



Investigating the relationship between employee work engagement, counterproductive-work behaviors and turnover intentions in a selected South African correctional service facility

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Mini-dissertation accepted in partial fulfilment of the requirements
for the degree *Master of Business Administration*
at the North-West University

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Graduation: August 2021

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DECLARATION

I, Maanda Marylene Lufuno declare that this dissertation “**Investigating the relationship between employee work engagement, counterproductive-work behaviors and turnover intentions in a selected South African correctional service facility**” is my own work and that all sources used have been indicated and acknowledged by means of complete references. This dissertation is original and has never been submitted before for any degree.

SIGNATURE. Maanda ML

Date 14 June 2021

DEDICATION

This research is dedicated to:

- ❖ My children Abigail, Muofhe, Denga, Luvhengo and my house keeper Ms. Flora Rasikhinya, for the support and contribution they gave throughout my study;
- ❖ My spiritual father, Pastor Muofhe for his encouraging messages and prayers, and
- ❖ My God, for I can do all things through Christ who strengthens me.

ACKNOWLEDGEMENTS

I would like to express my deepest feelings of appreciation to the following people: My supervisor, Mrs Ntseliseng Khumalo for her outstanding, support, tireless guidance, patience and helpful suggestions throughout the entire dissertation. She gave the most valuable assistance throughout this study. I acknowledge the contribution of my study group, Sediba group for the support and constructive criticism, encouragement and trust throughout the study. My warm regards go to son Muofhe, my daughters; Abigail, Denga, Luvhengo Maanda for their patience, my house keeper Ms. Flora Rasikhinya for keeping my house warm during my study time and my sisters for their full-time support. Above all, I give thanks to the Almighty God who gave me the strength, courage, good health and wisdom to accomplish this research.

LIST OF ACRONYMS

COVID-19	Corona virus Diseases-19
CWB	Counterproductive Work Behaviour
DCS	Department of Correctional Services
DCSAR	Department of Correctional Services Annual Reports
KMO	Kaiser Meyer Olkin
PSC	Public Service Commission
HCT	HIV Testing and Counselling
HIV	Human Immune Virus
SAPS	South African Police Services
UNODC	United Nations Office of Drugs and Crime
UWES	Utrecht Work Engagement Scale
WIFI	Wellbeing Information Fairness and Involvement

ABSTRACT

The main aim of this study was to investigate employee work engagement, counterproductive work behaviours and turnover intentions of staff in the selected Department of Correctional Service facility in the Limpopo Province. This study adopted positivism as a research paradigm and used the quantitative research approach with a conclusive quantitative and descriptive cross sectional correlation design.

The sample size used in this study was 249 participants from a population of 500 correctional staff comprising of custodial, security and administrative officers. 270 questionnaires were returned by the participants, representing a response rate of 92.2%.

Results show that there was a negative association between employee work engagement and counterproductive work behaviours. This implies that as employee work engagement increases, counterproductive work behaviours reduce.

The study concludes that there was, to a greater extent, a negative relationship between employee work engagement and counterproductive work behaviours except for the subsample of female respondents who showed positive relationship between the construct employee work engagement and the variable of counterproductive work behaviours. There was an anomalous relationship between employee work engagement and counterproductive work behaviours for females as the associations were positive instead of being negative as per the literature which was explored.

Keywords: correctional services, counterproductive-work behaviours, employee, employee work engagement, turnover intentions.

Table of Contents

DECLARATION	i
DEDICATION.....	iii
ACKNOWLEDGEMENTS	iv
LIST OF ACRONYMS.....	v
ABSTRACT.....	vi
LIST OF TABLES.....	xi
LIST OF FIGURES	xii
LIST OF APPENDIXES.....	xiii
CHAPTER 1.....	1
1.1 Introduction	1
1.2 Background to the study.....	1
1.3 Problem statement	3
1.4 Rationale and significance of the study	5
1.5 Aim and objectives of the study	6
1.5.1 Main aim	6
1.5.2 Secondary objectives.....	6
1.6 Research Questions.....	6
1.6.1 Main research question	6
1.6.2 Sub-research questions	7
1.7 Conclusion	7
CHAPTER 2.....	8
REVIEW OF LITERATURE.....	8
2.1 Introduction	8
2.2 Theoretical/conceptual framework.....	9
2.2.1. The WIFI Model	9
2.2.2 Social exchange theory	10
2.2.3 Retaliation theory.....	11
2.3 Definition of Key concepts.....	11
2.3.1 Employee work engagement.....	12
2.3.2 Counterproductive work behaviour.....	12
2.3.3 Turnover intention	12
2.4 Empirical Literature	12
2.4.1 The prevalence of withdrawal behaviours of employees in the correctional services	12

