Perception of employee engagement at the South African Pharmacy Council

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Contents

DECLARATION

I, Mokgadi Daphney Fafudi, declare that this consultancy report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Mokgadi Daphney Fafudi

Signed at ……………Johannesburg…………………………

On the ………26……. day of ……September……… 2017…

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My sincere gratitude also goes to the South African Council organisation for granting me permission to conduct the study; and the staff for their participation. I thank WBS for availing resources during this study period including Mr Conrad Viedge for his guidance in choosing the topic for my research. Prof Anthony. Stacey has really made the overall research achievable.

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EXECUTIVE SUMMARY

High-performing companies are said to differentiate themselves from peers by paying attention to their clients and their employees (Amato, 2015). Relationships between people in the organisation are central to understanding relations within a system, because people relate to each other rather than departments, units and divisions. If the relationship is sound within an organisation, that spread across all areas affected by the relationship becomes much more effective than when the relationships are strained. (Goldman, et al., 2010)

The purpose of the study which was to contribute a better understanding on how employees at the SAPC consider themselves engaged in performing their job roles and if that perception is reflected in their performance and to make a recommendation if necessary. The research question being to identify whether the perception held by employees on engagement correlates with the aggregate performance outcome in 2016. The estimated target was 61 employees, however only 68.89% (42) of employees participated. These participants signed the consent form, the remainder were either absent during the data collection period or did not complete the survey

The study tested the psychological conditions perceived by each employee using aspects 12 variables from Saks and Rotman, (2006). The statistics results found only five of the twelve suitable to be analysed (described in chapter 4). Based on chapter 4 results, the five variables evaluated showed a negative perception of employee engagement. These are concerns that requires attention and the reasons should be determined so that they be addressed. The results on the job engagement; job characteristics, perceived supervisors' support; OCBI; distributive justice; reward and recognition; and job satisfaction were not evaluated, as stated in chapter 4.

- Meaningfulness in work: described the degree to which staff find meaning from their work, resulting from the nature of work one does. when they are feeling worthwhile, useful, and valuable; and perceiving that they are

making a difference and not been taken for granted. Includes but not limited to job control, task variety, feedback (Saks & Gruman, 2014).

- Psychological meaningfulness at work: degree to which staff find value in the workplace, emanating from one's membership in an organisation, It is more influenced by factors associated with the organisation itself instead of employee's specific tasks (Van der Merwe, Chermack, Kulikowich, & Yang, 2007).
- Psychological safety: feeling vital and essential for all types of employee engagement as the ability for one to employ and express one's true self without fear of negative consequences to self-image and status (Kahn, 1990). Employees need to feel safe to completely involve themselves in roles (Saks & Gruman, 2014). The study suggests that there is a gap within this, although other variables influencing this were not evaluated.

- Availability: The belief that one has the physical, emotional, and psychological resources required to invest oneself in the performance of a role. Task and role features and work interactions add value to meaningfulness which positively affects the availability. Saks and Gruman (2014) mention four distractions with undesirable influence on psychological availability being "*depletion of physical energy, depletion of emotional energy, insecurity, and outside lives*" (Saks & Gruman, 2014).

The negative response to all five variables evaluated i.e. procedural justice, job character, organisational engagement, commitment and support, and the existing intention to quit are concerning to Meaningfulness in work, Psychological meaningfulness at work and Psychological safety and availability discussed in points above. Although the seven variables influencing this were not evaluated, the five procedural justice, organisational engagement, commitment and support, and the existing intention to quit. There was a general negative response by staff regarding being engaged by the employer, although they still perform duties in a commendable manner, as their clients' perception and performance evaluation outcome showed.

Regarding the **customer satisfaction**, the study does not have information on the percentage of participants in the SAPC customer satisfaction survey to measure significance level, however their clients' satisfaction results were good as indicated in section 1.2.

The **Staff performance evaluation outcome** was good as indicated in section 4.4.

The hypothesis was to a reasonable extent tested and that it is true that the employee perception on meaningfulness of and at work correlates to with their performance evaluation. The positive customer feedback received also backs up these results. Future research could investigate the constructs of variables in Table 3 whether these are appropriate to measure each variable. The SAPC can also use this study to investigate the concerns further to positively influence the staff level of engagement. Clearly, they have committed and competent staff, they need to ensure that the organisation reciprocates that equitably.

Overall, SAPC staff can be commended for the score given by their customers and their performance report which reflects a consistent achievement which to some extent is supported by the literature reviewed.

RECOMMENDATION

The SAPC can benefit by conducting a follow-up study to dig deep into the aspects and categories that scored negatively in employees' engagement perception, this being to identify, verify, investigate and address the root cause of such perceptions. This can be achieved as they are already doing well for a non-profit organisation. SAPC can improve the perception of staff and achieve a better performance from the staff which will result in a better customer perception outcome.

CHAPTER 1. INTRODUCTION

1.1 Purpose of the study

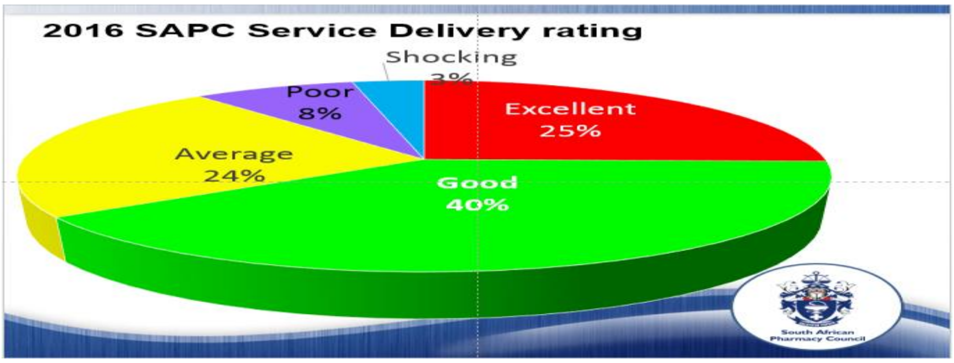
The purpose of this study is to contribute a better understanding on how employees at the South African Pharmacy Council (SAPC) consider themselves engaged in performing their job roles; if that perception is reflected in their performance or not; and to make a recommendation, if necessary.

1.2 Context of the study

High-performing companies are said to differentiate themselves from peers by paying attention to their clients and their employees (Amato, 2015). Relationships between people in the organisation are central to understanding relations within a system, because people relate to each other rather than departments, units and divisions. If the relationship is sound within an organisation, that spread across all areas affected by the relationship becomes much more effective than when the relationships are strained. (Goldman, et al., 2010)

In 2016, the SAPC received a service delivery rating from their customers. According to the service delivery feedback from the SAPC's clients, performance in 2016 was rated positive (good to excellent) by 65%, 24% rating it average and 11% rating it negative, as indicated by Table 1 (SAPC, 2016).

Table 1: 2016 SAPC Service Delivery rating by customers (SAPC, 2016)



Based on the above, the study examines individual employee's performance rating for the year 2016 by the SAPC and assesses their perception of being engagement in performing their tasks. This approach will help determine if the customer perceived good performance achievement by the SAPC in 2016 is positively related to employees' engagement.

SAPC is established in terms of the Pharmacy Act, 1974 (Act 53 of 1974) to regulate the pharmaceutical industry in terms of pharmacy human resources and pharmacy organisations in South Africa. The SAPC's mandate is to protect, maintain, and promote the health, safety and wellbeing of the public by ensuring the provision of quality pharmaceutical services in South Africa (SA) (SAPC, 2017).

The statutory body provision makes the SAPC the sole provider of its services (Parliament, 1973). Therefore, their clients are compelled to use their service for compliance with no alternative service provider. Also its performance cannot be compared with that of its peers, perhaps comparing them with other statutory bodies in SA, since there is no competition.

SAPC is a self-funding non-profit organisation. It funds its operations through levying fees to its clients for services as per the Pharmacy Act (e.g. the general powers of Council) (Parliament, 1973).

