

Investigating the relationship between job satisfaction and engagement of Millennials in hospitals: The mediating role of structural empowerment

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Abstract

Title: Investigating the relationship between job satisfaction and engagement of millennials in hospitals: The mediating role of structural empowerment

Key terms: Job satisfaction, engagement, millennials, structural empowerment, hospitals, private hospitals

The study investigates the relationship between job satisfaction and engagement of Millennials in hospitals and specifically looks at the role that structural empowerment plays to ensure job satisfaction. In a literature study, the four concepts (millennials, engagement, job satisfaction and empowerment) are explained and current research on these topics is critically compared. The research instrument contains only that demographic information necessary to draw sensible conclusions, and data on the main constructs are collected through a combination of three validated instruments, namely the Utrecht Work Engagement Scale (UWES), the Minnesota Job Satisfaction Questionnaire (MSQ) and the Conditions for Work Effectiveness Questionnaire (CWEQ II), to measure the three main constructs. The study, therefore, follows a quantitative research design, where data will be analysed using SPSS software and causal relationships between constructs will be determined using techniques such as multiple regression and structural equation modelling.

In terms of the expected contribution of the study, the hospital environment was specifically chosen, as the researcher perceives the health industry as a critical industry where management issues such as empowerment, job satisfaction, and engagement are critical in terms of rendering valuable service. However, although the biggest impact of the research is likely to be in the public health industry, participants from the private healthcare industry are chosen for the study, since they are expected to have a better judgment on issues such as empowerment and job satisfaction than participants from public hospitals would have. Also, private hospitals could also benefit from the study. It must be stated that the topic is a management topic and not a health issue that is studied.

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CHAPTER 1: CONTEXTUALIZATION OF THE STUDY

1.1 INTRODUCTION

All over the world, organizations and industries are rapidly growing, locked in a never-ending race for competitive advantage. Since employees are regarded as the driving force behind these corporations, managers are faced with the responsibility to keep these individuals focused on the objectives and vision of the organization.

However, workplace generations differ from one another in terms of their beliefs, values and work ethics, and the task of engaging employees has become increasingly difficult since the arrival of the millennials. Millennials include individuals born between 1981 and 2000 and is the latest generation entering the workforce (Karsh & Templin, 2013:4). Millennials demonstrate different values compared to other generations in the workplace. They are known for seeking rapid career growth while maintaining a healthy work-life balance (Gilbert, 2011:26; Murray, 2011:56). Consequently, managers are now facing the challenge of developing engagement strategies tailored to the unique needs of the millennial generation (Anderson *et al.*, 2016:693)

Engagement, however, is affected by other factors and determinants. Job satisfaction has been known to influence employee engagement. Numerous studies have been conducted to explore the impact of job satisfaction on the engagement levels of employees (Jose & Mampilly, 2012; Havens *et al.*, 2018). The focus of this research will be on investigating the relationship between job satisfaction and engagement of millennials, and how structural empowerment can contribute to this relationship. By investigating the engagement and job satisfaction drivers of the millennial generation, managers could be equipped with the tools to create new engagement policies that will lead to employee retention and improved organizational outputs.

1.2 PROBLEM STATEMENT

Employee engagement refers to an employee's ability to focus on tasks, actively participate in organizational objectives and to demonstrate meaningful behaviour at work (Froiland, 2015; Rich *et*

al., 2017). Research has revealed that employees, who have high engagement levels, are more satisfied in their position and are thus more productive (Sundaray, 2011:53).

However, harnessing employee engagement around the objectives of an organization is a challenge faced by managers in companies across the globe. According to Froiland (2015), engagement is a critical factor for organizational well-being. Companies that fail to develop engagement strategies will be subject to high employee turnover, absenteeism and financial liability (Armstrong & Taylor, 2014:260; Huselid, 2017).

Although the development of engagement practices and policies are important management tasks, developing strategies to engage millennials requires a completely novel approach (Gilbert, 2011:27). According to Schullery (2013:257), the baby boomers, previously known as the largest generation in the workforce, are expected to be the most engaged. However, the baby boomers are on the brink of retirement, leaving leadership gaps in the organization. It will, therefore, become the responsibility of management to prepare the millennials to fill these gaps (Brack & Kelly, 2012:8). The challenge, as stated by Schullery (2013:257) is to develop engagement practices specifically tailored to the millennial generation.

In addition to developing engagement strategies applicable to the millennial generation, one should also recognise the fact that engagement is influenced by other workplace factors, including job satisfaction and structural empowerment (Quiñones *et al.*, 2013:128). As mentioned by Abraham (2012:30) job satisfaction can make a positive or negative contribution towards employee engagement. It is therefore important to determine the engagement drivers of millennials as well as the elements of job satisfaction that impact employee engagement. Only by identifying all the drivers of engagement and investigating the underlying factors, will managers be able to develop a comprehensive engagement policy to meet the demands of millennials in the workplace.

It has also been found that the values, beliefs, and attitudes of millennials, differ significantly from those of other generations in the workplace (Schultz & Schwepker, 2012:32). Thus, Schullery (2013:252) mentions that these differences can lead to the failure of management's attempts to increase engagement in the organization. Similarly, companies differ from one another in terms of organizational culture, structure and engagement practices. As mentioned by Gilbert (2011:27), generational differences and engagement drivers demonstrated in one company may not be

transferable to another company. Every organization is unique in terms of management and culture and cannot necessarily reproduce the engagement strategies from those of its collaborators or competitors.

Although there have been numerous studies on the millennial generation (Devaney, 2015; Taylor, 2012), there is a need to understand the engagement drivers of millennials across different industries. There is a need to investigate the factors and drivers of employee engagement, and how factors such as job satisfaction and structural empowerment affect the engagement levels of the millennial generation.

1.3 RESEARCH OBJECTIVES

The research objectives are divided into primary and secondary objectives.

1.3.1 Primary Objective

The primary objective of this study is to investigate job satisfaction and structural empowerment, and the possible influence it has on employee engagement of millennials working in hospitals.

1.3.2 Secondary Objectives

In order to achieve the primary objective, the following secondary objectives should be answered:

- to conceptualize job satisfaction, employee engagement, and structural empowerment by conducting a literature study.
- to empirically assess the outcomes of employee engagement by utilizing the UWES (Utrecht Work Engagement Scale) questionnaire.
- to empirically assess the job satisfaction of millennials working in the health care industry by applying the Minnesota Job Satisfaction Questionnaire (MSQ)
- to empirically assess the degree of structural empowerment experienced by millennials in the healthcare industry by applying the Conditions of Work Effectiveness Questionnaire (CWEQ II).

- to determine the internal consistencies of the UWES, MSQ and CWEQ II questionnaires within the healthcare industry.
- to determine the relationship between structural empowerment, job satisfaction, and engagement.
- to recommend strategies for improving the workplace of millennials in the health care industry

The importance and contributions of the study are outlined below.

1.4 SCOPE OF THE STUDY

This study involves the investigation of employee engagement, job satisfaction, and structural empowerment. The study will focus on the engagement and job satisfaction levels of the millennial generation, that is all individuals born between 1981 and 2000 and who are employed in the private health care industry. The study will be carried out in a private hospital in South Africa and the related challenges that are significant.

1.5 DEFINITION OF KEY TERMS

The following key terms are listed throughout the research proposal and are vital for understanding the purpose and objectives of the study.

- **Engagement:** “The harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances.” (Kahn, 1990:695).
- **Job Satisfaction:** The degree to which a person is satisfied or dissatisfied with his or her work (see page 18).
- **Millennials:** Individuals born between 1981 and 2000 (see page 23).
- **Structural Empowerment:** An employee’s ability to obtain access to opportunities, resources, and support needed to execute his/her tasks (page 21).

Various abbreviations are used in this document. The complete list of abbreviations and their meanings are listed below.

Table 1: Abbreviations used in this document

Abbreviation	Meaning
CWEQ	Conditions of Work Effectiveness Questionnaire
MSQ	Minnesota Job Satisfaction Questionnaire
SPSS	Statistical Package for the Social Sciences
UWES	Utrecht Work Engagement Scale

1.6 RESEARCH METHODOLOGY

1.6.1 Phase 1: Literature Review

The literature review of this study is conducted by means of a study of relevant scientific journals, articles, books and research documents.

The following databases are considered:

- SACat: National catalogue of books and journals in South Africa
- SAePublications: South African journals
- EbscoHost: International journals on Academic Search Premier, Business Source
- Premier, Communication, and Mass Media Complete and EconLit
- Emerald: International journals
- ProQuest: International dissertations in full text
- Internet: Google Scholar

A brief description of how the empirical study is carried out is discussed below.

1.6.2 Phase 2: Empirical Study

For the purpose of this study, a descriptive research approach is utilized. Descriptive research, as mentioned by Nassaji (2015:129), is the study of a phenomenon and the unique characteristics

thereof. The goal of descriptive research is to determine what happens, rather than why or how something has happened (Nassaji, 2015:129). Descriptive research is best effective when certain patterns, behaviours, and attitudes of the participants are investigated, and where comparisons between different groups have to be made (Bhat, 2019; McCombes, 2019). Therefore, a descriptive research approach has been identified as relevant to investigate the relationship of job satisfaction on employee engagement of Millennials in the private healthcare industry.

According to Bhat (2019) and McCombes (2019), descriptive research can be categorized into quantitative or qualitative research methods and can be conducted by means of survey research, case studies and observational research methods. For this study, a quantitative research approach was adopted, as this form of research is the most suitable for the objectives of this dissertation. Quantitative research, as indicated by DeFranzo (2011) is applied in order to quantify attitudes, behaviours, and opinions and to generalize the results from a wider population. Quantitative data collection methods include structured questionnaires, online surveys, longitudinal studies and observations (DeFranzo, 2011). As this study will utilize structured questionnaires as the primary data collection method, a quantitative research approach will best suit the purpose of this study.

1.6.3 Participants

The participants can be described as the available sample of employees working in private hospitals. A purposive sample of Millennial employees working in private hospitals is targeted. The study population consists of Millennial employees working in all departments in private hospitals. Employees in any occupation or designation within the private hospital and across various cultural backgrounds are included in the investigation. Unskilled workers, cleaning and kitchen staff, security guards, janitors, and parking attendants are excluded from the study.

Prior to conducting the research, all the participants are informed about the purpose of the study. The participants are also informed that their participation in the study is completely voluntary and that they are free to withdraw at any time. They are also assured that their identities will remain confidential.

1.6.4 Measuring Instruments

1.6.4.1 Validity and Reliability Defined

Reliability and Validity are the main components that should be considered when evaluating a particular measuring instrument. According to Glen (2016), validity refers to whether an instrument accurately measures what it is intended to measure, while reliability is used to determine the consistency and stability of the results (Glen, 2016). As indicated by Glen (2016), there are two categories of reliability, namely internal reliability and external reliability. Internal reliability measures how accurately the test measures what it is supposed to measure, while external reliability determines whether the results of the test can be replicated and generalized to a wider population (Glen, 2016).

The reliability of a measuring instrument is determined by means of the Cronbach's alpha coefficient. The Cronbach's alpha coefficient measures the reliability of multiple questions Likert scale surveys which normally measures unobservable or difficult variable such as an individual's openness or conscientiousness. Thus, the Cronbach's alpha will determine if the test accurately measures the variables of interest (Glen, 2014).

1.6.4.2 Instruments

Three standardized questionnaires are used in the empirical study. The study also includes a biographical questionnaire, indicating the participant's gender, age, level of employment and highest qualification obtained.

The first questionnaire is the Utrecht Work Engagement Scale (UWES), as adapted by Schaufeli and Bakker (2003). The UWES is used to measure an individual's level of work engagement by testing three dimensions, namely Vigour, Dedication, and Absorption. The items are listed on a seven-point rating scale with 0 being "never" and 6 being "always". The UWES include questions such as "At my job, I feel strong and vigorous", and "Time flies when I am working."

The second questionnaire is the Minnesota Job Satisfaction Questionnaire (MSQ) as adapted by Weiss *et al.* (1967). The Minnesota Job Satisfaction Questionnaire contains 20 questions that

measure how satisfied or dissatisfied the participant is with his/her current working environment. The items are ranked on a 5-point Likert scale with 1 being “very dissatisfied and 5 being “very satisfied.” According to Marijani and Marwa (2016:163), the MSQ is the ideal instrument to measure satisfaction, as it measures both an individual’s intrinsic and extrinsic job satisfaction components.

The third questionnaire is the Conditions for Work Effectiveness Questionnaire (CWEQ II). The CWEQ was designed to measure a participant’s degree of structural empowerment as experienced in the workplace. Structural empowerment, as defined by Kanter (1977) as an employees’ ability to utilize resources, gain access to information and receive the necessary support from management. The CWEQ II contains 21 questions that are formulated to measure the participant’s perception regarding access to information, access to support and access to resources.

In a study conducted by Laschinger *et al.* (2000), the Cronbach’s alpha for the CWEQ II revealed a score of 0.89, which indicates that the instrument is valid, reliable and replicable for future research.

1.6.5 Statistical Analysis

The SPSS Statistical Software Program (IBM SPSS, 2009) is used to conduct the statistical analysis of the data.

Descriptive statistics will be utilized to analyse the data of the study. In order to determine the internal consistency, reliability, and validity of the measuring instruments, Cronbach’s alpha coefficient is calculated. According to Tavakol and Dennick (2011:53), a value of 0.60 and 0.95 is regarded as reliable.

The Pearson product-moment correlation is used to determine the relationship between the variables (job satisfaction, employee engagement, and structural empowerment). The coefficient (r) will lie between 0 (no relationship) and 1 (a perfect relationship). The closer the coefficient is to 1, the stronger the relationship, and the closer it is to 0, the weaker the relationship (Bryman *et al.*, 2017:322).

Univariate regression analysis is used to determine the cause and effect relationship between a dependent and an independent variable, while multivariate regression analysis is used to determine

the relationship between a dependent variable and more than one independent variable (Uyanik & Güler, 2013:234). As this study includes job satisfaction as the dependent variable, with employee engagement and structural empowerment as independent variables, multivariate regression analysis is identified as suitable to determine the relationship between these constructs.

Exploratory factor analysis is used to examine constructed equivalence and to enhance the reliability results of the UWES, MSQ and CWEQ II. The number of factors in the total sample of the UWES, MSQ and CWEQ II is defined by the principal component analysis. Next, the Kaiser-Meyer-Olkin and Bartlett's test of sphericity is used to extract the most significant factors or components to be investigated. Descriptive statistics (e.g. means and standard deviations) are used to analyse the data. Cronbach's alpha coefficient is used to determine the internal consistency of the measuring instruments.

1.7 VALUE-ADDED AND LIMITATIONS OF THE STUDY

After an extensive review of current and previous literature, it became evident that employee engagement is a key factor in organizational success. Various studies have been dedicated towards the investigation of employee engagement, engagement drivers, job satisfaction and performance. However, since the arrival of the millennial generation, managers are required to develop engagement practices to attract and retain this generation of employees. As mentioned by Gilbert (2011:27), as well as Mone and London (2018:5), the development of engagement strategies is an important objective for managers. Although managers have created engagement strategies for previous workplace generations, including the baby boomers, with the retirement of the baby boomers and the entrance of the millennials, managers are increasingly responsible for developing new engagement strategies to meet the unique traits of the millennials (Gilbert, 2011:26).

It is also important to recognize that various organizations implement various engagement strategies (DeRosa, 2018). Thus, there is an increasing need for organizations to develop engagement strategies unique to their culture and the make-up of their specific workforces. According to Kohli (2014), employee engagement in hospitals requires urgent attention since hospitals have overlooked the value of engagement strategies, which can have a negative impact on the workforce and overall success of the organization.

The motive of this study is to contribute to the engagement strategies of the health care industry, by investigating the job satisfaction, engagement and structural empowerment levels of millennials working in hospitals.

The proposed study could benefit organizations and managers in the following ways:

- the study outlines the importance of employee engagement, job satisfaction and structural empowerment for the overall success of organizations (Vance, 2006:2)
- the research aims to identify the most important engagement and job satisfaction drivers of the millennial generation.
- the study could assist managers in the healthcare industry with insights into issues that should be included in a tool to engage the millennial generation to the objectives of the organization. This may lead to organizational commitment and improved organizational outputs.

1.8 LAYOUT OF THE STUDY

This study is divided into five chapters:

- **Chapter one** presented the *content* of the paper and clarified why the topic was chosen for the research. The chapter included the *problem statement, the research objectives, methods, and research limitations*.
- **Chapter two** *conceptualizes* job satisfaction and its effect on employee engagement and structural empowerment from the literature.
- **Chapter three** reports the *research method* that will be employed to achieve the goals of the research project. Aspects that will be covered include the research approach, research design and the measuring instruments that will be used to collect and analyse the data.
- **Chapter four** focuses on *the results of the study*. The results will then be discussed by focusing on the implications of the findings of the research project.
- **Chapter five** outlines *the conclusion* reached resulting from the study as well as any *recommendations* that can be made to management and recommendations for future studies.

