

**UFS Business School, University of the Free State, Bloemfontein**

**Employee engagement at Maluti Mountain Brewery**

**A field study submitted to UFS Business School in the Faculty of  
Economic and Management Sciences in partial fulfilment of the  
requirements of Masters in Business Administration**

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## **Declaration**

I, Kefuoe Mathenjiwe Mashopha, declare that this research study is my own independent work and has never been submitted before to the University of the Free State or any other university, either in part or as a whole.

I also hereby cede the copyright of this work to University of the Free State.

Name: Kefuoe Mathenjiwe Mashopha

Date: 20<sup>th</sup> November 2020

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## **Abstract**

The primary objective of this study is to investigate employee engagement at Maluti Mountain Brewery (MMB). The problem at MMB is; the declining level of employee engagement, despite changes being implemented. If employees continue to be disengaged, sales and production will be affected which will affect the bottom line.

A quantitative research design was used. Questionnaires were sent to all 338 employees of MMB to collect data.

The secondary objectives which were to analyse factors that influence employee engagement and to assess engagement according to their gender, age and educational level.

The results from the study show that engagement at MMB is average, with absorption relatively high in all areas. According to the data collected, money and flexible hours are the factors what will keep most respondents engaged. The majority of the respondents also seem to think that MMB should improve on salaries. Respondents seem to be engaged differently according to their gender, age and educational level where money seems to be the main thing that would engage respondents followed by flexible hours.

The main recommendation is for MMB to benchmarking salaries. Other recommendations included leadership training, effective use of resources, flexible working hours, alternative positions for older employees and re-evaluation of engagement.

**Key Words:** Employee engagement, Utrecht Work Engagement Scale, absorption, vigour and dedication.

## List of Figures

Figure 2.1: Kahn’s Model on Employee Engagement .....	20
Figure 2.2: Maslach, Schaufelli and Leiter Model on Job Burnout .....	20
Figure 2.3: Robinson, Perryman and Hayday Model on Employee Engagement .....	21
Figure 2.4: Saks’s Model on Employee Engagement .....	22
Figure 2.5: Aon Hewitt’s Engagement Behaviour Model .....	22
Figure 2.6: Aon Hewitt’s Model of Employee Engagement .....	23
Figure 4.1: Responses of number of years employees have been with MMB .....	42
Figure 4.2 Responses regarding age .....	43
Figure 4.3 Gender responses.....	44
Figure 4.4 Responses according to marital status.....	45
Figure 4.5 Responses according to educational level.....	46
Figure 4.6 Responses according to level of management.....	52
Figure 4.7 Responses to what makes me more engaged.....	58
Figure 4.8 Responses to MMB should improve on.....	59

## List of Tables

Table 4.1: Length of service and engagement.....	48
Table 4.2: Age of respondents.....	49
Table 4.3: Gender of respondents.....	49
Table 4.4: Marital status of respondents.....	50
Table 4.5: Education level of respondents.....	50
Table 4.6: Level of management of respondents.....	51
Table 4.7: Engagement according to Years at the company.....	54
Table 4.8: Required improvements according to Years at the company .....	54
Table 4.9: Engagement according to age .....	55
Table 4.10: Required improvements according to age.....	55
Table 4.11: Engagement according to gender.....	55
Table 4.12: Required improvements according to gender.....	55
Table 4.13: Engagement according to marital status.....	56
Table 4.14: Required improvements according to marital status.....	56
Table 4.15: Engagement according to education level.....	57
Table 4.16: Required improvement according to educational level.....	57
Table 4.17: Engagement according to level of management.....	58
Table 4.18: Required improvements according to level of management .....	58
Table 4.19: What engages respondents.....	60
Table 4.20: What MMB should improve on.....	61

## Table of Contents

Declaration .....	2
Acknowledgements .....	3
Abstract.....	4
List of Figures .....	5
<b>CHAPTER 1: INTRODUCTION AND PROBLEM STATEMENT .....</b>	<b>10</b>
<b>1.1 Introduction .....</b>	<b>10</b>
<b>1.2 Background .....</b>	<b>11</b>
<b>1.3 Problem Statement.....</b>	<b>12</b>
<b>1.4 Research Questions .....</b>	<b>12</b>
<b>1.5 Objectives .....</b>	<b>12</b>
<b>1.5.1 Primary Objective.....</b>	<b>12</b>
<b>1.5.2 Secondary Objectives.....</b>	<b>12</b>
<b>1.6 Research Methodology .....</b>	<b>13</b>
<b>1.6.1 Research Design.....</b>	<b>13</b>
<b>1.7 Sampling Strategy .....</b>	<b>13</b>
<b>1.9 Ethical Considerations .....</b>	<b>14</b>
<b>1.9.1 Permission Obtained.....</b>	<b>14</b>
<b>1.9.2 Informed Consent.....</b>	<b>14</b>
<b>1.9.4 Confidentiality and Anonymity.....</b>	<b>15</b>
<b>1.9.5 No Harm.....</b>	<b>15</b>
<b>1.10 Demarcation of Field Study.....</b>	<b>15</b>
<b>1.11 Conclusion.....</b>	<b>15</b>
<b>CHAPTER 2: EMPLOYEE PARTICIPATION .....</b>	<b>17</b>
<b>2.1 Introduction to Employee Participation.....</b>	<b>17</b>
<b>2.2 Definition of Employee Engagement.....</b>	<b>17</b>
<b>2.4 Models of Employee Engagement .....</b>	<b>20</b>
<b>2.4.1 Kahn’s Model of Employee Engagement.....</b>	<b>20</b>
<b>2.4.2 Maslach, Schaufelli and Leiter’s Model on Job Burnout .....</b>	<b>21</b>
<b>2.4.3 Robinson, Perryman and Hayday’s Model on Employee Engagement.....</b>	<b>22</b>
<b>2.4.4 Saks’s Model on Employee Engagement .....</b>	<b>22</b>
<b>2.4.5 Aon Hewitt’s Engagement Behaviour Model .....</b>	<b>23</b>
<b>2.4.6 Aon Hewitt’s Model of Employee Engagement.....</b>	<b>23</b>
<b>2.5 Drivers of Employee Engagement .....</b>	<b>24</b>
<b>2.6 Effects of Employee Engagement.....</b>	<b>26</b>

<b>2.7 Strategies to Enhance Employee Engagement .....</b>	<b>29</b>
<b>2.8 Conclusion .....</b>	<b>32</b>
<b>CHAPTER 3: RESEARCH METHODOLOGY .....</b>	<b>33</b>
<b>3.1 Introduction .....</b>	<b>33</b>
<b>3.2 Research Design .....</b>	<b>33</b>
<b>3.4 Data Collection Methods.....</b>	<b>37</b>
<b>3.5 Ethical Considerations .....</b>	<b>39</b>
<b>3.5.1 Permission Obtained.....</b>	<b>39</b>
<b>3.5.2 Informed Consent.....</b>	<b>39</b>
<b>3.5.3 Voluntary Participation .....</b>	<b>39</b>
<b>3.5.4 Confidentiality and Anonymity.....</b>	<b>40</b>
<b>3.5.5 No Harm.....</b>	<b>40</b>
<b>3.5.6 Fairness.....</b>	<b>40</b>
<b>3.5.6 Conflict of Interest .....</b>	<b>40</b>
<b>CHAPTER 4: RESEARCH FINDINGS AND ANALYSIS .....</b>	<b>42</b>
<b>4.1 Introduction .....</b>	<b>42</b>
<b>4.2 Response rate .....</b>	<b>42</b>
<b>4.3 Analysis of biographical data.....</b>	<b>43</b>
<b>4.3.1 Tenure at MMB .....</b>	<b>43</b>
<b>4.3.2 Age .....</b>	<b>43</b>
<b>4.3.3 Gender.....</b>	<b>44</b>
<b>4.3.4 Marital Status .....</b>	<b>45</b>
<b>4.3.5 Education level .....</b>	<b>46</b>
<b>4.3.6 Level of management.....</b>	<b>46</b>
<b>4.4 Interpretation of biographical data.....</b>	<b>47</b>
<b>4.5 Work engagement survey .....</b>	<b>48</b>
<b>4.5.1 Absorption .....</b>	<b>48</b>
<b>4.5.2 Vigour .....</b>	<b>48</b>
<b>4.5.3 Dedication .....</b>	<b>49</b>
<b>4.6. Analysis of engagement results with biographical factors .....</b>	<b>49</b>
<b>4.9 Results of additional questions .....</b>	<b>55</b>
<b>Table 4.7: Engagement according to Years at the company .....</b>	<b>56</b>
<b>Table 4.9: Engagement according to age.....</b>	<b>56</b>
<b>Table 4.11: Engagement according to gender.....</b>	<b>57</b>
<b>Table 4.13: Engagement according to marital status.....</b>	<b>58</b>
<b>Table 4.15: Engagement according to education level.....</b>	<b>59</b>
<b>Table 4.17: Engagement according to level of management .....</b>	<b>61</b>

<b>4.10 Conclusion</b> .....	64
<b>CHAPTER 5 – RECOMMENDATIONS, SUMMARY AND CONCLUSIONS</b> .....	66
<b>5.1 Introduction</b> .....	66
<b>5.2 Summary of the study</b> .....	66
<b>5.3 Recommendations</b> .....	67
<b>5.3.1 Benchmarking salaries</b> .....	67
<b>5.3.2 Leadership training</b> .....	67
<b>5.3.3 Effective use of resources</b> .....	68
<b>5.3.4 Flexible working hours</b> .....	68
<b>5.3.5 Alternatives for older employees</b> .....	68
<b>5.3.6 Recommended model</b> .....	68
<b>5.3.7 Re-evaluation of engagement</b> .....	68
<b>5.5 Limitations</b> .....	68
<b>5.4 Conclusion and remarks</b> .....	69
BIBLIOGRAPHY .....	70
Appendix 1: Questionnaire cover sheet and questionnaire .....	80
Appendix 2: Consent to participate in the study.....	84
Appendix 3: Approval letter from Maluti Mountain Brewery .....	85

# CHAPTER 1: INTRODUCTION AND PROBLEM STATEMENT

## 1.1 Introduction

Employee engagement is a phenomenon that in the last 10 years has gained considerable significance, even more so as several drivers have been established that affect employee performance and workplace well-being (Macey & Scheneider, 2008). Employee engagement is a term that focuses on an employee's all-inclusive psychological contribution to the positions assigned to the individual employee in the organization, according to Warnich, Carell, Ellbert and Hartiel (2015).

Coetzee (2016) argues that the value of employee engagement for both the employee and the business is its contribution to higher job satisfaction, increased productivity, lower turnover, higher customer satisfaction, and greater profit. It is argued that dedication is followed by a variety of benefits, including satisfied, more efficient workers, improved customer service, and competitive advantage, whether at the individual or organizational level, which eventually increases organizational efficiency (Nienaber & Martins, 2015).

For several years, employee engagement has been consistently rated as one of the top issues on the priority lists of CEOs and the key focus of concern of both researchers and practitioners of human resources. Research offers abundant proof that engagement is heavily correlated to significant business outcomes such as efficiency, work satisfaction, work well-being, organizational culture, talent management, business results, growth and return of stakeholders, more happy and loyal consumers, higher quality goods or services, greater capacity for growth and that it significantly influences the bottom line results (Martin, 2015).

Today, in challenging times, employee engagement is seen as a clear source of sustainable competitive advantage. Engaged workers are completely engaged and passionate about what they do, value the company's future, and can make discretionary contributions to ensure that the organization succeeds (Seijts & Crim, 2006).

Research shows that many factors can lead to disengagement. Many conditions that interfere with ability to engage can be stressful because it is hard to maintain interaction and care while stressing, and thus it also affects ability to remain engaged. Recognition also plays an important part in engagement. It is difficult to stay engaged when there is a lack of recognition in an organisation (Kerfoot, 2007).

Kerfoot (2007) further indicates that if employees are engaged, they will become loyal, highly productive and excited about their work, and that leaders who are engaged motivate other employees to remain engaged. Just 13% of workers worldwide are motivated to work, that is, emotionally committed and focused on generating value for their organizations daily (Gallup, 2017). The vast majority of working individuals in 142 nations are "not engaged" or are "actively disengaged" at their job, meaning that they are detached from their workplaces mentally and are much less likely to be, which is now a concern to Maluti Mountain Brewery's management.

## **1.2 Background**

The research study will focus on one company, namely Mountain Brewery of Maluti (MMB). Maluti Mountain Brewery is based in Maseru, Lesotho, a member of Ab-InBev. There are four depots: Maseru, Hoek's Mohale, Mafeteng, and Maputsoe. MMB has been part of the South African Breweries (SAB) since its inception on 9 April 1980. SABMiller is a global brewing and beer corporation which was purchased by Anheuser-Busch InBev (AB-InBev) and operated from England until 10 October 2016. AB-InBev is one of the biggest corporations in the world. MMB is building a firm that will last, brewing beer and developing brands that will keep bringing people together for the next 100 years and far beyond.

MMB realised that the secret to their success and the one strategic resource required by the organization is their talent. MMB wants their employees not only to check-in physically at work but also emotionally. Since 2016, a lot has happened at MMB – there was a change in management from SAB to AB-InBev, which management agreed was not implemented correctly. The acquisition from SAB to AB-InBev was not communicated effectively. New management was introduced, there were systems changes, reporting changes and retrenchments, and as a result, other duties were being centralised.

In 2017, MMB updated its way of measuring engagement, moving from a historical 10-item index to the standard IBM Kenexa engagement index. MMB has added engagement key drivers, performance enablement summaries and manager effectiveness summaries.

According to the records, employee engagement increased by 17 points in 2018, when new changes were introduced, after a lot of research was conducted to investigate what engages employees. In 2019, more changes were implemented in an attempt to keep employees engaged after the end of the 2018 engagement survey. Employee engagement decreased

by 10 points in 2019, despite all the actions taken to implement what management thought was required by employees, which has left management with more questions than answers. The management of MMB wants to know why engagement decreased in 2019 when more changes were implemented to try and keep staff engaged. Management is also concerned about the increase in absenteeism and low production recorded in 2019.

### **1.3 Problem Statement**

The problem at Maluti Mountain Brewery is that the level of employee engagement is decreasing, despite changes being implemented.

If employees become further disengaged, production and sales will decrease which will hurt the bottom line of the company.

This research study takes place at a time when management is worried about the engagement of all employees from the management level to temporary workers.

### **1.4 Research Questions**

- What are the factors influencing employee engagement?
- What engages employees according to their gender, age and education level at MMB?
- Is MMB implementing what is required by employees to enhance employee engagement?

### **1.5 Objectives**

#### **1.5.1 Primary Objective**

- To examine employee engagement at Maluti Mountain Brewery in Maseru.

#### **1.5.2 Secondary Objectives**

- To analyse factors that are influencing employee engagement.
- To assess what engages MMB employees according to their gender, age and education level.
- To investigate strategies that can be implemented at MMB to enhance employee engagement.