Figure 1: Employee Structure of the SAPC in 2016 (Source: SAPC)

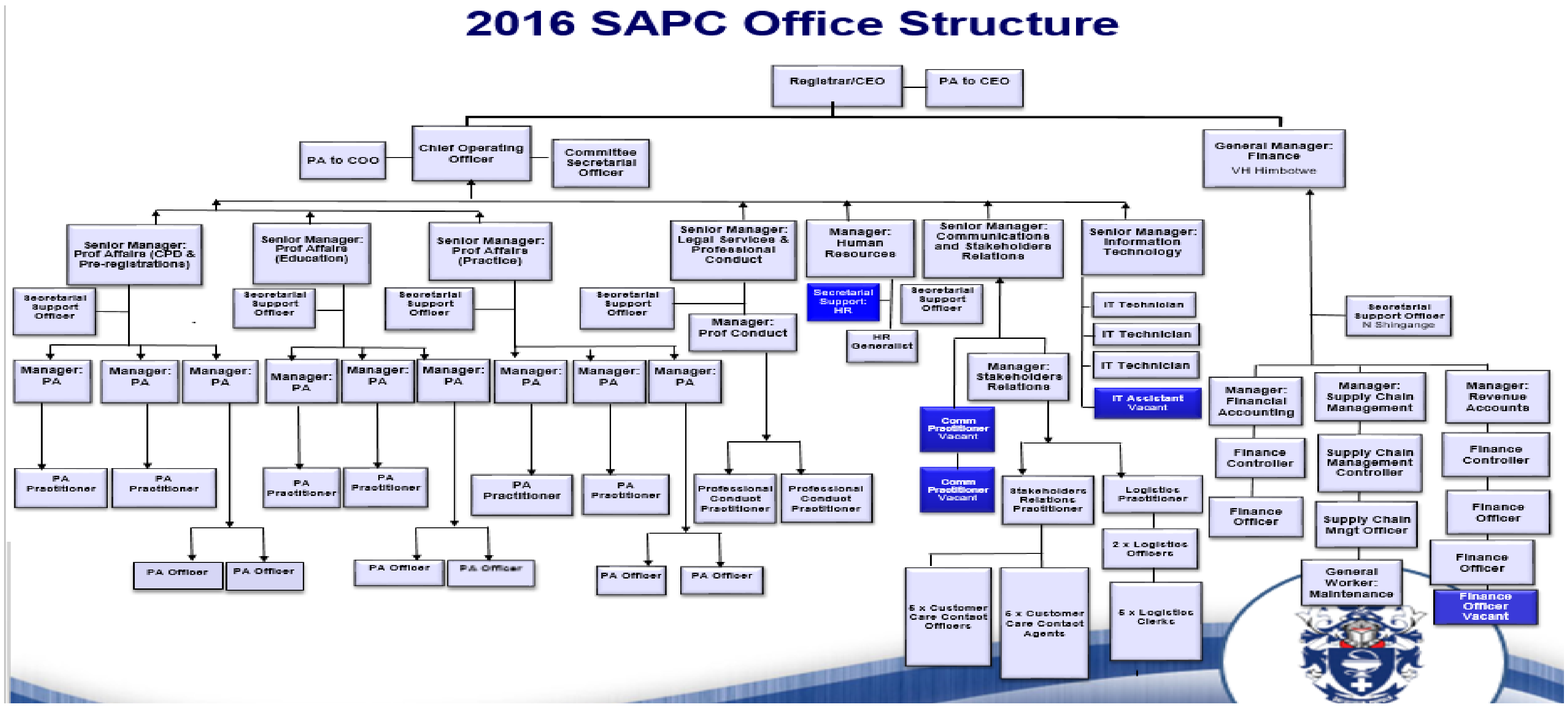
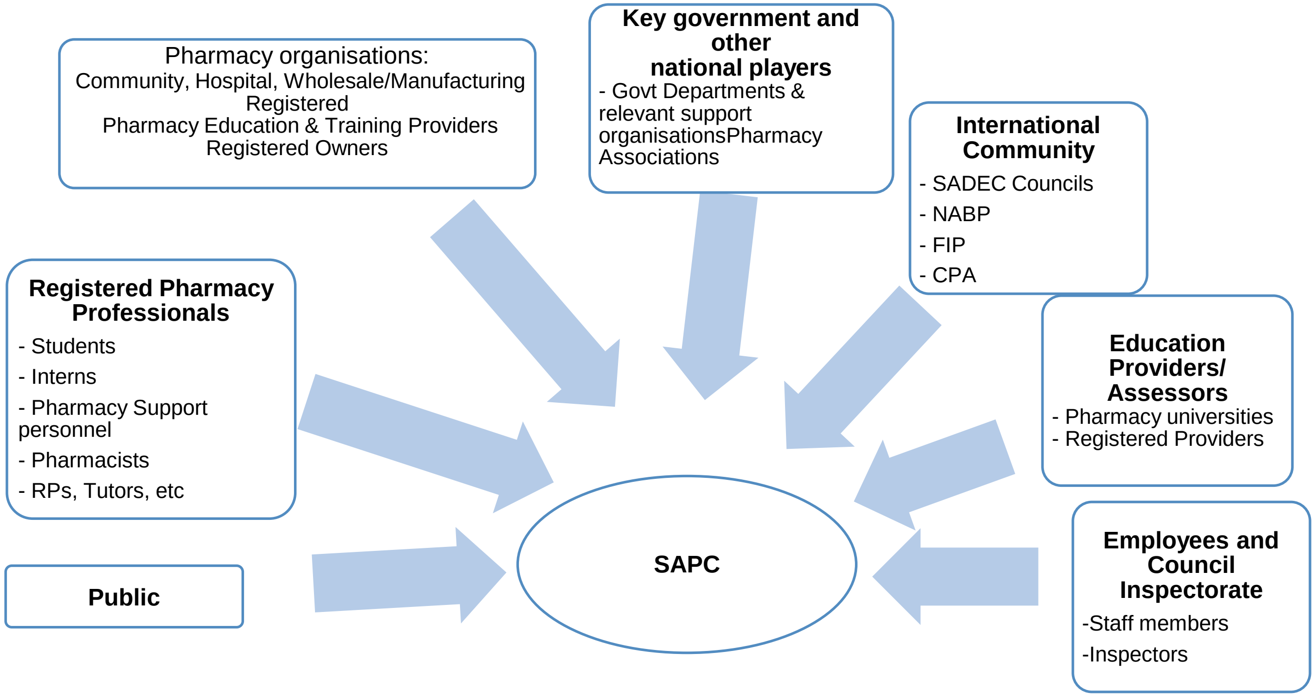


Figure 2: SAPC Client breakdown (Source: SAPC)



SAPC Customer environment/Analysis

The SAPC identified its key customers as follows:

- South African public
- Pharmacy Profession
    i. Registered Pharmacists and Pharmacy Support Personnel
    ii. Registered Pharmacies [Wholesale, Manufacturing, Institutional (public and private); Community]
    iii. Registered Pharmacy Education and Training Providers
    iv. Registered Owners

Although the SAPC identified the employees as one of its customers, they are not included in their key customers list**.**

South Africa is said to have one of the worst track records with regard to employee engagement and by extension, performance management. Managers/leaders should make an effort to engage their staff. The report indicates a general decline in the level of employee engagement in South Africa since the release of PDT's 2014 report, with at least 42 out of every 100 staff members not motivated to affect real change in their organisations (Fin24, 2015).

Regarding engagement and culture, the 2015 Human Capital Trends Survey indicated that South African employees feel overworked and overwhelmed with the amount of information they receive at work (Deloitte & Touche, 2015).

1.3 RESEARCH PROBLEM: to identify whether the perception held by employees on engagement correlates with the aggregate performance

According to the American Management Association and the Institute for Corporate Productivity as referred to by Amato, (2015), the global study involved 1,333 organisations; 57% of those organisations acknowledge not always monitoring their commitment to employees. Those who are appointed as managers become leaders, and followers come automatically from the organisation's hierarchy system, in which most professionals work (Ward, 2010, p. 51).