1.9 CHAPTER SUMMARY

This chapter provided the introduction, background, the primary as well as the secondary objectives of the study. The problem statement and a review of the literature have been discussed. The chapter further elaborates on the research design and data analysis techniques to be used and concludes with an overview of the layout of the study

Chapter two will cover the literature relevant to this study.

CHAPTER 2: THEORETICAL OVERVIEW

2.1 INTRODUCTION

With the rapid growth of organizations, companies are experiencing pressure to remain competitive. For this reason, they experience an increasing need to keep these individuals focused on the business and objectives of the organization.

The motive of this study is to investigate the effect of job satisfaction on the engagement levels of millennials working in the healthcare industry, with a critical focus on the role of structural empowerment. The purpose of the literature review is to examine the most important principles relevant to employee engagement and its effect on job satisfaction and structural empowerment. The main topics to be covered in the literature review are the definition and drivers of employee engagement as well as the antecedents and consequences thereof. The influence and determinants of job satisfaction relating to employee engagement are also reviewed. The concept of structural empowerment and the influence thereof on job satisfaction are discussed. The final topic to be discussed is the millennial generation and their unique values, characteristics and the core engagement and job satisfaction drivers experienced by this generation of employees. The topics to be discussed have been reviewed and are regarded as relevant to the purpose of this study.

2.2 EMPLOYEE ENGAGEMENT

Employee engagement is critical for the success of organizations; therefore, critical attention should be given to the importance of employee engagement and the drivers and consequences thereof. The various concepts relevant to employee engagement will now be discussed, including the definitions of employee engagement, the categories of employee engagement and the consequences and drivers of engagement.

2.2.1 Definition of employee engagement

Although there has, to date, not been a widely accepted definition for employee engagement, Kahn (1990:695) defines engagement as the “harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and

emotionally during role performances.” According to Christian *et al.* (2011), employee engagement is a unique concept that relates to an employee’s long-term involvement and a sense of sentiment in the workplace.

Over the past few years, the concept of employee engagement received increasing attention for its contribution to employee performance and the success of organizations. According to Shuck and Herd (2012:158), managers who develop the engagement levels of their employees are likely to experience an improvement in employee performance and improved organizational outputs. By developing engagement strategies, organizations will be able to equip themselves with a competitive edge (Albrecht *et al.*, 2015; Shuck & Herd, 2012:158).

However, while engaging of employees is regarded as a reliable strategy for organizational success, it is important to recognize the presence of disengagement. According to Wollard (2011) disengagement refers to the absence and disconnection of the physical, mental and emotional attributes of employees in their work roles. Therefore, in order to fully engage employees in their distinctive roles, Shuck and Wollard (2010) suggest that engagement should be a process of motivating employees cognitively, emotionally and behaviourally so that these individuals are committed to the objectives of the organization.

2.2.2 The dimensions of engagement:

- **Cognitive engagement**

Cognitive engagement refers to an individual’s perception of whether his/her work is meaningful, and whether the necessary resources and information are available to execute the required tasks successfully (Rich *et al.*, 2010).

- **Emotional engagement**

According to Shuck and Herd (2012:161), emotional engagement refers to an employee’s personal investment in his or her tasks and work role. This form of engagement occurs when an employee devotes his time, care, effort, pride and ownership to carry out his/her duties. Emotional engagement relates to the values and beliefs that determine the influence and direction of behavioural engagement (Shuck & Herd, 2012:161).

- **Behavioural engagement**

Behavioural engagement is the reaction to cognitive and emotional engagement and refers to an employee's willingness to invest personal resources in a task or activity. Behavioural engagement, according to Shuck and Herd (2012:161) refers to what employees physically do.

From the literature, it is evident that there are various definitions of employee engagement. This is, arguably because engagement principles and strategies differ between various organizations and managers. Next, the categories of engagement will be explored, followed by an overview of the most important engagement drivers.

2.2.3 Categories of employee engagement

According to the Gallup Consulting Organization (Garg & Kumar, 2012:86), employees can be classified into three main categories: engaged, not engaged and actively disengaged.

- **Engaged**

Engaged employees are seen as builders and innovators in their organizations. Employees who experience high levels of engagement also reach high levels of performance. They focus on constantly aligning themselves with the expectations for their roles in order to meet the desired objectives. Engaged employees have the need to utilize their talents and strengths to contribute towards the objectives of the organization. They are innovative and passionate and are moving their organization in a positive direction.

- **Not engaged**

Employees who are not engaged are more task orientated than results orientated. These employees are only focused on achieving the required expectations for their roles and are not driven to exceed them or excel in their performance. Employees who are not engaged do not feel that they are making a valuable contribution towards their organization, and often feel that their potential and talents are not being appreciated. These employees usually do not have a positive, productive relationship with their managers or colleagues (Garg & Kumar, 2012:86).

- **Actively disengaged**

The actively disengaged employees are also known as the "cave dwellers" in the organization. They are "consistently against virtually everything" and are constantly acting out their unhappiness and

demonstrating their negativity. Actively disengaged employees do not rely on their colleagues to generate products and services, but constantly undermine the accomplishments of their co-workers. The challenges created by actively disengaged employees can have a detrimental impact on the overall functioning and success of the organization (Garg & Kumar, 2012:86).

Engagement and disengagement can greatly influence an organization's productivity, performance, customer satisfaction, employee retention and the image and culture within the organization (Garg & Kumar, 2012:87; Rana *et al.*, 2014).

2.2.4 Antecedents and consequences of employee engagement

The concept of employee engagement has gained increasing attention over the past few decades, as many drivers have been identified as having an influence on employee performance and well-being. As employees are the key assets of the organization, engagement is regarded as a powerful tool for competitive advantage and organizational outcomes (Bedarkar & Pandita, 2014:106; Whittington & Galpin, 2010).

Bedarkar and Pandita (2014:106), listed the following as the most prominent antecedents of engagement: communication, work-life balance and leadership. Communication refers to the internal communication practices within the organization that convey the values and objectives of the organization to all the employees. Work-life balance relates to the "fit" between the various personal and work-related roles of an individual. Leadership is a key antecedent to employee engagement, as certain leadership behaviours are associated with various engagement constructs such as motivation, job satisfaction, organizational commitment and organizational citizenship (Bedarkar & Pandita, 2014:112).

However, when developing engagement strategies, managers should consider all the engagement drivers as well as the different dimensions of employee engagement. According to Kahn (1990) employee engagement can be categorized into the following dimensions: cognitive engagement, emotional engagement, and behavioural engagement. These dimensions refer to whether an individual perceives his/her work as meaningful, safe and rewarding and if he/she is willing to invest personal resources to execute the required tasks. Kahn (1990) also proposes that an employee

will only be engaged when he/she is invested in his role and organizational objectives through the cognitive, emotional and behavioural objectives, and only when energies are expressed through all of them.

Therefore, Krishnaveni and Monica (2016:7) have identified job characteristics, good supervisor relations, good co-worker relations, training, and development as well as rewards and recognition as the five main drivers of engagement that are aligned with the cognitive, emotional and behavioural aspects of engagement.

- **Job characteristics**

Job characteristics, as defined by Krishnaveni and Monica (2016:10) relate to the meaningfulness, psychological safety and availability derived from one's work. Managers should, therefore, focus on effective job design in order to create meaningfulness and value for the organization's employees.

- **Supervisor and co-worker relationships**

According to Krishnaveni and Monica (2016:11), supervisor support and healthy co-worker relationships have a positive impact on employee engagement. These relationships are essential for employees to harness themselves in the physical, emotional and cognitive dimensions in the workplace.

- **Development and growth opportunities**

Employee engagement can be achieved if an organization provides individual training and development, growth opportunities and challenging tasks (Krishnaveni & Monica, 2016:11).

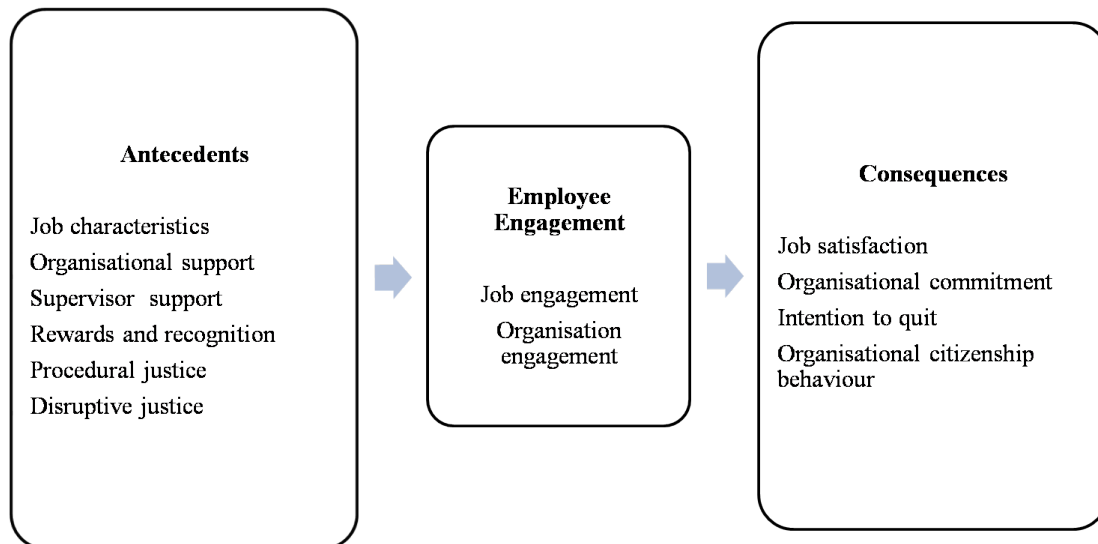
- **Rewards and recognition**

According to Saks (2006:606), fair distribution of rewards, recognition, and benefits is an important driver of employee engagement. Rewards, as an integral part of engagement, contributes towards the emotional engagement levels experienced by employees (Saks, 2006).

With job characteristics, organizational support, rewards and recognition and training and development as the most important drivers of engagement, Saks (2006:606) mentions that by integrating the engagement drivers with the individual dimensions of engagement may yield positives consequences for organizations. However, according to Saks (2006:606) in order for employee engagement to generate business results, it must first have an impact on the individual

level outcomes. This concept is demonstrated in Saks' model of the antecedents and consequences of employee engagement.

Figure 1: The antecedents and consequences of employee engagement



Source: Saks (2006:604)

The model illustrates the antecedents as the drivers of employee engagement that lead to business outcomes of job satisfaction, organizational commitment, and organizational behaviour. Employee engagement can thus be seen as a mediator between the antecedents and consequences of engagement (Saks, 2006:607).

As mentioned by Krishnaveni and Monica (2016:13), employees will become engaged only when the organization addresses their needs and when they can align themselves with the tasks and objectives of the organization. When the psychological and emotional needs of employees are met, the engagement drivers can be connected to the physical, emotional and cognitive dimensions of the employees.

Employee engagement has become a popular topic among researchers, and various engagement drivers have been identified as important for the objectives and success of organizations. However, it is important to note that engagement drivers differ between industries and generations. Therefore, for the purpose of this study, the engagement and job satisfaction levels of the millennial generation will be investigated. The millennials, as the newest generation to the workforce, exhibit values that

differ from other workplace generations (Gilbert, 2011:28; Stewart *et al.*, 2017:46). Managers are thus confronted with a new engagement obstacle: engaging the millennials.

2.3 JOB SATISFACTION

Job satisfaction can be regarded as a predictor of employee engagement and should be encouraged in order to promote talent retention and productivity (Bellani *et al.*, 2018). An overview of job satisfaction will be demonstrated, including the definition of job satisfaction, the drivers of job satisfaction and the role of job satisfaction in facilitating employee engagement.

2.3.1 Definition of job satisfaction

Job satisfaction refers to the degree to which employees are satisfied with their work (Abraham, 2012:27). Hence, a career that is meaningful will create a feeling of satisfaction for the employee. According to Spector (cited by Bellani *et al.*, 2018:16), job satisfaction relates to the degree to which employees are satisfied with certain aspects of their work. Employees who perceive their work as meaningful and satisfactory will demonstrate higher levels of job satisfaction and will exhibit an overall positive attitude towards their work and environment (Bellani *et al.*, 2018:16)

Bellani *et al.* (2018:16) further mention that job satisfaction can be measured globally to determine whether individuals are satisfied with their roles. Organizations should, therefore, ensure that the overall job satisfaction of their employees is monitored and enhanced on a continuous basis in order to promote productivity, employee engagement and overall organizational success.

2.3.2 Drivers of job satisfaction

Across the globe, industries and organizations are under pressure to attract the best talent, to motivate their workforce and to remain competitive. According to Abraham (2012:27), a job that is meaningful and that provides career prospects can foster a sense of satisfaction among employees. However, in order to promote job satisfaction, organizations will be required to create a stable, satisfactory working environment (Abraham, 2012:27). It is therefore beneficial for organizations to identify the most important drivers of job satisfaction.

According to Garg and Kumar (2012:94), the following factors are essential for job satisfaction:

- a clear career path that offers growth and development opportunities.

- fair compensation and other benefits.
- value creation for the organization's customers.

Garg and Kumar (2012:94) further mention that employees thrive in a satisfactory work environment that consists of:

- a reasonable workload.
- effective communication in the internal environment.
- healthy relationships with co-workers.
- the effective functioning of organizational dynamics.

Garg and Kumar (2012:94) mention that a competitive remuneration package and the opportunity to grow within the organization are vital to attract and retain talent. As job satisfaction can be seen as a positive contributor towards employee engagement, the relationship between these two constructs will now be discussed.

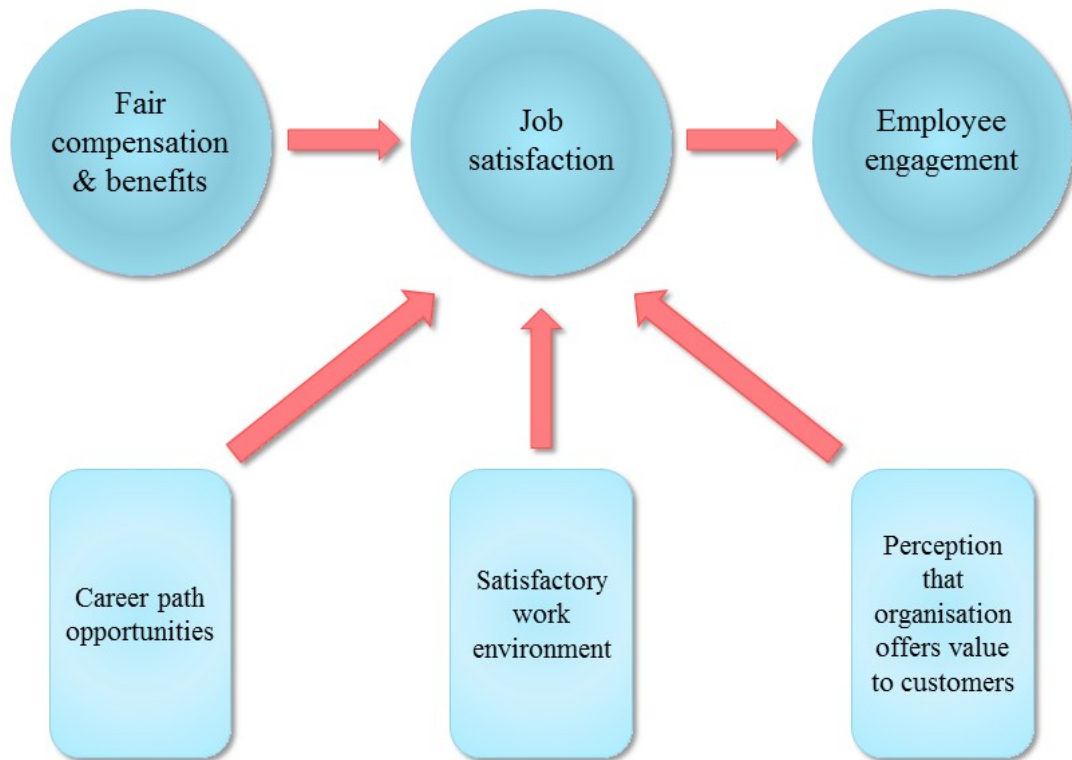
2.3.3 Job satisfaction as an antecedent to employee engagement

Numerous studies have been conducted to investigate the relationship between job satisfaction and employee engagement (Brunetto *et al.*, 2012; Leary *et al.*, 2013; Warr & Inceoglu, 2012). According to Garg and Kumar (2012:93), job satisfaction is not synonymous with engagement but is a significant driver of engagement. The important factors for job satisfaction are compensation and benefits, career opportunities, a healthy working environment, communication and good relations with colleagues and superiors (Garg & Kumar, 2012:94).

Abraham (2012:30) mentions that job satisfaction can be an important consequence of employee engagement. Providing compensation and benefits, a healthy working environment, equal treatment, and team spirit, can enhance job satisfaction which will lead to employee engagement (Abraham, 2012:35).

The role of job satisfaction on employee engagement is demonstrated in Garg and Kumar's model of job satisfaction and engagement (2012).

