $p < 0.001$) reveal a significant and strong relationship between organisational culture, employee engagement, and performance outcomes. This finding lends credence to the hypothesis that a supportive work environment, coupled with engaged employees, plays a significant role in enhancing service delivery and operational efficiency. It is essential to strengthen performance management systems that effectively align individuals' contributions with the organisation's overarching goals to maintain and enhance positive outcomes.

ANOVA Results Interpretation and Implications for Organisational Performance

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
EM	Between Groups	189.230	22	8.601	54.052	.000
	Within Groups	61.266	385	.159		
	Total	250.496	407			
ER	Between Groups	201.482	22	9.158	41.320	.000
	Within Groups	85.333	385	.222		
	Total	286.815	407			
ORR	Between Groups	127.283	22	5.786	18.758	.000

	Within Groups	118.746	385	.308		
	Total	246.029	407			

The presented ANOVA results offer significant insights into the factors that impact organisational performance. These findings are essential for understanding the dynamics within an organisation and can inform strategies for improvement and development. The model investigates three fundamental components: Employee Motivation (EM), Employee Retention (ER), and Organisational Results (ORR). These components are treated as dependent variables and are assessed by various predictor groups. The statistical analysis reveals noteworthy findings, particularly concerning the significance values (Sig. = .000 for all three variables), which suggest robust relationships between the factors under examination and organisational performance. The following section provides a comprehensive analysis of the results obtained.

Employee Motivation (EM) Analysis

In the context of Employee Motivation, the analysis reveals that the Between-Groups Sum of Squares amounts to 189.230, while the Within-Groups Sum of Squares is recorded at 61.266. Consequently, the overall total for these sums is 250.496. The F-value of 54.052 is notably elevated, indicating a strong effect, while the p-value of .000 further reinforces the notion of statistical significance in this context. This suggests that differences in organisational culture and levels of employee engagement play a crucial role in elucidating the variations observed in employee motivation. From a practical perspective, motivated employees are more likely to be engaged, committed, and productive, directly enhancing organisational performance. The robust findings from the ANOVA analysis provide compelling evidence that elements such as motivating leadership, transparent communication, and a stimulating work environment significantly enhance motivation levels among individuals. Organisations must prioritise investments in leadership development, establish transparent communication policies, and cultivate a stimulating work culture to maintain and improve employee motivation.

Employee Retention (ER) Analysis

The analysis of employee retention reveals noteworthy findings, as evidenced by the Between-Groups Sum of Squares, which stands at 201.482. In contrast, the Within-

Groups Sum of Squares is recorded at 85.333, culminating in 286.815. This data underscores the importance of examining employee retention factors within organisational contexts. The F-value of 41.320 underscores the model's robustness in elucidating the factors that contribute to employee retention. Furthermore, the p-value of .000 provides compelling evidence of the model's statistical significance. Retention plays a crucial role in the sustainability of organisations. High employee turnover rates can result in significant costs associated with hiring and training new staff, the erosion of valuable institutional knowledge, and interruptions in overall productivity. The results indicate that fostering a positive organisational culture, coupled with elevated levels of employee engagement, significantly reduces turnover intentions and promotes a sustained commitment among employees. Organisations that actively promote job involvement, enhance employee satisfaction, and cultivate a strong sense of organisational commitment are likely to experience higher employee retention rates. The findings suggest that human resource strategies ought to prioritise career development opportunities, implement recognition programs, and promote work-life balance initiatives as essential measures to improve employee retention rates.

Organisational Results (ORR) Analysis

Organisational Results (ORR) exhibit a notable statistical significance, as evidenced by the Between-Groups Sum of Squares measuring 127.283 and the Within-Groups Sum of Squares recorded at 118.746, culminating in 246.029. The F-value of 18.758 indicates a significant influence of organisational culture and employee engagement on various organisational outcomes. This finding underscores the importance of these factors in shaping an organisation's overall effectiveness and success. The outcomes of an organisation are multifaceted, reflecting various dimensions such as overall productivity, financial performance, customer satisfaction, and operational efficiency. Each of these elements plays a crucial role in determining the success and sustainability of the organisation in a competitive landscape. The findings indicate that organisations with robust leadership, effective communication, and an actively engaged workforce achieve tremendous overall success. The results of this study strongly support the notion that strategies focused on the well-being and engagement of employees directly influence the overall financial performance of an organisation. For businesses striving to enhance efficiency and profitability, it is essential to emphasise workforce engagement strongly. This engagement is a crucial link between the organisational culture and the resulting performance outcomes.

TABLE 5.13: MULTIPLE COMPARISONS

Dependent Variable		(I) Group	(J) Group	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
							Lower Bound	Upper Bound	
OC	Tukey HSD	Group 1	Group 2	.20909	.12087	.195	-.0752	.4934	
			Group 3	.42269*	.11329	.001	.1562	.6892	
		Group 2	Group 1	-.20909	.12087	.195	-.4934	.0752	
			Group 3	.21359*	.08577	.035	.0118	.4153	
		Group 3	Group 1	-.42269*	.11329	.001	-.6892	-.1562	
			Group 2	-.21359*	.08577	.035	-.4153	-.0118	
	LSD	Group 1	Group 2	.20909	.12087	.084	-.0285	.4467	
			Group 3	.42269*	.11329	.000	.2000	.6454	
		Group 2	Group 1	-.20909	.12087	.084	-.4467	.0285	
			Group 3	.21359*	.08577	.013	.0450	.3822	
		Group 3	Group 1	-.42269*	.11329	.000	-.6454	-.2000	
			Group 2	-.21359*	.08577	.013	-.3822	-.0450	
	IL	Tukey HSD	Group 1	Group 2	.34924*	.12853	.019	.0469	.6516
				Group 3	.49676*	.12047	.000	.2134	.7801
			Group 2	Group 1	-.34924*	.12853	.019	-.6516	-.0469

			Group 3	.14752	.09120	.239	-.0670	.3621	
		Group 3	Group 1	-.49676*	.12047	.000	-.7801	-.2134	
			Group 2	-.14752	.09120	.239	-.3621	.0670	
	LSD	Group 1	Group 2	.34924*	.12853	.007	.0966	.6019	
			Group 3	.49676*	.12047	.000	.2599	.7336	
		Group 2	Group 1	-.34924*	.12853	.007	-.6019	-.0966	
			Group 3	.14752	.09120	.107	-.0318	.3268	
		Group 3	Group 1	-.49676*	.12047	.000	-.7336	-.2599	
			Group 2	-.14752	.09120	.107	-.3268	.0318	
TC		Tukey HSD	Group 1	Group 2	.29823	.13008	.058	-.0078	.6042
				Group 3	.48580*	.12192	.000	.1990	.7726
	Group 2		Group 1	-.29823	.13008	.058	-.6042	.0078	
			Group 3	.18757	.09230	.106	-.0295	.4047	
	Group 3		Group 1	-.48580*	.12192	.000	-.7726	-.1990	
			Group 2	-.18757	.09230	.106	-.4047	.0295	
	LSD		Group 1	Group 2	.29823*	.13008	.022	.0425	.5539
				Group 3	.48580*	.12192	.000	.2461	.7255
		Group 2	Group 1	-.29823*	.13008	.022	-.5539	-.0425	
			Group 3						

			Group 3	.18757*	.09230	.043	.0061	.3690		
		Group 3	Group 1	-.48580*	.12192	.000	-.7255	-.2461		
			Group 2	-.18757*	.09230	.043	-.3690	-.0061		
CE	Tukey HSD	Group 1	Group 2	.43586*	.13554	.004	.1170	.7547		
			Group 3	.58997*	.12704	.000	.2911	.8888		
		Group 2	Group 1	-.43586*	.13554	.004	-.7547	-.1170		
			Group 3	.15411	.09618	.246	-.0721	.3804		
		Group 3	Group 1	-.58997*	.12704	.000	-.8888	-.2911		
			Group 2	-.15411	.09618	.246	-.3804	.0721		
	LSD	Group 1	Group 2	.43586*	.13554	.001	.1694	.7023		
			Group 3	.58997*	.12704	.000	.3402	.8397		
		Group 2	Group 1	-.43586*	.13554	.001	-.7023	-.1694		
			Group 3	.15411	.09618	.110	-.0350	.3432		
		Group 3	Group 1	-.58997*	.12704	.000	-.8397	-.3402		
			Group 2	-.15411	.09618	.110	-.3432	.0350		
		EE	Tukey HSD	Group 1	Group 2	.19899	.12130	.230	-.0864	.4843
					Group 3	.50833*	.11369	.000	.2409	.7758
Group 2	Group 1			-.19899	.12130	.230	-.4843	.0864		

			Group 3	.30934*	.08607	.001	.1069	.5118	
		Group 3	Group 1	-.50833*	.11369	.000	-.7758	-.2409	
			Group 2	-.30934*	.08607	.001	-.5118	-.1069	
	LSD	Group 1	Group 2	.19899	.12130	.102	-.0395	.4374	
			Group 3	.50833*	.11369	.000	.2848	.7318	
		Group 2	Group 1	-.19899	.12130	.102	-.4374	.0395	
			Group 3	.30934*	.08607	.000	.1401	.4785	
		Group 3	Group 1	-.50833*	.11369	.000	-.7318	-.2848	
			Group 2	-.30934*	.08607	.000	-.4785	-.1401	
ORC		Tukey HSD	Group 1	Group 2	.25934	.12119	.083	-.0257	.5444
				Group 3	.52407*	.11359	.000	.2569	.7913
			Group 2	Group 1	-.25934	.12119	.083	-.5444	.0257
				Group 3	.26473*	.08599	.006	.0624	.4670
			Group 3	Group 1	-.52407*	.11359	.000	-.7913	-.2569
				Group 2	-.26473*	.08599	.006	-.4670	-.0624
	LSD		Group 1	Group 2	.25934*	.12119	.033	.0211	.4976
				Group 3	.52407*	.11359	.000	.3008	.7474
			Group 2	Group 1	-.25934*	.12119	.033	-.4976	-.0211

			Group 3	.26473*	.08599	.002	.0957	.4338		
		Group 3	Group 1	-.52407*	.11359	.000	-.7474	-.3008		
			Group 2	-.26473*	.08599	.002	-.4338	-.0957		
ES	Tukey HSD	Group 1	Group 2	.20960	.12991	.241	-.0960	.5152		
			Group 3	.49614*	.12176	.000	.2097	.7826		
		Group 2	Group 1	-.20960	.12991	.241	-.5152	.0960		
			Group 3	.28655*	.09218	.006	.0697	.5034		
		Group 3	Group 1	-.49614*	.12176	.000	-.7826	-.2097		
			Group 2	-.28655*	.09218	.006	-.5034	-.0697		
	LSD	Group 1	Group 2	.20960	.12991	.107	-.0458	.4650		
			Group 3	.49614*	.12176	.000	.2568	.7355		
		Group 2	Group 1	-.20960	.12991	.107	-.4650	.0458		
			Group 3	.28655*	.09218	.002	.1053	.4678		
		Group 3	Group 1	-.49614*	.12176	.000	-.7355	-.2568		
			Group 2	-.28655*	.09218	.002	-.4678	-.1053		
		JI	Tukey HSD	Group 1	Group 2	.18611	.11548	.242	-.0855	.4578
					Group 3	.53025*	.10824	.000	.2756	.7849
Group 2	Group 1			-.18611	.11548	.242	-.4578	.0855		

			Group 3	.34414*	.08194	.000	.1514	.5369	
		Group 3	Group 1	-.53025*	.10824	.000	-.7849	-.2756	
			Group 2	-.34414*	.08194	.000	-.5369	-.1514	
	LSD	Group 1	Group 2	.18611	.11548	.108	-.0409	.4131	
			Group 3	.53025*	.10824	.000	.3175	.7430	
		Group 2	Group 1	-.18611	.11548	.108	-.4131	.0409	
			Group 3	.34414*	.08194	.000	.1831	.5052	
		Group 3	Group 1	-.53025*	.10824	.000	-.7430	-.3175	
			Group 2	-.34414*	.08194	.000	-.5052	-.1831	
EM		Tukey HSD	Group 1	Group 2	.15328	.11915	.404	-.1270	.4336
				Group 3	.45386*	.11168	.000	.1912	.7166
			Group 2	Group 1	-.15328	.11915	.404	-.4336	.1270
				Group 3	.30058*	.08455	.001	.1017	.4995
			Group 3	Group 1	-.45386*	.11168	.000	-.7166	-.1912
				Group 2	-.30058*	.08455	.001	-.4995	-.1017
	LSD		Group 1	Group 2	.15328	.11915	.199	-.0810	.3875
				Group 3	.45386*	.11168	.000	.2343	.6734
			Group 2	Group 1	-.15328	.11915	.199	-.3875	.0810

			Group 3	.30058*	.08455	.000	.1344	.4668	
		Group 3	Group 1	-.45386*	.11168	.000	-.6734	-.2343	
			Group 2	-.30058*	.08455	.000	-.4668	-.1344	
ER	Tukey HSD	Group 1	Group 2	.20227	.12957	.264	-.1025	.5071	
			Group 3	.35309*	.12144	.011	.0674	.6388	
		Group 2	Group 1	-.20227	.12957	.264	-.5071	.1025	
			Group 3	.15081	.09194	.230	-.0655	.3671	
		Group 3	Group 1	-.35309*	.12144	.011	-.6388	-.0674	
			Group 2	-.15081	.09194	.230	-.3671	.0655	
	LSD	Group 1	Group 2	.20227	.12957	.119	-.0524	.4570	
			Group 3	.35309*	.12144	.004	.1144	.5918	
		Group 2	Group 1	-.20227	.12957	.119	-.4570	.0524	
			Group 3	.15081	.09194	.102	-.0299	.3315	
		Group 3	Group 1	-.35309*	.12144	.004	-.5918	-.1144	
			Group 2	-.15081	.09194	.102	-.3315	.0299	
	ORR	Tukey HSD	Group 1	Group 2	.44722*	.11879	.001	.1678	.7267
				Group 3	.44877*	.11134	.000	.1869	.7107
Group 2			Group 1	-.44722*	.11879	.001	-.7267	-.1678	

		Group 3	.00154	.08429	1.000	-.1967	.1998	
	Group 3	Group 1	-.44877*	.11134	.000	-.7107	-.1869	
		Group 2	-.00154	.08429	1.000	-.1998	.1967	
LSD	Group 1	Group 2	.44722*	.11879	.000	.2137	.6807	
		Group 3	.44877*	.11134	.000	.2299	.6676	
	Group 2	Group 1	-.44722*	.11879	.000	-.6807	-.2137	
		Group 3	.00154	.08429	.985	-.1642	.1672	
	Group 3	Group 1	-.44877*	.11134	.000	-.6676	-.2299	
		Group 2	-.00154	.08429	.985	-.1672	.1642	
	* . "The mean difference is significant at the 0.05 level".							
	Group 1 = Organisation A; Group 2 = Organisation B; Group 3 = Organisation C							

5.5.2 Post-Hoc Analysis Commentary

The post hoc analysis offers a more nuanced understanding of the differences among groups revealed in the ANOVA results. This is especially pertinent when examining factors such as organisational culture (OC), inspiring leadership (IL), transparency in communication (ORC), and employee engagement (EE). The Tukey HSD and LSD tests indicate notable mean differences across several dependent variables, strengthening essential hypotheses concerning the interplay between organisational culture, leadership, communication, and employee outcomes.

Organisational Culture (OC) and Employee Engagement (EE)

The post hoc analysis reveals notable differences in organisational culture between Group 1 and Group 3, with a significance level of $p = .001$. A significant difference is also observed between Group 2 and Group 3, indicated by a p-value of .035. The results of

this study suggest that Group 3, potentially comprising employees situated within a distinct work environment or organisational framework, encounters a significantly divergent organisational culture when contrasted with Groups 1 and 2. In a similar vein, notable disparities in employee engagement were identified between Group 1 and Group 3 ($p < .001$), as well as between Group 2 and Group 3 ($p = .001$). These findings underscore the variations in engagement levels across distinct organisational contexts.

Leadership and Communication as Key Differentiators

The analysis of inspiring leadership revealed significant differences in the means observed between Group 1 and Group 3, with a p-value of less than .001, and between Group 1 and Group 2, which yielded a p-value of .019. This statement affirms that different leadership styles significantly impact both organisational commitment and job involvement among employees. Furthermore, the analysis revealed significant disparities in transparent communication, particularly between Group 1 and Group 3 ($p < .001$), as well as between Group 2 and Group 3 ($p = .006$). This evidence reinforces that fostering open communication channels enhances organisational employee satisfaction and retention rates.

Job Involvement, Motivation, and Retention

The results pertaining to job involvement, employee motivation, and employee retention reveal significant distinctions, particularly when comparing Group 1 with Group 3 and Group 2 with Group 3. The employee retention analysis indicated significant disparities between Group 1 and Group 3, with a p-value of .011. This finding implies that retention strategies may require tailoring to address the unique needs of different groups within the organisation.

5.5.3. Summary

The results concerning job involvement, employee motivation, and employee retention reveal significant distinctions, particularly when comparing Group 1 with Group 3 and Group 2 with Group 3. For instance, employee retention analysis indicated significant disparities between Group 1 and Group 3 ($p = .011$). This finding implies that retention strategies may require tailoring to meet the distinct needs of different groups within the organisation.

5.6 Normality assessment

Mishra et al. (2019) and Hatem et al. (2022) suggest that data can be considered normally distributed when excess kurtosis values fall within the range of -3 to +3, and skewness values lie between -1 and 1. Table 5.14 presents the skewness and excess kurtosis values for the study's measurement items. The analysis revealed that excess kurtosis values ranged from -0.175 to 2.103, while skewness values ranged from -1.518 to -1.014. A positive skewness value implies a longer right tail and a concentration of values to the left of the mean. In contrast, a negative skewness value indicates a longer left tail, with most values lying to the right of the mean. Leptokurtic distributions, characterised by positive excess kurtosis, have pronounced peaks, while platykurtic distributions, marked by negative excess kurtosis, exhibit flatter, broader peaks (Benjamin et al., 2013; Jacob et al., 2013). Based on the skewness and kurtosis results, the data in this study approximates a normal distribution.

TABLE 5.14: NORMALITY ASSESSMENT RESULTS

	Excess kurtosis	Skewness
CE1	0.345	-1.156
CE2	0.296	-1.103
CE3	0.175	-1.085
CE4	0.332	-1.092
CE5	0.441	-1.160
CE6	0.363	-1.125
EM1	2.103	-1.529
EM2	1.774	-1.448
EM3	1.497	-1.371
EM4	1.715	-1.468
EM5	1.876	-1.477
EM6	1.684	-1.365

ER1	0.888	-1.298
ER2	1.536	-1.375
ER3	0.619	-1.198
ER4	0.799	-1.227
ER5	0.461	-1.188
ER6	1.700	-1.381
IL1	1.321	-1.376
IL2	1.041	-1.313
IL3	1.016	-1.269
IL4	1.218	-1.333
IL5	0.722	-1.201
IL6	1.105	-1.322
JI1	1.706	-1.408
JI2	1.870	-1.318
JI3	1.435	-1.369
JI4	1.553	-1.396
JI5	1.878	-1.393
JI6	1.699	-1.404
ES1	1.094	-1.317
ES2	1.456	-1.312
ES3	1.136	-1.296
ES4	0.395	-1.197
ES5	0.476	-1.174
ES6	0.699	-1.222
ORR1	0.941	-1.020

ORR2	1.145	-1.037
ORR3	1.054	-1.105
ORR4	1.048	-1.055
ORR5	0.844	-1.014
ORR6	1.081	-1.043
ORC1	1.471	-1.428
ORC2	1.987	-1.518
ORC3	1.487	-1.359
ORC4	0.935	-1.280
ORC5	1.492	-1.316
ORC6	1.306	-1.295
TC1	0.818	-1.298
TC2	0.748	-1.261
TC3	0.890	-1.246
TC4	0.901	-1.255
TC5	1.097	-1.312
TC6	0.386	-1.144

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

5.7 Structural Equation Modelling – a component-based approach

This study employed Smart PLS software to conduct statistical analysis of both the measurement and structural models using the Structural Equation Modelling (SEM) approach. In SEM, the measurement model specifies the associations between latent

constructs and their observed indicators, while the structural model captures the hypothesised causal relationships among the constructs (Schumacker & Lomax, 2010). Unlike covariance-based techniques such as AMOS and LISREL, Smart PLS is a variance-based method grounded in path analysis. Recognised for its robustness, Smart PLS is particularly effective in evaluating complex causal models involving multiple constructs and indicators (Purwanto et al., 2021). As a component-based technique, it can estimate latent variables without measurement error, even when data does not meet normality assumptions. Additionally, it is suitable for complex predictive modelling involving small to moderate sample sizes. The study utilised bootstrapping resampling procedures to assess the statistical significance of the model relationships.