Employee engagement is related to significant business results, including client satisfaction, productivity, profitability and safety, the extent of which is important to many businesses, and arguing that the associations can be generalised across companies (May, Gilson, & Harter, 2004). Leaders in the leading organisations in performance are said to understand that employee engagement is primarily their responsibility (Aon Hewitt, 2015, p. 1).

In 2016, the customers of the SAPC rated them positively in terms of service delivery, i.e. they were satisfied with their service. In According to the service delivery feedback from clients, performance in 2016 was rated positive (good to excellent) by 65%, 24% rating it average and 11% rating it negative, as indicated by Table 1 (SAPC, 2016). In 2016, the SAPC also conducted the employee annual performance appraisal.

1.4 Significance of the study

The study is envisaged to provide the organisation with aspects to consider in identifying and resolving both customers and employees' negative feedback for improved quality customer service and sustainable organisation performance.

According to the explored literature review (see Section 2), employee engagement has been lauded by scholars, who point out that organisations with engaged employees have higher shareholder returns, profitability, productivity, and customer satisfaction.

1.5 Delimitations of the study

- This study targeted only one organisation, the SAPC. This is due to ease of access to information and data.
- The target population in the organisation was all employees of the company excluding 11 Senior management staff, which is estimated at a total of 70.
- The interpretation of results was based on the percentage of willing participants.
- Various job levels representation can considerably affect the representation of the results.
- Since the SAPC is a Non-Profit organisation client/customer service, feedback was the basis of performance evaluation.
- Involved current employees with at least one year's service and who were part of the year 2016 performance appraisal.

1.6 Definition of terms

Clients or Customers: people and organisations who rely on the SAPC for service and are identified by the SAPC on its customer list in figure 2.

Employees: all persons employed by and who are listed in the SAPC employee structure

Manager: an employee who has other employee/s reporting to them.

Customer feedback: 2016 service delivery rating.

Engagement: Refer to Section 2.2

1.7 Assumptions

1. The respondents reflected normal perspectives and experiences.

2.. The respondents were honest.

3. The company hired candidates that are best suited to the roles allocated.

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher reviewed the literature providing the background and overview on employee engagement. Section 2.2 discusses the theories on employee engagement with various studies that have done similar research, sections 2.3 and 2.4 narrow the focus to the integrative theory of employee engagement from Saks and Gruman's (2014) study called "*What do we really know about employee engagement*?" discussing the specific type of employee engagement the study follows: and the factors affecting it. 2.5 concludes the chapter.

2.2 Employee Engagement overview

Kahn's (1990) definition of engagement is "*the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances*". (Kahn, 1990).

Saks and Gruman (2014) quoted Rich et al. (2010), who added that when an employee is engaged they invest their hands, head, and heart in their performance. meaning that the person become attentive, attached, unified, and dedicated in performing their role, citing (Kahn, 1992); they thus keep themselves within the role they are performing (Saks & Gruman, 2014, p. 157).
In support of the above; Harter, Schmidt and Hayes (2002, p. 269) refer to employee engagement as "the individual's involvement and satisfaction with as well as enthusiasm for work"

Saks and Gruman claim that the precursors of employee engagement generally include assessing **working conditions** like well-organised job demands and job resources. Job resources cover the autonomy of the job role, supportive colleagues, coaching, feedback, and opportunities for growth and are found to be positively related to employee engagement. They also add that changes in job resources, such as high social support and performance feedback, predict engagement over a period of one year and that job resources are specifically vital in encouraging engagement with tall job demands, mentioning Bakker, Hakanen et al. (2007) (Saks & Gruman, 2014, p. 167).

Robinson, Perryman and Hayday (2004), highlight the main driver of employee engagement as a feeling of being **valued and involved**, demonstrated by the extent to which employees feel able to voice their ideas, their involvement in decision making, opportunities for workers in developing their jobs and how the organisation cares for workers' health and well-being (Robinson, Perryman, & Hayday, 2004).

Saks and Rotman articulate that when employees perceive higher **organisational support** they tend to return with greater levels of engagement in their job and in the organisation; those provided with jobs that are high on the job characteristics are more likely to reciprocate with greater job engagement; and employees who have higher perceptions of procedural justice are more likely to reciprocate with greater organisation engagement. Engaged employees are also more likely to have a high-quality relationship with their employer leading them to also have more positive attitudes, intentions, and behaviours (Saks & Rotman, 2006).

Markos (2010) alluded that in an organisation, most drivers that are found to lead to employee engagement are non-financial in their nature. He adds that any organisation with committed leadership can achieve the preferred level of engagement at low cost. However, managers should not ignore the financial aspect of their employees as performance should be linked with rewards. He refers to the old saying "*as social being, human resource is not motivated by money alone*" (Markos, 2010).

Saks and Gruman (2011) believed that in addition to the **working conditions** involving job demands and job resources, **leadership** and **individual differences** are also understood to predict employee engagement. They indicate that evidence of core self-evaluations, conscientiousness, positive affect, and proactive personality are positively related to engagement.

Harter, et al. (2002) mention that at the individual level, employee satisfaction is at least somewhat trait-based; this was earlier indicated by Arvey, Bouchard, Segal and Abraham (1989). Harter, et al. (2002) used averages of the employee responses across individuals within a business unit, made overall satisfaction and employee engagement measures indicators of that unit's performance-related culture, instead of individual employee satisfaction indicators. They used business-unit characteristics as the construct measure by averaging across individuals within a unit which removed trait-related individual differences (Harter, Schmidt, & Hayes, 2002).

Employee engagement is related to significant business results, including client satisfaction, productivity, profitability and safety, the extent of which is important to many businesses, and arguing that the associations can be generalised across companies (May, Gilson, & Harter, 2004).

According to Markos (2010), an engaged employee improves organisational performance:

- **Say**- employee promotes the company to colleagues, and refers prospective personnel and clients
- **Stay**- employee is passionate about being a member of the company regardless of opportunities somewhere else
- **Strive**- employee goes the extra mile (time, effort and resourcefulness to contribute to organisation development) (Markos, 2010)

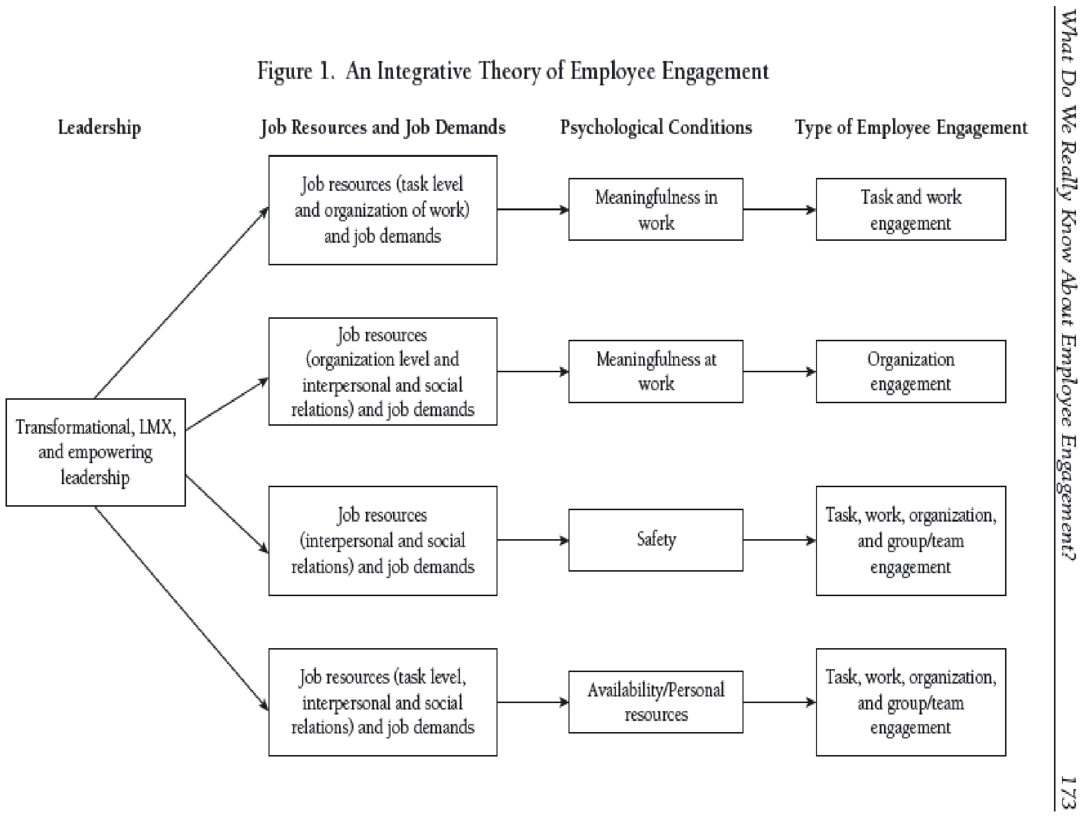
He further adds that disengaged employees are probably wasting their effort and talent on tasks that matter less (spinning), certainly not exerting commitment (just settling), not displeased enough to leave/ also not staying for things to change (splitting), and the effects of these towards the organisation's performance measures such as customer satisfaction are adverse (Markos, 2010).