2.4.2	Influence of employee work engagement on CWBs and employee turnover intentions	14
2.4.2.1	Employee work engagement	14
2.4.2.2	Levels of employee work engagement	17
2.4.2.3	Outcomes of employee work engagement.....	19
2.4.2.4	Counterproductive Work Behaviours	20
2.4.2.5	Cost of work-related withdrawal behaviours	23
2.4.2.6	Employee turnover intentions.....	24
2.4.2.7	Factors driving turnover intentions	26
2.5	The association between employee work engagement and CWBs.....	30
2.6	The relationship between employee work engagement and turnover intentions	31
2.7	Conclusion	32
CHAPTER 3.....		33
RESEARCH PARADIGM, METHODS AND METHODOLOGIES		33
3.1	Introduction	33
3.2	Research paradigm	33
3.3	Research methods	34
3.4	Research design	35
3.4.1	Single correlation cross section method.....	35
3.5	Research strategy	37
3.6	Research instruments.....	38
3.7	Research Methodologies /Processes	39
3.7.1	Population of the study.....	39
3.8	Sample technique and sample size	39
3.8.1	Sampling techniques.....	39
3.8.2	Sample size.....	41
3.9	Data collection instrument.....	41
3.9.1	Questionnaire	41
3.9.2	UWE-S-9, CWB-S-10 and TIS-9 scales	42
3.10	Data collection.....	43
3.11	Data analysis.....	44
3.12	Reliability and validity	45
3.13	Ethical consideration	45
3.14	Limitations of the research.....	47
CHAPTER 4.....		49

PRESENTATION OF RESULTS, FINDINGS AND DATA ANALYSIS	49
4.1 Introduction	49
4.2 Response rate	49
4.3 Analysis scales for assessment of reliability and validity of data	50
4.3.1 Kaiser-Meyer-Olkin and Bartlett's tests	51
4.3.2 Skewness and Kurtosis	51
4.3.3 Cronbach's Alpha coefficient	52
4.4 Presentations of results, findings and discussions	53
4.4.1 Biographical statistics presentations	53
4.4.1.1 Age	53
4.4.1.2 Gender	54
4.4.1.3 Level of qualification	54
4.4.2 Descriptive statistics presentations	55
4.4.2.1 The mean and the standard deviation	56
4.4.2.2 Factor correlation matrix	56
4.4.2.3 Communalities	57
4.4.2.4 Bivariate Correlation Analysis	59
4.4.2.5 Correlations	59
4.4.2.6 Employee work engagement tests	61
4.5 Counterproductive work behaviours tests	63
4.6 Turnover intentions tests	64
4.7 Discussions of the findings	65
4.7.1 Employee work engagement	65
4.7.2 Counterproductive work behaviours findings	69
4.7.3 Turnover intentions findings	70
4.7.4 General findings	70
4.8 Conclusion	72
CHAPTER 5	73
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	73
5.1 Introduction	73
5.2 Summary of the research processes	73
5.3 Summary of findings	74
5.4.1 The prevalence of employee work engagement, counterproductive work behaviours and turnover intentions in the selected Department of Correctional Service in Limpopo	74