5.7.1 Measurement model assessment

SEM consists of two interconnected models: the measurement and structural models (Petko, Prasse & Cantieni, 2018). The measurement model, also known as confirmatory factor analysis (CFA), identifies the model's constructs (latent variables) and assigns observed variables to each, whereas the structural model, also known as regression or path analysis, determines the model's hypothetical relationship between the latent variables (Zhang, 2022; Hult, Hair Jr, Proksch, Sarstedt, Pinkwart & Ringle, 2018). Notably, a latent variable represents an unobservable theoretical construct that can be exogenous (i.e., independent variable) or endogenous (i.e., dependent variable) in the model (Zhang, 2022).

A two-step strategy is advised when employing SEM (Brown & Moore, 2012). The first step involves evaluating the measurement model in terms of unidimensionality, reliability, and validity—both convergent and discriminant. In the subsequent step, the structural model is assessed by testing the hypothesised causal relationships among latent constructs through the examination of path significance (refer to Table 5.22 and Table 5.25). Evidence supporting the reliability and validity of the measurement model is presented in Sections 5.6.1 to 5.6.2.

5.7.2 Reliability and Validity Tests in Confirmatory Factor Analysis (CFA)

Using prior research as a guide, the first stage was determining the instrument's reliability and validity (LoBiondo-Wood & Haber, 2021; Canivez, 2016; Willoughby et al., 2017).

Item reliability is "the proportion of an item's variance attributable to its underlying construct as opposed to error" (Shrestha, 2021). Cronbach's alpha and composite reliability were utilized to evaluate reliability. Yu (2018) defines convergent validity as the extent to which a construct is captured by its measurement items.

According to Rönkkö and Cho (2022), a low correlation between variables in a conceptual model indicates discriminant validity, whereas a high item loading on their familiar construct indicates convergent validity. The discriminant and convergent validity of the AVE were also evaluated, as suggested by Crego et al. (2015). Discriminant and convergent validity are demonstrated through the correlation matrix and factor loadings presented in Tables 5.16 to 5.18.

5.7.2.1 Reliability Analysis Assessment

According to Ramayah et al. (2011) and Kabir and Papadopoulos (2019), reliability is the consistency and stability of a measuring instrument. Repetition is the basis for dependability. If an instrument is administered multiple times, will the outcomes be identical?" Reliability is most commonly assessed using Cronbach's Alpha and Composite Reliability (CR). The results for both measures are presented in Table 5.15.

"Composite Reliability statistics varied from 0.967 to 0.982, whereas Cronbach's Alpha statistics ranged from 0.958 to 0.978. Each indicator's statistical reliability exceeds the 0.70 threshold" (Esthi, 2022; Hussey, Alsalti, Bosco, Elson & Arslan, 2023). Accordingly, the reliability of the constructs has been confirmed.

TABLE 5.15: CONSTRUCT RELIABILITY ANALYSIS (CRONBACH'S ALPHA AND COMPOSITE RELIABILITY)

	Cronbach's alpha	Composite reliability (rho_c)
CE	0.978	0.982
EM	0.974	0.978
ER	0.964	0.971
IL	0.976	0.981
JI	0.966	0.973

ES	0.963	0.970
ORR	0.958	0.967
ORC	0.972	0.977
TC	0.978	0.982

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

5.7.2.2 Construct Validity

In PLS-SEM, construct validity is statistically established when both convergent and discriminant validity are demonstrated. Factor loadings, Average Variance Extracted (AVE), the Fornell and Larcker Criterion, and the Inter-Construct Correlation Matrix were employed to assess the validity of the measurement instruments. The subsequent sections present and interpret the results obtained from each of these validation measures.

5.7.2.2.1 Convergent Validity

Convergent validity was assessed in this analysis through the examination of outer loadings and Average Variance Extracted (AVE). The outer loadings and extracted average variance (AVE) are shown in Table 5.17. Melkamu, Gelaye, Matebe, Lindgren, and Erlandsson (2022) predict that exterior loadings will be greater than 0.5, indicating that instruments will measure at least 50% of what they were designed to measure". As shown in Table 5.16, all outer loadings are above 0.877, thereby confirming discriminant validity.

TABLE 5.16: CONVERGENT VALIDITY

Research construct		AVE	Factor Loadings
EC	CE1	0.900	0.948
	CE2		0.959
	CE3		0.952
	CE4		0.958
	CE5		0.937
	CE6		0.936
EM	EM1	0.883	0.952
	EM2		0.939
	EM3		0.946
	EM4		0.942
	EM5		0.943
	EM6		0.917
ER	ER1	0.849	0.941
	ER2		0.918
	ER3		0.922
	ER4		0.953
	ER5		0.916
	ER6		0.877
IL	IL1	0.895	0.955
	IL2		0.952
	IL3		0.935
	IL4		0.943
	IL5		0.951
	IL6		0.940
JI	JI1		0.935
	JI2		0.916
	JI3		0.921

	Jl4		0.916
	Jl5		0.931
	Jl6	0.856	0.931
ES	ES1		0.929
	ES2		0.908
	ES3		0.944
	ES4		0.909
	ES5		0.937
	ES6	0.843	0.882
ORR	ORR1		0.895
	ORR2		0.921
	ORR3		0.880
	ORR4		0.929
	ORR5		0.926
	ORR6	0.828	0.908
ORC	ORC1		0.922
	ORC2		0.955
	ORC3		0.936
	ORC4		0.920
	ORC5		0.944
	ORC6	0.876	0.938
TC	TC1		0.956
	TC2		0.965
	TC3		0.957
	TC4		0.940
	TC5		0.946
	TC6	0.900	0.927

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

Convergent validity is the degree of accord between multiple attempts to measure the same concept. Two or more measurements of the same object should differ if they are valid concept measures (Carlson and Herdman, 2012; Bagozzi et al., 1991). When the AVE is equal to or greater than 0.50, items converge to measure the underlying construct, establishing convergent validity (Fornell & Larcker, 1981; Hamari, Sjöklín, & Ukkonen, 2016; Rani, Rao & Ramarao, 2023). All constructs in the current study met the recommended convergent validity threshold of 0.50 based on AVE statistics. In the current study, the lowest AVE is 0.828, while the highest AVE is 0.900.

5.7.2.2.2 Discriminant Validity

Discriminant validity refers to the degree to which distinct constructs are genuinely different. When concepts are conceptually separate, the measures used to assess them should exhibit low correlations, indicating that each construct captures a unique aspect of the model.

a) Fornell and Larcker Criterion

According to the criteria established by (Rasoolimanesh, 2022; Hamid, Sami, and Sidek, 2017; Fornell and Larcker, 1981), discriminant validity is established when the square root of AVE for a construct exceeds its correlation with all other constructs. The analysis revealed that the square root of the AVE (highlighted in bold and italics) for each construct exceeded its correlations with all other constructs, as shown in Table 5.17. This finding provides strong evidence in support of discriminant validity.

TABLE 5.17. DISCRIMINANT VALIDITY - FORNELL AND LARCKER CRITERION

	CE	EM	ER	IL	JI	ES	ORR	ORC	TC
CE	<i>0.949</i>								
EM	0.793	<i>0.940</i>							
ER	0.805	0.841	<i>0.922</i>						
IL	0.837	0.806	0.793	<i>0.946</i>					
JI	0.772	0.894	0.832	0.797	<i>0.925</i>				

ES	0.796	0.845	0.818	0.785	0.845	0.918			
ORR	0.693	0.688	0.657	0.692	0.687	0.672	0.910		
ORC	0.818	0.893	0.872	0.846	0.878	0.882	0.678	0.936	
TC	0.873	0.788	0.787	0.898	0.765	0.780	0.690	0.819	0.949

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

b) Hetero Trait-Mono Trait (HTMT) Ratio (Inter-Construct Correlation Matrix)

Hair, Hult, Ringle, and Sarstedt (2014) explain in Chapter Four that establishing discriminant validity requires confirming that each observed variable loads more strongly on its associated construct than on any other construct within the structural model. Olanipekun, Ahmed, Opoku, and Sutrisna (2022) and Chinomona (2011) suggest that to evaluate discriminant validity, one must ascertain whether the correlation between the research constructs is less than 1. As presented in Table 5.18, the inter-correlations among all pairs of latent variables are below 1, supporting the presence of discriminant validity. Furthermore, the values exceed the 0.8 threshold recommended by O'Rourke and Hatcher (2013), indicating a high level of discriminant validity.

TABLE 5.18: HETERO TRAIT-MONO TRAIT (HTMT) RATIO (INTER-CORRELATION MATRIX)

	CE	EM	ER	IL	JI	ES	ORR	ORC	TC
CE	1.000								
EM	0.813	1.000							
ER	0.827	0.864	1.000						
IL	0.856	0.826	0.815	1.000					
JI	0.793	0.922	0.858	0.819	1.000				
ES	0.820	0.870	0.846	0.808	0.874	1.000			

ORR	0.715	0.711	0.679	0.713	0.712	0.696	1.000		
ORC	0.839	0.919	0.899	0.868	0.906	0.910	0.700	1.000	
TC	0.893	0.807	0.809	0.919	0.786	0.803	0.711	0.840	1.000

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

5.7.3 Measurement Model Accuracy Statistics

The table below summarises the descriptive and evaluation statistics for the measurement model. The reported mean values, ranging between 3 and 4, indicate that most respondents agreed with the items measured. Standard deviation values were below 2, suggesting that the mean scores are a reliable representation of the overall responses. A detailed discussion of the measurement model's reliability and validity is provided in the subsequent sections.

TABLE 5.19: SCALE ACCURACY ANALYSIS

Research construct		Scale item		Cronbach's Alpha	CR	AVE	Factor Loadings
		Mean	SD				
CE	CE1	3.453	0.946	0.978	0.982	0.900	0.948
	CE2	3.463	0.923				0.959
	CE3	3.451	0.930				0.952
	CE4	3.466	0.920				0.958
	CE5	3.488	0.955				0.937
	CE6	3.475	0.957				0.936
EM	EM1	3.627	0.797	0.974	0.978	0.883	0.952
	EM2	3.620	0.817				0.939
	EM3	3.610	0.865				0.946

	EM4	3.598	0.843				0.942
	EM5	3.620	0.832				0.943
	EM6	3.635	0.850				0.917
ER	ER1	3.502	0.939	0.964	0.971	0.849	0.941
	ER2	3.620	0.834				0.918
	ER3	3.485	0.934				0.922
	ER4	3.500	0.924				0.953
	ER5	3.441	0.971				0.916
	ER6	3.620	0.852				0.877
IL	IL1	3.574	0.871	0.976	0.981	0.895	0.955
	IL2	3.569	0.894				0.952
	IL3	3.581	0.882				0.935
	IL4	3.581	0.893				0.943
	IL5	3.534	0.896				0.951
	IL6	3.539	0.890				0.940
JI	JI1	3.657	0.816	0.966	0.973	0.856	0.935
	JI2	3.696	0.786				0.916
	JI3	3.591	0.870				0.921
	JI4	3.578	0.854				0.916
	JI5	3.672	0.819				0.931
	JI6	3.627	0.836				0.931
ES	ES1	3.551	0.898	0.963	0.970	0.843	0.929
	ES2	3.642	0.871				0.908
	ES3	3.576	0.888				0.944
	ES4	3.446	0.994				0.909
	ES5	3.475	0.960				0.937
	ES6	3.493	0.960				0.882
ORR	ORR1	3.551	0.856	0.958	0.967	0.828	0.895
	ORR2	3.581	0.824				0.921
	ORR3	3.544	0.885				0.880
	ORR4	3.581	0.859				0.929
	ORR5	3.544	0.851				0.926

	ORR6	3.588	0.847				0.908
ORC	ORC1	3.581	0.854	0.972	0.977	0.876	0.922
	ORC2	3.637	0.823				0.955
	ORC3	3.640	0.849				0.936
	ORC4	3.539	0.888				0.920
	ORC5	3.610	0.842				0.944
	ORC6	3.608	0.868				0.938
TC	TC1	3.512	0.894	0.978	0.982	0.900	0.956
	TC2	3.520	0.885				0.965
	TC3	3.542	0.893				0.957
	TC4	3.532	0.896				0.940
	TC5	3.549	0.887				0.946
	TC6	3.490	0.918				0.927

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

** Scores: 1 – Strongly Disagree; 3 – Moderately Agree; 5 – Strongly Agree*

5.7.4 Model Fit Assessment

Model Fit Assessment evaluates the degree to which the observed data align with the proposed conceptual model. This study assessed model fit using Smart PLS indicators, including the Normed Fit Index (NFI), the Standardised Root Mean Residual (SRMR), and the Global Fit Index, to determine the adequacy of the model's fit.

The global goodness-of-fit (GOF) statistic for the research model was computed using the formulas proposed by Hang and Wu (2022), which build upon the approach established by Tenenhaus, Vinzi, Chatelain, and Lauro (2005):

$$GoF = \sqrt{AVE * R^2}$$

The Global Goodness-of-Fit (GOF) index for the research model was calculated at 0.661, surpassing the threshold of 0.36 recommended by Khojasteh and Lo (2015). This finding suggests a strong overall model fit and supports the robustness of the relationships

among the latent variables, as noted by Chinomona, Lin, Wang, and Cheng (2010) and Zhang et al. (2022).

TABLE 5.20: MODEL FIT INDICES

	Saturated Model	Estimated Model
SRMR	0.042	0.082
NFI	0.791	0.778

A standard bootstrapping procedure was conducted using Smart PLS 4, following the approach recommended by Nitzl et al. (2016). The Standardised Root Mean Residual (SRMR) represents the difference between the observed correlations and those predicted by the model's implied correlation matrix. The SRMR is a comprehensive criterion for assessing model fit by measuring the average magnitude of deviation between the observed and expected correlations. In contrast, the Normed Fit Index (NFI) is calculated as one minus the Chi-squared value of the null model (Nitzl et al., 2016).

"The NFI value should lie between 0 and 1; the closer it is to 1, the more appropriate the fit. First proposed in the scientific literature (Bentler & Bonett, 1980), NFI measures model fit. It is recommended that the estimated SRMR and NFI fit indices be less than 0.08 and greater than 0.90, respectively (Chinomona, 2014; Hair et al., 2022). In this study, the SRMR was 0.042, and the NFI was 0.791. With an NFI value of 0.90, the conceptual model for this investigation would have been a better fit. This is because both the SRMR and the Global of Fit were satisfactory.

5.7.5 Structural Model Assessment

As the evaluation of the measurement model met the entire criterion, the structural model was then evaluated. To accomplish this, a path analysis was conducted. For each proposed hypothesis, path coefficients were calculated, and bootstrapping provided t-statistics and p-values for significance level evaluation.

5.7.5.1 Validating Higher Order Construct

Organisational culture, Employee engagement and Organisational performance were the higher-order constructs in the study, each based on three lower-order dimensions for Organisational culture (challenging environment; inspiring leadership & open and

transparent communication), Employee engagement (employee satisfaction; job involvement & organisational commitment) and Organisational performance (employee motivation; employee retention & organisational results). The Outer Weights, Outer Loadings and Variance Inflation Factor (VIF) were assessed to establish the highest-order construct validity. The outer weights were statistically significant (Hair et al., 2016). Additionally, all outer loadings exceeded the threshold of 0.50 for each lower-order construct, confirming indicator reliability (Sarstedt et al., 2016). Variance Inflation Factor (VIF) values were also examined to assess potential collinearity, with all values falling below the recommended threshold of 5 (Hair et al., 2016). As all evaluation criteria were satisfied, the validity of the higher-order construct (HOC) was confirmed.

TABLE 5.21. HIGHER ORDER CONSTRUCT VALIDITY

HOC	LOCs	Outer Weights	T Statistics	P Values	Outer Loadings	VIF
OC	CE	0.348	61.491	0.000	0.945	4.489
	IL	0.354	73.049	0.000	0.955	4.499
	TC	0.345	70.956	0.000	0.966	3.636
EE	ES	0.342	70.775	0.000	0.951	4.995
	JI	0.346	73.756	0.000	0.950	4.837
	ORC	0.359	72.412	0.000	0.964	4.244
OP	EM	0.403	41.143	0.000	0.941	3.831
	ER	0.386	42.694	0.000	0.929	3.550
	ORR	0.312	34.641	0.000	0.842	1.978

Note: OC= Organisational culture; EE= Employee engagement; OP= Organisational performance; CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

5.7.5.2 Structural Model

The next step in structural equation modelling is assessing the hypothesised relationship to substantiate the proposed hypotheses. The Path analysis comprised the next phase

of SEM-based data analysis (Beran et al. 2010; Stein et al. 2012). Path modelling describes the associations between observed or measured variables and theoretical constructs (Roche, Duffield, & White, 2011) and evaluates the structural paths of the conceptualised research model (Anderson et al. 1988). This SEM procedure aimed to demonstrate and evaluate the theoretical foundations of the study and the significance of the relationships between model constructs (Jenatabadi et al., 2014). The structural model of the study was evaluated by examining p-values and standardized regression coefficients (Keith, 2019). “In path modelling, it is essential to explain both the standardisation of regression coefficients and the predictive power (Banner & Higgs, 2017).

Below is Figure 5.10, showing a structural model representing the result for the hypothesis – H1 to H3. In this model, a higher-order model for organisational culture effect on employee engagement and the effect of employee engagement on organisational performance were tested. The first-order models for the variables were run first to generate the second-order weights for the constructs – which were then regressed with each other.

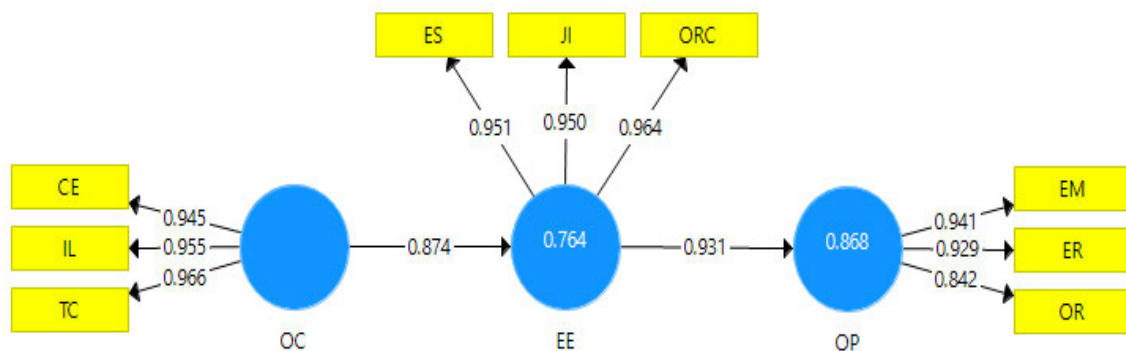


FIGURE 5.10: STRUCTURAL MODEL 1

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

5.7.5.3. Hypotheses Testing (structural model 1)

Assuming the hypothesized measurement and structural model had been evaluated and finalised, the next step was to examine causal relationships among latent variables using path analysis (Nusair et al., 2010). According to Byrne (2001) and Nusair et al. (2010),

SEM asserts that certain latent variables directly or indirectly influence other latent variables within the model, resulting in estimation results that depict how these latent variables are associated. Table 5.22 displays the estimation results derived from hypothesis testing. The table shows the proposed hypotheses, the path coefficients, the t-statistics, and whether a hypothesis is rejected or supported. Literature indicates that $t > 1.96$ is indicative of relationship significance and that higher path coefficients indicate strong relationships between latent variables (Chinomona, Lin, Wang & Cheng, 2010).