## **1.6 Research Methodology**

### **1.6.1 Research Design**

The research design is the conceptual context through which research is carried out, according to Kothari (2004). It is the blueprint for gathering, measuring and studying data. This also indicates that a research design is required to promote the smooth execution of the different research operations to make research as effective as possible, and with minimal expenditure to provide maximum information.

For this study, a quantitative research design will be used. Quantitative research approach is described as a distinct research approach that considers the relationship between theory and research as mostly deductive. By simplifying intricacies in environments that appear to be more contrived, it aims to explore new insight (Bernauer & O'Dwyer, 2013).

The quantitative approach to analysis would make it possible to carry out a larger study covering a greater range of respondents and to improve the generalisation of the findings, as well as to make the results more objective and precise.

### **1.7 Sampling Strategy**

Selecting a sample will require the population to be identified, the sample frame to be defined, the sample design to be ascertained, the sample size to be decided and the sampling process to be performed.

MMB has 338 employees which the research would be focused on. For this study, the sample size will be all employees from different age groups, gender, and level of education. In order to allow statistical deduction to be made, quantitative analysis preferably requires probability sampling (Sandelowski, 2000).

Non-Probability comprehensive sampling will be used, so there is no chance of the elements in the population being selected as a sample. Non-probability is easier and cheaper to use and is also dependable (Bougie & Sekaran, 2011). Pawliszyn (2012) states that systematic sampling and sample preparation is a full treatment of the theory and technique of sampling in all physical stages and the theory of sample preparation for all major extraction methods.

## **1.8 Data Collection Methods**

A standardised questionnaire will be used to collect data. Kothari (2004) states that Standardised questionnaires are definite, precise and pre-decided survey questions. Kothari (2004) further indicates that They are easy to administer and relatively inexpensive to study. Utrecht Work Engagement Scale for students (UWES-S) will be used to collect data for this study.

## **1.9 Ethical Considerations**

Ethics are principles or standards for acceptable moral behaviour. Everyone has a set of ethics that has been both socially and personally constructed (Bradford, 2018). Ethical considerations and ethical behavior are as important in research as they are in any other area of human operation, (Welman, Kruger & Mitchell, & Hysamen 2005) suggest. Ethical considerations to be followed are as follows:

### **1.9.1 Permission Obtained**

Permission is the act of allowing someone to do something, or of allowing something to happen (Van Swol,Lyn, MacGeorge, Erina & Prah, Andrew , 2017). The researcher will request permission from Maluti Mountain Brewery and employees to conduct the study and to use the information obtained from the study.

### **1.9.2 Informed Consent**

Informed consent is a means of communicating information with respondents that is important to their capacity to make reasonable decisions between different alternatives in their presumed best interest (Bradford, 2018). The procedure will be clarified to the participants when obtaining informed consent for the study, and the possible benefits of participation will also be relayed to them.

### **1.9.3 Voluntary Participation**

Voluntary participation is allowing people to participate of their own free will and not forced or made to feel obliged. Voluntary participation will also be ensured by explaining to participants about the research study, what it entails and asking for their participation.

### **1.9.4 Confidentiality and Anonymity**

The principle of keeping secure and secret from others, information given by or about an individual in the course of a professional relationship (Julius & Wessely, 2008). To protect privacy, the names of participants will not be documented, and all information received will be kept confidential.

### **1.9.5 No Harm**

People should have the option of whether they want to participate in a study and be free from coercion during their participation (Bradford, 2018). The researcher will also give assurance that there will be no harm to the participants.

## **1.10 Demarcation of Field Study**

The aim of the research is to explore why the engagement rate is decreasing at such a rate despite efforts that have been put in place. The study will be conducted with employees from different demographics at MMB. The field of study is Human Capital Management.

## **1.11 Conclusion**

The study will focus on employee engagement at Maluti Mountain Brewery. The problem identified is that the level of employee engagement is decreasing despite changes being implemented. The prime focus of the analysis is to examine the participation of employees at Maluti Mountain Brewery in Maseru. The chosen research design will be a quantitative method. Non-probability comprehensive sampling will be used where the sample size of 338, which are all employees at MMB, will be used. Questionnaires will be the chosen method of data collection.

Currently, employee engagement is decreasing, and management is concerned about this and wants to know where MMB is getting it wrong. The study needs to reveal why employee

engagement is decreasing and what MMB needs to implement that will bring positive results regarding employee engagement and show growth in employee engagement.

Chapter 2 will further explore the literature review which will assist in gaining an understanding of the employee engagement and relevant debates.

## **CHAPTER 2: EMPLOYEE PARTICIPATION**

### **2.1 Introduction to Employee Participation**

The main component of each company is staff, since they are vital to its sustainability and productivity. Truss, Catherine, Alfes, Kerstin, Delbridge, Rick, Shantz, Amanda, Soane and Emma (2013) state everyday implications of participation as engagement, dedication, desire, excitement, immersion, concentrated effort, passion, devotion, and energy.

Employee engagement is often seen as a strategic business tool and it is understood that involvement will present itself differently in various cultural and gender-diverse business contexts (Nienaber & Martins, 2015).

For this chapter, the main focus is to discuss the definitions of employee participation, dimensions of employee engagement, different models from different sources, the drivers that influence employee involvement, the effects of employee involvement and strategies to improve employee participation. The conclusion will then be made from the content that will be discussed throughout the chapter.

### **2.2 Definition of Employee Engagement**

Different definitions of employee engagement will be discussed to get an overall view from different sources and one definition will be selected for this study.

Employee participation refers to what happens when people are engaged in a constructive way and are inspired to achieve high levels of success, when they are enthusiastic about their work, and exercise discretionary actions (Mmako & Schultz, 2016). Rothbard and Patil (2012) explain engagement as an employee's psychological involvement in a position that can be characterised by effort, involvement and positive engagement in the workplace, and is considered a significant concept for improving employee recruitment. The concept of 'engagement' is further described in relation to the late 1990s, the positive thinking concept started with a heavy focus on individual qualities, motivations, talents and maximum functionality. From the original work of Kahn (1990), the origination of the concept is seen to emerge.

Focus is put on employee participation as an output of the relation between the occupational roles of employees and their organisation, based on a critical examination of many differing and contradictory meanings (Rothbard & Patil, 2012).

Bakker, Schaufeli, Leiter and Taris (2008) describe employee engagement as a satisfying and beneficial, optimistic, motivating condition of job-related well-being.

The employee engagement model of Aon Hewitt describes involvement as a mental state together with action results that eventually contribute to greater level of workplace success.

Mitonga-Monga (2018) states that employee engagement is seen as an optimistic, satisfying, job-related mental state defined by numerous key components, such as gusto, determination and immersion, which will be explained in detail when discussing dimensions of employee engagement.

Engagement is highly expressed in the positive trend in psychology that originated in the late 1990s with a deep focus on individual qualities, motivations, skills and optimal functioning (Nienaber & Martins, 2015). Kahn (1990) describes employee engagement as channelling the dedication, loyalty and pride in the company, of organizational members, a willingness to fight for the company, and a sense of personal liability. Engagement is defined as an optimistic, satisfying, job-related mindset described by vigour, commitment and integration into work activities (Seppa, Mauno, Saija, Taru Hakanen, Kinnunen, Tolvanen & Schaufeli, 2009). Gallup (2013) explains different levels of employee engagement as follows:

- Non-engaged or impartial: Non-engaged workers are not aggressive or destructive but are simply unaware of significant organisational activities.
- Actively disconnected: Certain workers are on a quest to harm an organization. They have a higher absenteeism rate and are more likely, than committed workers, to leave.
- Engaged staff: This group of workers are engaged in their work, passionate about it and mentally dedicated to it. They help to construct an organisation and are in a mental and emotional state that goes above having just a satisfactory experience at work to one of 100% mental.

Chosen definition for this study by (Seppa, et al., 2009) Engagement is defined as a positive, fulfilling work-related state of mind that is characterised by vigour, commitment and absorption into work assignments. Engagement is characterised as a positive, fulfilling work-related state of mind that is defined by vigour, dedication and immersion in work duties.

## 2.3 Dimensions of Employee Engagement

Kahn (1990) suggests that engagement is a multifaceted term in which employees can be emotionally engaged, physically engaged and mentally linked to their job positions, with cognitive and emotional engagement being the two primary dimensions.

Mitonga-Monga (2018) explains dimensions of employee engagement, referring to vigour as a willingness to bring effort into one's job. This aspect is characterised by a high degree of motivation and mental strength and resolve, even in the face of adversity. Furthermore, Mitonga-Monga (2018) defines commitment as being fully involved in one's job and feeling a sense of purpose, enthusiasm, inspiration, pride and challenge. Absorption refers to a person who is entirely focused on and comfortably absorbed in his or her work, according to Mitonga-Monga (2018), to the point where time seems to pass quickly and employee has trouble separating from this job.

The more staff are engaged in each dimension, the higher the total degree of personal involvement. The employee engagement analysis has contributed to the creation of four main research directions (Simpson, 2009). Firstly, employee engagement, a concept introduced by Kahn (1990), is regarded as personal engagement.

Employee engagement can be evaluated using three dimensions, namely cognitive, physical and emotional, according to Shaheen and Farooqi (2014). An employee who has elevated levels in all three indicators is considered to be highly active in their job (Allen, 2014).

Graso and Gover (2017) conclude that perceived workplace justice may inspire workers to conduct more advantageous and constructive actions for organisations, although they can respond negatively when they encounter in-justice.

The effectiveness of this type of intervention is determined by various factors. In promoting engagement in all events, team characteristics play an important role. The greater the team's social support and expertise, the higher the level of engagement within the team (Solansky & McIver, 2017).

As follows, other facets of employee engagement have been identified:

- Discretionary effort: referring to doing one's very best and putting in extra effort to facilitate the performance of the company without being directly rewarded for their contributions by the formal system (Erikson, 2004; Kahn, 1990).

- Turnover intention: Turnover intention is described by Tett and Meyer (1993) as the 'conscious and intentional willingness to leave the organization.
- Emotional commitment: Kahn (1990) suggests that commitment relates to the emotional involvement of employees.
- Rational commitment: Saks (2006) states that participation has cognitive components of actions that invite a variety of voices.

For this study, the Utrecht work engagement scale for students (UWES-S) was selected. The UWES-S is the student version of the Utrecht work engagement scale, the most commonly used instrument to test work engagement. 17 objects and three dimensions (i.e. vigour, commitment, and absorption) were originally included in the UWES. Later, the UWES was reduced for pragmatic purposes, resulting in a 9-item version (UWES-9) that also demonstrated adequate psychometric properties (Schaufeli et al., 2006). Relevant employee engagement models are discussed further in the following section.

## **2.4 Models of Employee Engagement**

Different models of commitment will be explained in this section, and the most popular and preferred model will be identified.

### **2.4.1 Kahn's Model of Employee Engagement**

Kahn's (1990) model of employee engagement is considered to be the oldest model of employee engagement. His definition illustrates that there are three psychological generally compatible with employee experience and detachment of work, namely meaningfulness, availability and safety.

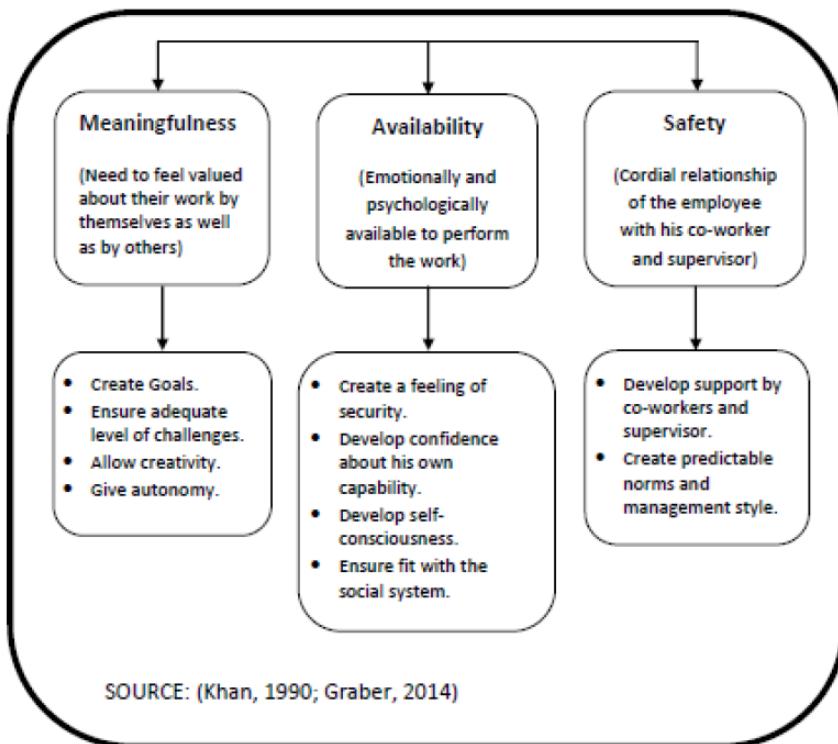


Figure 1.1: Kahn's Model on Employee Engagement (Khan, 1990; Graber, 2014).

### 2.4.2 Maslach, Schaufelli and Leiter's Model on Job Burnout

The research work of Maslach, Schaufelli and Leiter on "Job Burnout" in 2001 offers another model of interaction. Six areas of work-life contribute to burnout and commitment, according to the researchers: (I) workload, (II) power, (III) incentives and acknowledgement, (IV) community and social support, (V) expected justice, and (VI) values.

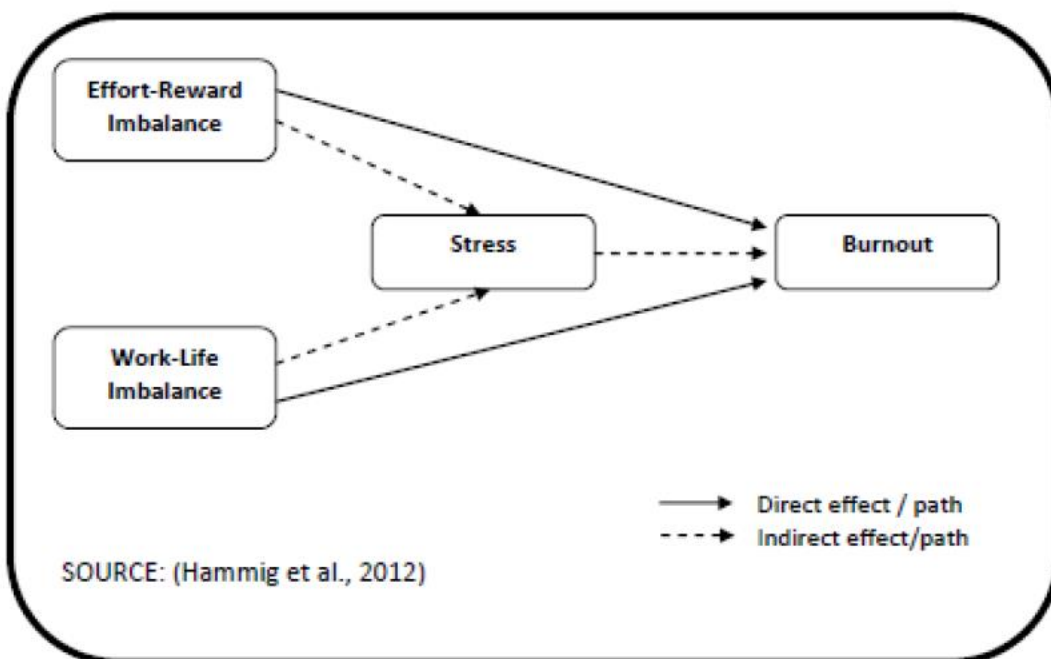


Figure 1.2: Maslach, Schaufelli and Leiter Model on Job Burnout (Hammig, et al., 2012).