Researchers caution though, that employee engagement must guard against risk of work interference with family (Halbesleben, Harvey, & Bolino, 2009).

It is worth noting that organisations do not execute, it is the individuals within it who perform to accomplish desired customer outcomes (Atwater, Ostroff, Yammarino, & Fleenor, 2004).

Customer satisfaction measurements in general, are said to help increase understanding of the company's performance (Davidow, 2012). Saks and Gruman (2014) integrated the employee engagement theories and came up with a summary as shown in Figure 3, describing each type of engagement by psychological conditions which as described in 2.3.1-2.3.4.

Figure 3: Integrative theory of employee engagement (Source: Saks & Gruman, 2014



2.2.1 *Meaningfulness in work:*

This is described as the degree to which staff find meaning from their work, resulting from the nature of work one does. It encompasses making the work and tasks innately motivating. Saks and Gruman mentioned Kahn (1990), who referred to this as a feeling that one gets a return on investments (ROI) being energetic physically, cognitively, or emotionally (Saks & Gruman, 2014).

It makes sense to say that employees receive meaningfulness when they are feeling worthwhile, useful, and valuable; when perceiving that they are making a difference and not been taken for granted, the sense of giving self to others and to the work itself in their roles whilst also able to receive (Saks & Gruman, 2014).

Saks and Gruman (2014) suggest that meaningfulness in work is particularly important for task engagement and work engagement, and added that research on engagement actually focused on factors important for meaningfulness in work, including, but not limited to job control, task variety, feedback (Saks & Gruman, 2014).

2.2.2 *Psychological meaningfulness at work:*

Saks and Gruman (2014) described this as the degree to which staff find value in the workplace, emanating from one's membership in an organisation, saying it includes factors such as who one surrounds oneself with as organisational belonging from objectives, values, and beliefs that the organisation espouses (Pratt & Ashforth, 2003). It is more influenced by factors associated with the organisation itself instead of employee's specific tasks (Van der Merwe, Chermack, Kulikowich, & Yang, 2007).

2.2.3 *Psychological safety:*

Safety is a feeling. vital and essential for all types of employee engagement as the ability for one to employ and express one's true self without fear of negative consequences to self-image and status (Kahn, 1990). Employees need to feel safe to completely involve themselves in roles (Saks & Gruman, 2014).

2.2.4 *Availability:*

The belief that one has the physical, emotional, and psychological resources required to invest oneself in the performance of a role. Task and role features and work interactions add value to meaningfulness which positively affects the availability. Saks and Gruman (2014) mention four distractions with undesirable influence on psychological availability being "*depletion of physical energy, depletion of emotional energy, insecurity, and outside lives*" (Saks & Gruman, 2014).

2.2.5 *HYPOTHESIS*

The employee perception on meaningfulness of and at work correlates with their performance evaluation.

2.3 Conclusion of Literature Review

2.3.1 - 2.3.5 from the integrative theory of Saks and Gruman (2014) endorsed that meaningfulness in work is particularly important for task engagement and work engagement. Therefore, this tests the psychological conditions perceived by each employee using aspects below from Saks and Rotman, (2006).

- Job engagement
- Organisation engagement
- Job characteristics
- Rewards and Recognition
- Distributive justice
- Procedural justice
- Perceived organisational support
- Intent to quit
- Organisational commitment
- Perceived supervisor support
- Job satisfaction
- Organisational citizenship behaviour directed to the individual (OCBI)

CHAPTER 3. RESEARCH METHODOLOGY

In the preceding chapter, the theory and foundation for this study was laid that forms the underlying theory and foundation for this research. Specifically, the research problem and hypothesis was stated as a way of giving an explicit declaration of what the work answers. This chapter details the research method and statistical tools that were utilised to address the research problem and to test the hypothesis.

3.1 Research methodology / paradigm

This is a case study research; the choice was informed by the feasibility of accessing the required data. This study is quantitative with elements of qualitative research to enhance validity and reliability. Yin (2013) defines the case study research method as an experiential review that investigates a current occurrence in its factual context (Tellis, 1997) and (Yin, 2013). It can be understood to deduce a hypothesis from theory and then testing it (Bryman, 2012, p.161). The mixed research strategy seeks to pull both strategies together by leveraging on each one's strengths and as a result has been the subject of a lot of research in the literature and involves the collection of both quantitative and qualitative data. The researcher used the qualitative data to explain the quantitative data (Creswell, 2013, p. 19). This type of research is often known as mixed methods.

3.2 Research Design

Reports on case studies from many disciplines are widely available in the literature. A key strength of the case study method involves using multiple sources and techniques in the data gathering process. The researcher determined in advance what evidence to gather and what analysis techniques to use with the data to answer the research questions. Data gathered was quantitative, with secondary data being performance evaluation reports: qualitative. A survey via qualtrics software was conducted and found to be administratively efficient.

3.3 Population and sample

3.3.1 *Population*

The target population at the SAPC was all employees excluding 11 Senior management staff, four (4) employees that resigned and were replaced by four (4) who had less than a year's service at SAPC, and the researcher (1). Sample and sampling method

The estimated target was 61 employees as described in section 3.3.1 above, however only 68.89% (42) of employees participated. These participants signed the consent form, the remainder were either absent during the data collection period or did not complete the survey.

3.4 The research instrument

Data for the study was collected by the researcher in two ways described below in sections 3.41, 3.42 and 3.43 with the intention of finding the answers to the study's problem statement and its sub-problems:

3.4.1 *Review of the records on each employees' performance rating in 2016;*

This evaluated each participant's performance appraisal outcome in the organisation in 2016, whether they underperformed or exceeded performance. The evidence of exceeding performance is a performance bonus. SAPC provided this data on each participant.

3.4.2 *Self-Administered structured questionnaires*

A self-administered questionnaire was used to obtain information on staff perception regarding their engagement in their job roles. These questionnaires were emailed to each eligible staff member. The complete questionnaires were captured electronically and categorised, both electronically and manually. The questionnaire had sets of questions which addressed the variables listed in section 2.3 of the psychological conditions perceived by employees on engagement and behaviour; and engagement outcomes. Participants signed a consent form beforehand. The researcher did a walk-around, encouraging participants to provide honest feedback without discussing the survey with co-worker/s.

They completed the online questionnaire which were sent via their work email with a unique link to the survey for each participant. This afforded the respondents the convenience and flexibility to which they are accustomed. The electronic nature of the survey discouraged the task of decoding respondent responses and the data was safely stored in a qualtrics database, in support of Bryman (2012). The survey used can be found in Appendix A. Engagement perception scores for each psychological condition were the dependent variables with Performance appraisal being the independent variable.