TABLE 5.22: HYPOTHESIS TESTING RESULTS

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee

Hypothesised relationship	Hypothesis	Path Coefficient (β)	T-Statistics (t)	P-Value	Rejected/Supported
OC-> EE	H ₁	0.874	40.664	0.000	Significant and supported
EE-> OP	H ₂	0.931	105.019	0.000	Significant and supported

Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; OR = Organisational Results; TC = Open and transparent communication

Based on the findings presented in Table 5.22, two hypotheses were formulated to address the study's research questions. Both hypotheses (H1 and H2) were statistically supported, as the relationships demonstrated significant effects either positive or negative and met the significance criteria ($p < 0.05$, $t > 1.96$).

H1: Organisational culture has a positive significant effect on employee engagement in South Africa's public sector

The results indicated that Organisational culture has a strong positive effect on Employee engagement. In addition, the results suggest that the relationship between Organisational culture and Employee engagement is significant ($\beta= 0.874$, $t=40.664$, $p=0.000$). The hypothesis was supported by the positive correlation revealed by the results.

H2: Employee engagement has a positive significant effect on organisational performance in South Africa's public sector

Hypothesis 2 is supported and indicates a positive and significant relationship between Employee engagement and Organisational performance. A path coefficient of 0.931 was realized after testing H2. Employee engagement positively influences organisational performance ($\beta = 0.931$; $t = 105.019$; $p = 0.000$). Thus, the more positive employee engagement is provided, the better the organisational performance will be. This indicates that Employee engagement has a strong effect on organisational performance.

5.7.5.3. Mediation Results

This study adopted the four-step approach proposed by Zhao et al. (2010). This "method proposes the following procedures: (1) regressing the independent variable on the dependent variable, (2) regressing the independent variable on the mediator, (3) regressing the mediator variable on the dependent variable, and (4) establishing that the mediator value partially or completely mediates the X–Y relationship; the effect of X (independent variable) on Y (dependent variable) controlling for the mediator value should be reduced or zeroed out" (Zhao et al., 2010). The mediation analysis commenced by examining the significance of the indirect effects.

- The indirect effect of organisational culture (OC) on organisational performance (OP) through employee engagement (EE) is calculated as the product of the path coefficient from OC to EE and the path coefficient from EE to OP, representing mediation pathway 1.

a) Complementary Partial Mediation

Complementary partial mediation occurs when both the direct effect (c') and the indirect effect ($a \times b$) align in the same direction, either both positive or both negative (Baron & Kenny, 1986). This scenario is frequently observed when both $a \times b$ and c' are statistically significant and the product $a \times b \times c'$ is positive. This suggests that a portion of the influence of the independent variable (X) on the dependent variable (Y) is transmitted through the mediator (M), while X still exerts a direct influence on Y independent of M. This form of mediation implies that the mediator helps to explain, and potentially qualifies or modifies, the direct relationship between the independent and dependent variables.

b) Competitive Partial Mediation

Competitive partial mediation is present when the direct effect (c') and the indirect effect (a×b) are in opposite directions. A negative value of a×b×c' in Step 2 indicates this form of mediation. Similar to complementary mediation, this suggests that part of the effect of X on Y occurs through the mediator M. At the same time, X also retains a direct effect on Y. Zhao et al. (2010) noted that earlier research often focused exclusively on complementary mediation. In contrast, competitive mediation posits that the mediator may reduce the strength of the relationship between X and Y. However, it may also amplify the effect in certain cases, depending on the nature of the relationships involved.

TABLE 5.23: MEDIATION RESULTS OF EMPLOYEE ENGAGEMENT ON ORGANISATIONAL CULTURE AND ORGANISATIONAL PERFORMANCE

	Dire ct Effec t	95% Confiden ce Interval (With Bias Correctio n) of the Direct Effect	Significan ce (p < 0.05)?	Indire ct Effect (via ORC)	95% Confiden ce Interval (With Bias Correctio n) of the Indirect Effect	Significan ce (p < 0.05)?	Decisio n
IL -> E M	0.814	[0.762, 0.854]	Yes	0.814	[0.762, 0.854]	Yes	Partial Mediatio n

H3: Employee engagement mediates the relationship between organisational culture and organisational performance in South Africa’s public sector

Hypothesis 3 proposed that employee engagement (EE) would mediate the relationship between organisational culture (OC) and organisational performance (OP). The direct relationship between OC and OP was found to be strong (0.814) and statistically significant. Based on the mediation analysis outlined in Table 5.23, it was determined that EE partially mediates this relationship. The product of the direct and indirect effects was calculated to

confirm the nature of the partial mediation. Since both effects are positive, their product is also positive ($0.814 \times 0.060 = 0.662$), indicating the presence of complementary partial mediation. Thus, employee engagement serves as a complementary mediator in the relationship between organisational culture and organisational performance.

5.7.6 Model Prediction Assessment

In general, model prediction assessment encompasses both explanatory and predictive power. In this study, explanatory power is evaluated using the coefficient of determination (R^2) and effect size (F^2), while predictive power is assessed through the cross-validated redundancy measure (Q^2).

5.7.6.1 Model Explanatory Relevance

F-squared (F^2) serves as a quantitative indicator of effect size, reflecting the change in R^2 that occurs when an exogenous variable is excluded from the model. This measure provides valuable insights into the significance of the variable in question and its contribution to the overall explanatory power of the model. This approach aids in evaluating the importance of predictor variables in elucidating the variability observed in independent variables. Cohen (1988) and Hair et al. (2021) delineate the thresholds for effect size, indicating that an F^2 value of 0.02 or greater is classified as small, an F^2 value of 0.15 or greater is deemed medium, and a F^2 value of 0.35 or greater is recognised as large. In the present investigation's framework, examining the F^2 values and considering their broader implications is essential.

The model's explanatory power is evaluated using the R-squared (R^2) and F-squared (F^2) statistics. The R^2 value represents the proportion of variance in the endogenous variable that can be attributed to the exogenous variable(s). In other words, it reflects the extent to which changes in the dependent variable are explained by variations in one or more independent variables. In the context of this study, employee engagement (EE) is predicted by organisational culture (OC), yielding an R^2 value of 0.764. This indicates that OC explains 76.4% of the variance in EE. Additionally, organisational performance (OP) is influenced by EE, with an R^2 value of 0.868, suggesting that EE accounts for 86.8% of the variance in OP.

Hair et al. (2013) suggest that R^2 values of 0.75, 0.50, and 0.25 can be interpreted as a general guideline indicating substantial, moderate, and weak explanatory power, respectively, for endogenous latent variables. Given that the R^2 value for employee

engagement (EE) is 0.764 and for organisational performance (OP) is 0.868, both values exceed the threshold for substantial explanatory power. This indicates that the model demonstrates strong explanatory capacity for these constructs.

F-Squared (F^2) represents the change in R^2 when a specific exogenous variable is excluded from the model, thereby indicating the variable's effect size. As per the guidelines provided by Cohen (1988) and Hair et al. (2021), an F^2 value of ≥ 0.02 indicates a small effect, ≥ 0.15 is a medium effect, and ≥ 0.35 is a large effect. In this study, organisational culture (OC) demonstrated an effect size of 3.243, which is well above the threshold for a large effect, suggesting that its removal would significantly reduce the explanatory power for employee engagement (EE). Similarly, EE exhibited an even larger effect size of 6.558, indicating its critical role in influencing organisational performance (OP). Therefore, eliminating EE from the model would substantially diminish the model's ability to explain variations in OP.

5.7.6.2 Model Predictive Relevance

This study employed the Q-squared (Q^2) statistic to assess the model's predictive relevance. A model is considered to exhibit predictive relevance when Q^2 values exceed zero, with $Q^2 > 0$ indicating satisfactory predictive capability. Additionally, Q^2 serves as an indicator of the predictive relevance of the endogenous constructs within the model. Q^2 values above zero indicate that your values are well reconstructed and the model has predictive relevance. Based on the results in Table 5.26, this study shows that the Q^2 for the latent and endogenous variables EE and OP are 0.764 and 0.772, respectively. These values are substantially above zero; therefore, it can be concluded that the current study model has strong predictive power and relevance.

5.7.6.3 Summary of Predictive Relevance Assessment

Table 5.26 presents a summary of the model's predictive relevance, based on the results obtained from the PLS Predict procedure conducted using Smart PLS Version 4.

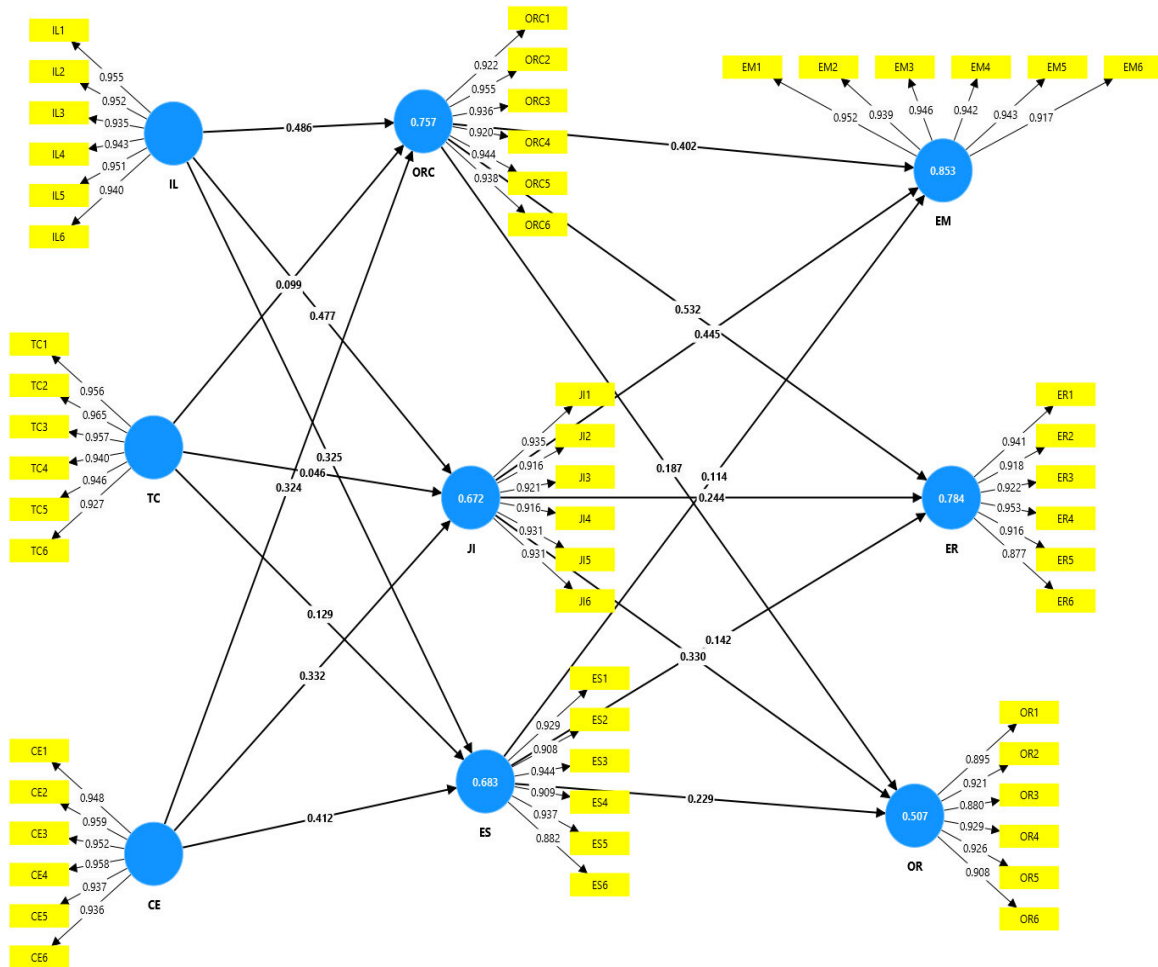
TABLE 5.24: PREDICTIVE RELEVANCE ASSESSMENT

Predictor Variables	Outcome Variables	R-Squares (R ²)	F-Squared (F ²)	Q-Squared (Q ²)
OC	EE	0.764	3.243	0.764
EE	OP	0.868	6.558	0.772

5.7.7 Path modelling

Path analysis was the subsequent step in SEM-based data analysis (Beran et al., 2010; Memon, Ramayah, Cheah, Ting, Chuah and Cham, 2021). “In addition to evaluating the structural paths of a conceptualized research model, path modelling describes the relationship between observed or measured variables and theoretical constructs” (Guenther et al., 2023). “This SEM procedure was designed to demonstrate and evaluate the theoretical foundations of the study and the significance of the relationship between model constructs” (Deng & Yuan, 2023). “The structural model of the study was evaluated by investigating p-values and regression coefficients” (Bowen & Guo, 2012; Held & Ott, 2018). “The standardized regression coefficients and the ability to predict in path modelling must be explained” (Deng & Yuan, 2023). Figure 5.10 depicts the outcome of the structural model for the proposed hypothesis.

FIGURE 5.11: STRUCTURAL MODEL 2



Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

5.7.7.1 Hypothesis Testing (structural model 2)

“Path analysis examined the causal relationship between latent variables after evaluating and finalizing the measurement and structural models” (Mueller & Hancock, 2018). Clark and Watson (2019), citing Nusair et al. (2010), state that SEM asserts that specific latent variables directly or indirectly influence other variables within the model, resulting in estimation results that depict the relationship between these latent variables.

The hypothesis testing results for this study are presented in Table 5.25. This table outlines the proposed hypotheses, corresponding path coefficients, t-statistics, and the outcomes

indicating whether each hypothesis was supported or rejected. According to Zhang (2022), a t-value greater than 1.96 signifies a statistically significant relationship, while path coefficients exceeding one reflect a strong association between latent variables.

TABLE 5.25: HYPOTHESIS TESTING RESULTS

Hypothesised relationship	Hypothesis	Path Coefficient (β)	T-Statistics (t)	P-Value	Rejected/Supported
IL-> ORC	H ₄	0.486	5.340	0.000	Significant and supported
IL-> JI	H ₅	0.477	5.032	0.000	Significant and supported
IL -> ES	H ₆	0.325	3.477	0.001	Significant and supported
TC -> ORC	H ₇	0.099	0.850	0.395	Supported but insignificant
TC-> JI	H ₈	0.046	0.322	0.747	Supported but insignificant
TC-> ES	H ₉	0.129	1.098	0.272	Supported but insignificant
CE -> ORC	H ₁₀	0.403	9.730	0.000	Significant and supported

CE-> JI	H ₁₁	0.833	38.107	0.000	Significant and supported
CE-> ES	H ₁₂	0.486	5.340	0.000	Significant and supported
ORC-> EM	H ₁₃	0.402	5.454	0.000	Significant and supported
ORC-> ER	H ₁₄	0.532	5.394	0.000	Significant and supported
ORC-> ORR	H ₁₅	0.187	1.718	0.086	Supported but insignificant
JI-> EM	H ₁₆	0.445	6.2172	0.000	Significant and supported
JI-> ER	H ₁₇	0.244	2.578	0.010	Significant and supported
JI -> ORR	H ₁₈	0.330	3.265	0.001	Significant and supported
ES-> EM	H ₁₉	0.114	1.696	0.090	Supported but insignificant
ES-> ER	H ₂₀	0.142	1.609	0.108	Supported but insignificant

ES-> ORR	H ₂₁	0.229	5.032	0.013	Significant and supported
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Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; IL= Inspiring leadership; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

Based on the findings presented in Table 5.25, a total of eighteen hypotheses (H4–H21) were formulated to address the research questions. All of these hypotheses were statistically supported, as the relationships demonstrated either positive or negative effects and met the significance thresholds ($p < 0.05$, $t > 1.96$).

5.7.7.2 Summary of Hypotheses Results

This section discusses the findings derived from the hypothesis testing process.

H4: There is a positive relationship between inspiring leadership and organisational commitment in South Africa’s public sector.

The relationship between Inspiring leadership and organisational commitment was assessed. The results indicated that Inspiring leadership has a positive and significant effect on organisational commitment ($\beta = 0.486$; $t = 5.340$; $p = 0.000$). This implies a strong relationship between Inspiring leadership and organisational commitment in South Africa’s public sector. This also signifies that the hypothesis is supported and significant.

H5: There is a positive relationship between Inspiring leadership and job involvement in South Africa’s public sector.

The relationship between Inspiring leadership and job involvement was assessed. A path coefficient of 0.477 was realised after testing H5. This means that Inspiring leadership has a positive influence on Job involvement. Furthermore, the results indicate that the relationship between Inspiring leadership and job involvement is positively related in a significant way ($t = 5.032$, $p = 0.000$). As a result of the positive association revealed by the results, the hypothesis was supported.

H6: There is a positive relationship between Inspiring leadership and employee satisfaction in South Africa's public sector.

The relationship between Inspiring leadership and job satisfaction in South Africa's public sector was assessed. The results indicated that inspiring leadership has a positive effect on job satisfaction. In addition, the results suggest that the relationship between inspiring leadership and job satisfaction is significant ($\beta = 0.325$, $t = 3.477$, $p = 0.001$). The hypothesis was refuted as a result of the positive correlation revealed by the results.

H7: There is a positive relationship between open and transparent communication and organisational commitment in South Africa's public sector.

Hypothesis 7 is supported and indicates a positive but insignificant relationship between open and transparent communication and organisational commitment. A path coefficient of 0.099 was realised after testing H7. Open and transparent communication positively influences organisational commitment ($\beta = 0.099$; $t = 0.850$; $p = 0.395$). Thus, the more positive the open and transparent communication provided, the better the organisational commitment will be. This indicates that open and transparent communication has little to no effect on organisational commitment.

H8: There is a positive relationship between open and transparent communication and job involvement in South Africa's public sector.

The relationship between open and transparent communication and Job involvement is positive and supported. The result indicated that open and transparent communication has a positive effect on job involvement ($\beta = 0.046$; $t = 0.322$; $p = 0.747$). In the proposed model, the relationship between these two constructs is weak, as the path modelling estimate is 0.046. Moreover, the results indicate that the relationship between open and transparent communication and job involvement is positive and statistically insignificant. Based on the positive association revealed by the results, the hypothesis was supported.

H9: There is a positive relationship between open and transparent communication and employee satisfaction in South Africa's public sector.

The present study found that open and transparent communication has a weak positive relationship with employee satisfaction ($\beta = 0.129$; $t = 1.098$; $p = 0.272$). This finding

means that open and transparent communication can explain about 12.9% of South Africa's public sector employee satisfaction. Thus, the more positive the open and transparent communication, the better employee satisfaction. As a result of the positive association revealed by the results, the hypothesis was supported.

H10: There is a positive relationship between an engaging and challenging environment and organisational commitment in South Africa's public sector.

The relationship between an engaging and challenging environment and organisational commitment is moderate and supported. The result indicated that an engaging and challenging environment has a positive effect on Organisational commitment ($\beta = 0.324$; $t = 3.941$; $p = 0.000$). This study confirms that a positive, engaging and challenging environment can result in organisational commitment. Based on the positive association revealed by the results, the hypothesis was supported.

H11: There is a positive relationship between an engaging and challenging environment and job involvement in South Africa's public sector.

The relationship between engaging and challenging environment and job involvement was assessed. The results indicated that an engaging and challenging environment had a strong positive and significant effect on Job involvement ($\beta = 0.332$; $t = 3.105$; $p = 0.002$). As noted in the path modelling estimate of 0.332, the relationship between Engaging and challenging environment and job involvement is moderate. Based on the positive association revealed by the results, the hypothesis was supported.

H12: There is a positive relationship between an engaging and challenging environment and employee satisfaction in South Africa's public sector.

The findings confirm a positive correlation between an engaging and challenging environment and employee satisfaction. In other words, the greater the engaging and challenging environment, the higher the employee satisfaction ($\beta = 0.412$, $t = 4.504$, $p = 0.000$). In the proposed model, the relationship between these two constructs is strong, as the path modelling estimate is 0.412. Moreover, the results indicate that an engaging and challenging environment is significantly associated with employee satisfaction.

H13: There is a positive relationship between organisational commitment and employee motivation in South Africa's public sector.