Figure 2: The role of job satisfaction on employee engagement



Source: Garg and Kumar (2012:95)

The model illustrates that satisfaction drivers, including fair compensation and growth opportunities, create a satisfactory work environment that cultivates job satisfaction, leading to employee engagement. Even though job satisfaction is not synonymous with employee engagement, research has demonstrated that job satisfaction is an important antecedent to employee engagement. Job satisfaction in employees will lead to employee engagement if the organization ensures competitive benefits and employee participation in developmental activities (Abraham, 2012:35).

2.4 STRUCTURAL EMPOWERMENT

It has been demonstrated that there is a positive relationship between job satisfaction and employee engagement. However, this study aims to also examine the role of structural empowerment on job satisfaction. The concept and elements of structural empowerment are discussed below.

2.4.1 Definition of structural empowerment

Empowerment has become an important tool for motivating and encouraging employees to take initiative and respond effectively to work-related challenges. Empowered employees are regarded as more satisfied with their work and engaged in the objectives of the organization (Orgambídez-Ramos & Borrego-Áles, 2014:28).

According to Kanter (cited by Meng *et al.*, 2015:304), structural empowerment refers to an employee's capacity to gain access to opportunities, information, and resources in order to achieve his/her goals.

Access to opportunity, information, and resources are the main elements of structural empowerment and are discussed below.

2.4.2 Elements of structural empowerment

Meng *et al.* (2015:304) propose that access to information, opportunities, resources, and support refer to the following

- **Access to information**

Access to information relates to the skills and knowledge needed by employees to perform well within the organization.

- **Access to opportunities**

Opportunity, as mentioned by refers to the growth and development prospects, challenging tasks and self-determination of employees in an organization.

- **Access to resources**

Access to resources relates to an employee's ability to access the time, finances and equipment needed to perform his/her tasks.

- **Access to support**

Support refers to the feedback and facilitation from colleagues and managers.

Horwitz and Horwitz, (2017:4) found that establishing the aforementioned structures will result in lower employee turnover, improved organizational commitment and a sense of self-worth among the employees. It can, therefore, be argued that structural empowerment is related to job satisfaction, organizational commitment and engagement.

2.4.3 Structural empowerment as an antecedent to job satisfaction

Orgambidez-Ramos and Borrego-Áles (2014:28) identified a link between empowering work settings and organizational outcomes including job satisfaction, organizational commitment, and effectiveness. Orgambidez-Ramos and Borrego-Áles (2014:34) further mention that access to opportunity is a key driver of intrinsic job satisfaction. Intrinsic job satisfaction relates to the satisfaction derived from the job itself, including job content, responsibility, variety, and interesting work. Access to information is related to the supervisor and colleague relationships of job satisfaction. According to Orgambidez-Ramos and Borrego-Áles (2014:34), access to resources, opportunity, and support will elevate the levels of job satisfaction experienced by employees, leading to improved employee engagement.

It can be assumed that there is a positive relationship between employee engagement, job satisfaction, and structural empowerment. The purpose of this study is to investigate the relationship between job satisfaction and employee engagement, and the mediating role of structural empowerment. The study will focus on the millennial generation and the unique values, characteristics, and expectations of this generation of employees.

2.5 MILLENNIALS: THE NEW GENERATION

The millennial generation also referred to as Generation Y, are the individuals born between 1981 and 2000 and are regarded as the newest generation to enter the workforce and commence their professional careers (Karsh & Templin, 2013:14). According to Chou (2012:71), millennials differ vastly from other workplace generations in terms of their beliefs, values, characteristics, and attitudes. While often being characterized as lazy, selfish and rude (Myers & Sadaghiani, 2010:225), millennials are praised for their self-confidence, technological skills and their contributions towards teamwork (Gilbert, 2011:26).

Meister and Willyerd (2010:71) noted that millennials demonstrate unique characteristics in terms of their expectations from their employers, the organizations they work for and their learning and development needs. These characteristics will now be discussed in detail.

2.5.1 Expectations from employers

According to Meister and Willyerd (2010:71), millennials expect the following from their employers:

- constant and honest feedback on their performance and areas of improvement.
- flexible working hours and the autonomy to develop their own working schedules.
- employers should act as a mentor for career guidance and personal development.
- employers are expected to provide financial support for learning and development programs.
- employers should provide guidance for career development.

2.5.2 Expectations from organizations

Millennials have the following expectations from the organizations they work for (Meister & Willyerd, 2010:71).

- organizations are expected to promote a healthy balance between work and personal life.
- companies should demonstrate firm values.

- provide flexible and competitive remuneration packages and other benefits.
- promote future skills development.

2.5.3 Millennials' learning and development needs

Millennials demonstrate the following educational needs (Meister & Willyerd, 2010:71):

- millennials have the need to acquire leadership skills.
- millennials have the need for improved knowledge about various industries.
- the opportunity to be innovative and creative.
- improved technical skills and knowledge in their specified roles.
- the autonomy of self-management.

Millennials, as indicated by Meister and Willyerd (2010:69), demonstrate a high sense of achievement and seek careers that are meaningful and fulfilling. Comprising of almost half of the workforce in the world, millennials perceive work as an integral part of their everyday lives and therefore have the need to socialize, develop new skills and competencies and to feel like they are contributing towards a bigger purpose (Meister & Willyerd, 2010:69).

2.6 CHAPTER CONCLUSION

Organizations in all sectors are faced with the challenge of remaining competitive in the global market. Employees, who are regarded as the engine of these corporations, are regarded as valuable resources that will enable organizations to remain competitive and sustainable. Managers are therefore faced with the responsibility to engage, motivate and stimulate these employees in order to achieve employee retention and improved outputs.

The challenge of motivating and engaging employees has become more complex since the arrival of the millennials. According to Gilbert (2011:26), millennials perform best when faced with challenging tasks and require constant feedback on their performance. They seek a healthy work-life balance while chasing rapid career growth. Therefore, the main engagement drivers for

millennials, as identified by Gilbert (2011:27) are performance management, work-life balance, and career growth.

Another important driver of engagement is job satisfaction. According to Garg and Kumar (2012:94), the main drivers of job satisfaction are professional growth, benefits, and compensation, strong relations with colleagues and a healthy working environment. Taking the abovementioned similarities into consideration, one can assume that there is a positive relationship between job satisfaction and employee engagement experience by the millennial generation.

Numerous studies have been conducted to investigate the relationship between job satisfaction and employee engagement (Rayton & Yalabik, 2014). However, engagement drivers and job satisfaction determinants differ between generations and across various industries. Therefore, for the purpose of this study, the relationship between job satisfaction and the engagement levels of millennials is explored, with a critical focus on the role of structural empowerment.

In order to enhance employee retention and organizational commitment, managers need to develop a sound understanding of the drivers of job satisfaction that can influence employee engagement, and how the elements of structural empowerment can contribute towards employee retention and organizational commitment. Every organization is unique, therefore unique engagement strategies are required to meet the needs of a diverse generation of employees.

2.7 CHAPTER SUMMARY

This chapter included a review of the literature regarding employee engagement, job satisfaction, structural empowerment, and the unique characteristics and behavioural attributes of the millennial generation.

The next chapter presents empirical research. The research methodology, as well as the results from the empirical study, is presented.

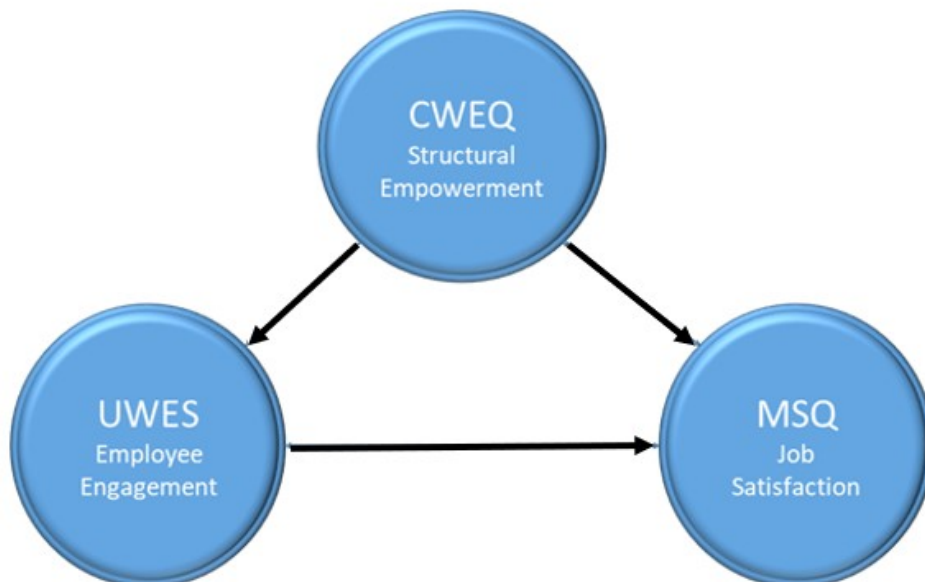
CHAPTER 3: EMPIRICAL RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section outlines the research methodology and procedures followed for the execution of this study. Research methodology refers to the techniques, approaches and procedures followed to investigate the research problem and to answer the primary research question (Kallet, 2004).

To investigate the mediating role of structural empowerment on the effect of employee engagement on job satisfaction, the model given in figure is proposed. Should the three relationships indicated by the arrows be proven, it would be proven that there is a causal relationship between the independent variable (employee engagement) and the dependent variable (job satisfaction), but also that structural empowerment acts as a mediator in the relationship.

Figure 3: Hypothesised model for the study



3.2 RESEARCH APPROACH

There are three main approaches to conducting research: Quantitative research, qualitative research, and mixed-methods research. This study follows a quantitative approach to answer the primary research question.

According to Vaismoradi *et al.* (2013:398), qualitative research is the study of a phenomenon in order to gain an in-depth understanding of the perspectives and lives of the participants. As the purpose of this study is to investigate the millennial generation and their perspectives on job satisfaction, employee engagement, and structural empowerment, it can be argued that a qualitative approach should be applied. However, the study includes job satisfaction, employee engagement, and structural empowerment as dependent and independent variables. During the study, the engagement levels of the participants are measured using the Utrecht Work Engagement Scale (UWES), while job satisfaction is measured using the Minnesota Job Satisfaction Questionnaire (MSQ). Structural empowerment is measured by means of the conditions for Work Effectiveness Questionnaire (CWEQ II). These methods can be classified under the quantitative research approach. Thus, the study uses quantitative research to support the objectives of the study.

3.3 RESEARCH DESIGN

The research design refers to the research strategy that will be adopted to integrate the various components of the study in an effective, logical way to address the research problem (De Vaus, 2001). For the purpose of this study, cross-sectional survey design is used.

A cross-sectional study is the evaluation of diverse variables in the specified population group at a single point in time (Andrews, 2018.) As mentioned by Sedgwick (2014), a cross-sectional study is best for identifying certain behaviours of the specified population group and is mainly executed in the form of a questionnaire survey. Survey research, according to Fowler (2014), is designed to produce statistics about a target population with regards to the unique beliefs, values, and characteristics demonstrated by the population.

In order to conduct survey research, several steps should be followed to ensure the successful execution of the study. The first step, according to Bryman *et al.* (2017:169), is to decide on a topic to be researched, followed by a comprehensive review of the literature. The next step in the process is to formulate research questions and to identify the population and sampling strategy relevant to the study. Designing the questionnaires is the next step, followed by the distribution and analysis of the questionnaires/surveys (Bryman *et al.*, 2017:169).

For the purpose of this study, a cross-sectional approach is implemented. The study investigates the millennial phenomenon and the values, attitudes, and behaviours relevant to this generation of employees. Questionnaires are presented to participants in private hospitals at a single point in time, after which the data is analysed.

3.4 RESEARCH POPULATION AND SAMPLE

Bryman *et al.* (2017:170) describe the research population as the units, individuals, nations, cities, and regions from which the sample will be selected. The sample refers to the segment or subset of the population that will be selected to participate in the research (Bryman *et al.*, 2017:170). The population relevant to this study will now be discussed, followed by the sampling method and unit of analysis to be investigated.

3.4.1 Research population

The targeted population for this study is millennial employees working in private hospitals. The population group comprises of millennials working in all departments and business units within the private hospital. The population group consists of semi-skilled, skilled and professional employees. Both male and female participants are included in the study. Employees in any occupation or designation within the private hospital and across various cultural backgrounds are included in the investigation. Unskilled workers, cleaning and kitchen staff, security guards, janitors, and parking attendants are excluded from the study.

3.4.2 Sampling method

The sampling technique that is used for this study is purposive sampling. In purpose sampling, the research participants are selected with a purpose to answer the specific research questions. Purposive sampling is a form of non-probability sampling, meaning that the participants will not be selected on a random basis (Bryman et al., 2017:186). As the objective of this study is to investigate millennials in private hospitals, purposive sampling is the most appropriate sampling method to support the research objectives.

After ethical clearance and formal permission has been obtained, the designated department at the private hospital is contacted to provide a list of all employees working at the hospital. Out of the provided list, all employees who were born between 1981 and 2000 (excluding unskilled workers) are invited to participate in the study.

3.4.3 Unit of analysis

For the purpose of this study, private hospitals are the organizational unit where the research is executed. Employees who are employed at the facility and who were born between 1981 and 2000 are invited to participate in the study. The variation of participants in terms of gender, occupation and cultural values generates a sample that is representative of the population group and therefore enables the researcher to generalize the findings from the study.

3.5 RELIABILITY AND VALIDITY

A quantitative design is implemented for the purpose of this study; hence questionnaires are the primary method for collecting the data. These methods can be classified under the quantitative research approach.

This section will assess the quality and rigor of using a quantitative approach, by addressing issues of validity and reliability.

3.5.1 Validity

Validity, according to Bryman *et al.* (2017:38), refers to whether a measuring instrument measures exactly what it is designed to measure. In quantitative research, various methods can be implemented to determine the validity of a measurement. These include face validity, concurrent validity, predictive validity, construct validity, convergent validity, and discriminant validity.

- **Face validity**

Face validity, according to Bryman *et al.* (2017:38), can be established by asking experienced researchers in the field of interest, if the measurement captures the essence of the concept.

- **Concurrent validity**

Concurrent validity can be established by including criteria that can allow cases or people to differ from the concepts in the study (Bryman *et al.*, (2017:38).

- **Predictive validity**

According to Bryman *et al.* (2017:38), predictive validity can be used to test the validity of an instrument by including a future criterion measure, for example, future levels of absenteeism to measure job satisfaction.

- **Construct validity**

Construct validity establishes whether a test measures the theoretical elements and constructs for which it is designed or reported to measure. Construct validation requires a wide range of sources and information to support the measurement of the test as relevant (Bryman *et al.*, 2017:39).

- **Convergent validity**

According to Bryman *et al.* (2017:39), convergent validity can be established by comparing a measurement of a concept with another measure of the same concept, for example using questionnaires to measure job satisfaction and comparing it with structured observation methods to measure job satisfaction.

- **Discriminant validity**

Discriminant validity is used to test if concepts that are known to be unrelated to one another are in fact unrelated and not correlated with one another (Bryman *et al.*, 2017:39).

As this study will follow a quantitative approach, the validity factors of quantitative research methods will be considered. As the study uses quantitative data collection methods (questionnaires), the validity of the measuring instruments will be evaluated using exploratory factor analysis. Validated existing questionnaires will be used for the purpose of this study; therefore, the validity of these instruments has already been determined by various other studies.

3.5.2 Reliability

Reliability, according to Bryman *et al.* (2017:36) refers to whether a concept is consistent. There are three main factors involved in determining if a measure is reliable, namely stability, internal reliability, and inter-observer consistency. Stability, according to Bryman *et al.* (2017:36) refers to whether a measurement is stable over time without fluctuating. Internal reliability determines if the indicators of the scale or index are consistent, while inter-observer consistency relates to whether the observations of different observers are consistent (Bryman *et al.*, 2017:36). The method used to test for reliability is to test for Cronbach's alpha coefficient. Values above 0.7 are regarded as reliable, but according to Field (2013:356) values as low as 0.57 could be acceptable in the case of psychological constructs (which the constructs in this present study are).

3.6 MEASURING INSTRUMENTS

For the purpose of this study, questionnaires are the primary data collection method to support the research objectives. According to Bryman *et al.* (2017:191), a self-completion or self-administered questionnaire requires participants to answer specific questions by completing the questionnaire on their own. Self-completion questionnaires can be distributed through mail or post, internet or emailed surveys or the researcher can deliver the questionnaire by hand and collect them after the participants have completed all the questions (Bryman *et al.*, 2017:191).

According to Bryman *et al.* (2017:192), self-completion questionnaires compared to structured interviews are more affordable; it reduces the risk of interviewer bias and is relatively quick and easy to manage. Therefore, due to the nature and purpose of this study, self-completion surveys are distributed to private health care facilities where the participants are invited to complete the questionnaire on their own. For this study, three existing questionnaires were combined in a single survey to measure employee engagement, job satisfaction, and structural empowerment.