5.4.2 Employee work engagement association with counterproductive work behaviours of staff in the selected Department of Correctional Service in Limpopo	75
5.4.3 The relationship between employee work engagement and turnover intentions of staff in the selected Department of Correctional Service in Limpopo	76
5.5 Managerial implications on major findings	76
5.5.1 The prevalence of employee work engagement, counterproductive work behaviours and turnover intentions in the selected Department of Correctional Service in Limpopo.....	76
5.5.2 Employee work engagement association with counterproductive work behaviours of staff in the selected Department of Correctional Service in Limpopo.....	77
5.5.3 The relationship between employee work engagement and turnover intentions of staff in the selected Department of Correctional Service in Limpopo	78
5.6 Limitations of study	79
5.7 Methodological consideration	80
5.8 Significance of the study	80
5.9 Conclusion	81
References	82

LIST OF TABLES	Page
4.1 KMO and Barttle's test.....	50
4.2 Cronbach's Alpha Coefficient Summary model.....	51
4.3 Age groups.....	52
4.4 Gender.....	53
4.5 Level of education.....	53
4.6 Length of employment.....	54
4.7 Descriptive statistics.....	55
4.8 Factor correlation matrix.....	55
4.9 Communalities.....	56
4.10 Bivariate correlation analysis.....	58
4.11 correlation for demographic groups, work engagement, turn over intentions and Counterproductive behaviour.....	59
4.12 ANOVA tests on age, gender, education levels, work experiences, employment and engagement.....	60
4.13 ANOVA.....	62
4.14 TOIs ANOVA tests.....	63

LIST OF FIGURES	Page
Figure 1: Typology of negative deviant workplace behaviors.....	20
Figure 2: Snowball effect of production deviance, property deviance and political deviance.....	23
Figure 3.1: Research strategy.....	37

LIST OF APPENDIXES

	Page
Appendix A: Consent form.....	93
Appendix B: Ethics clearance.....	95
Appendix C: Turnitin report.....	96
Appendix D: Questionnaire.....	97
Appendix E: Editor's letter.....	101

CHAPTER 1

1.1 Introduction

This chapter is based on investigating the relationship between employee work engagement, counterproductive-work behaviours and turnover intentions in a selected South African correctional service facility. It discussed the background to the study, problem statement, rationale and significance of the study, aims and objectives of the study, research questions and conclusion.

1.2 Background to the study

The correctional services globally have undergone great transformations following changes to the criminal justice system to adapt to socio-economic and legal changes, human rights movement and the expansion of inmate population. The correctional services have transformed from the traditional retribution and punishment duties to more humane duties of reform and rehabilitation of prison felons and inmates, (United Nations Office of Drugs and Crime [UNODC], 2015). These changes call for increased training of prison staff, manning levels and funding for the corrections to perform the reform and rehabilitation duties efficiently.

In South African, the Department of Correctional Services Annual Reports [DCS-AR] of 2018 and 2019 singled out staff turnover or manpower shortfalls and underfunding as posing the greatest challenges to the efficient operations of the correctional services departments. The strains in manpower shortfalls and underfunding are due to increased inmate population against a depleted staff complement and budget cuts from treasury. According to the Public Service Commission [PSC], in the South Africa report of 2016, it is noted that in some prisons, the ratio is 403 correctional officers to 4538 inmates (PSC, 2016). This has increased work overloads for the few correctional staff who are demotivated, unhappy and have low morale. According to a study by Erdogan et al. (2011), it is observed that the happiness of employees is crucial as it creates positive attitudes for a sound treatment of other colleagues and to facilitate cross interactions at all levels (Lambert et al., 2015). Engagement is an

exhibition of happiness and necessitates individual employees to pursue satisfaction through applying their effort at work (Rothmann & Rothmann Jr, 2010). Allen (2016) also suggests that happy correctional officers have positive attitudes towards their work and make inmates to experience quality life. Allen (2016) further notes that positive attitudes towards work is related to the ratio of correctional officers to inmates, as well as the roles that correctional officers play in their daily duties.