The relationship between organisational commitment and employee motivation was assessed. The results indicated that organisational commitment has a positive and significant effect on employee motivation ($\beta = 0.402$; $t = 5.448$; $p = 0.000$). This implies a strong relationship between organisational commitment and employee motivation in South Africa's public sector. This signifies that the hypothesis is supported and significant.

H14: There is a positive relationship between organisational commitment and employee retention in South Africa's public sector.

The relationship between organisational commitment and employee retention was assessed. A path coefficient of 0.5 was realized after testing H14. This means that organisational commitment has a positive influence on employee retention. In other words, the greater the organisational commitment, the higher the employee retention ($\beta = 0.532$, $t = 5.394$, $p = 0.000$). In the proposed model, the relationship between these two constructs is strongest, as the path modelling estimate is 0.532. Moreover, the results indicate that organisational commitment is significantly associated with employee retention. As a result of the positive association revealed by the results, the hypothesis was supported.

H15: There is a positive relationship between organisational commitment and Organisational results in South Africa's public sector.

The relationship between organisational commitment and organisational results in South Africa's public sector was assessed. The results indicated that organisational commitment has a positive effect on organisational results. In addition, the results suggest that the relationship between organisational commitment and organisational results is insignificant ($\beta = 0.187$, $t = 1.718$, $p = 0.086$). The hypothesis was refuted as a result of the positive correlation revealed by the results.

H16: There is a positive relationship between job involvement and employee motivation in South Africa's public sector.

The relationship between job involvement and employee motivation is positively strong and significant. The result indicated that job involvement has a positive effect on employee motivation ($\beta = 0.445$; $t = 6.217$; $p = 0.000$). This study confirms that positive job involvement can result in employee motivation. Based on the positive association revealed by the results, the hypothesis was supported.

H17: There is a positive relationship between job involvement and employee retention in South Africa's public sector.

The findings confirm a positive correlation between job involvement and employee retention. In other words, the greater the Job involvement, the higher the Employee retention ($\beta = 0.244$, $t = 2.578$, $p = 0.010$). In the proposed model, the relationship between these two constructs is moderate, as the path modelling estimate is 0.244. Moreover, the results indicate that job involvement is significantly associated with Employee retention.

H18: There is a positive relationship between job involvement and organisational results in South Africa's public sector.

The relationship between job involvement and organisational results was assessed. The results indicated that Job involvement had a strong positive and significant effect on organisational results ($\beta = 0.330$; $t = 3.265$; $p = 0.001$). As noted in the path modelling estimate of 0.330, the relationship between Job involvement and Organisational results is moderate. Based on the positive association revealed by the results, the hypothesis was supported.

H19: There is a positive relationship between employee satisfaction and employee motivation in South Africa's public sector.

Hypothesis 19 is supported and indicates a positive but insignificant relationship between employee satisfaction and motivation. A path coefficient of 0.114 was realized after testing H19. Employee satisfaction positively influences motivation ($\beta = 0.114$; $t = 1.696$; $p = 0.090$). Thus, the more positive the employee satisfaction is, the better the employee motivation will be. This indicates that employee satisfaction has little to no effect on employee motivation.

H20: There is a positive relationship between employee satisfaction and employee retention in South Africa's public sector.

The relationship between employee satisfaction and employee retention is positive and supported. The result indicated that employee satisfaction and employee retention have a positive effect on job involvement ($\beta = 0.142$; $t = 1.609$; $p = 0.108$). In the proposed model, the relationship between these two constructs is weak, as the path modelling estimate is 0.142. Moreover, the results indicate that the relationship between employee satisfaction and retention is positive and statistically insignificant. Based on the positive association revealed by the results, the hypothesis was supported.

H21: There is a positive relationship between employee satisfaction and organisational results in South Africa's public sector.

The present study found that employee satisfaction has a positive and statistically significant relationship with organisational results ($\beta = 0.229$; $t = 2.482$; $p = 0.013$). This finding means that Employee satisfaction can explain about 22.9% of the organisational results in South Africa's public sector. Thus, the more positive the employee satisfaction is, the better the organisational results will be. As a result of the positive association revealed by the results, the hypothesis was supported.

5.7.7.3. Mediation Results

This study employed the four-step mediation analysis approach proposed by Zhao et al. (2010). The procedure consists of the following steps: (1) regressing the independent variable on the dependent variable, (2) regressing the independent variable on the mediator, (3) regressing the mediator on the dependent variable, and (4) determining whether the mediator partially or fully mediates the relationship between the independent variable (X) and the dependent variable (Y). In the final step, mediation is confirmed if the effect of X on Y is either diminished or rendered insignificant when controlling for the mediator. The mediation analysis begins by assessing the significance of the indirect effects.

- The indirect effect from IL, TC and CE via ORC to EM is the product of the path coefficients from IL, TC and CE to ORC and from ORC to EM (mediation path 1a).
- The indirect effect from IL, TC and CE via ORC to ER is the product of the path coefficients from IL, TC and CE to ORC and from ORC to ER (mediation path 1b).
- The indirect effect from IL, TC and CE via ORC to OR is the product of the path

- coefficients from IL, TC and CE to ORC and from ORC to OR (mediation path 1c).
- The indirect effect from IL, TC and CE via JI to EM is the product of the path coefficients from IL, TC and CE to JI and from JI to EM (mediation path 2a).
 - The indirect effect from IL, TC and CE via JI to ER is the product of the path coefficients from IL, TC and CE to JI and from JI to ER (mediation path 2b).
 - The indirect effect from IL, TC and CE via JI to OR is the product of the path coefficients from IL, TC and CE to JI and from JI to OR (mediation path 2c).
 - The indirect effect from IL, TC and CE via ES to EM is the product of the path coefficients from IL, TC and CE to ES and from ES to EM (mediation path 3a).
 - The indirect effect from IL, TC and CE via ES to ER is the product of the path coefficients from IL, TC and CE to ES and from ES to ER (mediation path 3b).
 - The indirect effect from IL, TC and CE via ORC to OR is the product of the path coefficients from IL, TC and CE to ES and from ES to OR (mediation path 3c).

To assess the significance of the product of the path coefficients, a bootstrap procedure was employed. The result indicates partial mediation when both the direct effect (c') and the indirect effect ($a \times b$) are statistically significant. Within this context, two forms of partial mediation can be identified:

a. Complementary Partial Mediation

Complementary partial mediation occurs when both the direct effect (c') and the indirect effect ($a \times b$) are statistically significant and point in the same direction, either both positive or both negative (Baron & Kenny, 1986). This scenario suggests that part of the effect of the independent variable (X) on the dependent variable (Y) is transmitted through the mediator (M). At the same time, X also continues to influence Y directly. The positive product of $a \times b \times c'$ supports this form of mediation, indicating that the mediator plays a role in explaining and potentially influencing or modifying the relationship between X and Y.

b. Competitive Partial Mediation

Competitive partial mediation is identified when the direct effect (c') and the indirect effect ($a \times b$) are significant but point in opposite directions. A negative value for the product $a \times b \times c'$ reflects this dynamic. In such cases, although the mediator (M) explains part of the relationship between the independent variable (X) and the dependent variable (Y), X also maintains an independent effect on Y. Zhao et al. (2010) noted that earlier research primarily emphasised complementary mediation. However, in competitive mediation, the

mediator may reduce or, in some instances, amplify the strength of the direct relationship between X and Y.

TABLE 5.26: MEDIATION RESULTS OF IL, TC AND CE VIA ORC TO EM, ER AND ORR

	Dire ct Effe ct	95% Confiden ce Interval (With Bias Correctio n) of the Direct Effect	Significan ce (p < 0.05)?	Indire ct Effect (via ORC)	95% Confiden ce Interval (With Bias Correctio n) of the Indirect Effect	Significan ce (p < 0.05)?	Decisio n
IL -> EM	0.42 1	[0.308, 0.593]	Yes	0.196	[0.111, 0.310]	Yes	Partial Mediati on
TC-> EM	0.07 5	[-0.140, 0.274]	No	0.040	[-0.048, 0.138]	No	No Mediati on
CE->E M	0.32 5	[0.169, 0.483]	Yes	0.130	[0.059, 0.226]	Yes	Partial Mediati on
IL -> ER	0.42 1	[0.291, 0.573]	Yes	0.259	[0.148, 0.415]	Yes	Partial Mediati on
TC-> ER	0.08 2	[-0.117, 0.268]	No	0.053	[-0.066, 0.188]	No	No Mediati on

CE-> ER	0.31 2	[0.163, 0.452]	Yes	0.173	[0.085, 0.294]	Yes	Partial Mediati on
IL -> ORR	0.33 2	[0.211, 0.442]	Yes	0.091	[-0.013, 0.221]	No	No Mediati on
TC-> ORR	0.06 3	[-0.099, 0.219]	No	0.018	[-0.016, 0.098]	No	No Mediati on
CE-> ORR	0.26 4	[0.308, 0.593]	Yes	0.060	[-0.008, 0.150]	No	No Mediati on

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

The findings indicate that inspiring leadership (IL) exerts a significant direct influence on employee motivation (EM) and retention (ER). Additionally, there is evidence of partial mediation through organisational commitment (ORC), suggesting that the level of commitment partly facilitates the relationship between IL and the outcomes EM and ER employees feel towards the organisation. This suggests that effective leadership is instrumental in directly enhancing employee motivation and retention and cultivating a strong sense of organisational commitment, which further reinforces these positive outcomes. A challenging and engaging work environment also serves as a significant determinant in motivation and employee retention. Employees flourish in settings that present them with challenges and provide the necessary support. This dynamic is influenced, in part, by the level of organisational commitment exhibited by the employees. This indicates that although nurturing a sense of responsibility is beneficial, it is also essential to offer stimulating work experiences. Conversely, open and transparent communication (TC) does not significantly influence motivation or retention. Additionally, it does not serve as a mediating factor through (ORC). This suggests that although communication plays a crucial role within an organisation, it may not serve as the foremost catalyst for engagement unless it is integrated with additional elements such as effective leadership and a supportive workplace environment. In examining the

outcomes associated with organisational results (ORR), it is evident that both leadership and a demanding work environment exert direct positive influences. However, it is noteworthy that organisational commitment does not play a significant mediating role in these relationships. This indicates that effective leadership and stimulating work environments play a crucial role in enhancing performance instead of depending exclusively on commitment to achieve outcomes.

TABLE 5.27: MEDIATION RESULTS OF IL, TC AND CE VIA JI TO EM, ER AND ORR

Direct Effect	95% Confidence Interval (With Bias Correction) of the Direct Effect	Significance (p < 0.05)?	Indirect Effect (via JI)	95% Confidence Interval (With Bias Correction) of the Indirect Effect	Significance (p < 0.05)?	Decision	Direct Effect
IL -> EM	0.421	[0.308, 0.593]	Yes	0.212	[0.110, 0.338]	Yes	Partial Mediation
TC-> EM	0.075	[-0.140, 0.274]	No	0.021	[-0.110, 0.144]	No	No Mediation
CE-> EM	0.325	[0.169, 0.483]	Yes	0.148	[0.052, 0.275]	Yes	Partial Mediation
IL -> ER	0.421	[0.291, 0.573]	Yes	0.116	[0.038, 0.236]	Yes	Partial Mediation

TC-> ER	0.082	[-0.117, 0.268]	No	0.011	[-0.057, 0.099]	No	No Mediati on
CE-> ER	0.312	[0.163, 0.452]	Yes	0.081	[0.061, 0.276]	Yes	Partial Mediati on
IL -> ORR	0.332	[0.211, 0.442]	Yes	0.157	[0.038, 0.236]	Yes	Partial Mediati on
TC-> ORR	0.063	[-0.099, 0.219]	No	0.015	[-0.071, 0.134]	No	No Mediati on
CE-> ORR	0.264	[0.308, 0.593]	Yes	0.110	[0.035, 0.225]	Yes	Partial Mediati on

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

The interplay between Inspiring Leadership (IL) and Employee Motivation (EM) reveals a noteworthy direct effect quantified at 0.421. This finding is supported by a bias-corrected confidence interval ranging from 0.308 to 0.593, indicating a robust relationship. Additionally, a significant indirect effect exists through Job Involvement (JI), measured at 0.212, further underscoring the intricate dynamics at play in this context. This finding suggests a scenario of partial mediation, indicating that interpersonal learning (IL) exerts an influence on emotional management (EM) not only through direct pathways but also via the intermediary role of job involvement (JI). A comparable trend is observed in the relationship between Challenging Environment (CE) and Employee Motivation (EM), where both direct effects (0.325) and indirect effects (0.148) are statistically significant, indicating a scenario of partial mediation.

Conversely, it appears that Transparent Communication (TC) exerts a negligible impact on both Employee Motivation and Employee Retention. The analysis reveals no

significant direct or indirect effects, suggesting that mediation does not occur in these relationships. This indicates that the role of transparent communication might not significantly influence the outcomes observed within the framework of this study. Furthermore, the relationship between Individual Leadership (IL) and Employee Retention (ER) demonstrates a partial mediation effect. This is evidenced by a significant direct effect, quantified at 0.421, and an indirect effect through Job Involvement (JI), which stands at 0.116. The findings align with the Organisational Results (ORR) model, indicating that IL's direct and indirect effects are substantial. This suggests that there is a degree of partial mediation present for these outcomes as well. The findings of this study highlight the pivotal influence of individual leadership, especially in demanding or high-pressure environments, in driving employee motivation, improving retention, and contributing positively to overall organisational performance. Job involvement is a significant mediator in various relationships, emphasising its importance. On the other hand, it seems that transparent communication does not significantly influence these outcomes, either directly or indirectly. The insights derived from this analysis can significantly contribute to developing organisational strategies focused on improving employee engagement and overall performance within the workplace.

TABLE 5.28: MEDIATION RESULTS OF IL, TC AND CE VIA ES TO EM, ER AND ORR

Direct Effect	95% Confidence Interval (With Bias Correction) of the Direct Effect	Significance (p < 0.05)?	Indirect Effect (via ES)	95% Confidence Interval (With Bias Correction) of the Indirect Effect	Significance (p < 0.05)?	Decision	Direct Effect
IL -> EM	0.445	[0.308, 0.593]	Yes	0.037	[0.110, 0.338]	Yes	Partial Mediation

TC-> EM	0.075	[-0.140, 0.274]	No	0.015	[-0.008, 0.068]	No	No Mediation
CE->EM	0.325	[0.169, 0.483]	Yes	0.047	[0.000, 0.103]	Yes	Partial Mediation
IL -> ER	0.421	[0.291, 0.573]	Yes	0.046	[0.001, 0.131]	Yes	Partial Mediation
TC-> ER	0.082	[-0.117, 0.268]	No	0.018	[-0.008, 0.098]	No	No Mediation
CE-> ER	0.312	[0.163, 0.452]	Yes	0.059	[-0.003, 0.156]	Yes	Partial Mediation
IL -> ORR	0.332	[0.211, 0.442]	Yes	0.074	[0.016, 0.173]	Yes	Partial Mediation
TC-> ORR	0.063	[-0.099, 0.219]	No	0.030	[-0.018, 0.103]	No	No Mediation
CE-> ORR	0.264	[0.140, 0.387]	Yes	0.094	[0.018, 0.200]	Yes	Partial Mediation

Note: CE= Challenging Environment; EM = Employee Motivation; ER = Employee Retention; JI = Job Involvement; ES = Employee Satisfaction; ORC = Organisational Commitment; ORR = Organisational Results; TC = Open and transparent communication

The results obtained from this analysis offer valuable insights into the direct and indirect effects of various organisational factors on key outcomes, namely Employee Motivation (EM), Employee Retention (ER), and Organisational Results (ORR). This examination particularly emphasises the mediating role played by Employee Satisfaction (ES) in

these dynamics. The concept of Individual Leadership (IL) demonstrates a noteworthy direct impact on Employee Motivation (EM), with a coefficient of 0.445, as well as on Employee Retention (ER), which has a coefficient of 0.421. The confidence intervals for both relationships do not intersect with zero, indicating a robust and significant correlation between these variables. The indirect influence of IL on these outcomes, as mediated by Employee Satisfaction (ES), is characterised by a positive yet modest effect precisely, 0.037 for EM and 0.046 for ER. Furthermore, this effect is statistically significant. This finding lends credence to partial mediation, suggesting that IL affects these outcomes not solely through direct pathways but also via the intermediary function of ES. The Challenging Environment (CE) demonstrates a noteworthy direct influence on both Employee Motivation (EM) and Employee Retention (ER), with respective values of 0.325 and 0.312. The confidence intervals associated with these metrics further affirm their statistical significance. The indirect effects of corporate entrepreneurship (CE) through employee satisfaction (ES) are noteworthy, with values of 0.047 for employee motivation (EM) and 0.059 for employee retention (ER). These figures suggest that employee satisfaction plays a partial mediating role in these relationships. This indicates that challenging environments, by positively affecting employee satisfaction, have the potential to boost both motivation and retention significantly. However, it is important to note that their direct influence continues to be considerable. In contrast, the findings regarding Transparent Communication (TC) reveal that it (TC) does not exhibit any notable direct or indirect effects on Employee Motivation or Employee Retention. This indicates that, within the parameters of this study, transparent communication does not serve as a significant mediating factor influencing these particular outcomes. In conclusion, the findings indicate that CE partially mediates Organisational Results (ORR), demonstrating significant direct and indirect influences quantified at 0.264 and 0.094, respectively. Additionally, IL contributes to ORR through a partial mediation effect via ES. The results of this study underscore the significant role that effective leadership and a demanding environment play in influencing organisational outcomes, particularly employee satisfaction. In summary, this research underscores the significant influence of leadership and the workplace environment on fostering employee motivation, enhancing retention rates, and achieving favourable organisational outcomes. Notably, employee satisfaction emerges as an essential mediator in this dynamic interplay. Nonetheless, transparent communication has a limited effect within a particular context.

5.7.8. Model Prediction Assessment

By and large, model prediction assessment focuses on the model's explanatory power and model predictive power. In this study, the model explanatory power is assessed using R^2 and F^2 while the model predictive power is assessed using Q^2 .

5.7.8.1. Model Explanatory Relevance

F-squared (F^2) functions as a quantitative measure of effect size, indicating the extent of change in the R^2 value when a specific exogenous variable is removed from the model. This metric offers important insights into the relevance of the variable and its contribution to the model's overall explanatory capacity. This approach aids in evaluating the importance of predictor variables in elucidating the variability observed in independent variables. According to Cohen (1988) and Hair et al. (2021), effect size thresholds for F^2 are defined as follows: a value of 0.02 or above indicates a small effect, 0.15 or above reflects a medium effect, and 0.35 or above signifies a large effect. In the present investigation's framework, examining the F^2 values and considering their broader implications is essential. The findings indicate that the F^2 values for various predictor variables, such as Transparent Communication (TC), fall from 0.001 to 0.019. This suggests that these variables exhibit a small effect size. In particular, the TC exhibits an F^2 value of 0.006 for ORC and 0.008 for ES, which are situated within the small range of effect sizes. The implication is that eliminating these variables would likely result in only a negligible impact on the dependent variables, which include Organisational Commitment (ORC) and Employee Satisfaction (ES). The modest effect sizes indicate that these predictors have a limited role in elucidating the variance in the outcomes they are intended to impact. Conversely, Individual Leadership (IL) demonstrates F^2 values of 0.177 for Organisational Role Clarity (ORC) and 0.126 for Job Involvement (JI), indicating that it occupies a position within the medium effect size range. The data demonstrates that IL moderately impacts both Organisational Commitment and Job Involvement, highlighting its significance in shaping these critical workplace dynamics. Eliminating IL from the model would result in a discernible yet not drastic decrease in R^2 , suggesting that IL plays a significant role in elucidating these outcomes. Variables such as CE (Challenging Environment), which exhibit F^2 values of 0.097 for ORC and 0.075 for JI, demonstrate small-to-medium effect sizes. This suggests that these variables moderately influence their corresponding dependent variables, though this influence is not particularly strong or dominant. The elimination of CE is likely to exert a moderate

influence on these outcomes; however, it is important to note that such a removal would not significantly diminish the overall explanatory capacity of the model. The R^2 values indicate that certain variables, including Job Involvement (JI), which has an F^2 value of 0.279 about Employee Motivation (EM), are categorised within the medium to large effect size range. This suggests that these variables substantially impact the outcome being studied. The exclusion of JI from the model would significantly decrease the variance in Employee Motivation. In summary, the F^2 values presented in this study indicate that Individual Leadership (IL), Challenging Environment (CE), and Job Involvement (JI) have a medium to moderate effect size on their associated outcomes. This implies that the removal of these variables would likely result in a moderate to substantial reduction in the explanatory power of the model to the dependent variables. On the other hand, variables such as Transparent Communication (TC) exhibit relatively minor effects, suggesting that their removal from the model would result in a negligible impact. The significance of this information lies in its capacity to elucidate the relative importance of each predictor, thereby guiding decisions regarding the potential simplification or refinement of the model.