3.6.1 Section A: demographic information

Section A of the survey includes a biographical questionnaire to gather information about the demographical characteristics of the participants. The information includes aspects such as gender, age, education, and employment history. The questionnaire is accompanied by a cover letter to inform participants of the purpose of this study and to encourage them to complete the questionnaire as honestly as possible. The participants were also assured that all information will be treated confidentially and with integrity. It is critical that only those demographic characteristics from which conclusions could be drawn are included in the questionnaire. The questionnaires are shown in the Appendix.

3.6.2 Section B: employee engagement

Employee engagement is measured by using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003). The UWES has been developed in a manner that includes all the elements of work engagement, namely vigour, dedication, and absorption.

Vigour, according to Schaufeli and Bakker (2003:5) refers to high levels of energy and resilience and the ability to work under pressure. The six items concern aspects such as “At my work, I feel bursting with energy” and “I can continue working for very long periods of time.” People who score high on vigour generally experience a lot of energy and stamina while working, while individuals who score low on vigour have less energy and stamina while they are working. Dedication refers to a sense of pride and significance derived from one’s work. The five items concern aspects such as “I find the work that I do full of meaning and purpose.” Those who score high on dedication strongly identify with their work and regard it as inspiring, challenging and meaningful, while those participants who score low on dedication do not identify with their work. Finally, absorption refers to a feeling of happiness derived from one’s work. The six items concern aspects such as “Time flies when I’m working.” People who score high on absorption generally feel happy and immersed in their work and find it challenging to detach themselves from their tasks, while people who score low on absorption do not feel happy or immersed in their work.

The UWES takes approximately 5 to 10 minutes to complete and can be done individually and in groups. The 17-item version of the UWES consists of 6 vigour items, 5 dedication items and 6 absorption items (Schaufeli & Bakker, 2003:33). According to research conducted by De Bruin *et*

al. (2013:4), the Cronbach's alpha for the UWES yielded the following results: Vigour: 0.88; Dedication: 0.91; and Absorption: 0.85. As mentioned by Tavakol & Dennick, (2011:53) the Cronbach alpha coefficient is the most effective tool to measure reliability, with the acceptable value ranging between 0.60 and 0.95.

3.6.3 Section C: job satisfaction

Job satisfaction is measured in Section C by utilizing the Minnesota Job Satisfaction Questionnaire (MSQ) developed by Weiss *et al.* (1967). The purpose of the MSQ is to determine how satisfied or dissatisfied an individual is with his or her job. The short version of the MSQ has been applied for this study and consists of 20 questions that include aspects such as "I have the chance to work alone in my job" and "I am satisfied with my pay and the amount of work I do."

The MSQ is a self-administered questionnaire and takes approximately 5 to 10 minutes to complete. A five-point Likert scale is used to measure the respondent's level of job satisfaction with 1 being "very dissatisfied" and 5 "very satisfied." Numerous studies have confirmed the reliability and validity of the MSQ. Research conducted by Kumar and Khan (2014:251) revealed Cronbach's alpha value of the MSQ as 0.90.

3.6.4 Section D: structural empowerment

The survey concludes with section D where the Conditions for Work Effectiveness Questionnaire (CWEQ II) is used to measure structural empowerment. This instrument was developed by Laschinger *et al.* (2001) and is used to measure the level of empowerment experienced by individuals with regards to access to resources, information, and support, informal and formal power.

The CWEQ II consists of 7 subsections with a total of 21 questions. The participants are requested to answer each item by indicating their response on a five-point Likert scale from 1 being "none" and 5 "a lot." Research conducted by Willis (2015) revealed the construct validity and Cronbach's alpha coefficients of the CWEQ II as 0.72 and 0.82.

3.7 PROCEDURE

3.7.1 Preliminary Arrangements

Permission was given by the Research Department of the relevant hospital to approach their employees for the purpose of this study, see the Appendix. An e-mail was sent out to all line managers requesting their co-operation in the completion of the questionnaires.

3.7.2 Ethical Aspects

Ethics plays a vital role in conducting research. For the purpose of this study, the required ethical considerations have been adopted to avoid physical or emotional harm to both the participants as well as the researcher.

Therefore, ethical considerations of privacy and confidentiality were addressed. Ethical clearance has been granted prior to the research to ensure that the individual values of the researcher reflect honesty and integrity and to protect the participants with regards to sensitive information, informed consent, and confidentiality.

The sampling technique used for this study was purposive sampling. A list of all employees was received from the HR department of the Hospital, after which all the Millennials (employees who were born between 1981 and 2000) were invited to participate in the study. Hard copies of the questionnaires were distributed to the participants to complete on their own. The objectives and nature of the research were explained, as well as the different constructs, and put in relation to the value it holds for the person and the organization. The questionnaires were conducted anonymously, and the participants were required to return the hard copies of the completed questionnaires to the boxes placed in the office.

It must be noted that, although the study was carried out in a hospital environment, the topic is a people management issue, and not necessarily a health-related issue. The normal ethical considerations referring to management issues, therefore, apply, rather than the standard health care industry considerations.

3.7.3 Administration of the measuring instruments

Prior to conducting the research, participants received an informed consent form that explained the purpose, objectives, and implications of the study. The participants were also informed that their participation in the study is completely voluntary and that they may withdraw from the study at any time.

3.7.4 Data capturing and feedback

After the completed questionnaires were received, the data was captured in a Microsoft Excel spreadsheet to assist with the statistical analysis process. Feedback regarding the outcome and results of the research project will be made available to the participants upon request. The management team and research department of the relevant hospital will also be provided with written feedback regarding the results of the study.

3.8 STATISTICAL ANALYSIS

The statistical analyses were executed by means of the SPSS Statistical Software Program (IBM SPSS, 2009).

The first step in the data analysis process was to determine the internal consistency and reliability of the questionnaires used in the study. According to Tavakol and Dennick (2011:53), validity and reliability are vital components in the assessment of a measuring instrument. Validity refers to the degree to which an instrument measures what it is designed to measure, while reliability determines if the instrument is consistent (Tavakol & Dennick, 2011:53). The reliability of the instrument is closely related to its validity and the instrument cannot be valid if it is not reliable (Tavakol & Dennick, 2011:53). The Cronbach alpha coefficient has become the most widely used tool to measure reliability. As this study used existing questionnaires as the primary data collection method, the reliability and validity of these questionnaires have been confirmed in previous studies. According to Tavakol and Dennick (2011:53), the ideal value for the coefficient is between 0.60 and 0.95. However, for the objectives of this study, the Cronbach alpha coefficient is calculated to determine the validity and reliability of the instrument among personnel in the health care industry.

The next step in the statistical analysis process was to determine the relationship between the variables (engagement, job satisfaction, and structural empowerment). The Pearson product-moment correlation is used to specify the relationship between these variables. The first calculation determines whether a relationship exists between job satisfaction and employee engagement, while the second calculation determines the relationship between structural empowerment and employee engagement. According to Wilson (2009), variables are correlated if a change in one variable is created by a change in another variable, either in the same or opposite direction. The coefficient, expressed as r , is calculated to determine the direction and strength of a relationship. The coefficient (r) will lie between 0 (no relationship) and 1 (a perfect relationship). The closer the coefficient is to 1, the stronger the relationship, and the closer it is to 0, the weaker the relationship (Bryman *et al.*, 2017:322). The direction of the relationship will be indicated by either a positive or a negative coefficient. A value of +1 indicates a perfect positive relationship between the variables, while a value of -1 signifies a perfect negative relationship (Bryman *et al.*, 2017:322).

In addition to the above, multiple regression analysis is calculated to determine the cause and effect relationship between the variables. As indicated by McDonald (2014), multiple regression analysis can be used when three or more variables are present, where one of the variables will be known as the dependent variable (Y), and the rest of the variables are the independent variables (X). By using multiple regression analysis, the researcher will be able to predict the unknown Y values that correspond to a set of X values (McDonald, 2014). Multiple regression analysis is, therefore, a useful tool for understanding the functional relationships between the dependent and independent variables (McDonald, 2014).

The significance of the results is determined by means of descriptive statistics and effect sizes. Descriptive statistics, as mentioned by Narkhede (2018) can be categorized into measures of central tendency and measures of variability. Central tendency is calculated by the mean. The mean is the average or central tendency of the data; it is a single number that describes the value of the data (Narkhede, 2018). A measure of variability is calculated by the standard deviation and calculates the average distance between each unit and the mean (Narkhede, 2018).

3.9 EXPECTED CONTRIBUTION OF THE EMPIRICAL STUDY

After conducting an extensive review of current and previous literature, it is clear that various studies have been conducted to investigate employee engagement, engagement drivers, job satisfaction and structural empowerment.

According to research conducted by Kowske *et al.* (2011:278), different generations in the workplace experience different drivers of job satisfaction. There is a gap in the current literature on engagement and job satisfaction differences across generations and across various industries. Thus, there is a need to further investigate the millennial generation with regards to their perspectives on job satisfaction, engagement, and structural empowerment.

Engagement strategies also differ between organizations and industries. An engagement strategy employed in Company A, will not necessarily work effectively for Company B. Therefore, there is a need for companies to develop engagement strategies that are aligned with the unique objectives and culture of the organization. According to Kohli (2014), engagement in hospitals requires urgent attention. Kohli (2014) further mentions that hospitals have overlooked the value of engagement strategies which can have a negative impact on the organization and the workforce.

Therefore, the purpose of this study is to contribute to engagement strategies and the enhancement of job satisfaction in the health care industry.

3.10 RESEARCH HYPOTHESES

The following assumptions or research hypothesis are regarded as relevant for the purposes of this study:

- H1: Statistically significant relationship exists between job satisfaction and employee engagement.
- H2: There is a significant relationship between structural empowerment and employee engagement.
- H3: There is a significant relationship between structural empowerment and job satisfaction.

3.11 CHAPTER SUMMARY

This chapter included the specific research and data collection methods used for the empirical study. The sampling technique and participants used for the study were also discussed, followed by an overview of the measuring instruments and statistical analysis methods used for the study.

Chapter 4 deals with the report and discussion of the results of the empirical study.

CHAPTER 4: EMPIRICAL RESULTS AND DISCUSSION

4.1 INTRODUCTION

The previous chapter included a detailed description of the data collection methods, research methodology and statistical techniques applied to execute the empirical study. In this chapter, the results of the empirical study are reported and discussed.

The results of the biographical questionnaire will now be discussed, followed by a discussion of the data collected by the instruments. The chapter will conclude with a report on the hypotheses that were tested in this study.

4.2 BIOGRAPHICAL QUESTIONNAIRE

This section introduces the biographical profile of the research respondents (refer to Table 2). Biographical information is reported for gender, age group, level of employment and duration of employment.

A total of 82 questionnaires were received, representing a response rate of 82%. Table 2 indicates the numeric dispersion of the sample. The sample, therefore, consists of 82 subjects with 78 females (94.9%) representing the majority of the sample, and 4 (5.1%) males, comprising the minority of the sample.

Regarding age, the table illustrates that the age group equally comprises of 41 individuals (50%) below the age of 30, and 41 (50%) of the respondents above the age of 30 years.

The majority of respondents are junior managers (41.5%), followed by middle managers (36.5%) and senior management (22%). There were no respondents in the top management category.

Table 2: Biographical Profile of the Respondents

Item	Category	Frequency	Percentage
Gender	Male	4	5.1
	Female	78	94.9
Age Group (years)	<30	41	50.0
	>30	41	50.0
Level of Employment	Junior	34	41.5
	Middle	30	36.5
	Senior	18	22.0
Duration of Employment	0 - 2	26	31.7
	3 - 5	26	31.7
	6 - 10	20	24.4
	>10	10	12.2

Regarding the duration of employment, the majority of the respondents (63.4%) have been employed by the hospital between 0-5 years, followed by 24.% of the respondents being employed between 6-10 years. The minority of the sample (12.2%) have been working for the hospital for longer than 10 years.

4.3 DESCRIPTIVE STATISTICS

4.3.1 Employee Engagement

The Utrecht Work Engagement Scale (UWES) was used to determine how engaged or disengaged the respondents are to their current workplace.

The Utrecht Work Engagement Scale (UWES) was developed by Schaufeli and Bakker (2003) and includes all the elements of work engagement, namely vigour, dedication, and absorption. Therefore, for the purpose of this study, the UWES scores of vigour, dedication, and absorption were calculated and will be compared with the remaining factors and their results calculated in the factor analysis.

According to Schaufeli and Bakker (2003:5), vigour refers to high levels of energy and resilience and the ability to work under pressure. The UWES calculates Vigour in questions B1, B4, B8, B12, B15, and B17 (as indicated in Table 3 below). Dedication, as mentioned by Schaufeli and Bakker (2003:5), refers to a sense of pride and significance derived from one’s work. Dedication is therefore measured by questions B2, B5, B7, B10, and B13. Absorption refers to a feeling of happiness derived from one’s work (Schaufeli & Bakker, 2003:5), and is determined by questions B3, B6, B9, B11, B14, and B16.

The results of the Utrecht Work Engagement Scale (UWES) are illustrated in Table 3 below.

Table 3: Results of the Utrecht Work Engagement Scale (UWES)

Answer Option		Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always	Total	Mean	Standard Deviation
B1	At my work, I feel bursting with energy.	0	0	4	38	17	19	4	82	3.77	1.02
B2	I find the work that I do full of meaning and purpose.	0	0	1	8	17	25	31	82	4.94	1.05
B3	Time flies when I am working.	0	0	1	16	26	14	25	82	4.56	1.16
B4	At my job, I feel strong and vigorous.	0	0	7	19	19	26	11	82	4.18	1.19
B5	I am enthusiastic about my job.	0	0	2	13	16	21	30	82	4.78	1.18
B6	When I am working, I forget everything else around me.	0	2	9	26	25	12	8	52	3.73	1.21
B7	My job inspires me.	0	0	3	20	12	14	33	82	4.66	1.33
B8	When I get up in the morning, I feel like going to work.	0	4	9	20	20	15	14	82	3.91	1.42
B9	I feel happy when I am working intensely.	0	0	2	23	23	17	17	82	4.29	1.16
B10	I am proud of the work that I do.	0	0	0	5	11	17	49	82	5.34	0.93
B11	I am immersed in my work.	0	0	0	21	18	25	18	82	4.49	1.10
B12	I can continue working for very long periods of	0	0	3	17	22	24	16	82	4.40	1.13

	time.										
B13	To me, my job is challenging.	0	1	3	20	14	25	19	82	4.41	1.26
B14	I get carried away when I am working.	0	1	8	26	19	18	10	82	3.91	1.24
B15	At my job, I am very resilient, mentally.	0	0	2	20	25	28	7	82	4.22	0.99
B16	It is difficult for me to detach myself from my job.	0	2	11	29	13	19	8	82	3.73	1.29
B17	At my work, I always persevere, even when things do not go well.	0	0	3	17	17	19	26	82	4.59	1.24