The shortfalls in the numbers of correctional staff are partly due to resignations, retirements and dismissals of highly skilled productive correctional officers (DCS-AR, 2018) as well as failure to adopt the new organogram, owing to underfunding (PSC, 2016). Regarding the rising need for staff training, the growing inmate population, the increasing staff shortfalls and funding constraints, it is important for correctional leadership to adopt proactive ways of practice (DCS-AR, 2018). These are also contained in employee work engagement models and which can be applied to promote happiness and reduce staff attrition, while balancing underfunding with growing needs to improve service delivery. The impact of funding constraints, understaffing and/or staff turnover on service delivery can however, be felt beyond the prison walls/fences through re-entry into the community of unreformed and inadequately rehabilitated felons.

It is generally, underscored that public servants enjoy lower working conditions, most are rarely engaged in their jobs and organisations, and that given some opportunity, these professionals will quit their jobs or will simply disengage (Repra-Mensah & Kyeremeh, 2016). Research also show that some key employees fall prey to headhunters (Wesley & Krishnan, 2013) as they are easily enticed by marginal increases in salaries, perks and conditions of work. As a result of this, some employees are very mobile and easily transfer to other government departments with perceived favourable conditions of work (DCS-AR, 2018), while others move out to the private sector. Wesley and Krishna (2013) further observe that the career of professionals and able employees always offer them alternative choices in other firms and employees will always move because firms concentrate on engaging employees in their jobs and forget engaging about them in the organisation. This concentration in job engagement has resulted in the dearth of information between turnover intentions and employee work engagement (Wesley & Krishna, 2013).

The effects of unhappy and disengaged employees harm the performance of an organisation through unproductive and withdrawal work-related behaviours that manifest in counterproductive work behaviours and turnover intentions. These are further reflected in rampant absenteeism, abuse of organisation assets, extended breaks and in extreme cases of damaging of organisation equipment, theft, fraud and even fighting among employees. Gibson (2016) suggests that employee work engagement approaches are likely to help retain trained and experienced staff to enhance institutional effectiveness and efficiency. It is further noted that employee work engagement strategies enhance employee organisation citizenry and responsible behaviour.

Employee work engagement basically means winning employees to produce maximum outcomes from maximum effort (Khan, 2013). Sangari and Nayak 2016) define employee work engagement as the creation of conducive work environment that induce positive emotions among employees. This results in improved institutional performance, staff health and reduced turnover.

It is worthy to note that correctional staff will continue to be required and trained to man prisons, to reform and rehabilitate errant people and felons. The requirement of correctional employees will be buttressed by the existence of these wayward members in the global community and particularly, in South Africa. These continue to harm innocent people, steal, rob, destroy property and cause insecurity and safety issues in the communities. This study is significant to South Africa and other countries facing challenges of staff turnover coupled with unproductive work-related behaviours. The study focused on investigating the relationship that exist between employee work engagement and employee withdrawal behaviours such as counterproductive work behaviours and employee turnover intentions.

1.3 Problem statement

The high turnover for correctional officers continues to be a global problem and threatens to negatively impact future operations in prisons. In South Africa, the DCS has provided evidence of raising staff attrition, coupled with work-related withdrawal

behaviours by correctional employees in all its annual reports over the years (DCS-AR 2015/2016; DCS-AR 2016/2017, DCS-AR 2018/2019; PSC, 2016).

The adoption of austerity measures by the National Treasury of South Africa not only incapacitated the DCSs to fill vacant posts or fill posts created by newly built correctional centres (DCS-AR, 2018), but also constrained its operations and capability to recruit, train and remunerate its current employees handsomely. In order to improve working conditions, the DCS introduced a raft of new measures including a new shift system which took cognisance of reduced staffing levels (DCS-AR, 2018). While still attempting to fulfil operational obligations, it also installed security cameras, new physical walls and fences. However these developments cannot not substitute security enforced by humans. Even the adoption of a new Code of Conduct to improve human resources capacity and management has had no positive impact as the use or abuse of leave days, absenteeism, disability pay claims and turnover still persisted (DCS-AR Report, 2018).

There are serious implications for failure to maintain a functional labour force in the correctional services in the maintenance of safety, security and justice. Maintaining a functional labour force and a working environment is pivotal in achieving organisational performance and success (Al Mamun & Hasan, 2017). Wesley and Krishna (2013) observe the existence of information dearth in the relationship between turnover intentions and employee work engagement. They note that past research work has concentrated on “employee work engagement as characteristic of both the individual the workplace.” In South Africa, this lack of information has manifested in the failure to address employee work-related withdrawal behaviours in correctional services.