### 2.4.3 Robinson, Perryman and Hayday’s Model on Employee Engagement

The model developed by Robinson, Perryman and Hayday (2004) described engagement between the employer and employees as a two-way relationship (Hewitt Associates, 2004).

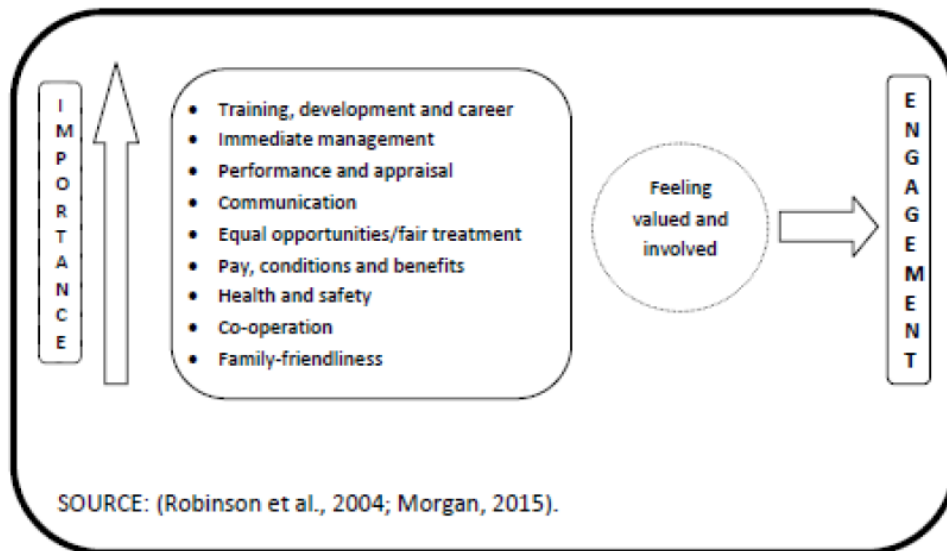


Figure 1.3: Robinson, Perryman and Hayday Model on Employee Engagement (Robinson et al., 2004; Morgan, 2015).

### 2.4.4 Saks’s Model on Employee Engagement

In the context of his research on 'Antecedents and Implications of Employee Engagement' in 2006, Saks built a conceptual model that centered on three fundamental aspects of employee engagement: (i) the workers and their psychological make-up and history, (ii) the employer's ability to establish a favourable atmosphere that encourages employee engagement, and (iii) interaction between employee engagement.

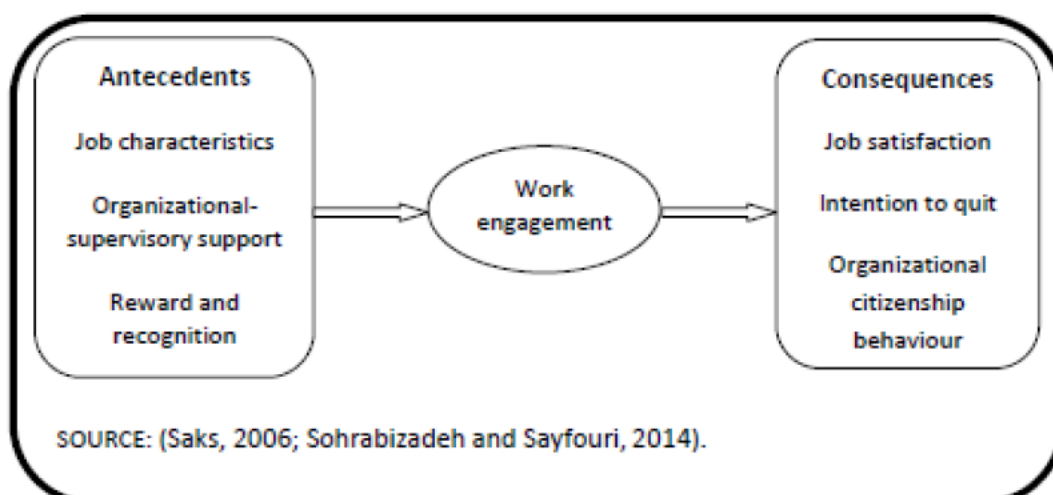


Figure 1.4: Saks's Model on Employee Engagement (Saks, 2006; Sohrabizadeh & Sayfour, 2014).

### 2.4.5 Aon Hewitt's Engagement Behaviour Model

The Aon Hewitt (2015) model explores both the individual state of commitment as well as the organisational strategy. It describes engagement as the state of emotional and intellectual participation that motivates workers to do their best job.

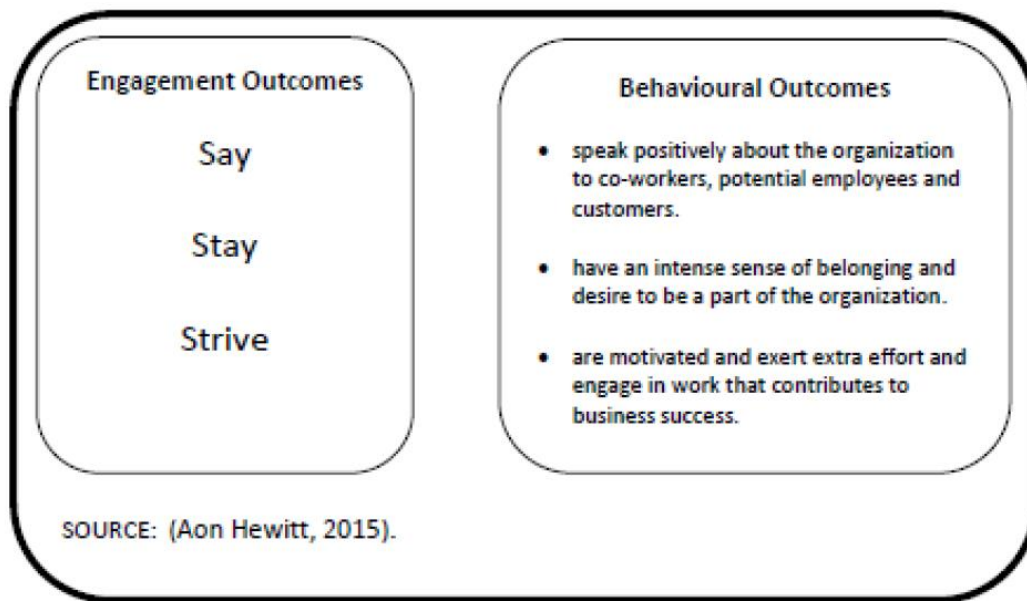


Figure 1.5: Aon Hewitt's Engagement Behaviour Model (Aon Hewitt, 2015).

The above models demonstrate that by prioritising and concentrating on the following, organisations maximize their employee engagement: policy, transparency, efficiency and contact with strategy and cultural alignment, including high-quality touchpoints and commitment reinforcement ties (Gallup, 2016).

### 2.4.6 Aon Hewitt's Model of Employee Engagement

There are usually six engagement drivers and twenty-two organizational histories attached to these drivers, according to Aon Hewitt's Model, contributing to the engagement of a company or an organisation. The drivers of engagement are recognised as (i) quality of life, (ii) jobs, (iii) individuals, (iv) opportunities, (v) total incentives, and (vi) business practices.

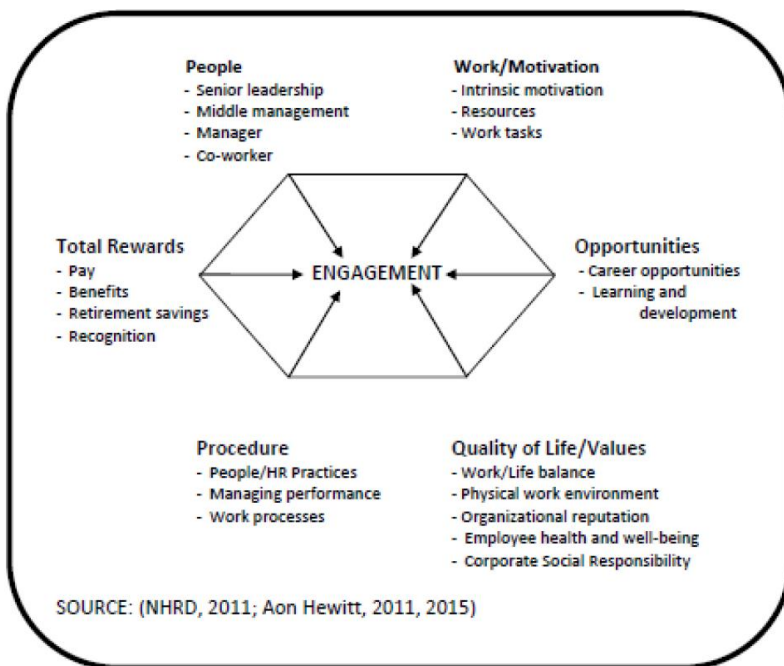


Figure 1.6: Aon Hewitt's Model of Employee Engagement (NHRD, 2011; Aon Hewitt, 2011, 2015).

Maslach, Schaufelli and Leiter on "Job Burnout" (2001) will be the most relevant model that will work well with the definition and data collection method.

## 2.5 Drivers of Employee Engagement

The environment of ethical work can be characterised as shared formal and informal conditions affecting the response of employees to policies, procedures and practices with moral consequences (Mitonga-Monga & Cilliers, 2015).

Motivation can be understood as the ability and motivation to satisfy the inner driving force to achieve individual and organizational objectives (Chang & Teng, 2017). If workers are highly motivated, they are highly likely to be interested in their work and aspire to achieve success.

Singh (2016) identifies key factors that influence employee engagement as confidence and honesty between employee and organisation, nature of the job, line of sight between employee performance and company performance, company pride, career advancement, employee opportunities, employee development, employee appreciation, flexible working hours, decision-making participation.

Effective leadership and involvement is needed for South Africa to remain competitive (Bezuidenhout & Schultz, 2013). By linking workers and fostering a high team spirit,

engaging leaders promote teamwork (Schaufeli, 2015). It captures how employees see their jobs as thrilling and enthusiastic and something they really want to devote time and effort to as a fascinating and meaningful endeavor and as consuming and fully concentrated on (Nienaber & Martins, 2015). Engaged workers have high energy levels and are passionate and often completely engaged in their jobs.

De Sousa and Van Dierendonck (2014) demonstrate that emotional involvement requires communicating with co-workers and managers in a positive manner. When workers believe that their views matter and that their managers are involved in their progress, they respond to their managers positively contributing to the productivity of management and organisation.

If workers are given all the tools and help they need to do their job, according to Vilnai-Yavetz and Levina (2018), chances are high that they will respond positively (be engaged) and work hard to gain more incentives (motivation).

This implies that employees who are involved feel positive emotions and work towards the organization's objectives, especially if they understand the specific position.

Ethical conduct is described as an act or actions that guides individuals to understand what is right or wrong (Thaw, Dominic & Mahmood, 2012) and is intended to produce good and/or equal results (Schulman, 2002).

In exchange for their sacrifices and efforts, rewards have been defined as the financial, non-financial and psychological benefits provided to employees by an organization (Haider, Aamir, Hamid & Hashim, 2015), Which are also used, among others to boost motivation or efficiency to attract and maintain human capital and increase work commitment.

In modern organizations, employee engagement has been described as an essential driver of sales and financial results (Bakker & Demerouti, 2014).

Rothmann and Rothmann (2010) indicates that organizational support in various South African industries is a good predictor of employee engagement. Organisations are increasingly recognising servant leadership as a valid model across various national cultures which can enhance commitment and improve the well-being and efficiency of employees (De Sousa & Van Dierendonck, 2014).

Servant leaders not only stimulate workers' positive energy levels, but also improve participation dramatically through high-quality partnerships and social interactions (De Clercq, Bouckennooghe, Raja & Matsyborska, 2014).

## **2.6 Effects of Employee Engagement**

For several years, employee engagement has been consistently rated as one of the top issues on the priority lists of CEOs and the key focus of concern of both researchers and practitioners of human resources. Research offers ample evidence that engagement is closely linked to important market results such as efficiency, employee satisfaction, work well-being, corporate culture, talent management, business performance, growth and return of stakeholders, more happy and loyal consumers, higher quality goods or services, greater capacity for growth and that it eventually affects the bottom line outcome. (Hoole, 2015; Werner, 2015).

Engaged workers appear to feel vigorous, strong and excited about their job and are largely immersed in their activities at work. If their leader is ethical and shows empathy for others, and exhibits fairness and dignity, committed employees appear to be devoted and mentally linked (Mitonga-Monga, 2018).

For both the employee and the business, Holly Schiffrin (2016) notes that the benefits of employee engagement lie in its contribution to higher job satisfaction, improved efficiency, lower turnover, greater customer satisfaction and greater profit. It is argued that involvement brings with it a variety of advantages, whether at the individual or organisational level, including happier, more efficient workers, better customer service, and a competitive and eventually improved organisational advantage.

Albrecht (2010) describes that employee engagement in the fields of academic and human resources practitioners remains a hot topic and suggests that the cognitive, emotional and behavioural states of an employee are geared towards organisational performance. These states help committed workers in the workplace to carry out tasks in compliance with the mandatory requirements.

In addition, studies have linked employee engagement with a number of favourable organisational results, such as increased efficiency, organizational commitment and loyalty, actions of organisational citizenship, work satisfaction, customer satisfaction, decreased employee turnover and occupational injuries, and enhanced results in health and well-being

(Nienaber & Martins, 2015). Mafini and Dlodlo (2014) note that when workers are demotivated and unhappy, they appear to have low levels of dedication to their job, and this may adversely affect the overall performance of the company. Engaged workers are most likely to drive creativity, development and profits, develop new goods and services, generate new ideas and eventually help stimulate the economy (Pieters, 2017). Bailey et al. (2015) note that individuals who are engaged invest their brain, heart and hands in their results. A positive state of mind that is activated and aimed at tasks at work is the second theoretical view of commitment. The belief that commitment and burnout are opposite to each other is based on this view. Engaged workers provide reliable customer service and ensure that the goals of the company are accomplished more efficiently (Naidoo et al., 2019). Chughtai and Buckley (2013) indicate that, particularly in knowledge-intensive organizations, engagement is a critical source of competitive advantage. Employee involvement is also widely regarded as a strong and valuable instrument that helps companies gain competitive advantage (Anitha, 2014; Gruman & Saks, 2011).