5.7.8.2. Model Predictive Relevance

In this study, the Q-squared (Q^2) statistic was employed to evaluate the predictive relevance of the model. A model is considered to possess predictive relevance when Q^2 exceeds zero, with $Q^2 > 0$ indicating that the model accurately reproduces the observed values. Moreover, Q^2 specifically assesses the predictive accuracy of endogenous constructs. As shown in Table 5.20, the Q^2 values for the latent and endogenous variables—Employee Motivation (EM), Employee Retention (ER), Employee Satisfaction (ES), Job Involvement (JI), Organisational Results (OR), and Organisational Commitment (ORC)—are 0.692, 0.686, 0.659, 0.675, 0.510, and 0.749, respectively. Since all values are well above zero, it can be concluded that the model demonstrates strong predictive power and relevance.

5.7.8.3. Summary of Predictive Relevance Assessment

Table 5.29 summarises the model's predictive relevance, derived from the PLS Predict analysis conducted using Smart PLS Version 4.

TABLE 5.29: PREDICTIVE RELEVANCE ASSESSMENT

Predictor Variables	Outcome Variables	R-Squares (R ²)	F-Squared (F ²)	Q-Squared (Q ²)
IL	ORC	0.757	0.177	0.749
TC			0.006	
CE			0.097	
IL	JI	0.672	0.126	0.659
TC			0.001	
CE			0.075	
IL	ES	0.683	0.060	0.675
TC			0.008	
CE			0.119	
ORC	EM	0.853	0.177	0.692
JI			0.279	
ES			0.018	
ORC	ER	0.784	0.210	0.686
JI			0.057	
ES			0.019	
ORC	ORR	0.507	0.011	0.510
JI			0.046	
ES			0.021	

5.8 Conclusion

Drawing on comprehensive statistical analyses, this chapter has offered meaningful insights into the intricate relationships among organisational culture, employee engagement, and organisational performance within South Africa's public sector. The ANOVA findings revealed significant differences across the three organisations examined, suggesting that disparities in leadership, communication practices, and the work environment play a crucial role in shaping employee engagement and performance outcomes. Structural Equation Modelling (SEM) further substantiated these findings by confirming strong causal pathways from organisational culture to employee engagement and from employee engagement to organisational performance. The subsequent chapter will present a detailed discussion of these results in relation to existing literature and the study's research objectives.

CHAPTER 6

DISCUSSION OF RESULTS

6.1 Introduction

This study investigated the relationship between organisational culture, employee engagement and organisational performance in South Africa's public sector environment. It also assessed the mediating relationship of inspiring leadership, open and transparent communication, engaging and challenging environment, organisational commitment, job involvement, employee satisfaction, employee motivation, employee retention and organisational results on organisational culture, employee engagement and organisational performance.

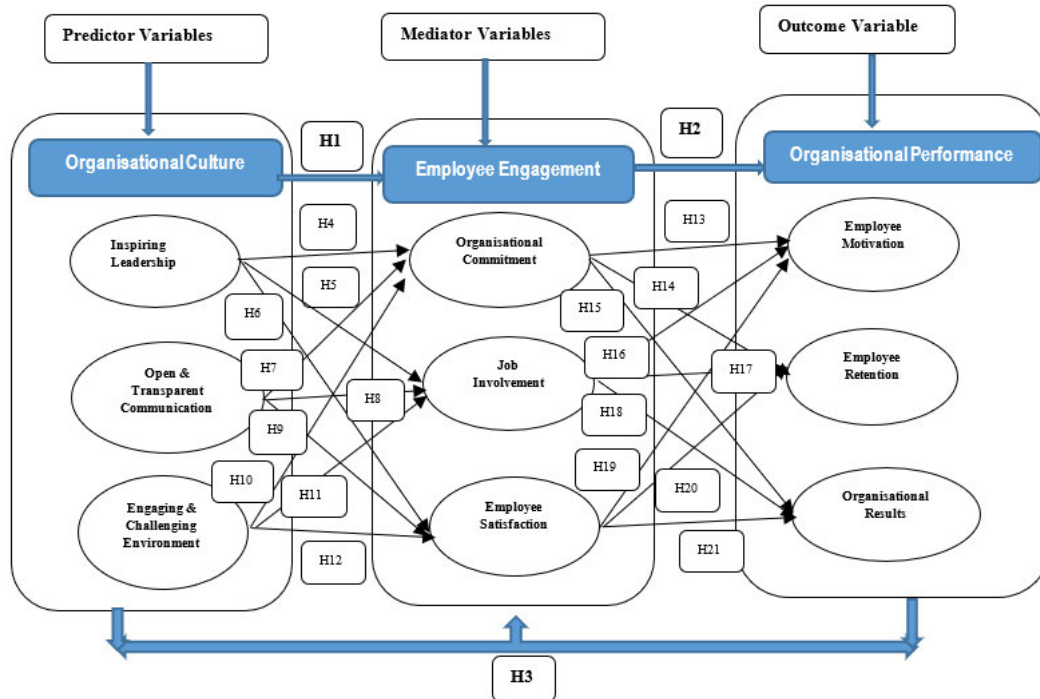
Several scholars have studied organisational culture, employee engagement, and organisational culture due to their effects on human resources, organisational behaviour, and industrial research psychology practice. However, most studies were conducted in developed countries and primarily focused on the private sector. Furthermore, studies on organisational culture, employee engagement, and performance have recommended a need to scientifically assess the relationship between organisational culture, employee engagement, and organisational performance using the mediating fundamental components listed above. Little is known about whether the antecedents have the same influence on South African public sector organisations. Therefore, it was important to study these antecedents to assess how they are related in the public sector and to understand the current situation of the public sector environment in South Africa.

In this study of the relationship between organisational culture, employee engagement and organisational performance in the public sector in South Africa, the researcher adopted the Social Exchange Theory, Resource-Based Theory and Theory of Motivation to explain the relationship. These three theories have been widely used in organisation and human behaviour studies: leadership, communication, employee performance, challenging environment, organisational outcomes, employee retention, employee engagement, employee attitude, commitment, satisfaction and motivation (Pharm, 2023).

The discussion in this chapter is grounded in the proposed conceptual framework(Figure 6.1) introduced at the outset of the study, which posited that organisational culture directly and indirectly influences organisational performance through the mediating role of employee engagement. This framework also integrated latent constructs such as

inspiring leadership, transparent communication, challenging work environment, job involvement, satisfaction, commitment, motivation, and retention. By interpreting the empirical findings through this lens, the chapter confirms the theoretical validity of the framework and offers evidence-based insights for public sector reform.

FIGURE 6.1: PROPOSED CONCEPTUAL FRAMEWORK



Thus, the study findings will be discussed by referring to the study’s primary and secondary research questions, objectives and hypotheses:

6.2 Research Objectives

6.2.1 To investigate the influence of organisational culture on employee engagement in South Africa’s public sector.

H1: Organisational culture has a positive significant effect on employee engagement in South Africa’s public sector.

The results indicated that organisational culture has a strong positive effect on employee engagement. In addition, the results suggest that the relationship between organisational culture and employee engagement is significant ($\beta= 0.874$, $t=40.664$, $p=0.000$). These

findings are synonymous with results reported by (Mbangelei and Ojugbele, 2021; Hakro, Siddiqui and Lal, 2023; Abdullahi, Raman and Solarin, 2021). These studies revealed that employee engagement and organisational culture influence organisational performance. Hendrawan and Pogo (2021) studied the effect of organisational culture, leadership styles and career development on employee engagement. Their analysis revealed that organisational culture has a positive and significant effect on employee engagement, meaning that an increase in organisational culture has a unidirectional impact or influence on a substantial increase in employee engagement. In the study conducted by Nungro and Elmi (2022), the researchers measured the influence of organisational culture, leadership styles and employee engagement on the performance of millennial employees in Indonesia. Their findings discovered that organisational culture and employee engagement partially have a significant and positive impact on employee performance. Still, leadership style partially has an insignificant and positive influence on employee performance. In the late 80s, empirical research on organisational culture and other factors caught impetus. Therefore, studies on organisational culture began to provide convincing evidence that culture can have a significant impact on performance, morale, job satisfaction, employee engagement and loyalty, employee attitude and motivation, turnover, commitment to the organisation and efforts to attract and retain talented employees (Warick, 2017:399). All these imply that organisational culture is positively related to employee engagement in the public sector in South Africa.

6.2.2 To determine the impact of employee engagement on organisational performance in South Africa's public sector.

H2: Employee engagement has a significant positive effect on organisational performance in South Africa's public sector.

A path coefficient of 0.931 was realised after testing H2. These mean employee engagement positively influences organisational performance ($\beta = 0.931$; $t = 105.019$; $p = 0.000$). Thus, the more positive the employee engagement, the better the organisational performance will be. This indicates that employee engagement has a strong effect on organisational performance. These findings are consistent with research reported by several researchers (Guner, Kibaroglu & Basim, 2024; Rakatu, Chandra & Soma, 2022; Bella, Ramyasri & Vijayashree, 2023; Kamanja, Ogolla & Gichunge, 2019; Giallourous et al., 2023; Kundar & Pakkeerappa, 2022; Sing & See, 2022). These researchers reported that employee engagement influences organisational performance and drives

competitive advantage in the public sector. According to Srinivasan (2019), “interventions to facilitate and generate increased engagement are being developed to foster increased performance levels and their measurable impact on the bottom line in organisations. The concept of employee engagement itself is positive and is always associated with the progress and growth aspect of the organisation(Murthy, 2021). Sing and See (2022) revealed that public sector organisations and their leaders seek an engaged workforce and spend time and resources to improve engagement to significantly influence employee productivity and organisational performance. Tarmizi and Anggiani (2022:70) also concluded that “organisations should pay greater attention to efforts to increase organisational commitment and employee engagement in their human resources management programmes, which in turn is expected to improve employee performance and overall organisational performance”. This observation is consistent with a study by Kundar and Pakkerappa (2022), who concluded that employee engagement is influenced by organisational culture, quality work life, work conditions, reward, supervision, HRM Practices, communication, training and development, performance management systems, employee sociability, job satisfaction, leadership styles, work-life balance ultimately leading to expected outcomes of organisational performance. All this implies that employee engagement is positively related to employee engagement in the public sector.

6.2.3 To examine the mediating effect of employee engagement in the organisational culture and organisational performance relationship in South Africa’s public sector.

H3: Employee engagement mediates the relationship between organisational culture and organisational performance in South Africa’s public sector.

Hypothesis 3 predicted that employee engagement would mediate the relationship between organisational culture and organisational performance. The relationship between organisational culture and organisational performance is strong (0.814) and statistically significant. Following the mediation analysis, study results revealed that employee engagement partially mediates the organisational culture-to-organisational performance relationship. To further substantiate the type of partial mediation, the product of the direct and indirect effects was computed. Since the direct and indirect effects are both positive, the sign of their product is also positive (i.e., $0.814 \cdot 0.060 =$

0.662). Consequently, employee engagement represents complementary mediation of the relationship between organisational culture and organisational performance. Several studies were conducted on the relationship between organisational culture and organisational performance and reported the influence of employee engagement on organisational culture and organisational performance in the public and private sectors (Slack & Singh, 2025; Jin & McDonald, 2017; Albrecht, Bredahl & Marty, 2017; Triguero-Sanchez, Pena-Vinces & Guillen, 2018). In the study by Brenyan and Obuobisa-Darko (2017), the researchers examined the relationship between organisational culture and employee engagement within the public sector in Ghana. Their study findings revealed that employee engagement is significantly and favourably impacted by achievement culture, and employees who exercise discretion at work display higher levels of zeal, a sign of engaged workers. In the study designed to explore the impact of employee engagement as a mediator on the relationship between talent management and organisational performance, Yuniati, Soetjipto and Nikmah (2021) reported that employee engagement mediates talent management and organisational performance. Alsshehhi, Alzaabi, Alnahhal, Sakhrieh and Tabash (2021) investigated the effect of organisational culture on the organisational performance in the public sector of the United Arab Emirates. Their study findings cemented the view that “organisational culture has a stronger relationship with organisational performance than other, where two of them were the most important, and they are employee engagement and commitment and capability and innovative, supportive orientation(Alsshehhi et al., 2021:18).” Anchored by Okwata, Wasike and Andemarium (2022:12), “organisational culture is aligned with vision, goals and organisational strategy has a positive impact on organisational culture”. In addition, Mabai and Hove (2020) suggested that organisational performance in the public sector is positively affected by nine (9) factors, namely creativity and innovation, organisational characteristics, age of employee and gender, personal factors, human resources management, intellectual capital, and stakeholder involvement.

6.2.4 To evaluate the influence of inspiring leadership on organisational commitment, job involvement and employee satisfaction in South Africa’s public sector

H4: There is a positive relationship between inspiring leadership and organisational commitment in South Africa’s public sector.

The results indicated that Inspiring leadership has a positive and significant effect on organisational commitment ($\beta= 0.486$; $t= 5.340$; $p= 0.000$). This implies a strong relationship between Inspiring leadership and organisational commitment in South Africa's public sector. This signifies that the hypothesis is supported and significant.

H5: There is a positive relationship between Inspiring leadership and job involvement in South Africa's public sector.

A path coefficient of 0.477 was realised after testing H5. This means that Inspiring leadership has a positive influence on Job involvement. Furthermore, the results indicate that the relationship between Inspiring leadership and job involvement is positively related in a significant way ($t=5.032$, $p= 0.000$). As a result of the positive association revealed by the results, the hypothesis was supported.

H6: There is a positive relationship between Inspiring leadership and employee satisfaction in South Africa's public sector.

The results indicated that inspiring leadership has a positive effect on job satisfaction. In addition, the results suggest that the relationship between inspiring leadership and job satisfaction is significant ($\beta= 0.325$, $t=3.477$, $p=0.001$). The hypothesis was refuted as a result of the positive correlation revealed by the results. To understand the impact of organisational commitment on the relationship between motivation and turnover in the public sector in Vietnam, Tran, Nguyen and Hoang (2020) cemented that public service motivation can reduce the turnover intentions of public employees through the mediating role of organisational commitment. Wu and Liu (2022:7) revealed in their study that "there is a positive relationship between organisational commitment and a negative relationship between organisational commitment and turnover". According to Cantermi and Lizote (2022:648), "organisational culture, in turn, influences the objectives, strategies and conduct of employees and, therefore, is a potential source of competitive advantage". It was also found that inspiring leadership and organisational culture significantly affect employee involvement and job satisfaction (Gera and Haque, 2022).

6.2.5 To determine the impact of open and transparent communication on organisational commitment, job involvement and employee satisfaction in South Africa's public sector.

H7: There is a positive relationship between open and transparent communication and organisational commitment in South Africa's public sector. A path coefficient of 0.099 was realised after testing H7. Hypothesis 7 is supported and indicates a positive but insignificant relationship between open and transparent communication and organisational commitment.

This means that Open and transparent communication positively influences organisational commitment ($\beta = 0.099$; $t = 0.850$; $p = 0.395$). Thus, the more positive the open and transparent communication provided, the better the organisational commitment will be. This indicates that open and transparent communication has little to no effect on organisational commitment.

H8: There is a positive relationship between open and transparent communication and job involvement in South Africa's public sector.

The relationship between open and transparent communication and Job involvement is positive and supported. The result indicated that open and transparent communication has a positive effect on job involvement ($\beta = 0.046$; $t = 0.322$; $p = 0.747$). In the proposed model, the relationship between these two constructs is weak, as the path modelling estimate is 0.046. Moreover, the results indicate that the relationship between open and transparent communication and job involvement is positive and statistically insignificant. Given the positive association demonstrated by the results, the hypothesis was confirmed and statistically supported.

H9: There is a positive relationship between open and transparent communication and employee satisfaction in South Africa's public sector.

The present study found that open and transparent communication has a weak positive relationship with employee satisfaction ($\beta = 0.129$; $t = 1.098$; $p = 0.272$). This finding means that open and transparent communication can explain about 12.9% of employee satisfaction in South Africa's public sector. Thus, the more positive the open and transparent communication provided, the better employee satisfaction will be. As a result

of the positive association revealed by the results, the hypothesis was supported. In their seminal work, Mayfield et al. (2021) show that a leader's communication, as conceptualised through motivating language, has a positive and significant association with follower organisational identification. According to Rezaei et al. (2018), open and transparent communication is vital for improving organisational performance, employee engagement and organisational culture. Open and transparent communication is an important characteristic of the organisation, and it can promote employee involvement, motivation, commitment and satisfaction. Several variables positively affect open and transparent communication: job involvement, job satisfaction, organisational culture, work engagement, leadership and employee commitment (Aras & Yazgan, 2022). For the organisation to achieve a higher level of job involvement and employee satisfaction, it is important to build individual and group employees through open and transparent communication - formal and informal communication (Walker, 2021; Curilla et al., 2023; Aras & Yazgan, 2022). Effective communication, leadership, and employee satisfaction are the key factors in retaining the workforce. These factors can enhance organisational culture, employee engagement and organisational culture in private and public sector environments. Ramirez et al. (2023) supported the idea that open and transparent communication is the key driver of organisational culture, employee engagement, and performance, ultimately resulting in employee involvement and satisfaction. "This also implies that employees in an organisation can be retained by three Rs, namely reward, recognition and respect, which are ultimately responsible for improved efficiency, reduced absenteeism, higher earnings, and pleasurable work environments" (Kundu & Kusum, 2017:703). This has been confirmed by Cai et al. (2018) and Razaei et al. (2018).

6.2.6 To assess the effects of an engaging and challenging environment on organisational commitment, job involvement and employee satisfaction in South Africa's public sector

H10: There is a positive relationship between an engaging and challenging environment and organisational commitment in South Africa's public sector.

The relationship between an engaging and challenging environment and organisational commitment is moderate and supported. The result indicated that an engaging and challenging environment has a positive effect on Organisational commitment ($\beta= 0.324$; $t= 3.941$; $p= 0.000$). This study confirms that a positive, engaging and challenging environment can result in organisational commitment. Given the positive association

demonstrated by the results, the hypothesis was confirmed and statistically supported.

H11: There is a positive relationship between an engaging and challenging environment and job involvement in South Africa's public sector.

The relationship between engaging and challenging environment and job involvement was assessed. The results indicated that an engaging and challenging environment had a strong positive and significant effect on Job involvement ($\beta = 0.332$; $t = 3.105$; $p = 0.002$). The path modelling estimate of 0.332 indicates that the relationship between engaging and challenging environments and job involvement is moderate. Given the positive association demonstrated by the results, the hypothesis was confirmed and statistically supported.

H12: There is a positive relationship between an engaging and challenging environment and employee satisfaction in South Africa's public sector.

The findings confirm a positive correlation between an engaging and challenging environment and employee satisfaction. In other words, the greater the engaging and challenging environment, the higher the employee satisfaction ($\beta = 0.412$, $t = 4.504$, $p = 0.000$). In the proposed model, the relationship between these two constructs is strong, as the path modelling estimate is 0.412. Moreover, the results indicate that an engaging and challenging environment is significantly associated with employee satisfaction. For organisations to achieve a competitive advantage, creating a challenging environment and engaging, developing and retaining employees is important (John, 2022). One of the greatest assets organisations have to succeed in today's economy is human capital, which also comes with a challenge to retain employees within the organisation (Farao, 2023). Organisations are striving to retain competent, committed, creative and experienced employees to attain organisational performance (Dash & Roy, 2020:3). This is inconsistent with Ahmad et al., (2022), who confirmed that human resources have recently been recognised as an essential element for the survival of organisations, making it important for organisations to ensure that employees are engaged properly for a higher productivity. The study conducted by Varshney (2020) found that job involvement mediates the relationship between learning organisation and job satisfaction and that improving job involvement levels can help reduce employees' desire to leave the organisation and improve work outcomes. Reinforced by a study designed to assess the mediation framework connecting knowledge contract, psychological contract, employee retention and employee satisfaction Nayak et al.