The connection between employee work engagement and employee withdrawal tendencies shown by counterproductive work behaviours and turnover intentions has not been fully explored in South Africa, the gap which this study endeavored to fill. The study by Wesley and Krishna (2013) shows that research has concentrated on the job engagement of individual employees and less on the engagement of employees in the organisation. The filling of these gaps may provide strategies that management can employ to engage employees and make them stay longer in the organisation through promoting organisational citizenry and responsibility. Strategic

steps that help to address counterproductive work behaviours and turnover intentions among correctional employees are viewed as an organisational leadership function (Bandhanpreet, Mohindru & Pankaj, 2013).

This study endeavored to provide additional value to the existing body of knowledge by concentrating on the relationships between employee organisational engagement and employee work related withdrawal behaviours such as counterproductive work behaviours and employee turnover intentions. This interest emerged from an observed gap or dearth of information in this area, especially in the context of South African correctional services. The results of the research would strategies which the correctional leadership can use to reduce counterproductive work-related behaviours and turnover intentions.

1.4 Rationale and significance of the study

This study would likely contribute to the existing body of literature on correctional services employee work engagement, counterproductive work behaviours and turnover intentions in the following ways:

- Due to lack of information on the relationships between employee organisational engagement and employee work-related withdrawal behaviours such as counterproductive work behaviours and employee turnover intentions in the context of correctional services in South Africa, the results of this study would contribute to the existing body of literature on the distribution of correctional services in South Africa.
- There is so much evidence of counterproductive work behaviours in the South African correctional services shown through correctional employees being on official and unofficial absenteeism and the use and abuse of leave days (DCS-AR Report, 2018). The establishment of ways to reduce such work-related withdrawal behaviours such as counterproductive behaviours would not only add to the body of knowledge in the field but also provide a benefit to inform policies on how to handle these challenges.

- The study also endeavoured to offer correctional organisations choices on strategies to retain employees. Based on the DCS-AR Report 2018, turnover is remarkably high, so are the counterproductive work behaviours and turnover tendencies of correctional employees. The findings of this study would also benefit correctional authorities in the formulation of human resources strategies that may help reduce counterproductive work behaviours and turnover intentions and help retain best talent.

1.5 Aim and objectives of the study

1.5.1 Main aim

To investigate employee work engagement, counterproductive work behaviours and turnover intentions of staff in the selected Department of Correctional Service facility in Limpopo.

1.5.2 Secondary objectives

The objectives outlined below were used to achieve the main aim of the study:

1. To determine the prevalence of employee work engagement, counterproductive work behaviours and turnover intentions of staff in the selected Department of Correctional Service facility in Limpopo,
2. To establish the association between employee work engagement and counterproductive work behaviours of staff in the selected Department of Correctional Service facility in Limpopo.
3. To determine the relationship between employee work engagement and turnover intentions of staff in the selected Department of Correctional service facility in Limpopo.

1.6 Research Questions

1.6.1 Main research question

What is employee work engagement, counterproductive work behaviours and turnover intentions of staff in the selected Department of Correctional Service in Limpopo?

1.6.2 Sub-research questions

The subsidiary questions were used to answer the main question and these were:

1. What is the prevalence of employee work engagement, counterproductive work behaviours and turnover intentions of staff in the selected Department of Correctional service facility in Limpopo?
2. How is employee work engagement associated to counterproductive work behaviours of staff in the selected Department of Correctional Service in Limpopo?
3. What is the relationship between employee work engagement and turnover intentions of staff in the selected Department of Correctional Service in Limpopo?