Workplace servant leadership was found to enhance efficiency, increase customer satisfaction, decrease turnover, improve protection, and increase employee engagement loyalty (Whorton, 2014). Enhancing these organisational results drives operating productivity and benefit. When workers feel that their views matter and that their managers are interested in their development, leading to managerial and organizational performance, they respond more positively to their managers.

Therefore, in terms of profitability, the perception of being treated equally could benefit the company through organisational engagement, improved job efficiency, employee involvement in organisational citizenship actions, faith in supervisors and management and reduced disputes (Graso & Gover, 2017).

The primary research in the business sector undertaken by Boedker, Vidgen, Meagher, Cogin, Mouritsen and Runnalls (2011) in analysing the High-Performance Workplace Index (HPW) found that high-performing organisations prioritize people management as a key factor. The data shows that not only are these high-performing companies more profitable and prosperous, but all soft skills or intangible assets perform better. They also promote innovation and creativity, as well as building an equal workplace and higher levels of dedication to their people's leadership, in addition to being more effective.

Obicci (2015) states in this sense that a healthy and ethical work climate and good ethics of leadership are considered to be primary factors that have a significant effect on employee loyalty and well-being.

Research has shown that high "WE" levels can lead to valued results such as work satisfaction (Schaufeli, 2013), decreased turnover and reduced absenteeism (Lee & Ok, 2015), as well as improved efficiency.

This implies that employees who are involved feel positive emotions and work towards the organisation's objectives, especially if they understand the specific position. These objectives would include providing quality customer service and ensuring that the objectives of the organisations are met more efficiently.

Intrinsic incentives are categorized in various ways (Jacobs, Renard & Snelgar, 2014) and have been found to drive motivation for workers, including productive work, autonomy, acknowledgement, gratitude and demanding tasks, among others.

Employee involvement tends to increase the motivation, morale, work satisfaction and psychological well-being of workers. Employees who are not interested in their work, on the other hand, tend to show less dedication and are more likely to leave their company or leave their jobs (Hoole & Bonnema, 2015).

The direct effect of employee engagement on sales efficiency, according to Albrecht et al. (2015), helps companies gain a competitive advantage through enhanced customer loyalty, increased selling intentions, and a more favourable attitude towards goods and services. Salesforce turnover is often correlated with the effect of employee participation in sales. Sales positions are subject to elevated turnover rates and are, therefore difficult positions to fill (Fernández-Ferrín & Bande-Vilela, 2015). A high degree of employee involvement is correlated with 37 percent lower absenteeism (Harter, Schmidt, Agrawal & Plowman, 2013) and has the potential to reduce the negative effect of sales force turnover on the market performance of sales organisations (Bande et al., 2015).

A beneficial organisational result correlated with resilience is employee engagement. Bande et al. (2015) report that resilience can contribute to a commitment-inclusive subjective evaluation of well-being. Engaged workers are more driven, open to change and more prepared to undertake numerous demanding work tasks.

The critical role of employee engagement in the uncertain economic environment is emphasised by Gupta and Sharma (2016).

For example, research findings (Gupta & Sharma 2016) suggest that employee engagement has been found to be a significant predictor of efficiency, retention, customer satisfaction and shareholder return.

Highly engaged workers are more likely than employees with lower engagement levels to continue with their current company, to be active and to engage with customers more positively (Seymour & Geldenhuys, 2018). In the next segment, techniques that can be used to increase employee participation are addressed.

## **2.7 Strategies to Enhance Employee Engagement**

Strategies are measures taken to accomplish objectives. Strategies to increase employee engagement will be addressed in this case.

Employees will be inspired to participate and excel when they are dedicated to their work, content in their jobs and willing to go the extra mile, according to Engelbrecht, Heine and Mahembe (2014).

Sehunoe, Viviers and Mayer (2015) found that workers are often more likely to become more involved in their jobs when they experience job satisfaction.

The ethical work climate (EWC) refers to a category of prescriptive environments that represent the moral implications of organisational processes, policies and practices (Victor & Cullen, 1988).

Ethical leadership behaviour (ELB) refers to conduct that is aligned with reasonable expectations and displayed by the acts and relationships of leaders (Brown & Treviño, 2014).

It was found that the biographical characteristics of age, gender, education and tenure were related to the degree of engagement of employees (James, McKechnie & Swanberg, 2011). This suggests that older staff with a high degree of education and experience tend to show a higher level of commitment than younger staff. In promoting involvement, leaders play an important role in order to boost global competitiveness; a new leadership model is therefore considered essential in order to engage workers and reverse the negative trend of decreasing employee engagement (Bezuidenhout & Schultz, 2013).

It has also been reported that when workers perceive fairness within the company, they are also more likely to feel compelled to be fair in doing their job, contributing to higher levels of employee engagement (Pieters, 2017).

If organisational tools are considered to be ethical work climate (EWC) and ethical leadership behaviour (ELB), they can be predictors of the level of ethical conduct of employee researchers to regard EWC and ELB as essential determinants of employee engagement.

Well-structured teams play a part in dedication as well. Shared vision and priorities, team skills, clear communication, collective responsibility, confidence, respect, appreciation, involvement, strong commitment, leaders close to their members and positive attitudes were established as the enabling factors for creating a successful high-performance team (Solansky & Mclver, 2017). The effectiveness of teams depends on the ability to inspire team members to work cohesively towards a common purpose within an organization.

Team coaching, as a joint strategic effort, focuses on optimizing team performance, engagement levels and achieving generally agreed team goals (Bandura & Lyons, 2017).

De Sousa and Van Dierendonck (2014) demonstrate that an employee who is acutely conscious of their purpose and position in the work environment speaks of cognitive dedication. They are more likely to be effective when workers understand their purpose in the organization and are given opportunities to develop and succeed and continually try and improve.

Muller, Smith and Lillah (2019) indicate that the degree of employee participation in the workplace increases as the spirit of solidarity behaviour increases.

Engagement leads to important company results such as efficiency, productivity, customer satisfaction, actions of corporate citizenship and superior performance (Gallup, 2013).

Coaching is a scheduled initiative and part of a leadership development strategy which is aligned with strategic organizational priorities (Reich, Ullmann, Van der Loos & Leifer, 2009). The purpose of team coaching is to encourage team involvement that contributes to team success

As employee engagement helps to improve a healthy attitude, keeping workers engaged can become an organizational priority.

This suggests that if workers experience organizational procedural and distributive fairness, fairly consider processes to be followed and fairly administer incentives and punishment, they are therefore more likely to experience organizational work satisfaction (Pieters, 2017).

Ubuntu is defined as an African worldview focused on the main values of intense humanity, care, sharing, respect, compassion and related values, ensuring in the spirit of family a

happy and qualitative human community life (Broodryk, 2006). To boost employee engagement and organisational efficiency, leaders use the method of using the indigenous information structure of Ubuntu, as well as servant leadership.

First, when the company has constructive and consistent policies, processes and activities (indicative of a positive EWC), as well as a supportive framework that leads to the willingness of employees to perform better, employees have the ability to participate in their job (Lee & Ok, 2015). This is because they give workers a better view of a safe and meaningful psychological working climate. Therefore, when they are handled with dignity, respect and fairness and are respected by the company, individuals will be motivated to be associated with and perform well in their work (Demirtas, 2017).

The conduct of ethical leaders leads to employee engagement, as well as attitudinal and motivational well-being and performance-related results, according to Mitonga-Monga, (2018), because workers are consulted, treated equally, and experience care and support, leading to a positive attitude to work and proactive ethical actions.

Rasheed, Khan and Ramzan (2013) suggest that organisational justice is a key factor in improving employee engagement within the company, and companies eventually often improve their competitive place within the job market while improving the understanding of organisational justice by employees.

De Sousa and Van Dierendonck (2014) clarify that culture is considered to set the tone of employee behaviour and leadership orientations, thereby providing a transparency and communication forum. To create a receptive atmosphere for employee engagement, a favourable organisational culture needs to be in place.

Intrinsic incentives are rewards correlated with personal and internal satisfaction experienced by workers when they accomplish something. They are intangible and self-generated because they are psychological, constructive, meaningful and provide a work-related emotional experience that people get from their work (Victor & Hoole, 2017).

Organisational incentives and trust in the workplace have been shown to contribute to an improvement in dedication to work (Engelbrecht, Heine & Mahembe, 2014). The following section will conclude this chapter and summarises the important findings covered.

## 2.8 Conclusion

Kahn (1990) defines employee engagement as harnessing the devotion, commitment and pride of organisational members of the organization, a desire to advocate for the organisation, and a sense of personal responsibility. With the many definitions of engagement, Kahn's description was the most popular amongst academics.

A few dimensions were also discussed physically engaged and cognitively seemed to be more common amongst the research done.

Aon Hewitt's Engagement Behaviour Model, Kahn's Model on Employee Engagement, Maslach, Schaufelli and Leiter's Model on Job Burnout, and Saks's Model on Employee Engagement were discussed. These models all appear to be discussing strategy, transparency, performance and strategy and cultural alignment contact, including high-quality touchpoints and ties to improve engagement. Strategies suggested included ethical leadership behaviour, coaching rewards, Ubuntu and well-structured teams, to mention but a few. Research also shows that engagement is linked to significant business outcomes such as efficiency, job satisfaction, organisational culture, talent management, business results, growth and return of stakeholders, more happy and loyal customers, higher quality goods or services, greater growth potential, and that it ultimately impacts bottom-line outcomes. From the discussions regarding employee engagement, it shows the importance of employees being and staying engaged in an organisation, stating the benefits and environment it creates in an organisation. Chapter three will discuss the research design sampling, data collection method, ethical considerations and conclusion.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The previous chapter provided an overview of the literature relating to employee engagement, including a definition of employee engagement, drivers of engagement, effects of employee engagement and processes of employee engagement.

This chapter discussed the research methodology that was used to investigate the research objectives identified in chapter one. In this chapter, research design, sampling, data collection and ethical considerations that was used to study Maluti Mountain Brewery (MMB) was discussed in detail. It was also explained why the chosen research methods were selected. Harris (2020) explains research as a process that is commonly associated with methods and systematic procedures or simply defined as a question, gathering data, analysing the data and reporting it.

The focus was on research design which was explained as the conceptual structure within which research is conducted (Kothari, 2004). Sampling, which is defined as the survey-based research technique requiring a degree of reflection on the criteria used to select the portion of the population to be surveyed, referred to as the sample, was also addressed in detail (Larini & Barthes, 2018). In a research project, data collection plays an important role and was also addressed, as well as the logic behind questionnaires as the preferred form of data collection. Ethical considerations determined how the respondents react to the research and ethics of the researcher which was of importance in this study.

### **3.2 Research Design**

Certain paradigms can be used to conduct research. Paradigms are described by (Miller & Brewer, 2003) as a theoretical structure and framework of thinking which acts as a template or example to be followed. Esterberg (2009) explains that paradigms represent beliefs that a person can have about the nature of reality and how knowledge is created.

The concept epistemology comes from the term for information, the Greek word *epistēmê*. In basic words, the theory of intelligence, or how to know, is epistemology (Trochim, 2000). Epistemology is closely connected to ontology and methodology, as ontology encompasses the theory of reality, epistemology discusses how to understand reality, while methodology describes the basic practices used to obtain knowledge of it. Research paradigms range between interpretive, critical and positivist theory. Henning, van Rensburg and Smith (2004)

argue that interpretive research aims to generate a descriptive analysis that emphasises a deep comprehension of social phenomena in terms of meaning.

The critical theory paradigm can be seen as an in-between of the other two extreme paradigms (interpretive and positivist). Walliman (2006) defines the critical paradigm theory as a reconciliatory approach which recognises the existence of a natural order in social events and discourse.

Positivism, chosen for this review, means that the data and its interpretation are value-free and that because they are being studied, the data should not shift. That is, through a one-way mirror, researchers see the world (Healy & Perry, 2000). Positivism is a position that holds that merely understanding the phenomenon we observe. Science's aim is to simply stick to what we can observe and measure. A positivist would retain unlikely knowledge of anything beyond that (Trochim, 2000).

As such, positivists isolate themselves from the environment they study, while researchers accept within other paradigms that they have to engage to some degree in the real world in order to better understand and communicate their evolving characteristics and features (Healy & Perry, 2000).

Harris (2020) states that many begin the process of research design with the entirely reasonable step of performing a review of literature on their topic of interest. Research methods are crucial to research as to attempt to separate fact from fiction.

The research design, according to (Kothari, 2004), is the conceptual framework within which research is carried out it constitutes the blueprint for data collection, calculation and analysis. Kothari (2004) also indicates that research design is required to facilitate the smooth execution of the different research operations to make research as effective as possible and with minimal expenditure to produce maximum information.

Two kinds of research designs are available, namely qualitative and quantitative. For this analysis, the quantitative approach was selected. Quantitative research is described by Bryman (2012) as a research strategy which emphasizes quantification in data collection and analysis. Bernauer and O'Dwyer (2013) explain a quantitative research approach as a distinct research approach that considers the relationship between theory and research as mostly deductive. This method of study aims to explore the answers to questions, beginning with how many, how much and to what degree (Rasinger, 2013).

Those dimensions of social activity that can be quantified are the subject of quantitative analysis. The participants often react to their own acts or behaviours instead of only deciding and interpreting their meanings, which is the main reason why quantitative research design was selected for this study as the emphasis was on the social conduct of MMB employees. Quantitative research ideally involves probability sampling to permit statistical inferences to be made (Sandelowski, 2000). Probability sampling was used and explained in detail when further explaining sampling. By simplifying complexities in environments that appear to be more mature, quantitative research design seeks to discover new information. (Bernauer & O'Dwyer, 2013). This assisted the researcher to discover new knowledge about employee engagement at MMB.

The other reason quantitative research design was used, was the size of the study population – the 338 employees of MMB, including temporary employees. Furthermore, advantages that contributed to this method being chosen, as well as comparing the advantages and disadvantages were great motivator to choose quantitative method.

The advantages of a quantitative study design are that the outcomes are applicable to a whole population or a sub-population since the broader randomly selected sample is used (Carr, 1994). This helped to obtain as much data as possible in order to analyse all the facts. In addition, since it uses mathematical tools such as SPSS, data processing was less time-consuming (Connolly, 2007). A quantitative analysis is also easier and can save time. A quantitative approach to research would allow a larger study to be carried out, involving a greater number of subjects and improving the generalisation of the findings. There is also a downside to quantitative analysis, even if there are benefits.

A downside of quantitative design is that the typical interpretations of social phenomena are left out (Denzin & Lincoln, 1998). It also fails, however, to evaluate deeper underlying meanings and interpretations. It cannot account for how the participants' social reality is shaped and maintained, or how people interpret their actions and others (Blaikie, 2007A) further drawback of a quantitative analysis methodology is that a snapshot of a phenomenon needs to be taken. Hammersley (2007) points out that in 'positivist studies, the critique of unresolved issues is often evident, such as the difficulties of assessing educational importance. Quantitative study paradigms in highly structured environments ignore the views and perceptions of the respondents (Ary, Jacobs, Sorensen & Walker, 2013).