(2021) cemented that when employee feels that their organisation gives them proper understanding, it exhibits a sign of organisational admiration, respect, and achievement of self-actualisation need, it enhances their poignant attachment with the organisation. These findings collectively indicate a positive relationship between an engaging and challenging work environment and key outcomes such as organisational commitment, job involvement, and employee satisfaction within South Africa's public sector context.

6.2.7 To examine the influence of organisational commitment on employee motivation, employee retention and organisational results in South Africa's public sector.

H13: There is a positive relationship between organisational commitment and employee motivation in South Africa's public sector.

The results indicated that organisational commitment has a positive and significant effect on employee motivation ($\beta= 0.402$; $t= 5.448$; $p= 0.000$). This implies a strong relationship between organisational commitment and employee motivation in South Africa's public sector. This signifies that the hypothesis is supported and significant.

H14: There is a positive relationship between organisational commitment and employee retention in South Africa's public sector.

A path coefficient of 0.5 was realised after testing H14. This means that organisational commitment has a positive influence on employee retention. In other words, the greater the organisational commitment, the higher the employee retention ($\beta=0.532$, $t=5.394$, $p=0.000$). In the proposed model, the relationship between these two constructs is strongest, as the path modelling estimate is 0.532. Moreover, the results indicate that organisational commitment is significantly associated with employee retention. As a result of the positive association revealed by the results, the hypothesis was supported.

H15: There is a positive relationship between organisational commitment and Organisational results in South Africa's public sector.

The results indicated that organisational commitment has a positive effect on organisational results. In addition, the results suggest that the relationship between organisational commitment and organisational results is insignificant ($\beta= 0.187$, $t=1.718$,

p=0.086). The hypothesis was refuted as a result of the positive correlation revealed by the results. Thi et al. (2021) stated organisational commitment can be seen as an extension of employee satisfaction. This is supported by Zamanan et al.'s (2020:1889) study, which implies that "if organisations provide positive behaviours, employees will behave similarly and will commit to positive behaviours by staying longer and demonstrating a high commitment and satisfaction". Therefore, employees' commitment, motivation, and satisfaction reduce turnover, absenteeism, burnout, disengagement and work stress, a gateway towards achieving organisational results (Harko et al., 2023). Hassan et al. (2023) also stressed that employee satisfaction leads to higher productivity through greater motivation and the enhancement of the working capabilities of employees. Wu and Liu (2022) explored the relationship between organisational support for career development, organisational commitment and turnover intentions among employees in the public sector. Their study findings show a positive relationship between organisational support for career development and organisational commitment". According to Mmakola and Majola (2023), job motivation and organisational commitment have been challenging for both public and private sector organisations for decades in developed and developing countries. However, their study revealed a significant positive relationship between job motivation and commitment. The study of Ly (2023) offered valuable insights to organisations and leaders seeking to cultivate an inclusive work environment that nurtures organisational commitment and employee engagement, ultimately leading to heightened organisational results and performance.

6.2.8 To examine the influence of job involvement on employee motivation, employee retention and organisational results in South Africa's public sector.

H16: There is a positive relationship between job involvement and employee motivation in South Africa's public sector.

The relationship between job involvement and employee motivation is positively strong and significant. The result indicated that job involvement has a positive effect on employee motivation ($\beta = 0.445$; $t = 6.217$; $p = 0.000$). This study confirms that positive job involvement can result in employee motivation. Based on the positive association revealed by the results, the hypothesis was supported.

H17: There is a positive relationship between job involvement and employee retention in South Africa's public sector.

The findings confirm a positive correlation between job involvement and employee retention. In other words, the greater the Job involvement, the higher the Employee retention ($\beta=0.244$, $t=2.578$, $p=0.010$). In the proposed model, the relationship between these two constructs is moderate, as the path modelling estimate is 0.244. Moreover, the results indicate that job involvement is significantly associated with Employee retention.

H18: There is a positive relationship between job involvement and organisational results in South Africa's public sector.

The results indicated that Job involvement had a strong positive and significant effect on organisational results ($\beta= 0.330$; $t= 3.265$; $p= 0.001$). As indicated by the path modelling estimate of 0.330, the relationship between Job involvement and Organisational results is moderate. Based on the positive association revealed by the results, the hypothesis was supported. Mendoza (2019) tested job involvement as a mediating and moderating variable. "The study results showed that job involvement was a significant variable in the overall motivation process of individuals across different industries and continents" (Mandoza, 2019:75). Study conducted by Khalid and Nawab (2018) indicates that organisational results can be achieved through the retention of high-performing, engaged and motivated employees. Ginting, Rismawati and Aisyah (2024) suggest that factors influencing job involvement are employee retention and employee motivation, resulting in the organisation achieving its set performance objectives and results. Employee motivation has been studied over time, and there is a consensus that it is an important work factor that significantly influences employee productivity and performance (Sousa et al., 2023). In addition, "the benefits of retaining important employees include the organisation's ability to reach its strategic business objectives and obtain a competitive advantage" (Sepahvand et al., 2020). This is supported by Fearne and Lazzarin (2009), who stated that organisational results may be impacted by organisational outcomes, namely culture, organisational commitment, employee satisfaction, performance, employee motivation, employee retention, employee involvement, communication, negative reaction, leadership, and organisational citizenship behaviour.

6.2.9 To examine the influence of employee satisfaction on employee motivation, employee retention and organisational results in South Africa's public sector.

H19: There is a positive relationship between employee satisfaction and employee motivation in South Africa's public sector.

Hypothesis 19 is supported and indicates a positive but insignificant relationship between employee satisfaction and employee motivation. A path coefficient of 0.114 was realised after testing H19. This means that employee satisfaction positively influences employee motivation ($\beta = 0.114$; $t = 1.696$; $p = 0.090$). Thus, the more positive the employee satisfaction, the better the employee motivation. This indicates that employee satisfaction has little to no effect on employee motivation.

H20: There is a positive relationship between employee satisfaction and employee retention in South Africa's public sector.

The relationship between employee satisfaction and employee retention is positive and supported. The result indicated that employee satisfaction and employee retention have a positive effect on job involvement ($\beta = 0.142$; $t = 1.609$; $p = 0.108$). In the proposed model, the relationship between these two constructs is weak, as the path modelling estimate is 0.142. Moreover, the results indicate that the relationship between employee satisfaction and employee retention is positive and statistically insignificant. Based on the positive association revealed by the results, the hypothesis was supported.

H21: There is a positive relationship between employee satisfaction and organisational results in South Africa's public sector.

The present study found that employee satisfaction has a positive and statistically significant relationship with organisational results ($\beta = 0.229$; $t = 2.482$; $p = 0.013$). This finding means that Employee satisfaction can explain about 22.9% of the organisational results in South Africa's public sector. Thus, the more positive the employee satisfaction, the better the organisational results will be. As a result of the positive association revealed by the results, the hypothesis was supported. Astuti et al.(2020) analysed the effect of work motivation, work environment and work discipline on employee satisfaction. Their study revealed a significant impact of work motivation and work

discipline on employee satisfaction. The study also showed a significant effect of employee satisfaction on organisational results and performance. Batkotic (2016) indicates that employee satisfaction is strongly associated with organisational results. Equally important, Grigoras et al.(2023) assessed employee satisfaction as a factor in enhancing employee motivation. Their study revealed that employee dimensions such as organisational commitment, job involvement and performance influence organisational results. In another study, Vihn et al.(2022) investigated the relationship between transformational leadership, employee satisfaction and employee motivation. Their study also revealed employee satisfaction's positive and significant effect on employee motivation. In the study that examined employee motivation, job satisfaction, customer satisfaction, and organisational performance, the results of Makhamreh et al.(2022) also revealed a positive and significant effect of employee motivation on job satisfaction. Various studies showed that employee retention could be realised through the implementation of human resources practices such as training and development, transformational leadership, succession planning, person-job-fit talent management, work-life balance, job security and compensation and benefits resulting in the organisation achieving its set strategic objectives, priorities and organisational results(Fletcher et al., 2018; Saeed & Jun, 2021; Tadesse & Diribe, 2023; Covella et al., 2017; Amushila & Bussin, 2021; Oman et al., 2022).

TABLE 6.1 BELOW PRESENTS A SUMMARY OF THE HYPOTHESES TESTING RESULTS.

Hypotheses	Statement of hypotheses	Decision
H1	Organisational culture has a strong positive effect on employee engagement.	Accepted
H2	A positive and significant relationship between employee engagement and organisational performance.	Accepted
H3	Employee engagement represents complementary mediation of the relationship between organisational culture and organisational performance.	Accepted
H4	Positive and significant effect on organisational commitment.	Accepted
H5	Inspiring leadership has a positive influence on job involvement.	Accepted

H6	Inspiring leadership has a positive effect on job satisfaction.	Accepted
H7	Open and transparent communication positively influences organisational commitment.	Accepted
H8	Open and transparent communication has a positive effect on job involvement.	Accepted
H9	Open and transparent communication has a weak positive relationship with employee satisfaction.	Accepted
H10	An engaging and challenging environment has a positive effect on organisational commitment.	Accepted
H11	An engaging and challenging environment has a strong positive and significant effect on job involvement.	Accepted
H12	There is a positive correlation between an engaging and challenging environment and employee satisfaction.	Accepted
H13	Organisational commitment has a positive and significant effect on employee motivation.	Accepted
H14	Organisational commitment has a positive influence on employee retention.	Accepted
H15	Organisational commitment has a positive effect on organisational results.	Accepted
H16	The relationship between job involvement and employee motivation is positively strong and significant.	Accepted
H17	A positive correlation between job involvement and employee retention.	Accepted
H18	Job involvement had a strong positive and significant effect on organisational results.	Accepted
H19	Employee satisfaction positively influences employee motivation.	Accepted
H20	Employee satisfaction and employee retention have a positive effect on job involvement.	Accepted
H21	Employee satisfaction has a positive and statistically significant relationship with organisational results.	Accepted

Homogeneity and heterogeneity (ANOVA) of the three(3) public sector organisations

Interestingly, this study compared the mean of three (3) public sector departments in South Africa that participated in this study, namely Organisation A, B and C. To determine the homogeneity of the public sector environment in South Africa, ANOVA was conducted on all constructs measured against Organisations A, B and C as grouping variables. The ANOVA results revealed that all variables show significant differences ($p < .05$) among the three groups (Organisation A, B, and C), indicating that perceptions of organisational culture, employee engagement and organisational performance vary significantly between groups. This suggests that each public sector organisation has distinct characteristics and dynamics that influence these variables, supporting existing studies investigating this effect (Afram, Manresa & Mas-Machuca, 2022). However, post-hoc tests revealed no significant differences between any pairs of Organisation A, B and C for the variables analysed (organisational culture, employee engagement, organisational performance, inspiring leadership, open and transparent communication, engaging and challenging environment, organisational commitment, job involvement, employee satisfaction, employee motivation, employee retention and organisational results) in the public sector environment in South Africa. This implies that while ANOVA showed significant overall differences, the pairwise comparison did not reveal significant differences between groups. This is supported by (Pepra-Mensah and Kyeremeh, 2018; Xanthopoulou, Sahinidis & Bakati, 2022). Furthermore, the ANOVA results underscore the critical role of organisational culture, employee engagement and leadership in shaping employee motivation, retention and overall performance. Organisations can enhance their effectiveness and achieve sustainable success by implementing targeted strategies in these areas. In summary, the multiples comparison using Tukey HSD and LSD tests revealed significant differences between Organisation A, B and C for various organisational factors (organisational culture, employee engagement, organisational performance, inspiring leadership, open and transparent communication, engaging and challenging environment, organisational commitment, job involvement, employee satisfaction, employee motivation, employee retention and organisational results) in South Africa's public sector environment. The findings suggest notable differences in how the group's Organisations A, B, and C perceive organisational culture, employee engagement and organisational performance and their fundamental factors. These findings were supported by a study conducted by Mohanty and Arunprasad (2020), who compared the level of employee engagement and organisational culture among three organisations.

6.3 Synthesis of findings against the conceptual framework

The findings of this study strongly support the hypothesised conceptual framework. Organisational culture demonstrated a significant direct influence on employee engagement and organisational performance, while employee engagement partially mediated the relationship between culture and performance. Supporting variables such as inspiring leadership, job involvement, and organisational commitment also showed strong and significant paths, reinforcing their inclusion in the model. Though some relationships (such as communication and satisfaction) were weak or statistically insignificant, the overall framework remains empirically valid and applicable to the South African public sector. This synthesis affirms the study's theoretical assumptions and the relevance of the Social Exchange Theory, Resource-Based View, and Motivation Theory in explaining institutional performance dynamics in government organisations.

6.4 Conclusion

This chapter discussed the results in relation to the research questions, objectives, hypothesised relationships, and relevant literature. The results indicate a statistically significant association among organisational culture, employee engagement, and organisational performance within South Africa's public sector. Furthermore, the discussion confirmed that employee engagement serves as a complementary mediator in the relationship between organisational culture and organisational performance. The chapter concludes with a discussion of the ANOVA results, offering a comprehensive perspective on the key factors influencing organisational culture, employee engagement, and organisational performance in the public sector context. The following chapter will summarise the main findings, offer recommendations, and present the study's overall conclusion. Additionally, it will discuss the study's limitations, propose directions for future research, and outline its contributions to the existing body of knowledge.

CHAPTER 7

SUMMARY, CONCLUSION AND RECOMMENDATIONS

7.1. Introduction

This study explored the relationship between organisational culture, employee engagement, and organisational performance within South Africa's public sector. The overall objective of this study was to investigate the relationship between organisational culture, employee engagement and organisational performance in the public sector in South Africa. This was assessed from the human behaviour perspective utilising identified fundamental factors as mediating effects of organisational culture, employee engagement, and organisational culture in the public sector in South Africa. This study also aimed to fill a gap in the literature, as most previous research has focused on developed countries and the private sector. The study employed analysis of variance to compare means and identify significant differences among groups. It used regression analysis and other statistical techniques to investigate causal relationships between organisational culture, employee engagement and organisational performance and their fundamental factors. It also used structural equation modelling to analyse the proposed model using a confirmatory analysis method. Additionally, it examined the mediating roles of inspiring leadership, open and transparent communication, engaging and challenging environments, organisational commitment, job involvement, employee satisfaction, employee motivation, employee retention, and organisational results. The theoretical framework in this study was based on Social Exchange Theory, Resource-Based Theory, and Theory of Motivation, which are widely used to study organisational and human behaviour. In addition, this chapter provides a summary of the key research findings, aligned with the study's aims and objectives, as well as primary and secondary research questions outlined in the first chapter. It includes conclusions drawn from the results and discussions in Chapter 6, the implications for public sector organisations in South Africa, the study's contributions, its limitations, and suggestions for future research. Drawing from the empirical evidence gathered in this study, the chapter's overall conclusion indicates that all the research objectives were successfully achieved.

Following the above, the study on the relationship between organisational culture, employee engagement and organisational culture in the public sector environment in South

Africa was guided by the following primary and secondary research questions:

7.2. Summary of key findings

The literature chapter reviewed the literature on the relationship between organisational culture, employee engagement, and organisational performance in the public sector environment in South Africa. It also explored the fundamental factors of these variables to enhance understanding of their dynamics in the public sector in South Africa. The review highlighted these relationships' benefits, shortcomings, differences, and similarities. Despite extensive research on organisational culture and employee engagement, literature revealed limited research within South Africa's public sector environment. Most studies focus on regions like the Middle East, Asia, America, Australasia, and Europe, with few in southern and western Africa. Furthermore, the literature revealed that the scientific research on the relationship between organisational culture, employee engagement, and organisational performance is complex and influenced by various factors. These factors include inspiring leadership, communication, challenging environment, organisational commitment, job involvement, employee satisfaction, motivation, retention, and organisational results. Concurrently, the theoretical and conceptual framework chapter explored and discussed key theories underpinning the relationship between organisational culture, employee engagement, and organisational performance in the public sector. Three theories were selected based on the conceptual framework and research objectives: social exchange theory, resource-based view theory, and theories of motivation. Social Exchange Theory suggests that a positive relationship between the organisation and its employees enhances employee engagement and organisational performance. It also highlights the exchange relationship between strategic orientation, organisational culture, and organisational commitment, which influence performance. Resource-Based View Theory links organisational culture and employee engagement to organisational performance. This theory emphasises organisational capabilities such as culture, leadership, structure, and a motivated workforce as crucial for achieving a sustained competitive advantage. Theories of Motivation include both content and process theories. Content theories (Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McClelland's Three Needs Theory, and Alderfer's ERG Theory) and process theories (Vroom's Expectancy Theory, Porter and Lawler's Expectancy Theory, Locke and Latham's Goal-Setting Theory, and Adams' Equity Theory) are used to drive employee engagement and focus on elements that motivate employees towards achieving organisational performance. These theories collectively provided a comprehensive

understanding of how organisational culture, employee engagement, and performance are interrelated and influenced by various factors. The factors associated with organisational culture, employee engagement, and organisational performance were measured through reliability and validity tests using Confirmatory Factor Analysis (CFA) to provide a solid foundation for further analysis and interpretation of the findings. Thus, the composite reliability statistics ranged from 0.967 to 0.982, while Cronbach's Alpha statistics varied from 0.958 to 0.978. Each indicator's reliability exceeds the 0.70 threshold, confirming the established construct reliability (Esthi, 2022; Hussey, Alsalti, Bosco, Elson & Arslan, 2023). These high-reliability scores indicate that the constructs measured in your study were consistent and reliable. Convergent validity was assessed using outer loadings and Average Variance Extracted (AVE). According to Melkamu, Gelaye, Matebe, Lindgren, and Erlandsson (2022), outer loadings greater than 0.5 indicate that the instruments measure at least 50% of the intended construct. All constructs in the current study met the recommended convergent validity threshold of 0.50 based on AVE statistics. In the current study, the lowest AVE is 0.828, while the highest AVE is 0.900. In addition, the discriminant validity was higher than the 0.8 recommended by O'Rourke and Hatcher (2013). Moreover, the measurement model's accuracy statistics findings demonstrated that the constructs used in the study are reliable and valid. This provides confidence in the data's robustness and supports the analysis's effectiveness. The findings highlight the importance of using well-validated measurement instruments to ensure accurate and meaningful results in research. This study used Smart PLS statistics, including the Normed Fit Index (NFI), Standardised Root Mean Residual (SRMR), and Global Fit Index, to assess the model fit. The Model Fit Assessment results demonstrated that the research model had a good overall fit, with the goodness of fit (GOF) exceeding the recommended threshold and the SRMR indicating a satisfactory fit. Although the NFI value is slightly below the ideal threshold, the model fit indices collectively support the robustness of the conceptual model. These findings provide confidence in the validity of the research model and its ability to represent the relationships between latent variables. Also, the path analysis results demonstrate significant and strong relationships between the hypothesised latent variables. Organisational culture positively influences employee engagement, impacting organisational performance. These findings provided valuable insights into the causal relationships within the model and supported the robustness of the hypothesised relationships. The mediation analysis confirmed that employee engagement partially mediates the relationship between organisational culture and organisational performance in South Africa's public sector. This complementary mediation suggests that while employee engagement explains part of the relationship, organisational culture still independently influences organisational performance. Furthermore, employee

engagement represented a complementary mediation of the relationship between organisational culture and organisational performance in the public sector in South Africa. The hypothesis testing results concluded that several relationships between latent variables are significant and supported. Specifically, inspiring leadership significantly influences organisational commitment, job involvement, and employee satisfaction. Similarly, an engaged and challenging environment significantly impacts organisational commitment, job involvement, and employee satisfaction. Organisational commitment significantly affects employee motivation and employee retention, while job involvement significantly influences employee motivation, employee retention, and organisational results. However, some relationships, such as those involving open and transparent communication, are supported but insignificant. These findings also provided valuable insights into the causal relationships within the model and supported the robustness of the hypothesised relationships. All twenty-one hypotheses (H1-H21) addressed the research questions and were statistically supported based on the positive or negative effect of the relationship.