Figure 4: Vigour calculated by the UWES

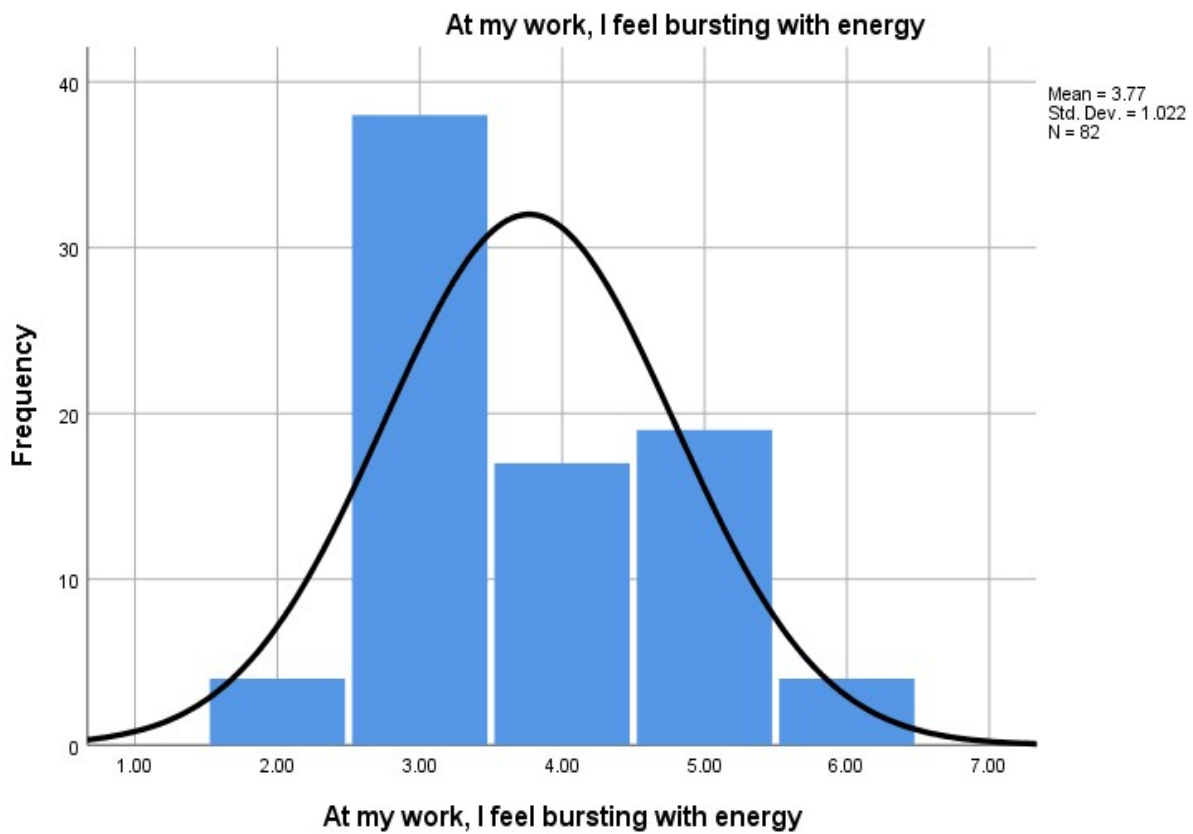


Figure 5: Dedication as calculated by the UWES

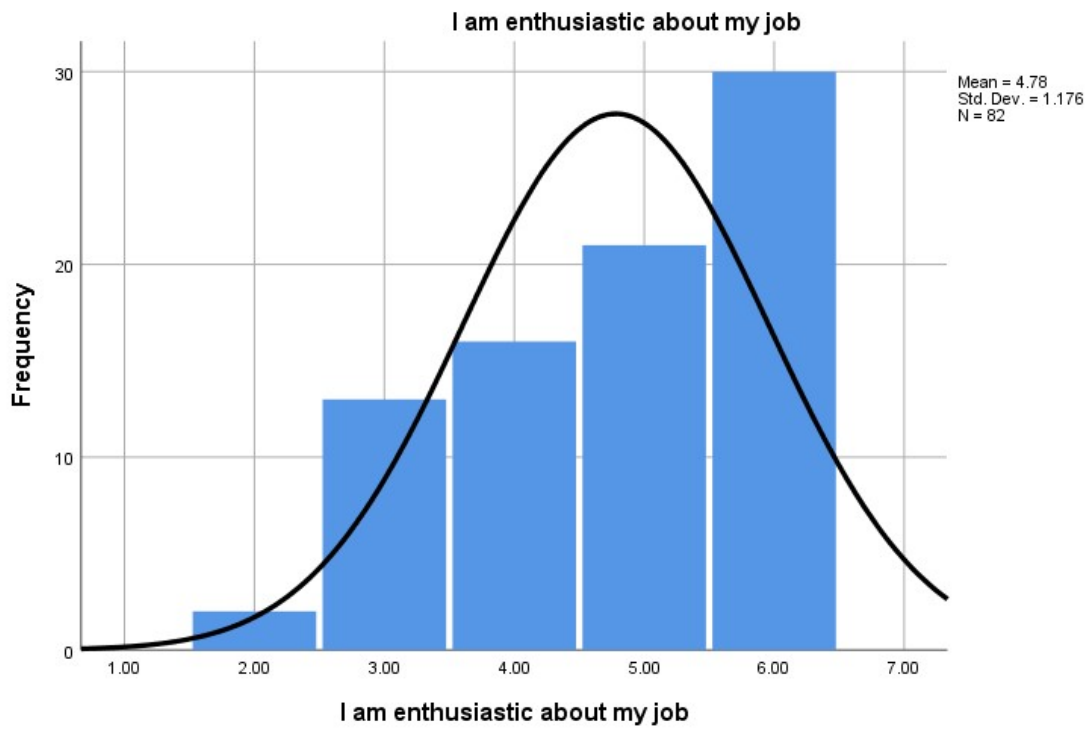
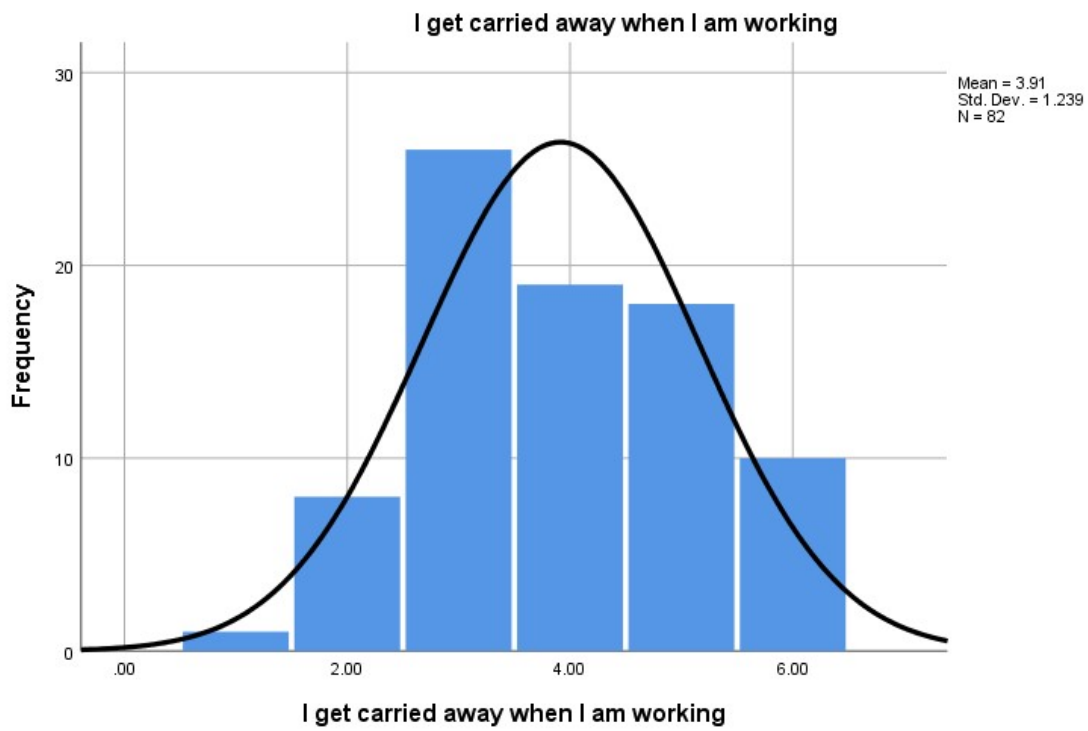


Figure 6: Absorption calculated by the UWES



Figures 4, 5 and 6 above illustrate how the participants scored on dimensions of vigour, dedication, and absorption. The results indicate that participants who scored high on vigour also scored high on dedication and absorption respectively. Thus, there is a strong correlation between vigour, dedication, and absorption.

4.3.2 Job Satisfaction

Job satisfaction is measured by utilizing the Minnesota Job Satisfaction Questionnaire (MSQ) developed by Weiss *et al.* (1967). The purpose of the MSQ is to determine how satisfied or dissatisfied an individual is with his or her job.

The results of the Minnesota Job Satisfaction Questionnaire (MSQ) are presented in Table 4 below.

Table 4: Results of the Minnesota Job Satisfaction Questionnaire (MSQ)

Answer Option		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Total	Mean	Standard Deviation
C1	Being able to keep busy all the time	0	1	27	38	16	82	3.84	0.74
C2	The chance to work alone on the job	2	7	29	35	9	82	3.52	0.92
C3	The chance to do different things from time to tome	0	4	23	41	14	82	3.80	0.81
C4	The chance to be “somebody” in the community	0	3	19	37	23	82	3.98	0.82
C5	The way my boss handles his/her workers	1	5	22	24	30	82	3.95	1.01
C6	The competence of the supervisor in making decisions	1	5	25	33	18	82	3.76	0.91
C7	Being able to do things that don’t go against my conscience	5	8	22	32	15	82	3.54	1.09
C8	The way my job provides for steady employment	0	3	13	41	25	82	4.07	0.78
C9	The chance to do things for other people	0	0	8	33	41	82	4.40	0.66
C10	The chance to tell people what to do	0	2	34	37	9	82	3.65	0.71
C11	The chance to use my abilities	1	2	12	43	24	82	4.06	0.81

C12	The way company policies are put into practice	4	6	16	35	21	82	3.77	1.07
C13	My pay and the amount of work I do	10	14	31	21	6	82	2.99	1.11
C14	The chance for advancement on this job	5	11	26	31	9	82	3.34	1.04
C15	The freedom to use my own judgement	2	10	39	25	6	82	3.28	0.86
C16	The chance to try my own methods of doing the job	5	9	25	36	7	82	3.38	1.00
C17	The working conditions	3	3	31	30	15	82	3.62	0.95
C18	The way my co-workers get along with each other	2	6	26	31	17	82	3.67	0.97
C19	The praise I get for doing a good job	4	7	22	31	18	82	3.63	1.07
C20	The feeling of accomplishment I get from the job	0	4	21	40	17	82	3.85	0.80

4.3.3 Structural Empowerment

Structural empowerment is measured by the Conditions for Work Effectiveness Questionnaire (CWEQ II). The CWEQ II was developed by Laschinger *et al.* (2001) and is used to measure the level of empowerment experienced by individuals with regards to access to resources, information, and support, informal and formal power.

The results of the Work Effectiveness Questionnaire (CWEQ II) are illustrated in Table 5.

Table 5: Results of the Work Effectiveness Questionnaire (CWEQ II)

Answer Option		None		Some		A lot	Total	Mean	Standard Deviation
How much of each kind of opportunity do you have in your present job?									
1	Challenging work	2	5	33	19	23	82	3.68	1.03
2	The chance to gain new skills and knowledge on the job	3	8	22	24	25	82	3.73	1.11
3	Tasks that use all your own skills and knowledge	0	10	24	30	18	82	3.68	0.95
How much access to information do you have in your present job?									

1	The current state of the hospital	2	11	24	26	19	82	3.60	1.06
2	The values of top management	5	5	35	23	14	82	3.44	1.04
3	The goals of top management	7	8	34	20	13	82	3.29	1.12
How much access to support do you have in your present job?									
1	Specific information about things you do well	2	8	39	20	13	82	3.41	0.96
2	Specific information about things you could improve	1	6	36	24	15	82	3.56	0.92
3	Helpful hints or problem-solving advice	2	7	30	21	22	82	3.66	1.04
How much access to resources do you have in your present job?									
1	Time available to do necessary paperwork	2	7	18	31	14	82	3.46	1.08
2	Time available to accomplish job requirements	2	9	29	30	12	82	3.50	0.96
3	Acquiring temporary help when needed	6	7	28	29	12	82	3.41	1.08
In work setting or job:									
1	The rewards for innovation on the job are	4	15	39	17	7	82	3.09	0.96
2	The amount of flexibility in my job is	2	12	34	26	8	82	3.32	0.93
3	The amount of visibility of my work-related activities within the institution is	2	11	39	23	7	82	3.27	0.89
How many opportunities do you have for these activities in your present job?									
1	Collaborating on patient care with physicians	2	12	37	19	12	82	3.33	0.98
2	Being sought out by peers for help with problems	1	8	30	30	13	82	3.56	0.92
3	Being sought out by managers for help with problems	4	10	35	21	12	82	3.33	1.03
4	Seeking out ideas from professionals other than physicians, e.g., physiotherapists, occupational therapists, dieticians	3	14	30	24	11	82	3.32	1.03
How much of each kind of opportunity do you have in your present job?									
1	Overall, my current work environment empowers me to accomplish my work in an effective manner	2	9	24	25	22	82	3.68	1.06
2	Overall, I consider my workplace to be an empowering environment	5	11	20	23	23	82	3.59	1.21

The results of the factor analysis are discussed below.

4.4 FACTOR ANALYSIS

4.4.1 Employee Engagement

For the purpose of this study, and for the sake of accuracy, the different dimensions of employee engagement had to be confirmed. Factor analysis was used to explore the intended scales of the Utrecht Work Engagement Scale questionnaire.

The Kaiser-Meyer-Olkin (KMO), as well as Bartlett's test of sphericity, was executed to determine sampling adequacy. According to Glen (2016), the Kaiser-Meyer-Olkin test evaluates the suitability of the data for factor analysis. The test measures sampling adequacy for each variable in the model and for the model as a whole. A KMO result of less than 0.6 indicates that the sampling size is inadequate, and that further action should be taken (Glen, 2016).

For this study, the KMO test revealed a value of 0.870, indicating that the sample is suited for the purpose and objectives of the study. Bartlett's test of sphericity was also significant for this analysis.

The results of the Kaiser-Meyer-Olkin and Bartlett's tests are illustrated in Table 6 below.

Table 6: Results of the KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,870
Bartlett's Test of Sphericity	Approx. Chi-Square	681,469
	df	136
	Sig.	0,000

Various factor solutions and dimensions of engagement were explored, the Kaiser criterion where eigenvalues are greater than 1 are considered for further investigation.

The eigenvalues, the amount of variance explained by the factors as well as the scree plot of the engagement dimension is listed below.

Table 7: Total variance and eigenvalues of the UWES

Total Variance Explained

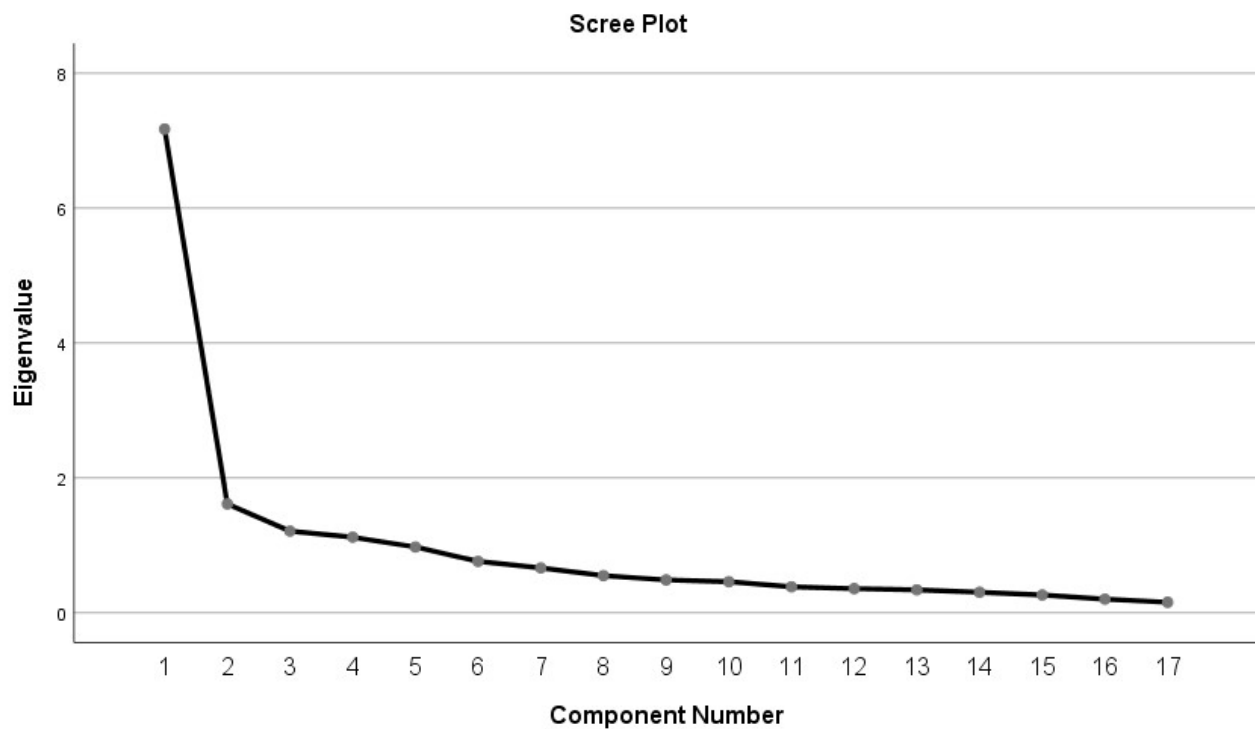
Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1 Inspiration and Motivation	7,172	42,187	42,187	7,172	42,187	42,187	6,134
2 Immersion	1,613	9,485	51,672	1,613	9,485	51,672	3,150
3 Challenging Tasks	1,209	7,112	58,784	1,209	7,112	58,784	2,745
4 Dedication and Commitment	1,119	6,583	65,367	1,119	6,583	65,367	3,268

The abovementioned table illustrates the total variance of the components, and the eigenvalues for each component are listed. For the engagement dimension, only the first four components recorded eigenvalues above 1 (7.172, 1.613, 1.209, 1.119). These four components explain a total of 65.37% of the variance.

In addition to the Kaiser-Meyer-Olkin and Bartlett's test, Pallant (2016:183) recommends to also examine the scree plot provided by SPSS, as the Kaiser criteria often yield too many components to be extracted.

The scree plot for the components of the UWES is illustrated below.

Figure 7: Scree plot of the UWES



The scree plot demonstrates a sharp curve in the shape of an elbow on the plot. Only the components above this point are retained. In the image above, there is a clear break between the first and second components. It can, therefore, be assumed that the first component (inspiration and motivation) explains and captures more of the variance than the remaining components. Thus, the first component of the UWES indicates that the measuring instrument accurately measures what it is intended to measure. The instrument can, therefore, be regarded as reliable and valid.