### 3.3 Sampling Strategy

Till and Matei (2017) clarify that sampling refers to the collection of a subset of units or components from a finite population for the purpose of extrapolating to the entire population the results obtained from this subset. The population is a set of people considered to form a whole, containing a large number of people. Intentional or extensive meanings may characterize the population. A semantic representation of the population is an intentional concept, often called the target population. A list of all units in the population that were used for the purpose of the analysis is an extensional concept, also called the sampling frame (Till & Matei, 2017). All MMB workers (338) was used for this report.

How samples are chosen requires two sampling methods, namely probability sampling and non-probability sampling. The non-probability sampling chosen for this analysis arises when samples are not chosen on the basis of random selection. All employees of MMB were selected to conduct the study to wholly represent the population under study.

Wolf et al. (2016) explain sampling of non-probability as a deviation from concepts of probability sampling. This generally means that units with unknown probabilities are included, or that some of these probabilities are considered to be zero. Two types of non-probability sampling are purposive and convenience sampling (Willes, 2018).

Comprehensive sampling and sample preparation constitute a full treatment of the theory and methodology of sampling in all physical phases and the theory of sample preparation for all major extraction techniques, according to Pawliszyn (2012). For this report, it was chosen as it was the ideal starting point for researchers and students to plan and conduct their experiments and help those experiments with quality-reviewed background details. For all major extraction methods, systematic sampling and sample preparation requires a complete treatment of the theory and methodology of sampling in all physical phases and the theory of sample preparation. The comprehensive nature of the sample and the approach used allow general conclusions that were not possible before (Pawliszyn, 2012).

The sample size to be selected depends on the degree of precision that the researcher wishes to acquire and the amount of probability of error they are prepared to accept. Willes (2018) indicates that it goes without saying that the greater the sample size, the more likely it is that the entire population will represent the data obtained from the sample.

Sometimes, the sample selected does not represent the population, which results in a sampling error. Thus, as MMB has 338 employees, the research focused on the entire population. To clarify, for the purpose of this study, the sample size was all employees of MMB.

All employees were included in the sample as there was a concern from management that there is low employee engagement throughout the organisation. The sample was therefore selected to collect information and concerns from everyone in the organisation to get a good representation of the entire organisation. Including all employees will also assist the human resource office to make decisions knowing that everyone was consulted and the decisions and ideas that will be implemented to rectify the engagement situation will be for the good of all employees and not only a select few. In addition, the study population will assist in getting information that is realistic and relevant, which will provide a clear picture of the current state of engagement at Maluti Mountain Brewery. If all employees do not respond, the higher percentage of employees will have been represented by the data collected of those that respond, which minimises the risk of not getting enough of a sample and data needed.

Comprehensive sampling of non-probability was used, because the elements in the population do not have any chance of being selected as a sample. Non-probability is easier and cheaper to use and is also dependable (Bougie & Sekaran, 2011).

### **3.4 Data Collection Methods**

Data is a collection of observable values or qualitative parameters which are taken in relation to the reference norm or the epistemological positions defined in the grid of study. In order to gather data for this report, standardised questionnaires was used. In order to gather data, the Utrecht work engagement scale was used. Kothari (2004) notes that those questionnaires that are authoritative, concrete and pre-determined are standardised questionnaires. A questionnaire should be organised by subject and framed in the form of a progression leading to the very specific from the fairly general. Through this questionnaire, vigour, dedication and absorption will be measured.

The following six statements which relate to high levels of energy and stamina, the ability to spend effort, not being easily exhausted and endurance in the face of difficulties were measured by Vigour.

1. At my work, I feel bursting with energy

2. At my job, I feel strong and vigorous
3. When I get up in the morning, I feel like going to work
4. I can continue working for very long periods at a time
5. At my job, I am very resilient, mentally
6. At my work I always persevere, even when things do not go well

Five statements that refer to deriving a sense of value from one's work, feeling excited and proud about one's job, and feeling inspired and challenged by it are measured by dedication.

1. I find the work that I do full of meaning and purpose
2. I am enthusiastic about my job
3. My job inspires me
4. I am proud of the work that I do
5. To me, my job is challenging

Absorption was measured by six statements that refer to being fully and happily absorbed in one's job and having difficulty removing oneself from it so that time passes easily, and everything else that is around is missed.

1. Time flies when I'm working
2. When I am working, I forget everything else around me
3. I feel happy when I am working intensely
4. I am immersed in my work
5. I get carried away when I'm working
6. It is difficult to detach myself from my job

Maluti Mountain Brewery human resource department assisted in informing all employees about the study. They also assisted in distributing the questionnaires to all employees via email and collecting them back from employees.

### **3.5 Ethical Considerations**

Ethics are principles or standards for acceptable moral behaviour. Everyone has a set of ethics that has been both socially and personally constructed (Bradford, 2018).

Ethical guidelines are statements that express norms or behavioural standards deemed to be morally acceptable for a community or person, and codes of ethics are a collection of ethical guidelines kept by an individual or group and typically appear in the form of a written document (Bradford, 2018). Ethical issues are important not only in primary research in particular, but also in the use of secondary data sets because there are ethical issues related to equal and impartial sources and study collection (Farrimond, 2013). Ethical considerations and ethical behaviour are as important in research as they are in any other area of human activity, (Welman, Kruger & Mitchell, 2005) say.

#### **3.5.1 Permission Obtained**

Permission is the act of allowing someone to do something, or of allowing something to happen (Van Swol, et al., 2017). The researcher has obtained permission from Maluti Mountain Brewery and its employees to conduct the sessions and to use the information for this study.

#### **3.5.2 Informed Consent**

Informed consent is a process of exchanging data with participants that is important to their ability to make reasonable decisions in their perceived best interest between various alternatives (Bradford, 2018).

The procedure was clarified to the participants when obtaining informed consent for the study and the possible benefits of participation were identified. Written consent agreement were available which were signed by all participants from MMB.

#### **3.5.3 Voluntary Participation**

This allows people to participate of their own free will without feeling forced or feeling obliged. Voluntary participation was also ensured by explaining the research study to participants and what it entails and asked for their participation. It was also clarified that there are no consequences if they do not take part in the study.

### **3.5.4 Confidentiality and Anonymity**

The principle of keeping secure and secret from others, information given by or about an individual in the course of a professional relationship (Julius & Wessely, 2008). The names of the participants were not be registered to protect confidentiality and all information collected was kept confidential. The questionnaire does not require personal information to maintain confidentiality.

### **3.5.5 No Harm**

The researcher ensured that there was no harm to the participants by not revealing their information to anyone. People should have the option whether or not they want to participate in a study and be free from coercion during their participation (Bradford, 2018). The cover letter explained in detail what the questionnaire entails, which also ensured that participants know what they were being involved in.

To address the Covid-19 pandemic, all correspondence were contacted through email. All questionnaires were sent to participants through email and responses were also expected through email to HR office.

### **3.5.6 Fairness**

The researcher should enforce and pursue fairness and justice (Bradford, 2018). Any communication that is degrading to human beings, including communication that would coerce and intimidate, will be reproached.

The researcher always ensured ethical communication, which showed due respect for privacy and confidentiality.

### **3.5.7 Conflict of Interest**

A conflict of interest is a situation in which several interests, financial or otherwise, are held by an individual or organisation, either of which could potentially corrupt the motivation or decision-making of that person or organisation (Cope, 2016).

As the researcher is a sales manager at MMB, all communication was done through the HR department in order to avoid participants feeling pressured to participate in the study and ensuring the responses provided were not influenced by fear or intimidation.

## **Conclusion**

This study was focused on employee engagement at Maluti Mountain Brewery (MMB) and a positivistic research paradigm was selected. The research approach was of a quantitative nature, whilst the sampling strategy chosen for this study was non-probability comprehensive sampling with the total population of 338 MMB employees. A standardised questionnaire was used, namely the Utrecht work engagement scale. Ethical considerations and ethical behaviour were as important as they are in any other area of human activity. Therefore, all necessary ethical considerations were considered.

## **CHAPTER 4: RESEARCH FINDINGS AND ANALYSIS**

### **4.1 Introduction**

The history and research issue, as well as an overview of employee engagement at Maluti Mountain Brewery (MMB), were discussed in Chapter 1 of the field report. The literature review was discussed in Chapter 2 to further elaborate on what employee engagement entails, and the definition of employee engagement, dimensions, models, drivers, strategies and effects of employee engagement were further explained in detail. The research methodology was discussed in Chapter 3 where research design, sampling, data collection method and ethical considerations were discussed in detail.

In Chapter 4, the results that are based on the data captured from the 108 questionnaires collected from MMB employees will be presented and analysed. The data that was collected will be analysed and interpreted in this chapter to respond to the objectives in Chapter 1 which were to assess what engages MMB employees according to their gender, age, marital status and education level. All sections of the questionnaire will be discussed together with the responses from MMB employees.

### **4.2 Response rate**

A response rate is classified as the percentage of a survey population's qualified sampled elements that provide usable data for the study. For a sample survey, the response rate should be determined as follows:

response rate = usable responses/eligible sampled elements

The questionnaires were emailed to the employees at MMB on August 20, 2020. The purpose of the survey was properly communicated to all respondents before the research was conducted and consent forms were given to all the respondents. The study was meant for all MMB employees – 338 in total – but only 108 employees responded and returned the questionnaires. The response rate for the study is therefore 108/338 which is 32%. According to Pandya (2019) for external surveys, the target can be kept between 10% to 15%. For internal surveys, the target should be around 30-40%, therefore the response rate of 32% is adequate.

### 4.3 Analysis of biographical data

In this section, the biographical data that was collected will be analysed using figures to interpret the data.

#### 4.3.1 Tenure at MMB

As part of the biographical questions, respondents were required to indicate how long they have been with the company and Figure 4.1 shows the results.

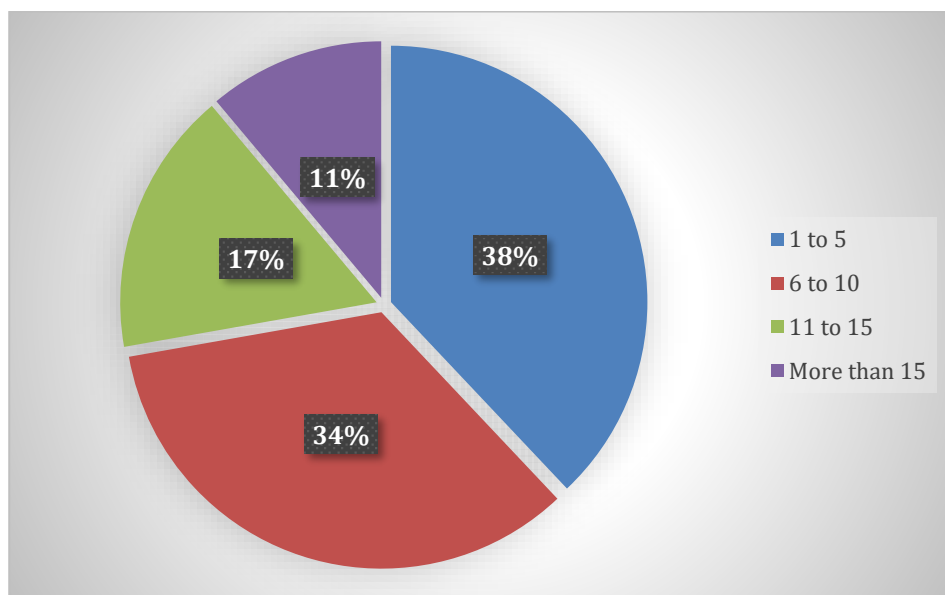


Figure 4.1: Responses of number of years employees have been with MMB

Source: Compiled by researcher

From the above figure, it can be concluded that most respondents have been with the company for 1 to 5 years (38%), followed by respondents that have been with the company for 6 to 10 years (34%). Respondents who have been with the company for 11 to 15 years constitute 17% and the lowest percentage are respondents who have been with the company for more than 15 years, comprising 11%. As depicted by Figure 4.1, more respondents are new in the company and since the majority is new, the changes that they bring will change the way the company has always been operating.

#### 4.3.2 Age

Question 2 required employees to specify their age and the figure below illustrates responses that were provided.

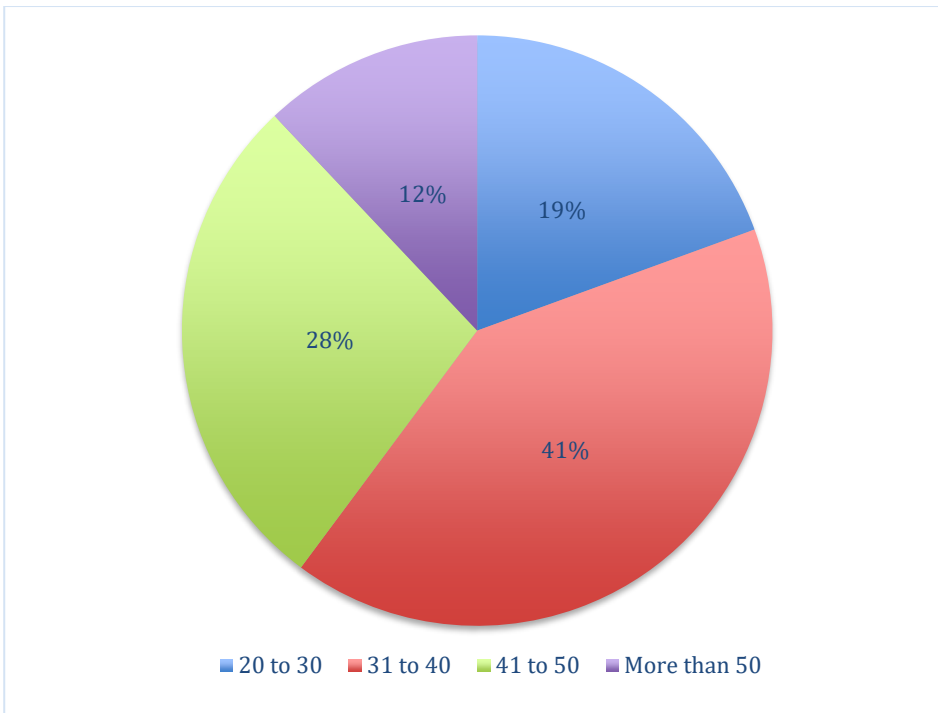


Figure 4.2 Responses regarding age

*Source: Compiled by researcher*

Figure 4.2 shows the ages of respondents at MMB. According to this graph, as per data collected, most respondents are between the ages of 31 and 40, constituting 41% of the total respondents, followed by 41 to 50 years of age with a total of 28%, and 19% being respondents aged between 20 and 30. Lastly, the age group with the lowest percentage of respondents is more than 50 years of age which is 12%.

### 4.3.3 Gender

Question 3 required respondents to indicate their gender which has been shown in Figure 4.3 below.