7.3. Recommendations

The findings of this study indicate a strong relationship between organisational culture, employee engagement, and organisational performance in South Africa's public sector. Given these results, it is essential to provide well-structured recommendations to help public sector organisations improve employee engagement, strengthen organisational culture, and enhance performance. These recommendations focus on leadership development, communication strategies, employee engagement initiatives, and policy interventions that can create a more effective and motivated workforce.

One of the critical areas requiring attention is the development of a strong and inclusive organisational culture. Public sector organisations should actively cultivate a work environment characterised by shared values, inclusivity, and ethical leadership. A high-performance work culture prioritising continuous learning, innovation, and employee empowerment can significantly improve engagement. Trust and transparency should also be reinforced within these organisations to build employee confidence and organisational commitment. Ensuring that decision-making processes are open and inclusive will allow employees to feel valued, thus leading to increased job satisfaction and engagement.

Public sector organisations should implement targeted programs that address employees' needs and aspirations to enhance employee engagement further. These initiatives should include career development opportunities, flexible work arrangements, and structured

employee recognition programs. Providing employees access to professional growth opportunities will improve engagement and overall organisational performance. Additionally, employee well-being should be prioritised through the introduction of mental health support systems, wellness programs, and work-life balance policies. The combination of these factors will contribute to a highly motivated workforce that is committed to organisational success.

Another critical factor influencing employee engagement and organisational performance is leadership. Public sector leaders should be trained in transformational and inspirational leadership practices that empower employees, enhance motivation, and foster a sense of purpose. Leadership development programs should focus on cultivating skills that encourage mentorship, coaching, and motivation. Ethical leadership should also be emphasised, as it is crucial in building employee trust and organisational loyalty. Ensuring that leaders are equipped with the necessary skills to inspire and support employees will lead to improved job involvement and overall organisational performance.

Communication remains an essential element in fostering a positive work environment. Public sector organisations should establish a structured internal communication framework that allows for the smooth flow of information. Transparent and two-way communication channels will ensure employees are well-informed about organisational changes, policies, and strategic goals. Moreover, encouraging employees to voice their concerns, share feedback, and participate in decision-making will create an inclusive and collaborative work culture. Integrating digital communication tools like intranet platforms and virtual town halls can enhance organisational communication efficiency.

An engaging and challenging work environment is another fundamental factor that can influence employee commitment, job involvement, and satisfaction. Organisations should create an environment that stimulates creativity, innovation, and problem-solving. Employees should be given challenging and meaningful tasks that encourage growth and professional development. Providing opportunities for skill development, training, and career advancement will ensure that employees remain engaged and committed to the organisation's goals. Furthermore, recognising and rewarding high-performing employees will contribute to a culture of motivation and sustained organisational success.

Organisational commitment is directly linked to employee retention and motivation. Public sector organisations should ensure that employees are provided with fair compensation, performance-based incentives, and job security to increase their level of commitment. A well-defined organisational identity that aligns with employees' values and aspirations will contribute to a stronger sense of belonging and loyalty. Regular employee satisfaction

surveys should be conducted to identify key improvement areas and address workplace concerns. These initiatives will ultimately lead to lower turnover rates, increased job satisfaction, and improved organisational outcomes.

From a policy perspective, government agencies should introduce standardised employee engagement policies across the public sector to ensure a consistent approach to workforce management. Leadership development programs should be enhanced to equip public sector managers with the necessary skills to drive employee engagement and organisational performance. Moreover, talent retention strategies should be prioritised by offering competitive benefits, career growth opportunities, and professional development programs. Public sector organisations can create a more productive and motivated workforce by implementing these policies.

Future research should explore the impact of additional variables such as emotional intelligence, diversity management, and digital transformation on employee engagement and organisational performance. Conducting longitudinal studies on employee engagement trends will provide valuable insights into sustainable workforce management strategies. Additionally, comparative studies between public sector organisations will offer a deeper understanding of how engagement and performance factors vary across industries. Research on the role of technological innovations, including artificial intelligence and automation, in employee engagement and productivity should also be prioritised to align public sector organisations with modern workforce demands.

In conclusion, enhancing organisational culture, employee engagement, and organisational performance in the public sector requires a multi-faceted approach. By fostering a high-performance work culture, prioritising leadership development, improving communication, and creating a challenging yet supportive work environment, public sector organisations can drive long-term success. Employee engagement initiatives should be aligned with employees' needs and aspirations to ensure job satisfaction, retention, and motivation. Implementing structured policies and conducting further research on engagement trends will provide additional insights to shape future strategies. By addressing these key areas, South Africa's public sector can achieve sustainable growth, improve service delivery, and create a more engaged and committed workforce.

7.4. Implication of the study

The findings of this study have several important academic implications, particularly in the fields of organisational behaviour, human resource management, and public sector management. By examining the relationships between organisational culture, employee engagement, and organisational performance in the public sector in South Africa, the study contributes to the growing body of literature that connects human resource practices with organisational outcomes. Below are the key academic implications:

7.4.1. Advancement of Organisational Culture and Employee Engagement Theory

This study provides valuable insights into the significant role that organisational culture plays in shaping employee engagement in the public sector. The strong positive correlation ($\beta = 0.874$) between organisational culture and employee engagement adds empirical support to the theoretical models that link organisational culture to employee attitudes and behaviours. This reinforces the argument that an organisation's culture is a key driver of engagement, and this finding has implications for future research exploring organisational culture as a strategic tool in enhancing employee engagement, particularly in public sector organisations.

7.4.2. Empirical Support for the Mediating Role of Employee Engagement

One of the critical contributions of this study is the identification of the mediating role of employee engagement between organisational culture and organisational performance. The findings that employee engagement partially mediates this relationship ($\beta = 0.814 * 0.060 = 0.662$) provide empirical support for previous theoretical claims about the importance of engagement as a mechanism through which organisational culture influences performance. This opens up new avenues for researchers to further explore the mechanisms through which organisational culture translates into tangible outcomes and how employee engagement can be strategically leveraged to drive performance.

7.4.3. Relevance of Inspiring Leadership in the Public Sector

The positive influence of inspiring leadership on organisational commitment, job involvement, and employee satisfaction ($\beta = 0.486$, $\beta = 0.477$, and $\beta = 0.325$, respectively) provides empirical evidence of the critical role of leadership in public sector organisations. This is significant for academic discussions around leadership in the public sector, particularly in terms of how leaders can foster commitment and job satisfaction, which are critical in enhancing organisational performance in government institutions. Future research could further investigate different leadership styles and their impact on employee motivation and engagement, especially in the public sector, where leadership challenges can be unique.

7.4.4. Insights into Public Sector Communication Practices

The weak but positive relationships found between open and transparent communication and organisational commitment, job involvement, and employee satisfaction raise interesting questions about the effectiveness of communication practices in the public sector. While these relationships were positive, they were less significant than expected, which could point to unique challenges in communication in public sector organisations. This result invites future research into the barriers to effective communication within public institutions and the development of more effective communication strategies to improve employee engagement and satisfaction.

7.4.5. Understanding the Impact of a Challenging Work Environment

The findings that an engaging and challenging work environment has strong positive effects on organisational commitment ($\beta = 0.324$), job involvement ($\beta = 0.332$), and employee satisfaction ($\beta = 0.412$) offer important insights into the dynamics of work environments within public sector organisations. These results support the view that creating an engaging and challenging work environment is key to employee retention and satisfaction. The study adds to the body of literature on how challenging environments contribute to high employee performance, which can be a topic for further investigation, especially in settings like government organisations where such environments may not always be prioritised.

7.4.6. Organisational Commitment and Employee Outcomes

The study's findings on the significant relationship between organisational commitment and employee outcomes such as motivation, retention, and job satisfaction (e.g., $\beta = 0.402$ for motivation and $\beta = 0.532$ for retention) underscore the importance of organisational commitment in shaping employee behaviour. These findings reinforce existing theories in human resource management and organisational behaviour that view organisational commitment as a fundamental factor influencing key employee outcomes. This provides a strong academic basis for research aimed at understanding how to strengthen commitment within public sector organisations, particularly in relation to reducing turnover and enhancing job performance.

7.4.7. Policy Implications for Human Resource Management in Public Sector Organisations

From a human resource management perspective, this study underscores the importance of designing policies and interventions that focus on improving organisational culture, employee engagement, and leadership. The academic implication here is the development of models and frameworks for improving human resource management practices in public sector organisations. Further research can build on these findings by developing best practices for employee engagement in the public sector and examining how various interventions, such as leadership development and cultural transformation initiatives, influence public sector outcomes.

7.4.8. New Insights on the Role of Employee Satisfaction in Organisational Results

The findings that employee satisfaction is significantly related to organisational results ($\beta = 0.229$) but less so to employee motivation ($\beta = 0.114$) and retention ($\beta = 0.142$) offer valuable insights for future research. It suggests that while employee satisfaction improves organisational outcomes, its effect may be more indirect compared to other factors like commitment or job involvement. This presents an opportunity for future studies to explore further the pathways through which satisfaction influences performance and how public sector organisations can use employee satisfaction as a lever to achieve better results.

7.4.9. Comparative Studies in Public Sector Organisations

The study's comparative analysis of three public sector organisations in South Africa adds to the academic understanding of the heterogeneity and homogeneity of public sector environments. While ANOVA indicated significant differences between organisations, post-hoc tests showed no significant differences between pairs for the variables analysed. This suggests that, while perceptions of organisational culture and performance differ, there may be overarching factors that affect all public sector organisations similarly. This opens avenues for comparative studies that explore how different public sector organisations manage and address issues like culture, engagement, and performance.

In summary, this study significantly contributes to the academic fields of organisational culture, employee engagement, and public sector management. It provides empirical support for several established theories, particularly Social Exchange Theory and Resource-Based Theory, while also opening new avenues for research, particularly in public sector contexts. Future studies could build on these findings by exploring the nuances of public sector work environments, leadership styles, and employee motivation to develop more targeted strategies for enhancing public sector performance.

7.5. Contribution of the study

This study makes several significant academic and theoretical contributions, particularly in organisational behaviour, human resource management, and public sector management. First, it expands existing theories by demonstrating that organisational culture is pivotal in driving employee engagement, especially within the public sector. By providing empirical evidence that organisational culture directly influences employee attitudes and behaviours, this study deepens our understanding of how culture operates as a key driver of engagement in public organisations. This contribution highlights the importance of a positive organisational culture in enhancing employee motivation and satisfaction, particularly in a South African public sector context, which has been underexplored in the existing literature.

Another important theoretical contribution of this study is identifying employee engagement as a mediator between organisational culture and organisational performance. The study builds on Social Exchange Theory and Resource-Based Theory by providing evidence that engagement is the crucial process through which organisational culture influences

performance outcomes. This mediation strengthens the theoretical understanding of how culture translates into performance and suggests that organisations, particularly in the public sector, should focus on fostering engagement to achieve better outcomes. The study thus introduces a new conceptual model that links these factors together, offering future research a more comprehensive framework for exploring similar relationships.

The study also significantly contributes to leadership theory, particularly by exploring the impact of inspiring leadership on employee outcomes in public sector organisations. It provides empirical support for the idea that inspiring leadership significantly influences organisational commitment, job involvement, and employee satisfaction. This finding enhances the theoretical understanding of transformational leadership, emphasising that leadership behaviours that motivate and inspire employees are critical in driving commitment and performance in public sector settings. This extends current leadership theories by focusing on leadership styles that empower employees and foster a positive organisational culture, particularly in environments where employee engagement may not be as pronounced as in the private sector.

Furthermore, the study adds to communication theory by exploring the role of open and transparent communication within the public sector. While the study shows that communication positively influences employee outcomes, the impact was weaker than expected. This finding provides new insights into the communication challenges in public sector organisations, particularly within hierarchical and bureaucratic structures. The study calls for further research into how communication practices can be optimised to enhance transparency and employee engagement, providing valuable theoretical contributions to the broader discourse on organisational communication.

Additionally, the study contributes to the theoretical literature on job involvement and job satisfaction by confirming their significant role in influencing employee motivation, retention, and organisational results. It provides empirical support for the view that greater job involvement is linked to better performance and higher levels of organisational commitment. Moreover, the study offers a nuanced understanding of employee satisfaction, showing that while satisfaction contributes to organisational outcomes, its impact is more indirect compared to factors like engagement and commitment. This theoretical contribution enriches existing models of employee behaviour and organisational performance, particularly by shedding light on the complexities of how satisfaction affects overall organisational success.

The study's focus on the South African public sector represents another important theoretical contribution, particularly because research on organisational behaviour in public sector organisations in developing countries is limited. The study broadens the theoretical landscape by applying established theories such as Social Exchange Theory and Resource-Based Theory to this context, offering new insights that can inform future research in public sector management, particularly in developing countries. This contextual contribution is valuable for comparative studies, as it introduces empirical findings from a region that has often been overlooked in organisational research.

Finally, the study's integration of multiple theoretical frameworks, including Social Exchange Theory, Resource-Based Theory, and Theory of Motivation, provides a comprehensive approach to understanding the dynamics between organisational culture, employee engagement, and performance. This integration offers a more holistic perspective, which can guide future research in public sector management. The theoretical model developed in this study can be applied to explore further how different organisational factors influence employee behaviour and performance outcomes.

In summary, this study makes significant academic and theoretical contributions by advancing the understanding of the relationships between organisational culture, employee engagement, and organisational performance. It provides valuable insights into the role of leadership, communication, job involvement, and satisfaction within the public sector, particularly in a developing country context. The study offers a comprehensive framework for future research by building on and integrating existing theories. It also provides actionable insights that can inform academic discussions and practical applications in public sector management.

7.6. Limitations of the study and future research

While this study provides valuable insights into the relationship between organisational culture, employee engagement, and organisational performance in the South African public sector, it also has several limitations that could be addressed in future research.

One of the primary limitations of this study is its focus on a single national context of South Africa. While this context provides a unique perspective, it may not fully represent the experiences of public sector organisations in other countries, particularly those with different socio-economic, political, or cultural environments. The findings may not be universally applicable to public sector organisations in other developing or developed

nations. Future research could expand the scope by examining the same relationships in different geographic locations or by comparing the findings across multiple countries to explore the universality of the study's conclusions.

Another limitation is the study's cross-sectional design, which only provides a snapshot of the variables at a single point in time. This approach limits the ability to conclude the causal relationships between organisational culture, employee engagement, and organisational performance. Although the study suggests a relationship between these variables, it cannot definitively determine the directionality or causality of these links. Future studies could adopt a longitudinal approach to track organisational culture, engagement, and performance changes over time, allowing for a clearer understanding of cause-and-effect relationships.

Additionally, this study relied on employee self-reported data, which may introduce biases or common method bias. Employees may have responded in ways they thought were socially acceptable or desirable, which could skew the results. Future research could incorporate objective measures of organisational culture and performance, such as organisational audits, performance appraisals, or external assessments, to complement self-reported data and enhance the validity of the findings.

Another limitation is the study's focus on employee engagement as a mediator. While employee engagement was found to play an important mediating role, other potential mediators or moderators, such as leadership styles, work-life balance, or organisational policies, were not explored in detail. Future research could expand the theoretical framework to include other factors that may influence the relationship between organisational culture and performance, providing a more comprehensive view of the dynamics at play.

The study also focused primarily on the organisational level, leaving limited exploration of individual-level factors that may contribute to or moderate the relationships between culture, engagement, and performance. For instance, individual differences such as personality traits, personal values, or work preferences might shape how employees respond to organisational culture and leadership. Future research could examine these individual factors and their impact on engagement and performance outcomes, providing a more nuanced understanding of how organisational dynamics operate at both the individual and organisational levels.

Finally, the study did not explore the role of external factors such as economic conditions, political climate, or changes in government policies that may influence organisational performance and employee engagement in the public sector. These external factors can play a significant role in shaping employee attitudes and organisational outcomes. Future studies could incorporate these contextual elements to understand better the broader environment in which public sector organisations operate and how external factors interact with internal organisational dynamics.

In summary, while this study contributes significantly to understanding organisational culture, employee engagement, and organisational performance in the South African public sector, several limitations offer opportunities for future research. By expanding the geographic scope, adopting longitudinal designs, incorporating objective measures, exploring additional mediators and moderators, examining individual-level factors, and considering external influences, future research can build upon the current study to provide a more comprehensive and nuanced understanding of these critical organisational dynamics.

7.7. Conclusion

This study explored the relationships between organisational culture, employee engagement, and organisational performance within South Africa's public sector. It provided valuable insights into the factors that influence organisational success in public institutions and contributed to the academic understanding of these dynamics in a developing country context. The findings from this research have theoretical, academic, and practical implications that contribute to the broader literature on organisational behaviour, public sector management, and human resource management.

The study confirmed that organisational culture plays a crucial role in shaping employee engagement, which has a significant positive effect on organisational performance. A strong organisational culture, characterised by shared values, beliefs, and practices, was found to enhance employee engagement, motivating employees to perform at higher levels and driving the organisation's success. This aligns with existing theories on organisational culture and employee engagement, reinforcing their role in improving overall performance. Moreover, the study expanded on the mediating role of employee engagement, showing that it acts as a bridge between organisational culture and performance outcomes, thus providing a deeper understanding of how culture impacts performance.

The study also highlighted the importance of inspiring leadership in the public sector. Inspiring leaders were shown to positively influence organisational commitment, job involvement, and employee satisfaction. These findings underscore the significance of leadership styles fostering trust, motivation, and commitment, contributing to employee satisfaction and improving organisational performance. In the public sector, where employees may often face challenges related to bureaucracy and limited resources, inspiring leadership emerges as a key driver of positive organisational outcomes.

Another major finding of this study was the role of open and transparent communication, which, while important, was found to have a weaker influence on organisational outcomes than anticipated. This suggests that communication alone may not be sufficient to drive high levels of engagement and performance. Future research could explore how to improve communication strategies, particularly in hierarchical and bureaucratic environments like those found in the public sector, to ensure that it can substantially impact employee behaviour and organisational success.

The study also provided empirical evidence regarding the relationship between job involvement and employee outcomes. It confirmed that greater job involvement leads to improved employee motivation, retention, and organisational results, reinforcing the theoretical understanding of how employee involvement influences organisational performance. Additionally, the study's findings on employee satisfaction added complexity to existing theories by showing that while satisfaction contributes to organisational results, its effect is more indirect than factors like engagement and commitment.

One of the key contributions of this study is its focus on the South African public sector, which has been under-researched in academic literature, particularly regarding organisational culture, employee engagement, and performance. By examining these relationships within the South African context, this study provides new insights that can inform public sector management practices in developing countries. The findings offer a broader perspective on how organisational dynamics in the public sector differ from those in the private sector and provide lessons that can be applied to similar contexts globally.

In terms of practical implications, the study suggests that public sector organisations in South Africa and, by extension, in other developing countries should prioritise building a strong and positive organisational culture to improve employee engagement and, ultimately, organisational performance. Leadership development programs focusing on

inspiring and empowering leaders are crucial to fostering organisational commitment and job involvement. The study also highlights the need for public sector organisations to improve communication strategies and create more engaging and challenging work environments to retain employees and drive performance. Furthermore, the findings suggest that job involvement and organisational commitment should be central to public sector human resource policies, as they significantly influence employee motivation and retention.

However, the study also acknowledges several limitations that suggest areas for future research. The focus on a single national context in South Africa limits the generalizability of the findings to other regions, particularly those with different socio-economic, political, or cultural contexts. Future research could expand the geographic scope to compare these relationships across different countries or sectors, providing a more comprehensive understanding of the dynamics at play. Additionally, the study's cross-sectional design restricts the ability to draw causal conclusions, and future research could adopt a longitudinal approach to understand better the long-term effects of organisational culture and employee engagement on performance. The study also relied on self-reported data, which may introduce biases, and future research could incorporate more objective measures of performance and organisational culture to validate these findings. Moreover, the role of external factors such as political, economic, and social contexts was not explored in depth, and future studies could investigate how these external elements interact with internal organisational factors to affect employee behaviour and performance.