In addition to the above, the internal consistency (reliability) of the Utrecht Work Engagement Scale questionnaire was calculated and evaluated by means of the Cronbach's alpha coefficient. As mentioned by Pallant (2016:265), the Cronbach's alpha coefficient should yield a result of 0.6 or higher for the instrument to be considered reliable.

For this study, the Cronbach's Alpha for the Utrecht Work Engagement Scale questionnaire has been calculated and is illustrated in Table 8.

Table 8: Results of the internal consistency of the UWES

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,907	0,910	17

As demonstrated by Table 8 above, the Cronbach's alpha for the Utrecht Work Engagement Scale provided a result of 0.90. As the result is above 0.6, the UWES questionnaire can be deemed reliable, and accurately measures the variables of interest.

4.4.2 Minnesota Job Satisfaction Questionnaire (MSQ)

As done above with employee engagement, the data analysis could only be conducted once the dimensions of job satisfaction had been confirmed. Factor analysis was again used to determine the construct validity of the scales in the questionnaire.

In order to determine the adequacy of the sampling used in this study, the Kaiser-Meyer-Olkin test, as well as Bartlett's test of sphericity, were used. As mentioned by Glen (2016), a KMO result above 0.6 can be regarded as favourable.

The results of the KMO and Bartlett's test of the job satisfaction dimension is depicted in the below table.

Table 9: KMO and Bartlett's Test of the Minnesota Job Satisfaction Questionnaire (MSQ)

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,831
Bartlett's Test of Sphericity	Approx. Chi-Square	605,168
	df	171
	Sig.	0,000

The KMO value of the MSQ questionnaire was 0.831, and Bartlett’s sphericity was also significant. As done with the employee engagement dimension, various factor solutions were again explored using Kaiser criterion, eigenvalues, and scree plots.

For the MSQ questionnaire, 5 factors or components were identified, explaining 64% of the variance. The factors were named as follows:

Factor 1: Working Conditions

Factor 2: Advancement and Remuneration

Factor 3: Freedom and Independence

Factor 4: Acknowledgement

Factor 5: Management Support

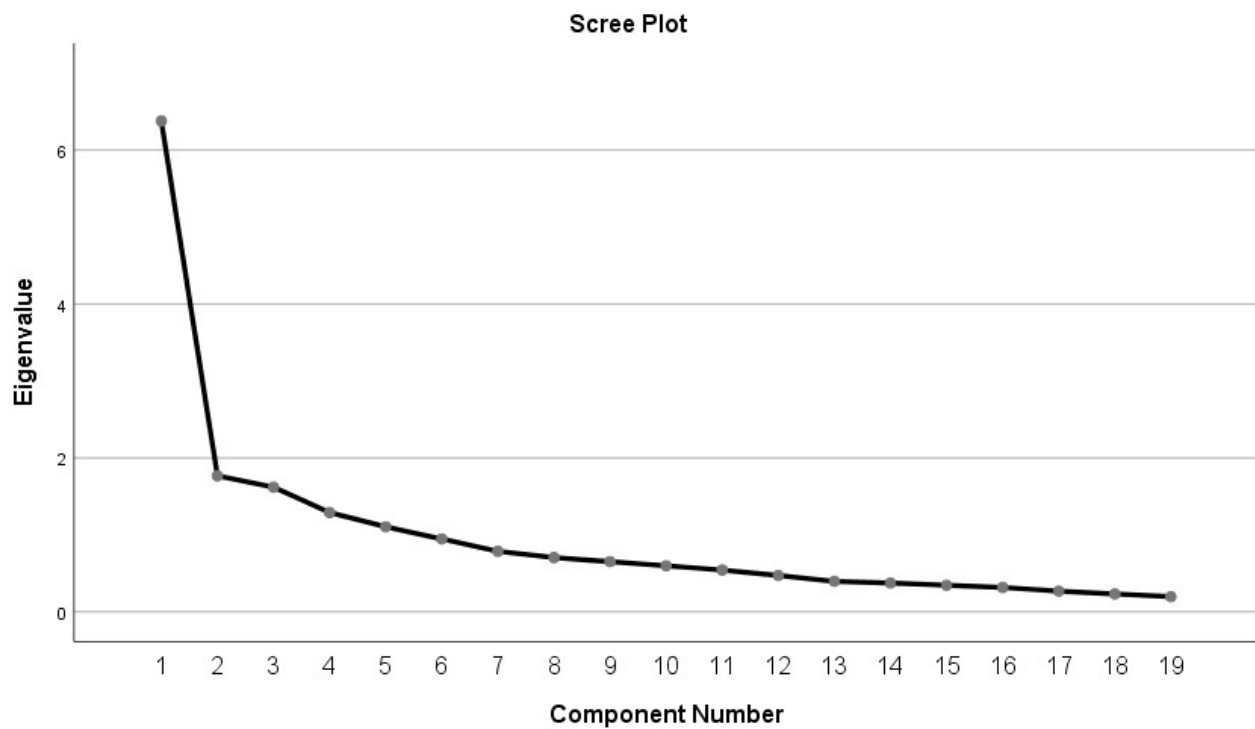
Table 10: Total variance of the components of the MSQ

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1 Working Conditions	6,379	33,571	33,571	6,379	33,571	33,571	3,670
2 Advancement and Remuneration	1,767	9,298	42,870	1,767	9,298	42,870	4,283
3 Freedom and Independence	1,620	8,528	51,397	1,620	8,528	51,397	2,087
4 Acknowledgement	1,290	6,790	58,188	1,290	6,790	58,188	3,130
5 Management Support	1,106	5,819	64,006	1,106	5,819	64,006	3,046

As in the case of the UWES, the scree plot was again analysed to determine the most significant components to consider for further investigation. The scree plot for the components of the MSQ is illustrated below.

Figure 8: Scree plot of the components of the MSQ



The scree plot again indicates a clear break between the first and second components. The first component (working conditions) therefore contains more of the variance than the remaining components and confirms the reliability of the measuring instrument.

The Cronbach's Alpha coefficient was again used to determine the internal consistency of the Minnesota Job Satisfaction Questionnaire. As previously indicated by Pallant (2016:265), the Cronbach's Alpha coefficient should yield a result of 0.6 or higher for the instrument to be considered reliable.

Table 11: Internal consistency (reliability) of the MSQ

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,894	0,895	20

the Cronbach's Alpha for the Minnesota Job Satisfaction Questionnaire provided a result of 0.89. As the result is above 0.6, the MSQ can be regarded as reliable.

4.4.3 Conditions for Work Effectiveness Questionnaire (CWEQ II)

Factor analysis was used to examine the validity and reliability of the scales in the CWEQ II questionnaire. The Kaiser-Meyer-Olkin and Bartlett's test of sphericity was used.

The results of the KMO and Bartlett's test of the structural empowerment dimension is depicted in the below table.

Table 12: KMO and Bartlett's Test of the CWEQ II

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,846
Bartlett's Test of Sphericity	Approx. Chi-Square	1222,340
	df	231
	Sig.	0,000

The KMO value of the CWEQ II questionnaire was 0.846, and Bartlett's sphericity proved significant. As done with the previous dimensions, various factor solutions were explored using Kaiser criterion, eigenvalues, and scree plots.

For the CWEQ II questionnaire, 5 factors were identified, explaining 70.73% of the variance. The factors are named as follows:

Factor 1: Rewards and Flexibility

Factor 2: Innovation

Factor 3: Collaboration

Factor 4: Goals and Values

Factor 5: Accomplishment

The total variance for each factor is illustrated in Table 13.

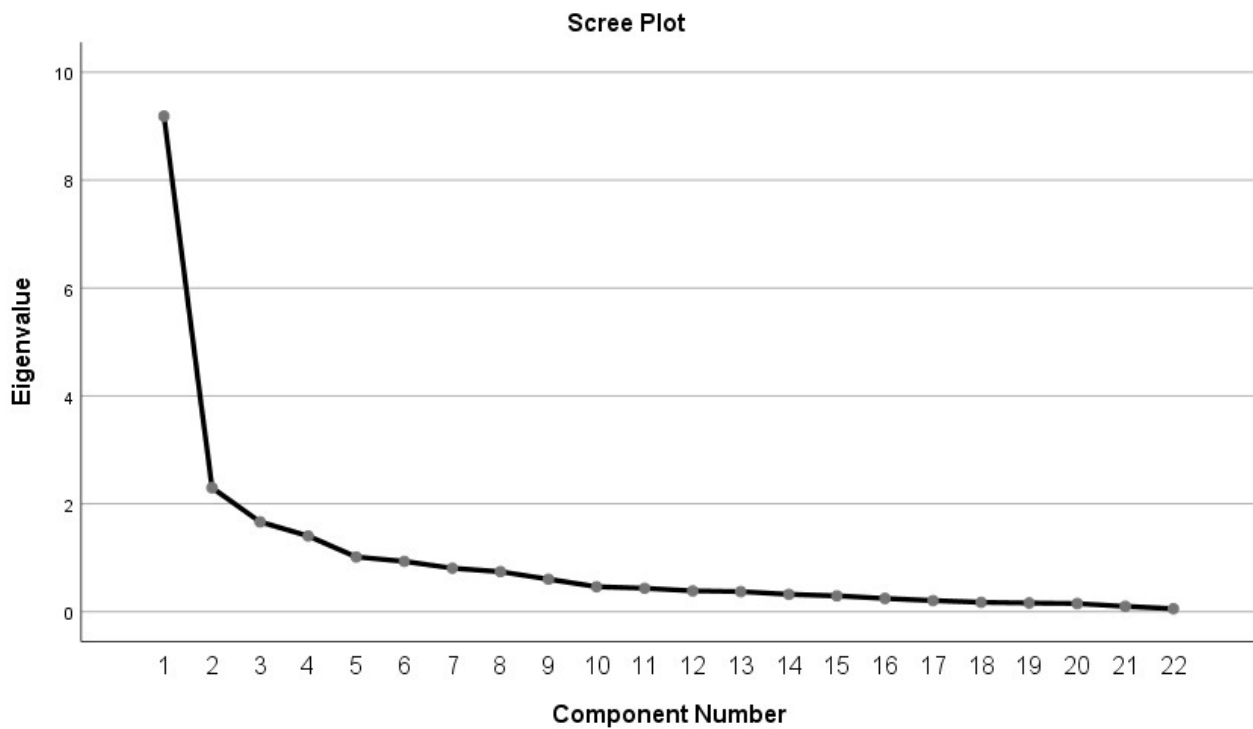
Table 13: Total variance of the CWEQ II

Total Variance Explained

Component	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1 Rewards and Flexibility	9,186	41,753	41,753	9,186	41,753	41,753	5,981
2 Innovation	2,297	10,440	52,193	2,297	10,440	52,193	4,048
3 Collaboration	1,664	7,564	59,757	1,664	7,564	59,757	3,484
4 Goals and Values	1,402	6,374	66,131	1,402	6,374	66,131	5,568
5 Accomplishment	1,014	4,609	70,739	1,014	4,609	70,739	5,398

The scree plot for the components of the CWEQ II is illustrated below.

Figure 9: Scree plot of the components of the CWEQ II



The scree plot of the CWEQ II yielded the same result as the previous dimensions of employee engagement and job satisfaction, where most of the variance is represented by the first component. Therefore, the measuring instrument accurately measures what it was designed to measure.

For the CWEQ II questionnaire, Cronbach’s Alpha yielded a favourable result of 0.91, confirming the internal consistency of the measuring instrument.

Table 14: Internal consistency of the CWEQ II

Reliability Statistics			
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
	0,928	0,928	21

4.5 PRODUCT-MOMENT CORRELATIONS

The results of the Pearson product-moment correlation coefficient between the three constructs are reported in this section. As indicated in Tables 15 and 16 below, employee engagement, job satisfaction, and structural empowerment dimensions are normally distributed. It was therefore decided to use the Pearson product-moment correlations for the three scales.

Table 15: Correlations between Job Satisfaction, Employee Engagement, and Structural Empowerment

		Correlations		
		MSQ	UWES	CWEQ
Pearson Correlation	MSQ	1,000	0,647	0,663
	UWES	0,647	1,000	0,495
	CWEQ	0,663	0,495	1,000
Sig. (1-tailed)	MSQ		0,000	0,000
	UWES	0,000		0,000
	CWEQ	0,000	0,000	
N	MSQ	82	82	82
	UWES	82	82	82
	CWEQ	82	82	82

Table 15 indicates that overall there is a positive relationship between the MSQ, UWES and CWEQ questionnaires. However, for the sake of transparency and accurate reporting of the results, the individual correlations of the MSQ, UWES and CWEQ dimensions were calculated.

The correlations of the individual dimensions are illustrated in the below table.

Table 16: Correlations between dimensions of Engagement, Job Satisfaction, and Structural Empowerment

Correlations														
	Inspiration and Motivation	Immersion	Challenging Tasks	Dedication and Commitment	Working Conditions	Advancement and Remuneration	Freedom and Independence	Acknowledgement	Management Support	Rewards and Flexibility	Innovation	Collaboration	Goals and Values	Accomplishment
Inspiration and Motivation	1													
Immersion	.501**	1												
Challenging Tasks	.637**	.468**	1											
Dedication and Commitment	.550**	.422**	.440**	1										
Working Conditions	.624**	.398**	.453**	.392**	1									
Advancement and Remuneration	.398**	.323**	.309**	.271*	.521**	1								
Freedom and Independence	.229*	.318**	.378**		.356**	.333**	1							
Acknowledgement	.409**	.330**	.340**	.340**	.443**	.529**	.337**	1						
Management Support	.451**		.516**	.325**	.608**	.418**	.300**	.437**	1					
Rewards and Flexibility	.432**	.288**	.285**		.578**	.574**		.407**	.391**	1				
Innovation	.330**		.316**	.446**	.357**	.386**	.261*	.411**	.312**	.407**	1			
Collaboration	.341**	.239*	.264*	.322**	.346**			.293**	.292**	.404**	.382**	1		
Goals and Values	.282*		.316**		.396**	.417**		.265*	.338**	.583**	.448**	.425**	1	
Accomplishment	.429**	.294**	.280*	.313**	.568**	.410**		.381**	.471**	.675**	.458**	.551**	.551**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

As can be seen in Table 16, there is a strong statistically significant correlation between Inspiration, Immersion, Challenging Tasks and Dedication as dimensions of the UWES scale. There is also a strong positive statistical relationship between the dimensions of the MSQ scale and the CWEQ II scale.

The table further illustrates that the working conditions dimension is positively correlated to inspiration and motivation, as well as rewards and flexibility (practically significant, large effect).

Advancement and remuneration are positively correlated to challenging tasks as well as goals and values (practically significant, large effect). Freedom and independence are positively correlated to immersion as well as innovation (practically significant, large effect).

Acknowledgement relates positively to dedication and commitment, as well as collaboration (practically significant, large effect). Management support shows a statistically significant, positive relationship with accomplishment (practically significant, medium effect), but it does not meet the cut-off point of 0.5 that was set for practical significance when related to immersion.

4.6 REGRESSION ANALYSIS

Even though the data analysis revealed a positive relationship between the dimensions of job satisfaction (MSQ), employee engagement (UWES) and structural empowerment (CWEQ II), it is important to investigate the nature and causality of the constructs. The assumptions for regression, namely sample size, no outliers, multicollinearity and singularity, homoscedasticity, normality, linearity and independence of residuals was test for and applied.

4.6.1 The effect of employee engagement and structural empowerment on job satisfaction

Table 17 below gives the ANOVA table for the analysis. The level of significance in the ANOVA table gives an indication of the model fit, and with $p < 0.01$, it shows that the model fits well enough to indicate practical significance of the relationship. Also, $r^2 = 0.575$, indicating that the model explains 57.5% of the variances in MSQ, which is high.

Table 17: ANOVA analysis with MSQ as dependent variable

ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	12,977	2	6,488	53,401	.000 ^b	
	Residual	9,599	79	0,122			
	Total	22,575	81				

a. Dependent Variable: MSQ

b. Predictors: (Constant), CWEQ, UWES

Table 18 illustrates the relationship between employee engagement (UWES) and structural empowerment (CWEQ II), with job satisfaction (MSQ) as the dependent variable.