The statistical tool employed is factor analysis and the survey was designed so that it was easy to analyse. Prior to distributing the surveys, the researcher circulated the consent form for those consenting to be signed. The survey was divided into three sections, as follows:

1. Demographic and personal details

2. Main body questions of employee engagement

3. Closing message

QUESTIONNAIRE

MBA WITS BUSINESS SCHOOL

The main body questions are about the Experiences and consequences of employee engagement (Saks, 2006) as presented in the literature review in Chapter 2. There are 11 categories chosen, within each are number of questions addressing the aspect, with seven possible answers (ranging from strongly agree to strongly disagree options) See below.

The statistical tool employed of the performance data analysis and the survey is designed so that it is easy to analyse. The survey is divided into four sections, and they are as follows:

1. Consent block
2. Employment details
3. Main body questions of employee engagement
4. Closing message

The consent block explains briefly the context of the study and informs the respondent that the data will be used for research towards and MBA student's research project. It further asks the respondent to click on a radio button to give consent. The following block after the consent block, asks the respondent a few Employment details such as the department or unit they work in and how long they worked for SAPC.

1. Strongly agree
2. Agree
3. Somewhat agree
4. Neither agree nor disagree
5. Somewhat disagree
6. Disagree
7. Strongly disagree

1.	**Job engagement**
2.	**Organization engagement**
3.	**Job characteristics**
4.	**Distributive justice**
5.	**Procedural justice**
6.	**Perceived organizational support**
7.	**Job satisfaction**
8.	**Organizational commitment**
9.	**Intent to quit**
10.	**Rewards and Recognition**
11.	**Perceived supervisor support**

The constructs of the variables used in this study were tested by Saks and Rotman (2006), who performed a Cronbach's alpha measure to check the internal consistency of the questions in each of the 12 categories (variables) on how close they were related as a category to measure consistency and reliability (Idre, 2017).The **α** results were as follows:

1. Job engagement measured **α** = 0.90.
2. Job Characteristics **α** = 0.79.
3. Perceived Organisational Support **α** =0.89.
4. Rewards and recognition **α** = 0.80.
5. for procedural justice **α**= 0.89.
6. for distributive justice **α** = 0.92.
7. Job satisfaction was measured **α** = 0.84.
8. Organisational commitment **α** = 0.90.
9. Intention to quit **α** = 0.82.
10. Supervisor support **α** = 0.90
11. Organisational engagement **α** = 0.89
12. Organisational citizenship behaviour directed to the individual (OCBI) **α** = 0.90.

The range of these results are between good and excellent and therefore, in the study, the questionnaire reliability was based on these scores. Some questions within the category were modified, but still asking the same variable.

3.5 Procedure for data collection

The researcher communicated the intention to distribute the questionnaire with the SAPC, and they supported the study. Data collected and examined included organisational documents (each respondent's 2016 performance report), the researcher stated her intention to request copies of these documents, and plans for storage, classification, and retrieval of these items, as well as the survey data.

The researcher used the qualtrics database to assist with categorising, sorting, storing, and retrieving data for analysis. Data summary per respondent was also captured and sent to the researcher's school email account. Data for the study was collected as described in 3.4 above and was captured electronically and categorised both electronically and manually. The study was conducted at the SAPC offices in Pretoria. Data collection commenced after approval was granted by the Wits Research Ethics Committee.

The study population included 42 eligible employees at any job level who signed the consent form. The researcher conducted a pilot study using a qualtrics test to 30 qualtrics random respondents and the problematic areas were uncovered and corrected before the actual study; this also provided training on proper application of the techniques used in this study. It helped understand how the gathering of data using multiple techniques strengthens the study for triangulation during analysis. Those 30 respondents were not from SAPC and were not involved in the actual study.

Relevant data was collected through a questionnaire to which relevant staff responded. All information was treated as confidential and all identities remained anonymous. The data collection period was three weeks to enable an optimal number of potential respondents to partake; the researcher documented, classified, and cross-referenced all evidence so that it could be efficiently recalled for sorting and examination over the course of the study. The researcher followed Wits university approved standards of data handling and disposal.

3.6 Data analysis and interpretation

Data was captured on wits.eu.qualtrics.com, with a summary of each respondent sent to the researcher's Wits University personal email and was checked for accuracy and completeness repetitively. The questions variables/ categories were sourced from the study by Saks and Rotman (2006), distinguishing between job and organisation engagement, measuring different precursors and consequences of job and organisation engagement (Saks & Rotman, 2006).

Data was cross-checked for accuracy and completeness in Qualtrics™,, the email and Microsoft Excel™. Statistical procedures were performed using Microsoft Excel™. To test the odds that the results were not by chance but valid, the z-test and two sided z-test statistical analysis were conducted to test the confidence limit. Categorical variables were summarised using averages, mean, z-scores and p-values and percentages. The analysis took into consideration the Cronbach's alpha tests results used by Saks and Rotman (2006) to measure relationships of the variables' constructs. All results are presented in chapter 4 as tables and figures followed by a brief discussion.

3.7 Limitations of the study

- One respondent per level per organisation irrespective of size and industry.
- The honesty of the respondent may be influenced by recent happenings thereby altering objectivity with the actual reality.
- Participants who were on leave and those who were not willing to participate affected validity of some results.
- Respondents may have influenced each other on responding to certain questions in the questionnaire.
- The results may be unique to the organisation and not applicable or usable to other organisations.

3.8 Validity and reliability

The questionnaire was sourced from existing technology although the questions were further tailored for SAPC respondents, the data regarding performance appraisal from the SAPC were recently (May 2017) audited by independent auditors, and the literature review with previous research and their measuring instruments helped strengthen the validity. Reliability involved testing the consistency, correctness, and meticulousness of measurement of Saks and Rotman's (2006) factor analysed variables. The researcher noted areas that did not turn out as expected and made recommendations. The constructs of the variables used in this study were tested by Saks and Rotman (2006), who performed a Cronbach's alpha measure to check the internal consistency of the questions in each of the 12 categories (variables) on how close they were related as a category to measure consistency and reliability

The data was organised consciously in diverse ways to expose or create new understandings and looked for incompatibilities within the analysis. The researcher classified, organised, and recombined the data to address the hypothesis and purpose of the study, and conducted cross-checks of facts and discrepancies in accounts.

CHAPTER 4 RESULTS AND DISCUSSION

4.1 INTRODUCTION

In this chapter, the results of the statistical analysis are presented in tables, figures and with a short description of the indicators. This chapter addresses the hypothesis and purpose of the study. Data was characterised and entered on a spreadsheet with information required for analysis as shown below.

4.2 DEMOGRAPHICS OF PARTICIPANTS

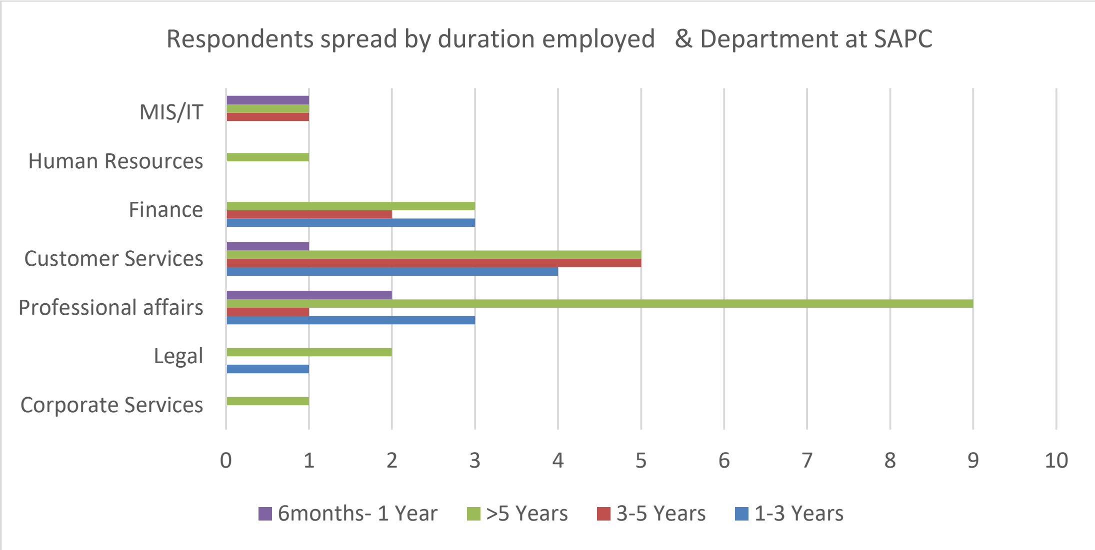
There were 55 questions, two asked the period of employment to exclude those not eligible i.e. less than one year at SAPC. Questions 1, 2 and 3 had a demographic focus, used to validate if number of respondents per chosen department made sense in line with the organogram is shown in figure 4 and table 2.