Lastly, this study contributes to both the academic literature and practical knowledge regarding organisational behaviour in the public sector. Examining the relationships between organisational culture, employee engagement, and organisational performance in the public sector in South Africa offers new insights into how public sector organisations can improve their effectiveness. The study's findings have important implications for developing strategies focusing on leadership, communication, employee engagement, and organisational culture to enhance public sector performance. Future research, expanding on the limitations and areas for further exploration identified in this study, will continue to build on these findings, offering valuable contributions to the field of public sector management.

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List of Appendices

Appendix 1: Research instrument

QUESTIONNAIRE INFORMATION SHEET

Instructions

The questionnaire must be filled and returned to the researcher. You may ask for clarity where needed.

Title of Study: The Relationship Between Organisational Culture, Employee Engagement and Organisational Performance in the Public Sector in South Africa

SECTION A

GENERAL INFORMATION

Please indicate your answer by putting 'x' on the appropriate box. A1 Gender

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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A2 Age category

18-29	<input type="checkbox"/>	30-39	<input type="checkbox"/>	40-49	<input type="checkbox"/>	50+	<input type="checkbox"/>
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A3 Qualification

Matric	<input type="checkbox"/>	Diploma	<input type="checkbox"/>	Degree	<input type="checkbox"/>	Honours/ Postgraduate Diploma	<input type="checkbox"/>	Masters	<input type="checkbox"/>	Doctoral/PhD	<input type="checkbox"/>
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A4 Racial group

Black		White		Indian		Coloured	
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A5 Income level< R2000		>R2000 ; <R5000		>R5000 ; <R10000		>R10000 +	
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A6 Years served at the present organisation

>1		1-2		3-4		5-6		>6	
----	--	-----	--	-----	--	-----	--	----	--

A7 Your Role at the organisation

Management		Non-management	
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A8 Post Level

Unskilled		Semi- skilled		Semi- technical		Professionally qualified		Top management	
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Semi-technical: Academically qualified workers, junior management, supervisors, foremen and superintendents
Professionally qualified: Experienced specialists and middle management

A9 Contact with direct manager

Daily		Weekly		Monthly		Very little contact		No contact at all	
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A10 Contact with leadership

Daily		Weekly		Monthly		Very little contact		No contact at all	
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SECTION B

Organisational Culture (OC)

Below are statements about Organisational Culture. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale below:

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree

Please mark only one number for each statement [x]

OC1	Employees are flexible and adaptable to changes when necessary.	Strongly disagreed	1	2	3	4	5	Strongly agree
OC2	Our organization's core values guide performance and decision-making.	Strongly disagreed	1	2	3	4	5	Strongly agree
OC3	Individuals and teams have clear goals aligned with the organization's mission.	Strongly disagreed	1	2	3	4	5	Strongly agree
OC4	We prioritize meeting client needs and solving their problems effectively.	Strongly disagreed	1	2	3	4	5	Strongly agree
OC5	People are encouraged to collaborate and utilize each other's strengths.	Strongly disagreed	1	2	3	4	5	Strongly agree
OC6	Employees are kept informed about organizational changes and their purpose.	Strongly disagreed	1	2	3	4	5	Strongly agree

SECTION C

Inspiring Leadership (IL)

Below are statements about Inspiring Leadership. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale below:

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree

Mark only one number for each statement. [x]

Motivation								
IL1	Leaders in this organization inspire employees to pursue excellence.	Strongly disagree	1	2	3	4	5	Strongly agree
IL2	Leaders actively encourage knowledge-sharing among employees.	Strongly disagree	1	2	3	4	5	Strongly agree
IL3	Top management is involved in improving best practices.	Strongly disagree	1	2	3	4	5	Strongly agree
IL4	Leaders consistently communicate a clear vision for the future.	Strongly disagree	1	2	3	4	5	Strongly agree
IL5	Employees feel motivated to perform well due to leadership support.	Strongly disagree	1	2	3	4	5	Strongly agree
IL6	Leaders are approachable and open to feedback from employees.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION D

Transparent Communication (TC)

Below are statements about Transparent Communication. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale below:

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree. Please tick only one number for each statement

Please mark only one number for each statement [x]

TC1	There is open and honest communication across the organization.	Strongly disagree	1	2	3	4	5	Strongly agree
TC2	Information flows smoothly, regardless of employee roles.	Strongly disagree	1	2	3	4	5	Strongly agree
TC3	Leaders are accessible and communicate effectively with all staff.	Strongly disagree	1	2	3	4	5	Strongly agree

TC4	Feedback is regularly provided to employees about their performance.	Strongly disagree	1	2	3	4	5	Strongly agree
TC5	The organization's goals and objectives are clearly communicated.	Strongly disagree	1	2	3	4	5	Strongly agree
TC6	Employees feel included in discussions about organizational matters.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION E

Challenging Environment (CE)

Below are statements about Challenging Environment. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale.

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree

Please mark only one number for each statement [x]

CE1	The work environment here is designed to support productivity and growth.	Strongly disagree	1	2	3	4	5	Strongly agree
CE2	Managers create an environment that encourages peak performance.	Strongly disagree	1	2	3	4	5	Strongly agree
CE3	Employees are motivated to look for innovative solutions to challenges.	Strongly disagree	1	2	3	4	5	Strongly agree
CE4	There is strong peer support to enhance job satisfaction.	Strongly disagree	1	2	3	4	5	Strongly agree
CE5	Work-life balance is valued and supported by the organization.	Strongly disagree	1	2	3	4	5	Strongly agree
CE6	High performance is recognized and rewarded by the organization.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION F

Employee Engagement (EE)

Below are statements about Perceived Learning. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale.

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree

Please mark only one number for each statement [x]

EE1	I feel energized and motivated while working in my role.	Strongly disagree	1	2	3	4	5	Strongly agree
EE2	My work has meaning and purpose for me.	Strongly disagree	1	2	3	4	5	Strongly agree
EE3	I feel enthusiastic about the work I do.	Strongly disagree	1	2	3	4	5	Strongly agree
EE4	I am fully immersed in my work during working hours.	Strongly disagree	1	2	3	4	5	Strongly agree
EE5	I am resilient and persistent, even when facing challenges.	Strongly disagree	1	2	3	4	5	Strongly agree
EE6	I take pride in the work that I accomplish.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION G

Organisational Commitment (OC)

Below are statements about Organisational Commitment. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale.

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree

Please mark only one number for each statement [x]

OC1	I have a strong desire to continue working for this organization.	Strongly disagree	1	2	3	4	5	Strongly agree
OC2	I believe in and am aligned with the organization's values.	Strongly disagree	1	2	3	4	5	Strongly agree
OC3	I am willing to put in extra effort for the success of this organization.	Strongly disagree	1	2	3	4	5	Strongly agree
OC4	I feel loyal to this organization and would not consider leaving.	Strongly disagree	1	2	3	4	5	Strongly agree
OC5	I am proud to be part of this organization.	Strongly disagree	1	2	3	4	5	Strongly agree
OC6	I am committed to the organization's long-term success.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION H

Employee Satisfaction (JS)

Below are statements about Employee Satisfaction. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale.

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree

Please mark only one number for each statement [x]

JS1	I am satisfied with my role and responsibilities at work.	Strongly disagree	1	2	3	4	5	Strongly agree
JS2	I have good relationships with my colleagues and supervisors.	Strongly disagree	1	2	3	4	5	Strongly agree
JS3	I feel a sense of accomplishment in my work.	Strongly disagree	1	2	3	4	5	Strongly agree
JS4	I am satisfied with the compensation and benefits provided.	Strongly disagree	1	2	3	4	5	Strongly agree
JS5	I feel that I have a healthy work-life balance.	Strongly disagree	1	2	3	4	5	Strongly agree
JS6	I am satisfied with the career development opportunities available.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION I

Job Involvement (JI)

Below are statements about Job Involvement. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale.

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree

Please mark only one number for each statement [x]

JI1	I am very interested in my job.	Strongly disagree	1	2	3	4	5	Strongly agree
JI2	My job is very important to me.	Strongly disagree	1	2	3	4	5	Strongly agree

J13	I would feel uncomfortable if I had to stop working in my current job.	Strongly disagree	1	2	3	4	5	Strongly agree
J14	I like to spend time thinking about my work.	Strongly disagree	1	2	3	4	5	Strongly agree
J15	I am committed to achieving success in my job.	Strongly disagree	1	2	3	4	5	Strongly agree
J16	I often think about the implications of my work beyond just the tasks.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION J

Employee Motivation (EM)

Below are statements about Employee Motivation. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale.

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree

Please mark only one number for each statement [x]

EM1	I feel enthusiastic about doing my job well.	Strongly disagree	1	2	3	4	5	Strongly agree
EM2	I feel inspired to go above and beyond in my work.	Strongly disagree	1	2	3	4	5	Strongly agree
EM3	I am highly motivated to perform my job at the best of my ability.	Strongly disagree	1	2	3	4	5	Strongly agree
EM4	I find my job to be a source of personal motivation.	Strongly disagree	1	2	3	4	5	Strongly agree
EM5	I feel driven to meet the goals set for my job.	Strongly disagree	1	2	3	4	5	Strongly agree
EM6	I am eager to complete my tasks on time, regardless of difficulty.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION K

Employee Retention (ER)

Below are statements about Employee Retention. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale.

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5=

strongly agree

Please mark only one number for each statement [x]

ER1	I intend to stay with my current employer for the foreseeable future.	Strongly disagree	1	2	3	4	5	Strongly agree
ER2	I am happy with my decision to work at this organization.	Strongly disagree	1	2	3	4	5	Strongly agree
ER3	I am satisfied with the opportunities for career advancement in my company.	Strongly disagree	1	2	3	4	5	Strongly agree
ER4	I see myself working at this organization for many more years.	Strongly disagree	1	2	3	4	5	Strongly agree
ER5	I rarely consider looking for a job at another company.	Strongly disagree	1	2	3	4	5	Strongly agree
ER6	I feel committed to the organization and its goals.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION L

Organizational Results (OR)

Below are statements about Organizational Results. You can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale.

1=strongly disagree, 2= disagree, 3= moderately agree, 4= agree and 5= strongly agree

Please mark only one number for each statement [x]

OR1	The organization has successfully achieved its financial goals.	Strongly disagree	1	2	3	4	5	Strongly agree
OR2	The organization consistently meets customer satisfaction targets.	Strongly disagree	1	2	3	4	5	Strongly agree
OR3	The company is effective at managing its internal processes.	Strongly disagree	1	2	3	4	5	Strongly agree
OR4	The company has demonstrated significant growth over the past year.	Strongly disagree	1	2	3	4	5	Strongly agree
OR5	The company performs well in terms of its market share.	Strongly disagree	1	2	3	4	5	Strongly agree
OR6	The organization consistently improves its performance metrics.	Strongly disagree	1	2	3	4	5	Strongly agree

Appendix 2: Gatekeeper letters

Lourie Place, 2nd Floor
Hillcrest Office Park
179 Lunnon Road
Hillcrest, Pretoria 0083

Tel: +27 12 346 3985
Info@cbe.org.za
www.cbe.org.za
Twitter | Facebook | LinkedIn



25 July 2024

Mr N Nematswerani
C/O Prof Krishna Govender
Graduate School of Business Leadership
University of KwaZulu Natal

Dear Professor

REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT THE COUNCIL FOR THE BUILT ENVIRONMENT: CRITICALLY EXAMINE THE RELATIONSHIP BETWEEN ORGANISATION CULTURE, EMPLOYEE ENGAGEMENT AND ORGANISATIONAL PERFORMANCE IN THE PUBLIC SECTOR IN SOUTH AFRICA

1. Your request letter dated 26 March 2024 requesting permission to conduct research and allow the Council for the Built Environment (CBE) employees to participate in the study, refers.
2. Approval is hereby granted for Mr N Nematswerani to conduct the research and the CBE employees to participate in the study.
3. Feedback to the Chief Executive Officer, Dr M Myeza by Mr Nematswerani on the findings will be awaited and appreciated.

Kind regards

 Digitally signed
by Dr Msizi Myeza
Date: 2024.07.25
08:58:28 +02'00'

Dr Msizi Myeza
Chief Executive Officer

Council Chairperson: Ms HA Mtshali, Council Deputy Chairperson: Ms. DL Maraka, Chief Executive Officer: Dr Msizi Myeza,
Council Members: Mr DM Afect, Mr CK Gavor, Mr NE Hulamo, Adv NN January, Mr M Kubude, Dr DR Letchimsh, Ms SV Mablane, Mr TC Madikane, Ms SA Mahopo,
Mr AE Mahlawe, Ms SM Mathudu, Mr T Mbenzele, Ms ME Molebatla, Mr TA Monakedi, Ms ST Mthembu, Dr KD Musetsho, Mr NC Ndaku, Ms EF Nyaka, Ms M Pepeta,
Mr A Guphe, Mr M Sibhoie, Ms TLP Shikalana, Mr CV Silva, Mr CJ Steynberg



14 August 2024

Mr Ndivhoniswani Nematswerani (Student No. 221049841)

Graduate School of Business and Leadership

University of KwaZulu Natal(UKZN)

WESTVILLE

3630

Dear Mr Nematswerani

The permission to conduct research is hereby granted for you at the National Youth Development Agency (NYDA) towards your Doctor of Business Administration (DBA) only if ethical clearance is obtained from the university. The NYDA noted the title of your research as *"The Relationship between organisational culture, employee engagement and organisational performance in the public sector in South Africa"*.

The NYDA requests that you ensure that the ethical clearance number, research title, details of research, and details of the researcher and supervisor appear on the notice or the questionnaire. Furthermore, data collected from the NYDA must be treated with due confidentiality and anonymity.

The contact person during the data collection phase at the NYDA will be Ms Masibi Mofokeng from the Learning and Development Unit; contact number: [REDACTED] and email: masibi.mofokeng@nyda.gov.za.

Yours sincerely,

[REDACTED]

Ms Mafiki Duma

Executive Director: Corporate Services

Date : 14 August 2024

54 Maxwell Drive | Woodmead North Office Park | Woodmead | 2156
P O Box 982 | Halfway House | Midrand | Johannesburg | Gauteng | South Africa | 2168
Tel: +27 87 458 6345 / +27 87 458 5738 | Fax: +27 86 539 6926 | e-mail: info@nyda.gov.za | www.nyda.gov.za

Board Members:

Asanda Luwaca - Chairperson | Karabo Mohale - Deputy Chairperson
Avela Mjajubana | Lebogang Mulaosi | Thulisa Ndlela | Pearl Pillay | Alexandria Procter | Waseem Carrim (CED)



human settlements

Department:
Human Settlements
REPUBLIC OF SOUTH AFRICA

Private Bag X644 PRETORIA 0001 | 240 Justice Mahomed Street PRETORIA | Tel (012) 421 1468
Private Bag X9057 CAPE TOWN 8000 | 220 Plain Street CAPE TOWN | Tel (021) 465 3610
Website: dhs.gov.za Toll Free Line: 0800 146873

REFERENCE: 48166/1
ENQUIRIES: F Jama
EXTENSION: (012) 444-9075

Mr Ndivhoniswani Nematswerani
Falcons Place 471 Jeugd Road
Montana
Pretoria
0122

Dear Mr Nematswerani

APPROVAL TO CONDUCT RESEARCH IN THE NATIONAL DEPARTMENT OF HUMAN SETTLEMENTS

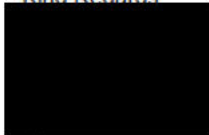
Your request to conduct research in the Department on the topic: *The Relationship between Organisational Culture, Employee Engagement and Organisational Performance in the Public Sector in South Africa*", refers.

This letter serves to inform you that permission is hereby granted for you to conduct your academic research at the National Department of Human Settlements. The Chief Directorate: Human Resource Management will identify relevant contact persons in the relevant Chief Directorate to assist you with your research. The Departmental facilitator is Mr P Peter, contactable at (012) 444 9072, Pumlani.Peter@dhs.gov.za.

Please be informed that, upon completion of your studies, you will be required to furnish the Department with feedback on your findings in the form of a seminar or presentation, and a copy of your dissertation/thesis to the specified person for archiving purposes.

As part of the approval process, you are requested to sign the Confidentiality Agreement attached hereto and send it back to the Departmental facilitator, Mr P Peter.

Kind Regards



DR A MOEMI
DIRECTOR-GENERAL: HUMAN SETTLEMENTS
DATE: 21 JULY 2024



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Appendix 3: Informed consent

UKZN HUMANITIES AND SOCIAL SCIENCE RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHIC APPROVAL

For research with human participants

Information Sheet and Consent to Participate in Research

Date: 13 January 2025

Dear Prospective Participant

My name is Ndivhoniswani Nematswerani from the Graduate School of Business and Leadership, University of KwaZulu Natal, studying for a Doctor of Business Administration. My contact details are ndivhoniswani.nematswerani@thensg.gov.za or 012 441 6881 or [REDACTED]

You are being invited to consider participating in a study that involves research on organisational culture, employee engagement and organisational performance. The aim and purpose of this research is to critically examine the relationship between organisational culture, employee engagement and organisational performance in the public sector in South Africa. The study is expected to enrol two hundred and eighty-five (285) from three organisations. Your role in the study involves completing one questionnaire which enquires about all the constructs explained earlier. A typical question may read as follows: "Right now, I feel fairly satisfied with my present job". It will affect the following procedures (describe). Some of the items might be viewed as duplications. However, the similarity is due to the theoretical and conceptual overlap between constructs and will be dealt with scientifically. The duration of your participation if you choose to enroll and remain in the study is expected to be 60 minutes.

The study has no foreseeable physical or psychological risks involved. The study will not provide direct benefits to participants. The results of the study will, however, be of scientific and practical value in understanding how people react to the prevalent leadership style and positive organisational behaviour. Any information that is obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission or as required by legislation (The Mental Health Care Act, Act 17 of 2002). Confidentiality is not a concern in this study as the tests will be answered anonymously, and individual identifiers will not be requested.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number: HSSREC/00007739/2024).

In the event of any problems or concerns/questions, you may contact the researcher at ndivhoniswani.nematswerani@thensg.gov.za /012 441 6881/ [REDACTED] or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

You are free to withdraw at any time and without providing any reasons. As a project involves the submission of non-identifiable material, it will not be possible to withdraw once you have submitted the questionnaire. There will be no penalty or loss of benefit for non-participation. The researcher will terminate the participant from the study to protect the participant from excessive risk (physical or psychological).

Participants will not receive payment or reward as a result of participating in this study.

The data collected will be used to write research reports, which include but may not be limited to journal articles, conference presentations, and dissertations. Your privacy and that of the organisation you represent will be protected, and no identifiable information will be included in such reports. Hard and soft copies of your answers will be stored for future research or academic purposes, including scientific publications in accredited journals. Soft copies will be stored on a password-protected computer.

CONSENT

I have been informed about the study entitled (The relationship between organisational culture, employee engagement and organisational performance in the public sector in South Africa) by (Ndivhoniswani Nematswerani).

I understand the purpose and procedures of the study.

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

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

If I have any further questions/concerns or queries related to the study, I understand that I may contact the researcher at (ndivhoniswani.nematswerani@thensg.gov.za /012 441 6881/ [REDACTED])

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

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Kindly note that you will not be required to sign this consent for information sheet and consent to participate in research, but that you will be indicating your consent by completing the answer sheet.

(A signed copy is not required, as this may identify you, and this research is done in such a way that you cannot be identified after participating in this study).

Thank you for taking your time to read this consent and information sheet.

Appendix 4: Ethical clearance letter form UKZN



03 October 2024

Ndivhoniswani Nematswerani (221049841)
Grad School of Bus & Leadership
Westville Campus

Dear N Nematswerani,

Protocol reference number: HSSREC/00007739/2024

Project title: The relationship between organisational culture, employee engagement and organisational performance in the public sector in South Africa

Degree: PhD

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 28 August 2024 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL.

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

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

Incidents of adverse events and serious adverse events (AEs and SAEs) should be reported in writing to HSSREC, the study sponsors, and any regulatory authority (where appropriate), within 7 working days of the occurrence for local sites and 14 days for all other South African sites.

This approval is valid until 03 October 2025.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Health Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)
/nng

Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

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