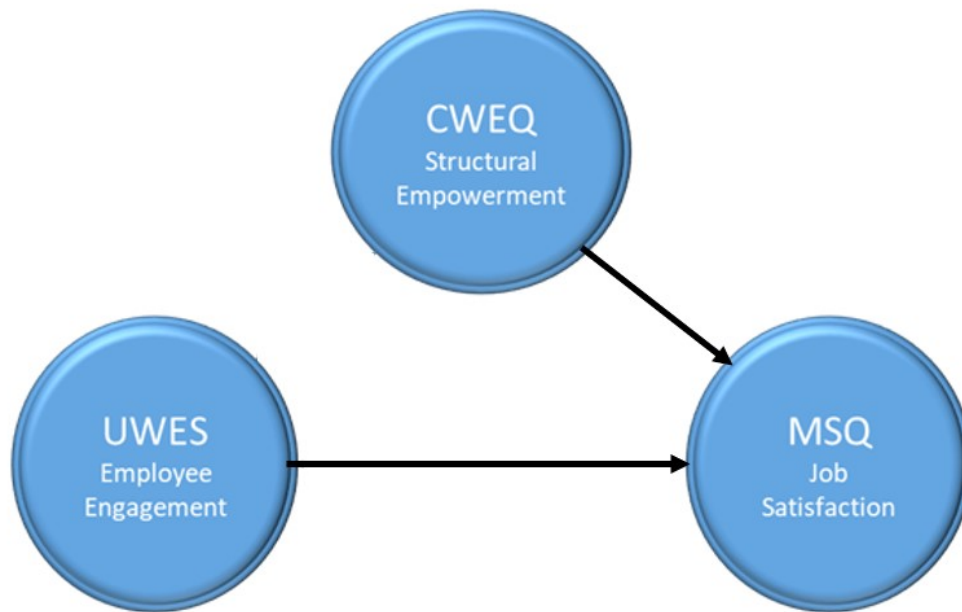
Table 18: Regression analysis with the MSQ as the dependent variable

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	
	B	Std. Error	Beta	t		
1	(Constant)	1,133	0,253		4,475	0,000
	UWES	0,299	0,060	0,422	5,001	0,000
	CWEQ	0,367	0,068	0,455	5,387	0,000

a. Dependent Variable: MSQ

As indicated by the significance levels reported in the above table, there is a direct causal relationship between job satisfaction as independent variable and employee engagement as dependent variable ($p < 0.01$ and $\beta = 0.422$) and also between structural empowerment and employee engagement ($p < 0.01$ and $\beta = 0.455$, meaning that a change in the MSQ, will result from a change in both the UWES and the CWEQ II. The following relationship is therefore established:

Figure 10: Relationship between employee engagement, job satisfaction and structural empowerment



The causal relationship between the independent variable (employee engagement) and the dependent variable (job satisfaction) has therefore been established, as well as the effect of structural empowerment on job satisfaction.

4.6.2 The effect of job satisfaction and structural empowerment on employee engagement

For the hypothesised model, given in figure 3, the only relationship left to prove is the relationship between structural empowerment and employee engagement. To achieve this, multiple linear regression has been performed with employee engagement as the dependent variable and the other two variables as independent variables. The results are indicated in table 19.

Table 19: ANOVA results of UWES as dependent variable

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19,231	2	9,615	29,341	.000 ^b
	Residual	25,889	79	0,328		
	Total	45,120	81			

a. Dependent Variable: UWES

b. Predictors: (Constant), MSQ, CWEQ

Yet again the model fits, as can be seen from the level of significance $p < 0.01$. The r^2 value of 0.426 indicates that the model describes 42.6% of the variance in UWES.

The regression coefficients can be seen in table 20 and shows that the causal relationship between structural empowerment and employee engagement is not statistically significant. Further analysis therefore warranted to explain this phenomenon.

Table 20: Regression analysis with UWES as dependent variable

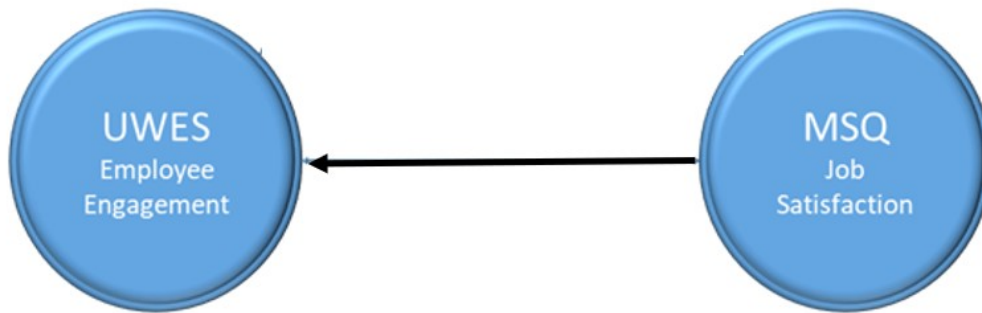
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	0,903	0,454			1,987	0,050
	CWEQ	0,133	0,130	0,117		1,024	0,309
	MSQ	0,805	0,161	0,570		5,001	0,000

a. Dependent Variable: UWES

An interesting observation is that there is a causal relationship between job satisfaction (independent variable) and employee engagement (dependent variable). The following relationship has therefore been established.

Figure 11: Relationship between job satisfaction and employee engagement



4.7 DISCUSSION OF RESULTS

4.7.1 The effect of job satisfaction and employee engagement on structural empowerment

Following the surprising result that there is no statistically significant causal relationship between structural empowerment and employee engagement, it was decided to do the regression analysis with structural empowerment as the dependent variable. The results are indicated in tables 21 and 22 below.

Table 21: ANOVA results with CWEQ as dependent variable

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15,519	2	7,759	32,001	.000 ^b
	Residual	19,156	79	0,242		
	Total	34,675	81			

a. Dependent Variable: CWEQ

b. Predictors: (Constant), UWES, MSQ

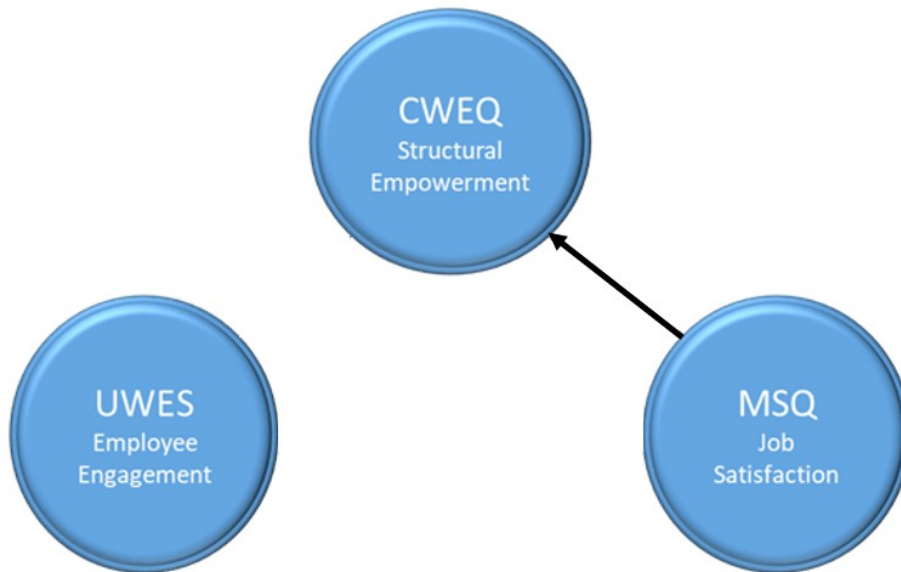
Table 22: Regression analysis with CWEQ II as dependent variable

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	0,331	0,399		0,831	0,409
	MSQ	0,732	0,136	0,591	5,387	0,000
	UWES	0,098	0,096	0,112	1,024	0,309

a. Dependent Variable: CWEQ

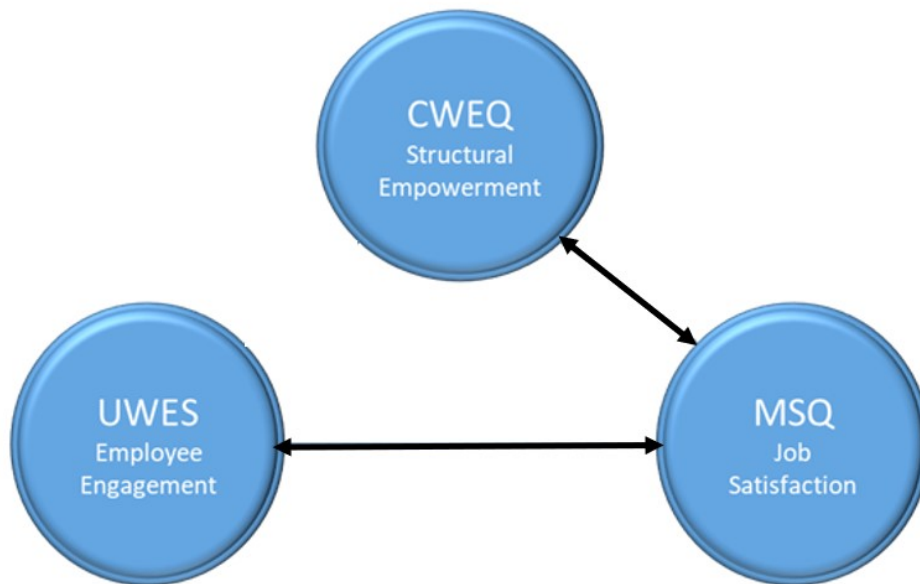
There is a statistically significant causal relationship between job satisfaction and employee engagement, but not between structural empowerment and employee engagement. Hence, the following model is shown in figure 12 below.

Figure 12: Relationship between job satisfaction and structural empowerment



The one mediating relationship that could not be confirmed was between structural empowerment and employee engagement, and therefore the whole hypothesised model could not be confirmed. The final model confirmed by the study looks as follows.

Figure 13: Final model of the results of the empirical study



4.8 DISCUSSION OF RESULTS RELATIVE TO RESEARCH OBJECTIVES

The general objective of the study was to determine the effect of job satisfaction on employee engagement in the healthcare industry, with a critical focus on the role of structural empowerment. To achieve the general objective, specific objectives were determined and analysed through statistical properties of the three measuring instruments (UWES, MSQ, and CWEQ II), namely, to determine their construct validity, reliability as well as the correlation between the instruments.

The first objective of the study was to conceptualize job satisfaction, employee engagement, and structural empowerment by conducting a literature study. After conducting an in-depth analysis of the constructs, it became evident that employee engagement is critical for the success and wellbeing of organizations as it leads to increased productivity and organizational commitment (Sarangi & Nayak, 2016:52). Organizations can enhance employee engagement by providing employees with challenging work, and by establishing a climate that values communication and innovation (Sarangi & Nayak, 2016:52).

It also became evident that there is a strong relationship between employee engagement and job satisfaction (Jaiswal *et al.*, 2017:68). As mentioned by Garg and Kumar (2012:93), job satisfaction is not synonymous with engagement but is an important driver of engagement. The dimensions of

job satisfaction include remuneration and benefits, opportunities for career advancement, a healthy working environment, communication and good relations with colleagues and superiors (Garg & Kumar, 2012:94).

Structural empowerment was also investigated and conceptualized. Structural empowerment refers to an employee's capacity to gain access to opportunities, information, and resources in order to achieve his/her goals (Kanter, cited by Meng *et al.*, 2015:304).

The second objective of this study to empirically assess the outcomes of employee engagement by utilizing the UWES (Utrecht Work Engagement Scale) questionnaire. The UWES questionnaire was delivered by hand to a private hospital, where 82 participants (millennials) completed the questionnaire on their own. The results of the questionnaire were analysed and reported.

The third objective was to empirically assess the job satisfaction of millennials working in the health care industry by applying the Minnesota Job Satisfaction Questionnaire (MSQ). The MSQ questionnaire was distributed to all employees who were born between 1981 and 2000, after which the data were analysed and reported.

The fourth objective was to empirically assess the degree of structural empowerment experienced by millennials in the healthcare industry by applying the Conditions of Work Effectiveness Questionnaire (CWEQ II). The questionnaire was combined with the UWES and MSQ questionnaires into a single survey, where 82 millennials completed the questionnaire. The data was then analysed and reported.

The fifth objective was to determine the factor structure and internal consistency of the UWES, MSQ and CWEQ II questionnaires. The results of this study revealed that employee engagement is a four-factor model after the principal factor extraction was done. The Cronbach's alpha coefficients showed acceptable internal consistency of 0.9, which is above the guideline as prescribed by Glen (2014). The MSQ also provided a favourable Cronbach's alpha result of 0.89 and was revealed as a five-factor model after factor extraction was executed. Finally, the CWEQ II questionnaire declared structural empowerment as a five-factor model, with an acceptable Cronbach's alpha of 0.92. It can, therefore, be concluded that the UWES, MSQ and CWEQ II questionnaires as utilized in this research are valid and reliable measuring instruments.

The sixth objective of the study was to determine the relationship between structural empowerment, job satisfaction, and employee engagement. The results indicated a strong positive statistical relationship between job satisfaction (MSQ), employee engagement (UWES) and structural empowerment (CWEQ II). This relationship suggests that motivated and dedicated employees are highly likely to be happy and satisfied in their work to the extent that they have access to opportunities, resources, and support.

The results of the product-moment correlation coefficients between the constructs are summarized as follows:

- A positive correlation between working conditions and inspiration and motivation as well as rewards and flexibility (practically significant, large effect).
- A positive correlation between advancement and remuneration and challenging tasks as well as goals and values (practically significant, large effect).
- A positive correlation between freedom and independence and immersion as well as innovation (practically significant, large effect).
- A positive correlation between acknowledgement and dedication as well as collaboration (practically significant, large effect).
- A positive correlation between management support and accomplishment (practically significant, medium effect).

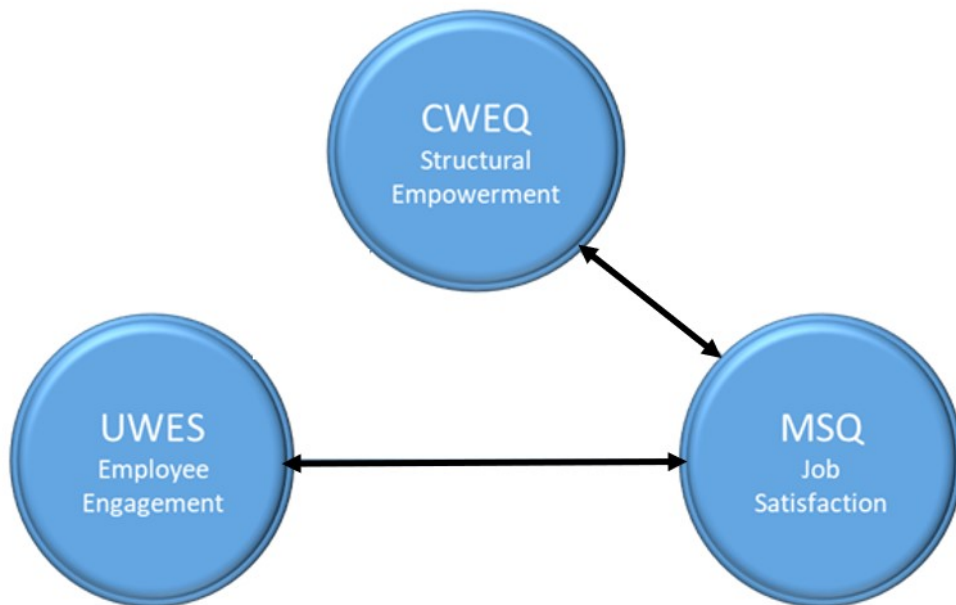
Overall the results indicated that job satisfaction has a positive relationship with the dimensions of employee engagement which refers to the emotional commitment an employee has towards the goals of the organization (Kruse, 2012). This outcome is in agreement with the conclusions drawn by practitioners and academics that job satisfaction is an important consequence of employee engagement (Brunetto *et al.*, 2012; Leary *et al.*, 2013; Warr & Inceoglu, 2012). Wickham (2018) also indicated that employee engagement is highly beneficial for both individual employees as well as the organization.

Regarding structural empowerment, some unexpected results were found between the various constructs. The results are summarized as follows:

- Structural empowerment leads to job satisfaction (expected), as employees who have access to information and resources are naturally happier and more satisfied with their roles and responsibilities in the organization.
- Employee engagement leads to job satisfaction and vice versa, as employees who are satisfied with their jobs are more engaged in the goals and values of the organization.

The unexpected result was the finding that job satisfaction leads to structural empowerment. The result can be seen in the below figure.

Figure 14: Outcome of the study



As was expected, structural empowerment leads to job satisfaction. However, as indicated in the figure above, job satisfaction also leads to structural empowerment. The reason could be that structural empowerment is subjective to the employee’s perceived access to information, resources and support. In other words, employees who are satisfied in their work, are likely to feel that they have enough access to resources, information, and organizational support. Whereas employees who are dissatisfied in their jobs may feel that they have little access to the required resources and support to achieve their goals.

This study has shown that the Utrecht Work Engagement Scale (UWES) is acceptable for measuring the engagement of employees in hospitals, due to its high level of reliability and validity.

The use of the MSQ questionnaire was also suitable because of its construct validity and high level of reliability. The CWEQ II questionnaire proved effective to measure structural empowerment, to the high internal consistency of the instrument.

4.9 CHAPTER SUMMARY

In this chapter, the results of the empirical research are reported and discussed in terms of the results of the quantitative study.