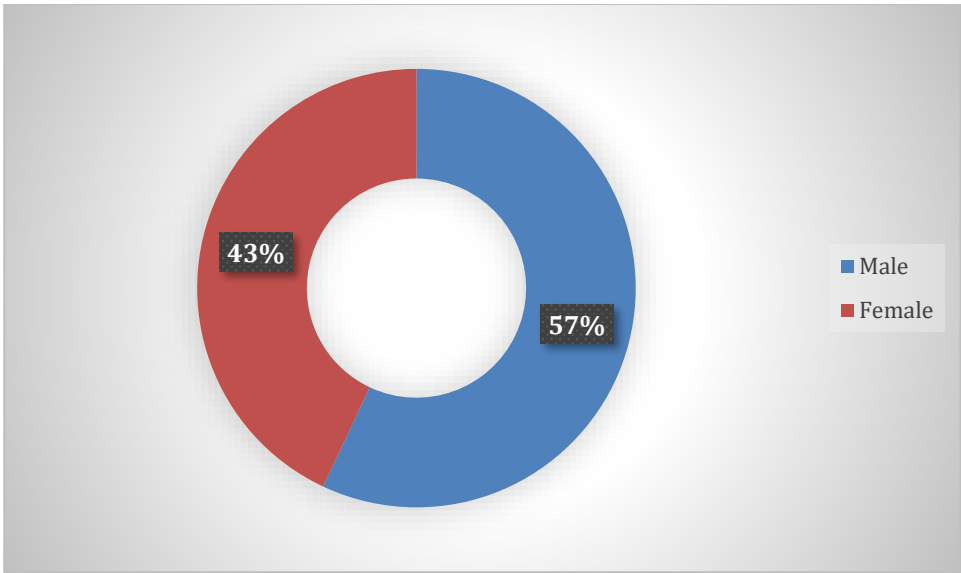


Figure 4.3 Gender responses

Source: Compiled by researcher

From Figure 4.3, the male respondents comprise 57% and female comprises 43%. The fact that male gender is dominant is as a result of the company being more male dominant. In warehouses and brewing, most of the employees appear to be male.

#### 4.3.4 Marital Status

Question 4 required respondents to select their current marital status and their responses are interpreted in Figure 4.4 below;

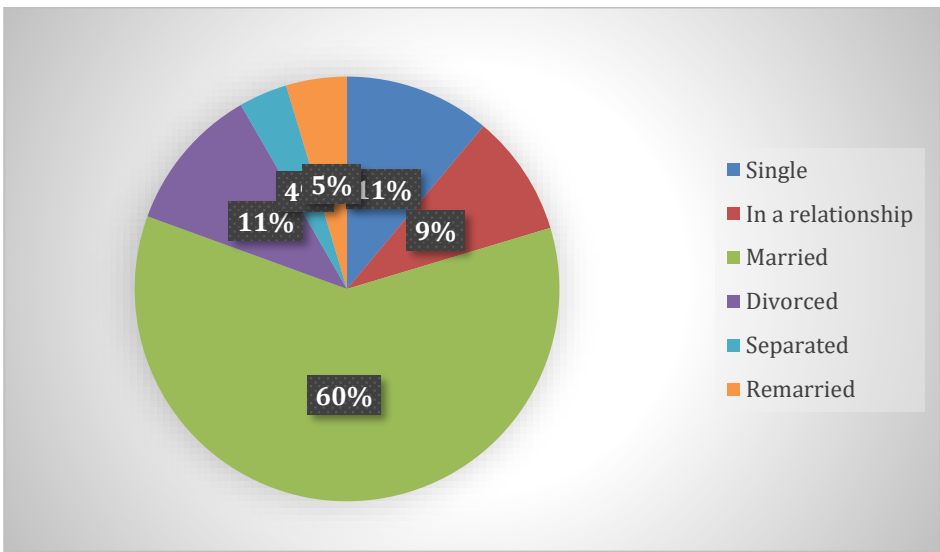


Figure 4.4 Responses according to marital status

Source: Compiled by researcher

As per the data collected from the survey, 60% of respondents are married. The percentages for divorced and single respondents seem to be the same at 11%. Remarried respondents are at 5% and, lastly, 4% are separated respondents.

#### 4.3.5 Education level

Question 5 wanted to establish the education level of the respondents and the results are as per the figure below.

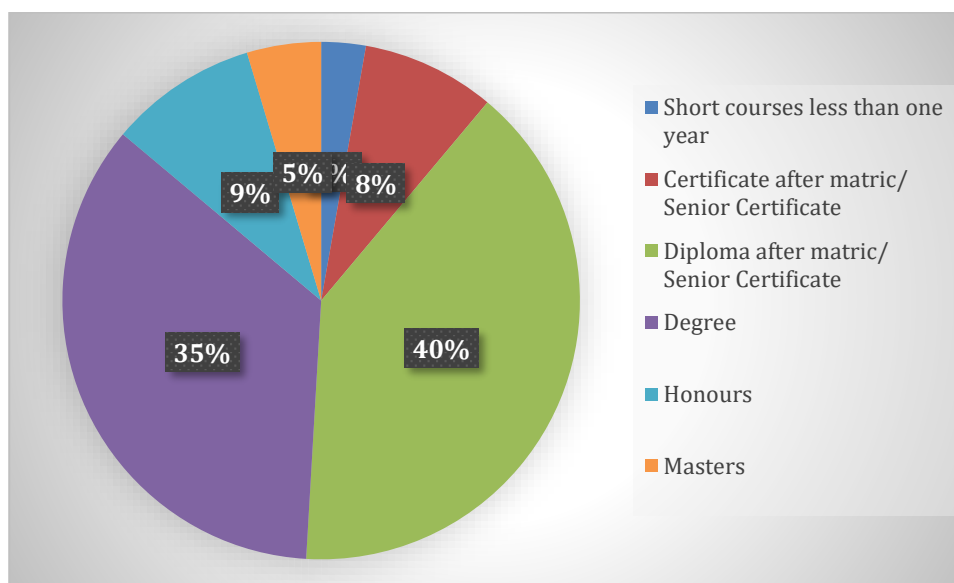


Figure 4.5 Responses according to educational level

Source: Compiled by researcher

From the survey, it was found that 40% of the respondents have diplomas or a senior certificate after matric. Respondents with degrees are at 35% and 9% have their honours. Furthermore, 8% have a certificate after matric, 5% have their master's degree and the final 3% have completed short courses less than one year.

Most respondents have diplomas, followed by those with degrees. Those who have master's degrees and short courses were in the minority.

#### 4.3.6 Level of management

Question 6 wanted to investigate the level of management of the respondent of the survey and the results are as per the figure below.

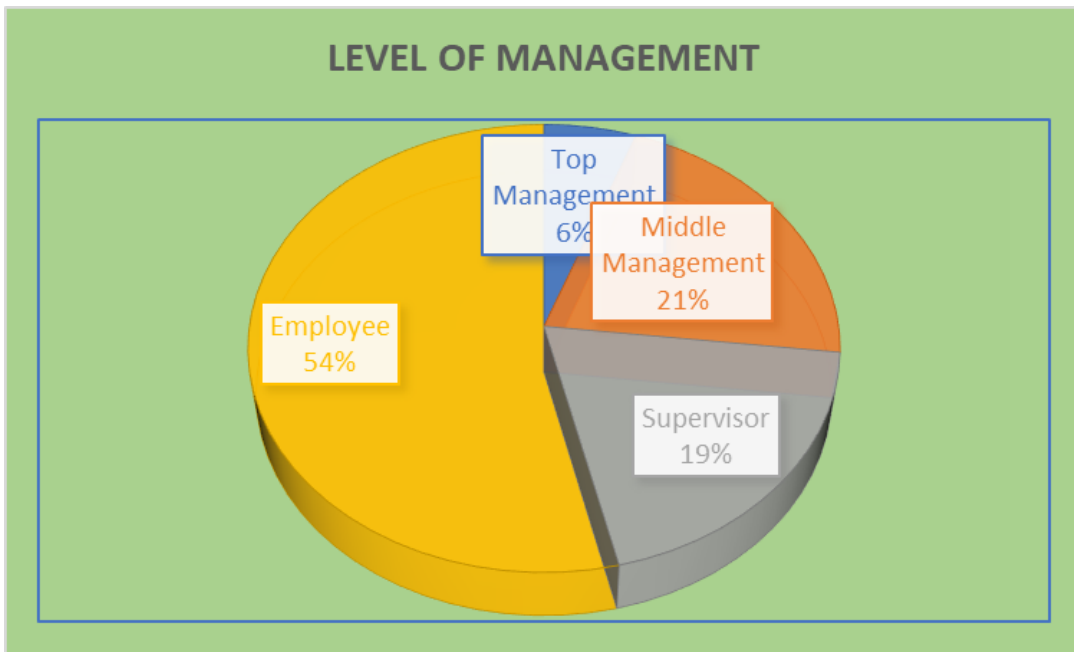


Figure 4.6 Responses according to level of management

Source: Compiled by researcher

From the data of respondents requesting level of management, 54% of the respondents were general employees, 21% middle management, 19% supervisors and 6% top management. Top management, as it is, constituted very few employees and contributes a small percentage to the total group of respondents. Middle managers and supervisors showed engagement that was below average and that might be a group that should be studied specifically in relation to engagement.

#### 4.4 Interpretation of biographical data

Looking at how long the respondents have been with MMB, most of them have been with the company for 1-5 years, which shows that most respondents have only recently joined the company. The age group of respondents that present the highest percentage is those that are between 31 and 40, which shows that this generation who are new in the company are the highest group that could possibly have more influence in future decisions.

Because MMB is a male dominant company, it is no surprise that most of the respondents are male, but the results from the survey do not appear to show any statistically substantial gender variances in engagement when adjusting for multiplicity. From marital status, most employees reported being married, however, the single and separated individuals reported above average engagement, as discussed in the marital status section.

Respondents with certificates or diplomas are at 40% and from the analysis there is no direct impact between education and engagement. Education did not show any clear patterns of significance. General employees have the highest percentage, but middle managers and supervisors seem to have a below average engagement.

The next section will discuss the work engagement survey of the questionnaire and interpreting it according to vigour, dedication and absorption.

## **4.5 Work engagement survey**

The work engagement survey comprises 17 questions which will be discussed and analysed in detail from this section. Questions will be analysed and explained to further elaborate what the results are.

There are also two extra questions that were meant to answer a question to assess what engages MMB employees.

### **4.5.1 Absorption**

Absorption refers to a person who is entirely focused on and happily engaged in his or her career, to the point that time seems to pass quickly and he or she has difficulty detaching himself from this job.

In order to measure absorption six questions are included in the questionnaire. The questions are e.g. Time flies when they are working, When I am working, I forget everything else around me. When working and concentration level is high, employees tend to not see the time spent working which improves the work performance and engagement. For the questions that measure absorption, 80% of the respondents measured above average. Absorption had the highest score in all the categories.

### **4.5.2 Vigour**

Vigour is described by Mitonga-Monga (2018) as the ability to invest effort in one's work. Engaged workers appear to feel strong and excited about their job and are largely interested in their work activities.

For the questions that measured vigour, 78% of the respondents measured above average. Vigour was average in all the categories and was the lowest of the three dimensions.

### 4.5.3 Dedication

Monga (2018) further explains dedication as being fully involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge

For dedication, 86% of respondents achieved an above average score.

Singh (2016) identifies key factors influencing employee engagement such as employee and organisational confidence and fairness, job nature, line of sight between employee performance and business performance, company pride, career development, employee opportunities, employee growth, employee appreciation, flexible working hours, involvement in decision-making processes and avoidance of work politics. And according to the findings from the survey questions, these play an important role in keeping employees engaged and according to the above, dedication, vigour and absorption are positive at MMB as most of the respondents show these dimensions.

### 4.6. Analysis of engagement results with biographical factors

The summary of responses in each section is done for each nominal question and for each scale question. The results in the table follow the format: Average (Standard deviation) Categorisation.

**Table 4.1: Length of service and engagement**

Response	Vigour	Dedication	Absorption	Engagement
1 to 5	4.56 (0.63) Average	4.71 (0.6) Average	4.48 (0.45) High	4.58 (0.45) Average
6 to 10	4.52 (0.73) Average	4.73 (0.84) Average	4.42 (0.7) High	4.55 (0.6) Average
11 to 15	4.06 (0.58) Average	4.41 (0.63) Average	4.11 (0.52) Average	4.18 (0.53) Average
More than 15	4.44 (0.87) Average	4.68 (0.97) Average	4.56 (0.79) High	4.55 (0.82) Average
All	4.45 (0.7) Average	4.66 (0.74) Average	4.41 (0.6) High	4.5 (0.57) Average

The above table shows the number of years the respondents worked for MMB and according to their length of service vigour, dedication, absorption and engagement is shown. And as per the table absorption is high in all the categories except 11 to 15 years where everything is average, and 1 to 5 years of service are the most engaged group

The table below discusses how responses were according to age of the respondents regarding vigour, dedication, absorption and engagement.

**Table 4.2: Age of respondents**

Response	Vigour	Dedication	Absorption	Engagement
20 to 30	4.56 (0.64) Average	4.72 (0.66) Average	4.51 (0.49) High	4.59 (0.48) Average
31 to 40	4.53 (0.72) Average	4.65 (0.73) Average	4.45 (0.57) High	4.54 (0.56) Average
41 to 50	4.27 (0.66) Average	4.68 (0.8) Average	4.27 (0.67) Average	4.39 (0.57) Average
More than 50	4.41 (0.81) Average	4.58 (0.81) Average	4.42 (0.73) High	4.47 (0.76) Average
All	4.45 (0.7) Average	4.66 (0.74) Average	4.41 (0.6) High	4.5 (0.57) Average

Table 2 above shows the age of respondents and their answers according to vigour, dedication and absorption. Their overall engagement has also been shown on the table. According to the results above 20 to 30 years are the most engaged group of respondents with the highest absorption.

The table below discusses responses according to gender regarding vigour, dedication, absorption and engagement.

**Table 4.3: Gender of respondents**

Gender

Response	Vigour	Dedication	Absorption	Engagement
Male	4.43 (0.66) Average	4.67 (0.71) Average	4.36 (0.61) Average	4.48 (0.56) Average
Female	4.47 (0.76) Average	4.65 (0.78) Average	4.47 (0.6) High	4.53 (0.59) Average
All	4.45 (0.7) Average	4.66 (0.74) Average	4.41 (0.6) High	4.5 (0.57) Average

Table 4.3 depicts gender respondents and vigour, dedication, absorption and engagement per males and females. As per above table females seem to be more engaged than male and absorption high for both males and females.

Marital status responses will be discussed in table 4.4 regarding vigour, dedication, absorption and engagement.