The other question asked in which unit/department they worked; this was to help tally and validate responses (e.g. knowing the number of employees per unit helped verify if responses are reliable and have some honesty).

Table 2: Demographics of the respondents

Years	Corporate Services	Legal	Professional affairs	Customer Services	Finance	Human Resource	IT	Total
1-3		1	3	4	3			**11**
3-5			1	5	2		1	**9**
>5	1	2	9	5	3	1	1	**22**
>1yr			2	1			1	**4**
Total	**1**	**3**	**15**	**15**	**8**	**1**	**3**	**46**

Figure 4: Respondents by duration and Department (Personal Collection)



There were 46 respondents in total. Within the 46, four (4) respondents had 6 months to 1-year experience employed at SAPC, these were excluded from data analysis as indicated in Section 3.5.

Most of the respondents were from Customer Services and Professional Affairs departments, both with 15 respondents each. Professional Affairs participants were nine (9), also the highest number in terms of service of over five (5) years at the organisation (shown in figure 4). Professional Affairs is the technical department of the SAPC.

4.3 EMPLOYEE PERCEPTION OF ENGAGEMENT

4.3.1 RESULTS CLASSIFIED INTO TWELVE CATEGORIES

Table 3 shows the variables and their constructs in the form of questions within the questionnaire.

Table 3: Categories and their questions

Variables (categories)	Question in the questionnaire testing the variable							
Job engagement	40	45	36	15				
Organisation engagement	4	48	44	33	43			
Job characteristics	46	54	27	37				
Rewards and Recognition	5	13	12	31				
Distributive justice	9	16	18	24	28			
Procedural justice	21	51	52	53				
Perceived Organisational support	38	26	47	39	17	14	34	
Intent to quit	9	20						
Organisational commitment	42	35	38	49	22			
Perceived supervisor support	8	50	55	30	25	23		
Job satisfaction	6	7	56	19	10			
OCBI	12	41	32	11				

Table 3 excluded questions 1, 2 and 3 as indicated previously, as they would not fall within any of the categories. The remainder were 52 questions where each question fell into one of the 12 categories. The 52 questions had seven options ranging between:

1. Strongly agree
2. Agree
3. Somewhat agree
4. Neither agree nor disagree
5. Somewhat disagree
6. Disagree
7. Strongly disagree

It was mandatory for each respondent to choose only one of the seven options in each question before moving on to the next question. Therefore, there was no unanswered question. Also, the data used for analysis was from those who completed the questionnaire in full. Table 4 reflects a summary of the variables statistical analysis.

Table 4: Responses per person per variable

Variable	Job Engagement	Organizational Engagement	Job Character	Rewards and Recognition	Distributive Justice	Procedural Justice	Perceived Organizational Support	Intent to Quit	Organizational Commitment	Perceived Supervisor Support	Job satisfaction	OCBI
R_56nRap2R	3.5	3.333333333	3.333333	1	3.333333	3	4.142857	4	2.5	5.166667	3.25	3.8
R_ebS7mM8	5.5	6.666666667	5.333333	2	3.333333	2	3.571429	2.5	4	4	5	2.4
R_eRiXHWg	3.5	4	4	3	3	2	6	5.5	2.5	2.833333	2.5	6.2
R_dio7LnTzLe	4.75	3.666666667	4.333333	4.5	3.333333	5	4.428571	6	3	3.5	3.5	3.8
R_9SUwF1F1	4	3.666666667	3.333333	4	5.333333	6	3.428571	1	4	3.333333	3.5	2.8
R_egO3JRuL	3.25	4.333333333	3.666667	3.5	6.333333	7	4.142857	3	5.5	4.666667	2.75	2.6
R_eRvCyceT9	2.75	4.666666667	4.666667	4	4	2	3	5	3	3	4.5	3.6
R_bjCPZ4joo	4	2.666666667	3	6	5.666667	1	4.428571	4	3.5	4.833333	3	4.4
R_0OgVCEUc	4.5	2.666666667	5	5.5	4.333333	2	5.142857	1.5	1.5	4.833333	3.75	3.6
R_9zCxesAGA	5.25	3.333333333	3.333333	2.5	3.666667	3	4.571429	2	3	2.833333	2	3.4
R_7UuZcNJSx	4	3.333333333	4.666667	6	5.666667	7	3.428571	4.5	6	3.833333	4	3.4
R_eXw6tTOD	3.25	3.333333333	4.666667	2	5.666667	2	4	3	5	3.833333	3.5	3.2
R_0Mnm3kM	3.5	6.666666667	3	2	5.333333	7	3.285714	4	2	4.5	3	4.6
R_3Q375WCa	3	4.333333333	3	2.5	5	3	5.285714	5	3.5	4.666667	3.75	3
R_cvTGfetRr5	3.25	4	3.666667	6	4	2	4.714286	4.5	5	3.166667	2.75	3.6
R_8oE5ORfZ7	4	5.666666667	4	3	2	5	4.714286	3	3	3.166667	5.25	3.8
R_cNrxHPOU	4.75	2	3.333333	5	3	7	4.285714	5.5	5.5	5.333333	4.5	5.8
R_8ogpWDH	5	1.666666667	5.666667	4	3.666667	5	4	6.5	5.5	4	4	3.8
R_cvF4OWzA	2.75	5.333333333	4	2.5	4.666667	1	3.428571	3	2.5	3.833333	1.5	4.4
R_6SEWbV22	3	3.666666667	4.666667	6	4.333333	1	4.285714	4	6	4.166667	5	3.6
R_eEFWABm	5.25	5.666666667	5	1.5	2.333333	1	3.857143	4.5	2	4.166667	4	3.2