Three existing questionnaires were combined into a single survey, namely the Utrecht Work Engagement Scale (UWES), the Minnesota Job Satisfaction Questionnaire and the Conditions for Work Effectiveness Questionnaire (CWEQ II). A biographical questionnaire was also developed to collect demographical information of the participants.

Four factors were extracted from the UWES, accounting for 65.37% of the total variance. Five factors were extracted from the MSQ, accounting for 64% of the total variance and another five factors were extracted from the CWEQ 11, representing 70.73% of the variance.

The Cronbach's alpha coefficient delivered a satisfactory result, signifying that a large portion of the variance is explained by the relevant dimensions (Taber, 2017:1280)

Results revealed that the research hypotheses could be accepted and that there is a positive relationship between job satisfaction, employee engagement and structural empowerment.

In Chapter 5 the conclusions relating to the research questions, the limitations of the research and conclusions related to future research and for the organization are given.

CHAPTER 5: CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The purpose of this chapter is to provide conclusions regarding the results obtained in the empirical section of this research. Conclusions with regards to the specific research objectives are discussed. Limitations that have been acknowledged throughout the course of the study are also presented. The chapter will conclude with recommendations for the health care industry as well as opportunities that could be considered for future research.

5.2 CONCLUSIONS

Conclusions regarding the specific theoretical objectives and the results of the empirical study are made.

5.2.1 Conclusions regarding the specific theoretical objectives

In line with the specific objectives of this study; job satisfaction, employee engagement and the mediating role of structural empowerment on these constructs were conceptualized from the literature.

Although there has to date, been widely accepted definitions for employee engagement, Kahn (1990:695) defines engagement as the “harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.”

According to Storey *et al.* (2008:301), employee engagement results in less role conflict and stress and leads to increased confidence, willingness to learn, creativity, motivation, and teamwork. Employees who are engaged to the objectives of the organization, demonstrate a greater willingness to work hard because they feel connected to their colleagues and to the goals and values of the organization (Storey *et al.*, 2008:302). Engagement has also proven to have a significant impact on job satisfaction, as numerous studies have identified a link between job satisfaction and employee engagement (Jose & Mampilly, 2012; Havens *et al.*, 2018).

Even though job satisfaction is not synonymous with employee engagement, it has become an important consequence of engagement. According to Abraham, (2012:27), job satisfaction can be described as the degree to which employees are satisfied with their work. Employees who perceive their work as meaningful and satisfactory will, therefore, exhibit higher levels of commitment towards their organization and their working environment (Bellani *et al.*, 2018:16). According to Garg and Kumar (2012:94), aspects such as a competitive remuneration package, a reasonable workload and the opportunity to grow within the organization are important drivers of job satisfaction. Organizations should, therefore, ensure that the overall job satisfaction of their employees is monitored and enhanced on a continuous basis in order to promote productivity, employee engagement and overall organizational success.

In addition to fair compensation, benefits, and a stable working environment, organizations should also consider the role of structural empowerment in the enhancement of job satisfaction and engagement.

According to Kanter (cited by Meng *et al.*, 2015:304), structural empowerment refers to an employee's capacity to gain access to opportunities, information, and resources in order to achieve his/her goals. Empowerment has, therefore, become an important tool for motivating and encouraging employees to take initiative and respond effectively to work-related challenges. Empowered employees are regarded as more satisfied with their work and engaged to the objectives of the organization (Orgambidez-Ramos & Borrego-Áles, 2014:28).

5.2.2 Conclusions regarding the specific empirical objectives

The second objective of this study was to determine the factor structure and internal consistency of the UWES. The results of the factor analysis of the UWES confirmed a four-factor model by using the simple principle factor analysis. The factors were individually labelled as Inspiration and Motivation, Immersion, Challenging Tasks and Dedication and Commitment.

To answer the third objective, exploratory factor analysis was conducted on the Minnesota Job Satisfaction Questionnaire and the results revealed that the questionnaire has a five-factor structure with all the items loading on those factors 64% of the total variance. The factors were labelled as Working Conditions, Advancement, and Remuneration, Freedom and Independence,

Acknowledgement and Management Support. The aim was to assess how satisfied or dissatisfied millennial workers in a hospital are with their current work roles. The questionnaires were therefore distributed to a private hospital, where employees were invited to participate in the study.

The fourth objective was to empirically assess the degree of structural empowerment experienced by millennials in the healthcare industry by applying the Conditions of Work Effectiveness Questionnaire (CWEQ II). The results indicated that just like the MSQ, the CWEQ II questionnaire is a five-factor model, representing 70.73% of the variance. The factors were labelled Rewards and Flexibility, Innovation, Collaboration, Goals and Values, and Accomplishment.

The fifth objective was to determine the reliability and validity of the three measuring instruments (UWES, MSQ, and CWEQ II). The results of this study revealed that the questionnaires used in this research are valid and reliable with Cronbach's alpha coefficients of 0.90, 0.89 and 0.92 respectively.

The sixth objective of the study was to determine the relationship between structural empowerment, job satisfaction, and employee engagement. Overall, the results indicated that job satisfaction has a strong positive relationship with the dimensions of engagement, as well as structural empowerment. This relationship implies that employees who are satisfied in their current work roles, feel that they have sufficient access to resources and information, which leads them to be more motivated and committed to the goals and objectives of the organization.

As the study was conducted in a private hospital, with the aim of investigating job satisfaction and engagement of millennial workers, the seventh and final objective is to recommend strategies for improving the workplace of millennials in the health care industry. These recommendations are discussed at the end of the chapter.

5.3 LIMITATIONS

The following limitations regarding the research were identified:

- Not all the participants who were invited participated in the research. Hence there was a low number of respondents.

- Results were obtained from a single hospital, which limits the generalizations that could be made from the results. Therefore, the results of the study cannot be classified as a full representation of the diverse South African population.
- The questionnaires were available only in English. This can be a potential language barrier for those employees whose first language is not English and can lead to a misinterpretation of some of the questions.

5.4 RECOMMENDATIONS

Recommendations relating to the specific hospital used in this study, as well as recommendations for further research, are made in this section

5.4.1 Recommendations for managers in the health care industry

With the rise of globalization and the fourth industrial revolution, organizations across the globe are faced with the challenge of remaining sustainable and competitive. Employees have become the most valuable resources behind these organizations, and therefore it is the responsibility of managers to keep these individuals motivated and focused on the goals and values of the organization.

Employee engagement has thus become a critical success factor for organizations, and various studies have been conducted to investigate the value and importance of employee engagement for organizations (Gilbert, 2011:27). High levels of employee engagement have been associated with improved performance, innovation, and prosperity. As mentioned by Shuck and Herd (2012:158), managers who are focused on the development of their people, are likely to experience an improvement in employee performance and improved organizational outputs. By creating engagement strategies, organizations will be able to better position themselves in the global market.

It is important to note that employee engagement is affected by other factors such as job satisfaction and structural empowerment, and various studies have been implemented to explore this link (Hassona, 2013). Managers who motivate and support their employees will contribute to higher levels of job satisfaction experienced by the workers.

However, motivating and engaging employees have become a challenging task since the arrival of the millennial generation. Millennials include individuals who are born between the years 1981 and 2000, and these individuals demonstrate different workplace values and behaviours than previous generations. Rapid career development, work-life balance and the opportunity for innovation have become synonymous with the millennial employee. Hence, managers are now faced with the task of not only engaging and motivating their workforce but creating engagement strategies that meet the needs of the millennial employees.

Although the development of employee engagement has become a global practice, it is important to recognize the differences in organizational cultures and objectives. The health care industry is an industry where management issues such as engagement, job satisfaction, and structural empowerment are critical in terms of rendering valuable service. Therefore, the purpose of this study was to contribute towards the success and sustainability of the health care industry, by providing managers with insights into the levels of engagement, satisfaction, and empowerment experienced by their millennial employees.

For managers in the health care industry, it is recommended that employees in all levels of the hospital or organization be included when developing engagement strategies. Employees value involvement and clear communication. It is therefore vital for managers to communicate organizational strategies, changes, and objectives with employees.

The study also revealed that millennial employees value the support and motivation received from supervisors. It is therefore important for managers to provide employees with continuous support and resources they need to successfully complete their tasks. This could lead to employees feeling empowered and inspired in their day-to-day activities.

For millennial employees, monetary rewards and benefits are important, but they also place a strong emphasis on non-financial incentives such as positive feedback on performance and feedback on areas where they can improve. Managers should, therefore, focus on establishing a culture where two-way communication is encouraged so that managers and employees can mutually discuss challenges and opportunities for improvement.

In addition to the above, the study revealed that millennial employees in the health care industry seek opportunities to work independently and to utilize their unique skills and knowledge. Managers should, therefore, consider providing employees with more freedom and responsibility to work independently, in an environment where creativity is encouraged.

It has been found that employees value integrity, support, and motivation from their managers. As the Chinese proverb says: “A fish rots from the head.” Employee engagement has become a management responsibility and cannot be achieved without engaged leadership.

5.4.2 Recommendations for future research

Notwithstanding the limitations of the study, the results presented valuable recommendations for future research.

In order to generalize the findings of the research, the study should be replicated with larger sample groups in various hospitals across the country, that will enable the researcher to draw comparisons and conclusions about engagement, job satisfaction and structural empowerment in the South African context.

It is also recommended that longitudinal research be conducted to investigate the engagement, satisfaction and empowerment levels of health care employees over a period of time.

As this study focused primarily on the private health care industry, future research could contribute to the needs of the public health care sector by conducting similar studies. As the circumstances and working conditions differ significantly between the private and public health care sectors, the engagement and job satisfaction drivers of public hospital workers might be an area worth exploring.

5.5 CHAPTER SUMMARY

This chapter provided conclusions regarding the specific empirical and theoretical objectives of the research. Limitations of the study were discussed and recommendations for managers in the health care industry were made. All theoretical and empirical objectives formulated for this research, have been achieved.

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APPENDIX A
- Data collection instrument(-s) -

General Instructions

1. The selected employees are requested to complete these questionnaires.
2. Please answer the questions as objectively and honestly as possible
3. Please answer all the questions, as this will provide sufficient information to the researcher so that accurate analysis and interpretation of the data can be made.

SECTION A: DEMOGRAPHIC INFORMATION

The following information is required to assist us with the statistical analysis of the date. All your responses will be treated confidentially.

Mark the applicable block with a cross (X) and complete the applicable information.

A1. Please indicate your age:years

A2	Gender	Male	Female

A3	Level of Employment	Junior	Middle	Senior	Top

A4	Duration of Employment	0-2 years	3-5 years	6-10 years	>10 years

A5	Qualification	Below Matric	Matric	Diploma/Degree	Postgraduate

Section B: Work and Well-Being Survey (UWES)

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 have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel this way.

		Never	Almost Never	Rarely	Some- times	Often	Very Often	Always
B1	At my work, I feel bursting with energy	0	1	2	3	4	5	6
B2	I find the work that I do full of meaning and purpose	0	1	2	3	4	5	6
B3	Time flies when I am working	0	1	2	3	4	5	6
B4	At my job, I feel strong and vigorous	0	1	2	3	4	5	6
B5	I am enthusiastic about my job	0	1	2	3	4	5	6
B6	When I am working, I forget everything else around me	0	1	2	3	4	5	6
B7	My job inspires me	0	1	2	3	4	5	6
B8	When I get up in the morning, I feel like going to work	0	1	2	3	4	5	6
B9	I feel happy when I am working intensely	0	1	2	3	4	5	6
B10	I am proud of the work that I do	0	1	2	3	4	5	6
B11	I am immersed in my work	0	1	2	3	4	5	6
B12	I can continue working for very long periods of time	0	1	2	3	4	5	6
B13	To me, my job is challenging	0	1	2	3	4	5	6
B14	I get carried away when I am working	0	1	2	3	4	5	6
B15	At my job, I am very resilient, mentally	0	1	2	3	4	5	6
B16	It is difficult to detach myself from my job	0	1	2	3	4	5	6
B17	At my work, I always persevere, even when things do not go well	0	1	2	3	4	5	6

Section C: Minnesota Job Satisfaction Questionnaire (MSQ)

The purpose of this section is to give you an opportunity to indicate how satisfied or dissatisfied you feel about certain aspects of your job. Rate your feelings on a scale of 1 to 5 whereby 1 = very dissatisfied and 5 = very satisfied.

In my present job, this is how I feel about....		Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
C1	Being able to keep busy all the time	1	2	3	4	5
C2	The chance to work alone on the job	1	2	3	4	5
C3	The chance to do different things from time to time	1	2	3	4	5
C4	The chance to be “somebody” in the community	1	2	3	4	5
C5	The way my boss handles his/her workers	1	2	3	4	5
C6	The competence of the supervisor in making decisions	1	2	3	4	5
C7	Being able to do things that don’t go against my conscience	1	2	3	4	5
C8	The way my job provides for steady employment	1	2	3	4	5
C9	The chance to do things for other people	1	2	3	4	5
C10	The chance to tell people what to do	1	2	3	4	5
C11	The chance to use my abilities	1	2	3	4	5
C12	The way company policies are put into practice	1	2	3	4	5
C13	My pay and the amount of work I do	1	2	3	4	5
C14	The chance for advancement in this job	1	2	3	4	5
C15	The freedom to use my own judgment	1	2	3	4	5
C16	The chance to try my own methods of doing the job	1	2	3	4	5
C17	The working conditions	1	2	3	4	5
C18	The way my co-workers get along with each other	1	2	3	4	5
C19	The praise I get for doing a good job	1	2	3	4	5
C20	The feeling of accomplishment I get from the job	1	2	3	4	5

Section D: Conditions for Work Effectiveness Questionnaire (CWEQ II)

Please mark the category that best describes your feelings about your institution. Rate your feelings on a scale of 1 to 5 whereby 1-2 = none, 3 = some and 4-5 = a lot.

How much of each kind of opportunity do you have in your present job?						
		None		Some		A lot
1	Challenging work	1	2	3	4	5
2	The chance to gain new skills and knowledge on the job	1	2	3	4	5
3	Tasks that use all of your own skills and knowledge.	1	2	3	4	5
How much access to information do you have in your present job?						
		None		Some		A lot
1	The current state of the hospital	1	2	3	4	5
2	The values of top management	1	2	3	4	5
3	The goals of top management	1	2	3	4	5
How much access to support do you have in your present job?						
		None		Some		A lot
1	Specific information about things you do well	1	2	3	4	5
2	Specific information about things you could improve	1	2	3	4	5
3	Helpful hints or problem-solving advice	1	2	3	4	5
How much access to resources do you have in your present job?						
		None		Some		A lot
1	Time available to do the necessary paperwork	1	2	3	4	5
2	Time available to accomplish job requirements	1	2	3	4	5

3	Acquiring temporary help when needed	1	2	3	4	5
In work setting/job:						
		None		Some		A lot
1	The rewards for innovation on the job are	1	2	3	4	5
2	The amount of flexibility in my job is	1	2	3	4	5
3	The amount of visibility of my work-related activities within the institution is	1	2	3	4	5
How many opportunities do you have for these activities in your present job:						
		None		Some		A lot
1	Collaborating on patient care with physicians	1	2	3	4	5
2	Being sought out by peers for help with problems	1	2	3	4	5
3	Being sought out by managers for help with problems	1	2	3	4	5
4	Seeking out ideas from professionals other than physicians, e.g., physiotherapists, occupational therapists, dieticians	1	2	3	4	5
How much of each kind of opportunity do you have in your present job?						
		Strongly Disagree				Strongly Agree
1	Overall, my current work environment empowers me to accomplish my work in an effective manner	1	2	3	4	5
2	Overall, I consider my workplace to be an empowering environment	1	2	3	4	5

APPENDIX B
- Informed consent form –

Ethics informed consent form
MBA-STUDY:
FIELD OF STUDY: HUMAN RESOURCE MANAGEMENT

NORTH-WEST UNIVERSITY
SOUTH AFRICA

RESEARCHER: LEONE SMITH
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Dear Participant

This Informed Consent Statement serves to confirm the following information as it relates to the MBA mini dissertation

Title: Investigating the relationship between job satisfaction and engagement of millennials in hospitals: The mediating role of structural empowerment

1. The sole purpose of this study is to obtain information from experts (such as yourself) employed and/or operating in the healthcare industry to determine the nature of your everyday experience related to the research topic.
2. This study will follow a quantitative research approach, which included questionnaires where you will have the opportunity to communicate your opinions on the relevant topic during the completion of the questionnaires provided to you. Basic demographic information related will be asked, e.g. your age and related experience on the topic.
3. The questionnaires can be completed in as little as 20 minutes.
4. Participation in this study is completely voluntary. You are free to withdraw from this research should you deem such action necessary.
5. The confidentiality of data is guaranteed.
6. A summarised copy of the final dissertation will be made available to the participant upon request.
7. The data gathered from the questionnaires will only be for research purposes.

I, _____ (name and surname), hereby declare that I have read and understand the contents of the Informed Consent Statement, and give my full consent to Leoné Smith to progress with the study on _____ (date) and use the information communicated by myself to her in her MBA dissertation

<u>Name and designation</u>	<u>Signature</u>	<u>Date</u>
Participant		