**Table 4.4: Marital status of respondents**

Marital status

Response	Vigour	Dedication	Absorption	Engagement
Single	4.61 (0.69) Average	5.08 (0.7) High	4.67 (0.53) High	4.77 (0.53) High
In a relationship	4.6 (0.64) Average	4.62 (0.6) Average	4.68 (0.61) High	4.64 (0.57) Average
Married	4.48 (0.72) Average	4.65 (0.76) Average	4.34 (0.64) Average	4.48 (0.58) Average
Divorced	4 (0.66) Average	4.35 (0.69) Average	4.25 (0.54) Average	4.19 (0.56) Average
Separated	4.75 (0.65) Average	5.3 (0.42) High	4.79 (0.16) High	4.93 (0.25) High
Remarried	4.13 (0.32) Average	4.2 (0.6) Average	4.17 (0.26) Average	4.16 (0.35) Average

All	4.45 (0.7)	4.66 (0.74)	4.41 (0.6)	4.5 (0.57)
	Average	Average	High	Average

Table 4.4 shows marital status according to vigour, dedication, absorption and engagement and with reference to the above single people have high dedication, absorption and engagement. Separated people also show high dedication, absorption and engagement.

The below table will further discuss how responses were according to education level regarding vigour, dedication, absorption and engagement.

**Table 4.5: Education level of respondents**

Education

Response	Vigour	Dedication	Absorption	Engagement
Short courses less than one year	4.44 (0.69) Average	3.73 (0.5) Average	4.33 (0.5) Average	4.2 (0.57) Average
Certificate after matric/ Senior Certificate	4.37 (0.84) Average	4.64 (0.7) Average	4.7 (0.79) High	4.57 (0.74) Average
Diploma after matric/ Senior Certificate	4.45 (0.72) Average	4.71 (0.8) Average	4.46 (0.53) High	4.53 (0.61) Average
Degree	4.49 (0.69) Average	4.66 (0.72) Average	4.34 (0.68) Average	4.49 (0.56) Average
Honours	4.28 (0.71) Average	4.66 (0.6) Average	4.42 (0.53) High	4.44 (0.49) Average
Masters	4.6 (0.56) Average	4.92 (0.59) High	4.03 (0.22) Average	4.49 (0.34) Average
All	4.45 (0.7) Average	4.66 (0.74) Average	4.41 (0.6) High	4.5 (0.57) Average

Education shows engagement according to education level and according to vigour, dedication and absorption. Vigour seem to be average in all categories, and those with certificate after matric, diploma after matric and honours have high absorption. Overall engagement is average.

Table 4.6 will then discuss responses regarding vigour, dedication, absorption and engagement.

**Table 4.6: Level of management of respondents**

Level of management

Response	Vigour	Dedication	Absorption	Engagement
Top Management	4.64 (0.57) Average	4.83 (0.46) Average	4.36 (0.5) Average	4.6 (0.44) Average
Middle Management	4.32 (0.62) Average	4.61 (0.6) Average	4.32 (0.52) Average	4.4 (0.53) Average
Supervisor	4.15 (0.67) Average	4.56 (0.81) Average	4.2 (0.64) Average	4.29 (0.64) Average
Employee	4.59 (0.72) Average	4.71 (0.79) Average	4.53 (0.62) High	4.6 (0.57) Average
All	4.45 (0.7) Average	4.66 (0.74) Average	4.41 (0.6) High	4.5 (0.57) Average

The above table shows level of management of respondents at MMB and their engagement according to vigour, dedication, absorption and the overall engagement. And the results show only employees with high absorption.

### Interpretation

Those who say they are engaged by flexible hours and better resources reported higher levels of engagement than those who say they are engaged by money. This could imply that salaries are too low OR it could just be a feature of differences in personalities.

Those who suggested higher salaries also reported lower than average absorption and vigour, while those who need working resources reported lower than average dedication. Those who suggested improvements in work-life balance or more approachable managers reported higher than average engagement.

#### 4.8 Correlations

Pearson correlation coefficients is using the transformed data. Positive correlations indicate responses that tend to vary (move around) in the same direction. Negative correlations are an indication of responses going counter to each other. Correlations that are not statistically different from zero will be marked as such with a cross.

A plot of all the correlations is given, that can be calculated.

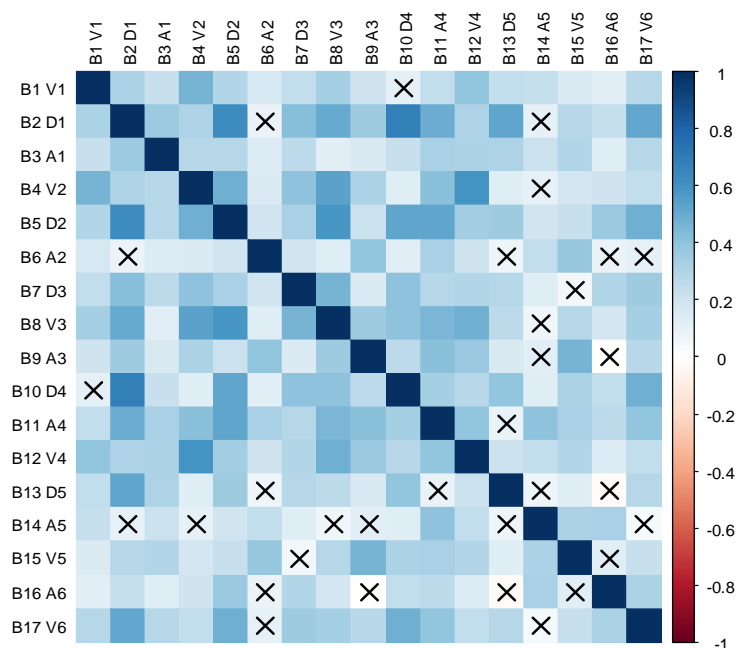


Figure 4.8: Correlation

The research questions wanted to investigate what are the factors influencing employee engagement, what engages employees according to their gender, age and education level at MMB, and is MMB implementing what is required by employees to enhance employee engagement?

Darker blue blocks indicate strong correlation, lighter blue blocks indicate weak correlation and crosses indicate no evidence of a correlation in the data.

There is a strong correlation between B5 I am enthusiastic about my job and B2 I find the work that I do full of meaning and purpose and this shows respondents dedication is mostly influenced by this.

There is a strong correlation between B2, I find the work that I do full of meaning and purpose and B10 I am proud on the work that I do meaning most respondents if they find the work that they do full of meaning and purpose they will be proud of the work they do and this results in respondents showing dedication.

There is a strong correlation between B12, I can continue working for very long periods at a time and B4, at my job, I feel strong and vigorous and this results in respondents being vigorous.

There is a strong correlation exists between B8, when I get up in the morning, I feel like going to work and B5, I am enthusiastic about my job and this also result in dedication at work improving employee engagement.

Question B8, when I get up in the morning, I feel like going to work and B12, I can continue working for very long periods at a time also show a strong correlation and vigour which has a positive impact on engagement.

B10, I am proud on the work that I do and B5, I am enthusiastic about my job do show a strong correlation and shows dedication to once work.

B11, I am immersed in my work and B5 I am enthusiastic about my job shows a strong correlation implying dedication at work and that respondents who are immersed in their work are also enthusiastic about their job.

The results show dedication and vigour at MMB and less of absorption when looking at correlations.

#### **4.9 Results of additional questions**

In the section below, responses are compared to the direct questions and the responses to the demographic questions. The number of people who responded are provided in each combination of possible answers. To make interpretation easier, column totals were divided to indicate percentages, so that the percentage of respondents in each category who indicated to agree with each row add up to 100%.

**Table 4.7: Engagement according to Years at the company**

	1 to 5	6 to 10	11 to 15	More than 15
More Money	34	32	56	58
Flexible hours	32	38	11	0
Better Resources	34	22	28	25
Other	0	8	6	17

**Table 4.8: Required improvements according to Years at the company**

	1 to 5	6 to 10	11 to 15	More than 15
Salaries	49	35	50	75
Work-life balance	15	19	17	17
Approachable managers	27	27	22	0
Working Resources	7	16	11	0
Other	2	3	0	8

The above results show what engages employees according to the years at the company and 1 to 5 seems to be engaged more with more money, better resources and would like MMB to improve on salaries. 6 to 10 years are engaged by flexible hours mostly and would like management to improve on salaries. 11 to 15 years at the company is engaged mostly by more money and would like management to improve on salaries. More than 15 years at the company are engaged more by money and would like management to improve on salaries.

Table 4.9 and 4.10 will discuss responses of what engages respondents between money, flexible hours and better resources according to their age.

**Table 4.9: Engagement according to age**

	20 to 30	31 to 40	41 to 50	More than 50
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More Money	29	34	53	46
Flexible hours	29	41	13	8
Better Resources	43	16	27	46
Other	0	9	7	0

**Table 4.10: Required improvements according to age**

	20 to 30	31 to 40	41 to 50	More than 50
Salaries	43	48	40	69
Work-life balance	14	11	27	15
Approachable managers	33	23	23	8
Working Resources	10	11	10	8
Other	0	7	0	0

According to the results regarding age, 20 to 30 years of age respondents would mostly be engaged by better resources. 31 to 40 would be engaged by flexible hours. 41 to 50 would be engaged more by money and over 50 years of age would be engaged more by money and better resources equally. And all age groups would like MMB to improve on salaries.

Table 4.11 and 4.12 will discuss responses of what engages respondents between money, flexible hours and better resources according to their gender.

**Table 4.11: Engagement according to gender**

	Male	Female
More Money	39	41
Flexible hours	27	26
Better Resources	29	26
Other	5	7

**Table 4.12: Required improvements according to gender**

	Male	Female
Salaries	42	54
Work-life balance	23	9
Approachable managers	24	22
Working Resources	8	13
Other	3	2

With gender, both male and female respondents would be more engaged by more money and would like management to improve salaries.

Table 4.13 and 4.14 will discuss responses of what engages respondents between money, flexible hours and better resources according to their marital status.

**Table 4.13: Engagement according to marital status**

	Single	In a relationship	Married	Divorced	Separated	Remarried
More Money	33	40	40	58	0	40
Flexible hours	17	40	28	25	50	0
Better Resources	42	20	25	17	50	60
Other	8	0	8	0	0	0

Table 4.14: Required improvements according to marital status

	Single	In a relationship	Married	Divorced	Separated	Remarried
Salaries	58	50	46	42	25	60
Work-life balance	8	10	18	8	50	20
Approachable managers	25	40	23	25	0	0
Working Resources	0	0	11	25	25	0
Other	8	0	2	0	0	20

The above results show that respondents who are single, in a relationship, married and divorced, respectively, would be more engaged by more money. Separated respondents would be more engaged by flexible hours and better resources, and remarried respondents would be more engaged by better resources, followed by money.

Table 4.15 and 4.16 will discuss responses of what engages respondents between money, flexible hours and better resources according to their education level.

**Table 4.15: Engagement according to education level**

	Short course less than one year	Certificate after matric/Senior Certificate	Diploma after matric/Senior Certificate	Degree	Honours	Masters
More Money	33	67	53	24	40	0
Flexible hours	33	22	14	39	30	40

Better Resources	33	11	30	26	20	60
Other	0	0	2	11	10	0

**Table 4.16: Required improvement according to educational level**

	Short course less than one year	Certificate after matric/Senior Certificate	Diploma after matric/Senior Certificate	Degree	Honours	Master's
Salaries	67	67	49	37	50	60
Work-life balance	33	22	14	18	10	20
Approachable managers	0	11	28	24	30	0
Working Resources	0	0	9	16	10	0
Other	0	0	0	5	0	20

Respondents with short courses less than one year are engaged equally by more money, flexible hours and better resources. Respondents with senior certificates, diplomas and honours degrees would be more engaged by more money. Respondents with a degree would be more engaged by flexible hours and those with master’s degrees by better resources.

All respondents across different education levels would like management to improve on salaries.

Table 4.17 and 4.18 will discuss responses of what engages respondents between money, flexible hours and better resources according to level of management.

**Table 4.17: Engagement according to level of management**

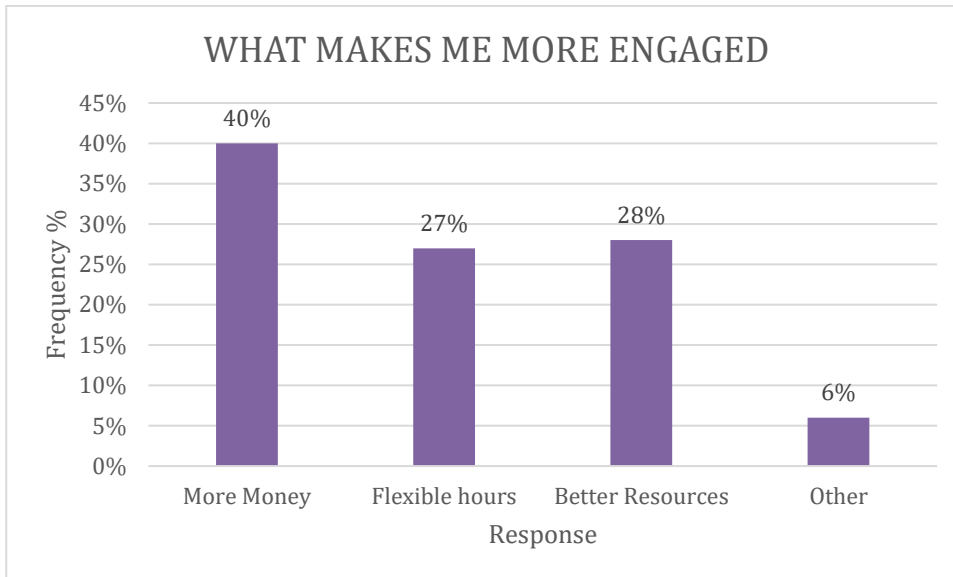
	Top Management	Middle Management	Supervisor	Employee
More Money	17	43	38	41
Flexible hours	50	26	33	22
Better Resources	33	17	19	34
Other	0	13	10	2

**Table 4.18: Required improvements according to level of management**

	Top Management	Middle Management	Supervisor	Employee
Salaries	17	48	43	52
Work-life balance	33	26	24	9
Approachable managers	0	22	24	26
Working Resources	33	4	5	12
Other	17	0	5	2

Levels of Management would all be engaged by more money, all except top management would like salaries to be reviewed, and top management would like work-life balance.

**Question C1 – What makes me more engaged is more money, flexible hours, better resources or Others**



Source: Compiled by researcher

Figure 4.7 Responses to what makes me more engaged

Figures 4.7 and 4.8 below answer the question of what makes respondents more engaged and what MMB should improve on to make them more engaged.

From the above figure, it is evident that more money is what respondents suggest will make them more engaged, as well as flexible hours and better resources which are 27% and 28%, respectively, meaning they are not as important as money to keep employees engaged.

Motivation can be understood as the ability and willingness to fulfil the intrinsic drive to achieve individual and organisational objectives (Chang & Teng, 2017). If an employee is highly motivated, they are highly likely to be interested in their work and aspire to excel in these jobs. Salaries and money seem to be the greatest motivator, as elaborated in figure 4.7 and 4.8.