Variable	Job Engagement	Organizational Engagement	Job Character	Rewards and Recognition	Distributive Justice	Procedural Justice	Perceived Organizational Support	Intent to Quit	Organizational Commitment	Perceived Supervisor Support	Job satisfaction	OCBI
R_9RA1ylFxd	3.75	3.333333333	2	3	3.666667	3	5	4	3.5	5.333333	3	3.6
R_8CVj06DzJ	4.25	4.666666667	3.666667	5	3.333333	1	4	3.5	3	3.5	3.75	3
R_a2ES7azkY	4.5	3.666666667	5	2	3	6	4.142857	2	6.5	3.333333	4.25	3.4
R_7NytufU8L	4	4.666666667	5	3	4.666667	7	4.142857	5	5.5	4	3.25	5.4
R_2bnQSVHf	3.75	3.666666667	3	4	3.333333	3	5.285714	5	4	4.833333	4.25	5.6
R_0qUEWhN	4	5.666666667	4	3.5	3.666667	7	3.857143	3	4.5	4.166667	3.75	4.4
R_9MOqXQuj	3.75	4.333333333	5	4	3.666667	7	4.142857	6	6	3	4.5	4
R_3staM72U	1.5	2	1.666667	2	1.666667	3	1.714286	2.5	2	1.333333	1.75	1.6
R_1hX7HoXIX	4.5	5.333333333	5.666667	2.5	6.333333	7	5	6.5	4	6.333333	5.75	6.2
R_1pLhQcWp	1.5	2	1.666667	1.5	3.333333	2	1.857143	4	1.5	1.666667	1.25	1.6
R_27d5gsSHY	2.5	3.333333333	2	3	2.666667	3	2.428571	4	4.5	2.333333	2.75	2.4
R_2cj5amS5p	1.5	2	1.666667	1	1.666667	1	2.428571	4.5	1	2.166667	1.5	2.6
R_1nV2qZ3Y	2.75	2.666666667	2.666667	2.5	4.333333	3	2.714286	5	2	3.5	2.25	3.2
R_Zt258JDxzZ	4	4.666666667	4	3	1.666667	5	4.285714	3	5.5	3	4.5	2.6
R_3QLcpOO7 CrnwX9h	4.5	5	3	3.5	4	7	5.714286	3.5	4.5	4.5	5.5	5
R_3lyo9CvxxI	2.5	3.666666667	2.666667	2	3	4	2.571429	3.5	5	4.166667	2.75	4.2
R_1N4xSsRoc	1.75	2	2	3.5	4.333333	4	3.142857	4	3.5	3.166667	2.5	2.8
R_3p4lq3RAx	1.75	2.333333333	1.666667	3	4.666667	2	3.142857	4.5	4.5	2.5	2.25	2.2
R_21v7DkI1T	4	4.333333333	3.666667	1	4	7	4.857143	4	6.5	2.333333	6.25	3.2
R_2ARP58kR	2	4.666666667	2	4	3	2	4.428571	6.5	3.5	3.666667	2.25	3.6
R_1qglK4UxV	4.25	5.333333333	4.666667	5	3.333333	6	3	3.5	6.5	2.166667	5.25	4.6
R_1QsAVzdm	2	4	2	3	2.666667	2	2.714286	2.5	3.5	2.166667	2.75	2
R_BJOonladJt	2.75	3	3.666667	3	2.333333	5	3.428571	4	4	2.5	3	2.8

Variable	Job Engagement	Organizational Engagement	Job Character	Rewards and Recognition	Distributive Justice	Procedural Justice	Perceived Organizational Support	Intent to Quit	Organizational Commitment	Perceived Supervisor Support	Job satisfaction	OCBI
R_1llCDOeO	3.5	5.333333333	3.333333	7	4.666667	7	5.571429	4	2.5	5.833333	5.5	5
R_7a3LaXEjBr	3.5	5	5	3.5	3	7	4	2.5	7	3.666667	4.25	3
Average	**3.315789474**	**3.855263158**	**3.390351**	**3.289474**	**3.5**	**4**	**3.703008**	**3.960526316**	**4.125**	**3.47807**	**3.516447**	**3.544737**
Standard dev	**1.193711884**	**1.284563692**	**1.281205**	**1.485153**	**1.132327**	**2.108878475**	**1.083705**	**1.177539691**	**1.547759416**	**1.225145**	**1.353198**	**1.208565**
Mid Line	**3.5**											
Z_Test Pvalues	**0.910866601**	**0.004715**	**0.788508**	**0.938026**	**0.5**	**0.000129**	**0.068975**	**0.000382**	**0.000002**	**0.563658**	**0.452167**	**0.371867**
Z_Test Concfidence Interval	**0.089133399**	**0.995285168**	**0.211492**	**0.061974**	**0.5**	**0.999870771**	**0.931025**	**0.999617666**	**0.999997528**	**0.436342**	**0.547833**	**0.628133**

Table 4 shows the responses of each respondent, for each variable. As they had seven options ranging from strongly agree to strongly disagree, the results were then averaged to agree = between 1 and 3.5, neutral = 3.5 and disagree = above 3.5. The total responses were then averaged per variable to get the Average scores. These Average scores were then statistically tested see Table 5.

4.3.1 RESULTS PER CATEGORY

Table 5 : Statistical analysis of each variable

FACTOR	Job Engagement	Organisational Engagement	Job Characteristics	Reward and Recognition	Distributive Justice	Procedural Justice	Organisational Support	Intent to Quit	Organisational Commitment	Supervisor Support	Job Satisfaction	OCBI
Average	3.315789474	3.855263158	3.390351	3.289474	3.5	4	3.703008	3.960526316	4.125	3.47807	3.516447	3.544737
Standard dev	1.193711884	1.284563692	1.281205	1.485153	1.132327	2.108878475	1.083705	1.177539691	1.547759416	1.225145	1.353198	1.208565
Mid Line	3.5											
Z_Test Pvalues	0.910866601	**0.004715**	0.788508	0.938026	0.5	**0.000129**	**0.068975**	**0.000382**	**0.000002**	0.563658	0.452167	0.371867
Z_Test Confidence Interval	0.089133399	**0.995285168**	0.211492	0.061974	0.5	**0.999870771**	**0.931025**	**0.999617666**	**0.999997528**	0.436342	0.547833	0.628133

The results for variables are shown in table 5: Organisational Engagement, Procedural Justice, Organisational support, Intent to quit, and Organisational Commitment have highlighted values that are statistically significant given that there is a small probability that there is a different mean. For the non-highlighted categories, the probability is that there is another mean, one would be confident only when the number is very small.

Table 5 show the variables: The mean calculated in Organisational Engagement is above a neutral mark of 3.5 and we have tested that that is the true mean using p-value of 0.004715; The mean calculated in Procedural Justice is above a neutral mark of 3.5 and we have tested that that is the true mean using a p-value of 0.000129; The mean calculated in Organisational Support is above a neutral mark of 3.5 and we have tested that that is the true mean using a p-value of 0.068975; The mean calculated in Organisational Commitment is above a neutral mark of 3.5 and we have tested that that is the true mean using a p-value of 0.000002; The mean calculated in Intent to quit is above a neutral mark of 3.5 and we have tested that that is the true mean using a p-value of 0.000382. These five variables have proven that the chances that there is another true mean that is different from the mean calculated are very low as supported by the p values. Therefore, these categories of employee engagement were found reliable to test the null and alternate hypothesis in order to answer the research question.

The remaining seven (7) categories' maximum likelihood of testing the true mean was not reliable in these and their p-values indicate that the confidence is low that the p-values are unreliable, there is a probability that there could be another mean than those as the p-values were low, these categories were thus dropped. The sample size might not be big enough, alternatively there may be too many constructs in the dataset to be able to interpret and assimilate. Therefore, these variables could not be relied upon.

The answers were one choice ranging from: 1 = Strongly agree, 2 = Agree, 3 = Neither agree nor Disagree, 4 = Strongly disagree, 5 = Strongly disagree. The ranges between 1 and 3.5 = Agree; 3.50 = Neutral; and above 3.5 =Disagree.

Organisational Engagement

This measured perceived clarity of the involvement of the organisation in meeting the employees needs fairly, engaging in inputs for development if both organisation and employees. The offering of opportunities, encourage participation and consultation for fulfilment in their work. The employees feel that they are part of something important with colleagues whom they rely and depend on, and have chances to improve and develop. The responses average was 3.8, which meant that the staff disagree that the organisation engagement is favourable and seem to not enabling them to be engaged when executing their tasks.

Procedural Justice

This measured perceived if they are able to express opinions, influence decisions and express feelings on certain procedures and if implementation of procedures is consistent and fair. The responses average was 4.0, which meant that the staff does not perceive the procedures fairly distributed in performing roles happily and meant they are not enabling them to be engaged when executing their tasks.

Intent to Quit

This was a direct question on withdrawal attitudes, questions coverage of seriously thinking about quitting their job or whether they preferred the SAPC even if they had an option. The responses average was 3.96, which meant they showed intention to quit. This might link to responses on organisational commitment and that of organisational support, and need to be investigated why staff intend leaving. Ensuring that staff have a voice in decision making and that they can trust the decision makers in the organisation appear key in developing and retaining an engaged workforce.

Organisational Commitment

This asked the questions such as *“I would be happy to work at my organization until I retire.”, “Working at SAPC has a great deal of personal meaning to me”, “I really feel that problems faced by my organization are also my problems”, “I feel personally attached to my work organization”; “I am proud to tell others I work at my organization.” And “I feel a strong sense of belonging to my organization.”*

The responses’ average was 4.1, which meant that they disagree that they were committed to the organisation. This is not a favourable perception and in not congruent to the response to job characteristics and procedural justice. According to Malinen, Wright, and Cammock‘s study, job engagement; job characteristics and procedural justice advanced significance and are clearly related to job satisfaction, organisational commitment, but are negatively related to intention to quit. The results in table 4 and 5 respectively do not support that. Could this be attributed to that questions were randomly distributed and not classified within their variables in the questionnaire or was the questionnaire of 55 questions too long to get honest answers until the end. Cropanzano and Mitchell (2005) in their social exchange theory, propose that relationship between employees and an organisation can be reciprocal. Saks and Rotman (2006) believe when staff have trust in leaders and feel they are treated fairly; they will respond by increasing their engagement levels.

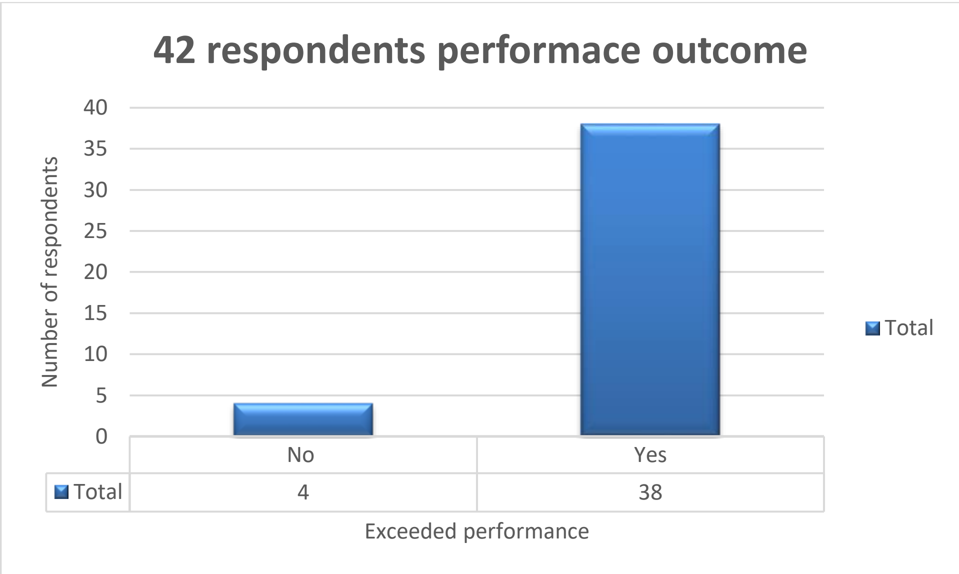
Organisational Support

The responses' average was 3.7, which meant that they disagree that the organisation is supportive**.** The organisation makes an effort to provide relevant resources as need arise, and there is consultation and interactive measures with the affected employees. Job demands are matched by support from seniors and there is constant measuring of implementation to ensure that the workload is fair to the job role and remuneration. There is understanding when the employee has personal matters to give attention. Training is seen as an investment to sharpen skills and correct skills shortage.

4.4 RESULTS AND DISCUSSION OF THE RESPONDENTS' 2016 PERFORMANCE EVALUATION OUTCOME

The Head of Human Resources Management compiled a spreadsheet with a list of the employees with dummy identities for confidentiality and security purposes, he the indicated whether the employee's performance outcome was: achieved set targets (i), exceeded performance targets (ii) or attained below the set targets (iii). On the compiled list there was no one in the category of (i) instead there were those falling into (ii) and (iii) performance measures. There was no use of real names.

Figure 5 : The 2016 aggregated staff performance evaluation outcome (Source: Personal Collection)



This results are only for the 42 participants. In 2016, the staff performance outcome reflected 38 staff which is 89,5% of participants exceeded their expected performance level with only four (4) which makes 10.5% of participants not meeting their set performance targets. All four of the 10.5% respondents came from the Customer Care department.

This is a commendable achievement by the SAPC as an organisation, with more credit to the staff for outstanding work. The researcher did not ask about possible reasons why the four have not met their target. However, one hope that they will or have interventions in helping them improve this in 2017 whether supporting them through training, counselling or any relevant assistance. It can also be that their division is not bringing out their strength. One can imagine the morale of these individuals being low.

CHAPTER 5 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The chapter includes the summary of the study's purpose, conclusion, limitations and recommendations to improve the employee engagement by the SAPC.

5.2 SUMMARY

The purpose of the study which was to contribute a better understanding on how employees at the SAPC consider themselves engaged in performing their job roles and if that perception is reflected in their performance and to make a recommendation if necessary, was achieved.

Based on chapter 4 results, the five variables evaluated showed a negative perception of employee engagement. These are concerns that requires attention and the reasons should be determined so that they be addressed. The results on the job engagement; job characteristics, perceived supervisors' support; OCBI; distributive justice; reward and recognition; and job satisfaction were not evaluated, as stated in chapter 4.

- Meaningfulness in work: described the degree to which staff find meaning from their work, resulting from the nature of work one does. when they are feeling worthwhile, useful, and valuable; and perceiving that they are making a difference and not been taken for granted. Includes but not limited to job control, task variety, feedback (Saks & Gruman, 2014).

- Psychological meaningfulness at work: degree to which staff find value in the workplace, emanating from one's membership in an organisation, It is more influenced by factors associated with the organisation itself instead of employee's specific tasks (Van der Merwe, Chermack, Kulikowich, & Yang, 2007).
- Psychological safety: feeling vital and essential for all types of employee engagement as the ability for one to employ and express one's true self without fear of negative consequences to self-image and status (Kahn, 1990). Employees need to feel safe to completely involve themselves in roles (Saks & Gruman, 2014). The study suggests that there is a gap within this, although other variables influencing this were not evaluated.

- Availability: The belief that one has the physical, emotional, and psychological resources required to invest oneself in the performance of a role. Task and role features and work interactions add value to meaningfulness which positively affects the availability. Saks and Gruman (2014) mention four distractions with undesirable influence on psychological availability being "*depletion of physical energy, depletion of emotional energy, insecurity, and outside lives*" (Saks & Gruman, 2014).

The negative response to all five variables evaluated i.e. procedural justice, job character, organisational engagement, commitment and support, and the existing intention to quit are concerning to Meaningfulness in work, Psychological meaningfulness at work and Psychological safety and availability discussed in points above. Although the seven variables influencing this were not evaluated, the five procedural justice, organisational engagement, commitment and support, and the existing intention to quit. There was a general negative response by staff regarding being engaged by the employer, although they still perform duties in a commendable manner, as their clients' perception and performance evaluation outcome showed.

Regarding the **customer satisfaction**, the study does not have information on the percentage of participants in the SAPC customer satisfaction survey to measure significance level, however their clients' satisfaction results were good as indicated in section 1.2.

The **Staff performance evaluation outcome** was good as indicated in section 4.4.

The hypothesis was to a reasonable extent tested and that it is true that the employee perception on meaningfulness of and at work correlates to with their performance evaluation. The positive customer feedback received also backs up these results. Future research could investigate the constructs of variables in Table 3 whether these are appropriate to measure each variable. The SAPC can also use this study to investigate the concerns further to positively influence the staff level of engagement. Clearly, they have committed and competent staff, they need to ensure that the organisation reciprocates that equitably.

Overall, SAPC staff can be commended for the score given by their customers and their performance report which reflects a consistent achievement which to some extent is supported by the literature reviewed.

5.3 RECOMMENDATION

The SAPC can benefit by conducting a follow-up study to dig deep into the aspects and categories that scored negatively in employees' engagement perception, this being to identify, verify, investigate and address the root cause of such perceptions. This can be achieved as they are already doing well for a non-profit organisation. SAPC can improve the perception of staff and achieve a better performance from the staff which will result in a better customer perception outcome.

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