**Question C2 – MMB Should improve on salaries, work-life balance, approachable managers, working resources or other.**

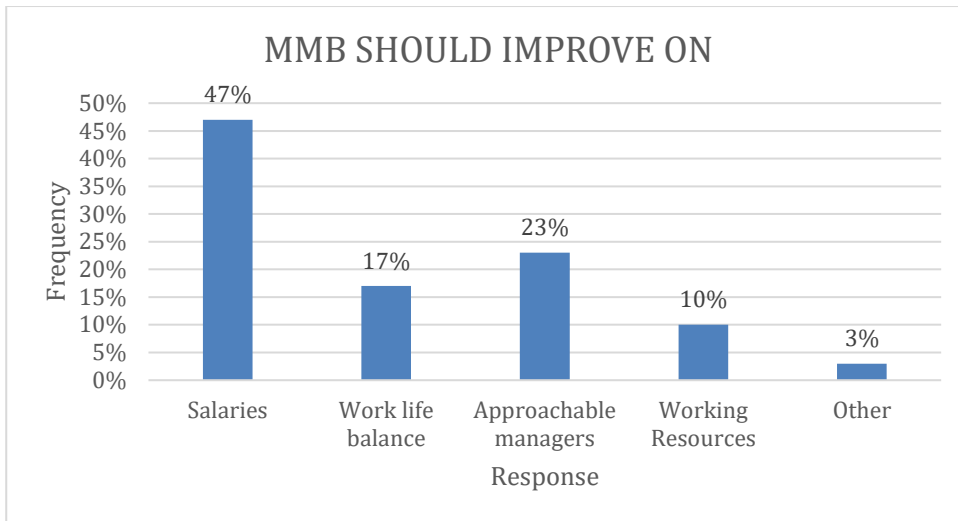


Figure 4.8 Responses to MMB should improve on.

From the figure above, it is again evident that salaries play a bigger role at 47%, followed by approachable managers at 23%, and in promoting engagement in all events, team characteristics play an important role. The greater the team's social support and expertise, the higher the level of engagement within the team (Solansky & Mclver, 2017), as well as work-life balance at 17%, and lastly, working resources at 10%. Respondents will be more engaged if salaries increased, as stipulated by the above graph.

**Table 4.19: What engages respondents**

Response	Vigour	Dedication	Absorption	Engagement
More Money	4.24 (0.71) Average	4.53 (0.76) Average	4.38 (0.57) Average	4.38 (0.61) Average
Flexible hours	4.66 (0.62) Average	4.68 (0.73) Average	4.52 (0.61) High	4.62 (0.52) Average
Better Resources	4.56 (0.73) Average	4.89 (0.68) Average	4.4 (0.68) Average	4.6 (0.56) Average
Other	4.33 (0.65) Average	4.47 (0.79) Average	4.08 (0.44) Average	4.28 (0.55) Average
All	4.45 (0.7) Average	4.66 (0.74) Average	4.41 (0.6) High	4.5 (0.57) Average

Table 4.19 Above shows what would engage respondents at MMB between money, flexible hours and better resources. Flexible hours have high on absorption and the rest are all low. Table 4.20 will discuss what MMB should improve on.

**Table 4.20: What MMB should improve on**

Response	Vigour	Dedication	Absorption	Engagement
Salaries	4.36 (0.71) Average	4.63 (0.73) Average	4.32 (0.7) Average	4.43 (0.61) Average
Work-life balance	4.61 (0.7) Average	4.78 (0.85) Average	4.53 (0.55) High	4.63 (0.62) Average
Approachable managers	4.49 (0.53) Average	4.77 (0.55) Average	4.5 (0.42) High	4.58 (0.42) Average
Working Resources	4.67 (0.95) Average	4.47 (0.98) Average	4.55 (0.53) High	4.57 (0.65) Average
Other	3.78 (0.42) Average	4.47 (0.76) Average	3.89 (0.59) Average	4.02 (0.55) Average
All	4.45 (0.7) Average	4.66 (0.74) Average	4.41 (0.6) High	4.5 (0.57) Average

The above table shows what respondents want MMB to improve on, work balance absorption is high and approachable managers absorption is high.

#### 4.10 Conclusion

From the biographical information, most respondents have been with the company for 5 years or less and are also between the ages of 31 and 40. As discussed earlier, these respondents are most likely to contribute to the effective implementation of strategic objectives as they are vigorous, imaginative and readily adaptable to change. The respondents also consisted mostly of men rather than women as the industry is more male dominant. With marital status, most respondents are married. Single and separated individuals reported above-average engagement. Furthermore, 40% of the respondents have diplomas or certificates as a qualification, but education did not seem to have a direct impact on engagement.

Respondents that are engaged by flexible hours and better resources reported higher levels of engagement than those who say they are engaged by money.

Respondents who suggested higher salaries showed lower than average absorption and vigour, while those who need working resources reported lower than average dedication.

Chapter 5 will further discuss recommendations and findings that will assist MMB in making sound decisions and implementing proper strategies that will help engage their employees.

## **CHAPTER 5 – RECOMMENDATIONS, SUMMARY AND CONCLUSIONS**

### **5.1 Introduction**

The main aim of Chapter 5 is to summarise the study results and to include suggestions based on the primary and secondary objectives outlined in Chapter 1. The constraints that were encountered during this study will also be discussed in detail.

### **5.2 Summary of the study**

In this section, the steps taken to address the objectives are discussed.

The primary objective was to investigate employee engagement at MMB in Maseru, Lesotho. The study was done to try and understand the waning employee engagement at MMB and assist management to improve what needs to be improved to elevate engagement. The management at MMB was concerned as employee engagement keeps declining year after year. Although management took steps to implement recommendations based on previous engagement results, the engagement scores were still decreasing.

The secondary objectives were, firstly, to determine factors that were influencing employee engagement. In Chapter 2, various factors that influence employee engagement were discussed. Shared vision and priorities, team skills, consistent communication, mutual accountability, trust, respect, appreciation, engagement, strong commitment, leaders close to their members and positive attitudes were factors.

In addition, two questions were included along with the UWES. Question 1 wanted to know what makes employees more engaged, and the options given were more money, flexible hours and better resources. Question 2 wanted to know what MMB should improve on, and options given were salaries, work-life balance, approachable managers and working resources. From question 1, more money had 40%, followed by better resources at 28%. For question 2, the main improvement required by respondents was salaries, which was at 47%, followed by approachable managers at 23%. It is evident, according to respondents, that money and salaries are the main issues at MMB where the biggest improvement is needed.

Secondly, secondary objectives aimed to assess what engages MMB employees according to their gender, age and education level. From the survey, it was evident that females were more engaged by high absorption and males are average on absorption, vigour and dedication. To further elaborate, data drawn shows that gender is average on engagement.

Regarding age, the 20-30 group was the most engaged group, followed by the 31-40 age group. The overall engagement on gender was average and the impact it has on engagement is also average.

Education level also had an impact on engagement, being at average and in comparison, with age and gender, seems the same average level of engagement.

According to descriptive statistics, the current engagement at MMB is average across the different categories.

From Chapter 4, it is evident from the 17-question work engagement survey that absorption has the highest levels of engagement and dedication and vigour are at the lowest level.

The last secondary objective was to investigate strategies that can be implemented at MMB to enhance engagement. These strategies are discussed in the next section.

## **5.3 Recommendations**

### **5.3.1 Benchmarking salaries**

The first recommendation is to review salaries of MMB employees, as it seems from both questions C1 and C2 that salaries and money seem to be what respondents are more unsatisfied about. As a starting point, benchmarking can be done in the industry to determine if the current packages are competitive with what the market is offering (Gibson, 2015). In pursuit of better pay, many workers leave their jobs to join other companies. Losing talent should be MMB's biggest concern.

### **5.3.2 Leadership training**

The second recommendation would be to have leadership training for management; it seems respondents see them as unapproachable, seeing that there are a lot of employees who are younger than 40 years of age – 60% to be exact. These respondents fall under millennials and, according to Smola and Sutton (2002), millennials are those born between 1979 and 1994. Millennials perform well in team environments, are inspired by important projects, prefer transparent and regular contact and understand communication technologies. Management should take leadership courses that would help them to lead younger generation and to be more approachable.

### **5.3.3 Effective use of resources**

The third recommendation is to get better resources for employees to work more effectively and efficiently. It seems that employees are not entirely satisfied with the resources they are currently working with, which is a call for management to see what resources they are currently using and where improvements are needed to make employees more involved and engaged.

### **5.3.4 Flexible working hours**

The fourth recommendation is offering flexible hours. As indicated earlier, more employees are between the ages of 20 and 40, who would prefer a better working environment where flexible hours are implemented, working at their most effective times and being able to be more productive.

### **5.3.5 Alternatives for older employees**

The fifth recommendation is to find alternatives for older employees, aged between 50 and above, as the survey shows they are the most disengaged employees. Options would be to offer rotation of jobs where they can be more suitable, and to offer training that would allow them to work in other departments where they would be more interested.

### **5.3.6 Recommended model**

The sixth recommendation is to implement Aon Hewitt's Model of Employee Engagement (Figure 1.6) which was taken from Chapter 2 and selected by the researcher as the most applicable model for the survey that could be of assistance to MMB management. The model is easy to use and covers most elements that are needed at MMB.

### **5.3.7 Re-evaluation of engagement**

The last recommendation would be to re-evaluate engagement again after implementing all the recommendations in order to evaluate if there are any positive changes.

## **5.5 Limitations**

COVID-19 was the biggest limitation to the study, as MMB was closed from March to August 2020. As a result of this closure, it was difficult to obtain enough data from all employees, which made the rate of response lower than the researcher's expectation of at least 50%.

## **5.4 Conclusion and remarks**

It has been identified from Chapter 2 how important employee engagement is to organisations and the impact it has on overall employee morale. The problem identified at MMB is that the level of employee engagement is decreasing despite changes being implemented. The main objective was to investigate employee engagement at MMB, in Maseru, Lesotho.

It is also evident from the survey that most employees are millennials, which could be of assistance to management to learn what motivates that specific group of employees.

The main findings identified in Chapter 4 are that respondents are most unsatisfied about salaries and that could be the first element management addresses to see whether there might be any changes in engagement. It is also evident from the survey that flexible hours and approachable management would have a positive impact on engagement, especially for millennials who constitute 60% of the respondents.

MMB should therefore consider implementing recommendations discussed in chapter 5 and re-evaluating their engagement scores again. Employee engagement tends to increase employee motivation, morale, work satisfaction and psychological well-being.

Employee engagement is an investment to the business.

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## Appendix 1: Questionnaire cover sheet and questionnaire

Sea Point  
137 Ramafole Street  
Maseru 100  
Lesotho

06-05-2020

Dear Sir/Madam,

### PARTICIPATION IN A RESEARCH PROJECT

I am currently enrolled for the Masters of Business Administration at the UFS and part of the requirements of obtaining the degree is the completion of a research project.

The title of the research project is employee engagement at Maluti Mountain Brewery. The primary objective of the research is to investigate employee engagement at Maluti Mountain Brewery in Maseru.

In order to complete the research project I request that you participate by completing the following questionnaire. The questionnaire will take approximately 15 minutes.

Please complete the questionnaire on or before 10<sup>th</sup> July 2020.

Relevant ethical considerations are being observed by the researcher while conducting this study. Permission was obtained from people team office .The data will be kept anonymous and no identification questions are included. The information will be kept confidential and in the reporting of the findings mention will only be made to the overall findings.

Participation in this research is on a voluntary basis. Please complete the additional paper to confirm that you were aware of the voluntary participation at the end of this information letter. The researcher will not interfere in anyway with the information given on the respondents' questionnaires.

Where clarity is required, the researcher can be contacted at:

Mathenjiwe Kefuoe Mashopha

Contact numbers: +266 587 10 555

Email address: kefuemokhele@gmail.com

Your time and effort taken in filling the questionnaire are appreciated in advance. Thank you for contributing to the success of this research.

Regards

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## WORK AND WELL-BEING SURVEY

### SECTION A: BIOGRAPHICAL QUESTIONS

Please complete the following questions as they relate to you by placing a CROSS in the appropriate box.

#### 1. HOW LONG HAVE YOU BEEN WITH THE COMPANY?

1-5 Years	
6 – 10 Years	
11-15 Years	
More than 15 years	

#### 2. AGE:

20 – 30 Years	
31 – 40 Years	
41 – 50 Years	
More than 50 years	

#### 3. GENDER:

Male	
Female	
Gender nonconforming	

#### 4. MARITAL STATUS

Single	
In a relationship	
Married	
Divorced	
Separate	
Remarried	

#### 5. EDUCATIONAL LEVEL:

Less than matric/Senior certificate	
Short courses less than one year	
Certificate after matric/senior certificate	
Diploma after matric/senior certificate	
Degree	
Honours	
Masters	
PhD	

## 7. LEVEL OF MANAGEMENT

Top management	
Middle management	
Supervisor	
Employee	

## SECTION B: WORK ENGAGEMENT SURVEY

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the 0 (Zero) in the space after the statement. If you had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Everyday

1. -----At my work, I feel bursting with energy.
2. -----I find the work that I do full of meaning and purpose.
3. -----Time flies when I am working.
4. ----- At my job, I feel strong and vigorous.
5. -----I am enthusiastic about my job.
6. -----When I am working, I forget everything else around me.
7. -----My job inspires me.
8. -----When I get up in the morning, I feel like going to work.
9. ----- I feel happy when I am working intensely.
10. -----I am proud on the work that I do.
11. ----- I am immersed in my work.
12. ----- I can continue working for a very long period at a time.

13. -----To me, my Job is very challenging.
14. ----- I get carried away when I am working.
15. ----- At my job I am very resilient, mentally.
16. ----- It is difficult to detach myself from my job.
17. ----- At my work I always persevere, even when things do not go well.

## **Appendix 2: Consent to participate in the study**

### **CONSENT TO PARTICIPATE IN THIS STUDY**

I confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet. I have had sufficient opportunity to ask questions and am prepared to participate in the study. I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable). I am aware that the findings of this study will be anonymously processed into a research report, journal publications and/or conference proceedings.

I have received a signed copy of the informed consent agreement.

Full Name of Researcher: Mathenjiwe Kefuoe Mashopha

Signature of Researcher:

Date: 06-05-2020

## Appendix 3: Approval letter from Maluti Mountain Brewery

**ABInBev**  
Africa



Site 44, Lioli Road  
Industrial Area  
P.O. Box 764  
**Maseru 100**

September 15, 2020

The Director  
Business School  
UOFS  
Bloemfontein  
**South Africa**

### **RE: PERMISSION LETTER TO CONDUCT AN ENGAGEMENT RESEARCH AT MALUTI MOUNTAIN BREWERY**

This is to confirm that permission is granted to Kefuoe Mashopha, to conduct research on employee engagement within Maluti Mountain Brewery. This is on condition that confidentiality is observed on information sourced and outcomes from the study.

It is our pleasure to assist and support you in any way possible to achieve the requirements of your study programme. Please avail information once the study is complete to enable the business to put in place remedial actions to improve and remedy issues of concerns and worry amongst staff.

Wishing you all the best.

Regards,

**Ntsilane Mhlanga (Ms)**  
**Country People Lead**