1.7 Conclusion

This chapter discussed information based on the relationship between employee work engagement, counterproductive-work behaviours and turnover intentions in a selected South African correctional service facility. It focused on the background to the study, problem statement, rationale and significance of the study, aims and objectives of the study. The research questions which comprised of the main research question and the sub-research questions preceded the conclusion of the chapter.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

The chapter delved into the review of relevant literature which consists of theoretical and empirical reviews and evidence related studies on the relationship among employee work engagement, counterproductive work behaviours and turnover intentions. The theories explain the phenomena under investigation and draw linkages of existing understanding, observations, facts and ideas concerning this study (McCombes, 2020). Theoretical frameworks also define or demarcate theories most relevant to the phenomena being investigated, by combining and explaining the theoretical models to reflect on assumptions and expectations. A theoretical framework also shows whether a study is grounded on sound and well-known ideas of other studies, which would support the interpretation of results and explanation regarding the relevance of the study. Therefore, the theories used in this study were adopted to guide this research.

The chapter was organised in the following manner: the first section dealt with the theoretical framework adopted in the study, namely the Wellbeing, Information, Fairness and Involvement [WIFI] model, the social exchange and the retaliation theories. The remaining sections, that is, section two through to section four, followed the outline of the research questions. This sought to explore the empirical evidence to provide scientific answers from the reviewed literature. Therefore, the second section addressed the prevalent question on employee work-related withdrawal behaviours in the correctional service. The third part of the chapter outlined the empirical evidence and an analysis of the association between

employee work engagement and counterproductive work behaviours and finally, the fourth section addressed the third research question regarding the relationship between employee work engagement and turnover intentions.

2.2 Theoretical framework

The conceptual framework for this research was premised on the theories adopted in this study, namely the WIFI, social exchange and retaliation theories. The rationale for the use of the WIFI model was to guide the study and to relate the independent variable of employee work engagement to work-related withdrawal behaviours and the way in which the existence of wellbeing, communication, fair labour practices and inclusive work culture and justice affect employee behaviours. The motivation for the use of the social exchange theory was based on its implied/clear social rules and norms of reciprocity, as the organisation and its employees are expected to experience mutual relationships for mutual benefits (Ngo-Henha, 2017). It is envisaged that where the relationships are positive and health, mutual benefits entail while where the relationships become negative, those who feel aggrieved would act negatively and hamper the achievement of mutual goals. In the case where workers feel oppressed and aggrieved, they may retaliate, hence the use of the retaliation theory to compensate for the unfair treatment from their employer.

2.2.1 The WIFI Model

The WIFI theory was postulated by Cook in 2008 (Al-Saadi, 2017). Cook defined W- as wellbeing, I- as information, F-as fairness and I-as involvement. Studies show that high levels of employee work engagement are associated with a high level of wellbeing which is akin to employee wellness (Kumar, De Bruyn & Bushney, 2020). The researchers note that where wellbeing is high there is low work-related withdrawal behaviours such as counterproductive work behaviours and turnover intentions. The success of an organisation thrives on clear lines of communication and dissemination of information both internal and external. The information caption

concerns the communication of the mission, vision, goals and objectives of the organisation to workers so that they take a buy in and promote the same (Bagyo, 2016; Al-Saadi, 2017).

Fairness is related to organisational and procedural justice in the workplace (Uche, Olusoji, Wuraola & Sunday, 2018; Bagyo, 2018). Where the justice system is fair and just, there are raised levels of employee work engagement in the work-practice (Al-Saadi, 2017). Lastly, once employees have a sound wellbeing, are well informed, justly and fairly treated, their organisational and work involvement increase such that they become engrossed in all aspects of the organisation, as they feel part of it and are motivated to achieve both organisational and individual goals (bin Salahudin et al., 2016; Al-Saadi, 2017).

2.2.2 Social exchange theory

According to Ngo-Henha (2017), the social exchange theory is the result of the work of three authors namely, Homans (1958), Blau, (1964) and Emerson (1976). The social exchange theory is premised on the implied or clear principles of social rules and norms of exchange bordering on reciprocation as well as contracted rules (Ngo-Henha, 2017). This author acknowledges that the rules and norms form the contract of employment, such that when one party repudiates the rules and norms, that party would have violated the terms of the contract. The social exchange theory is centred on the principle that mutuality, loyalty and trust are achieved over time as the relationship among parties develop (AbuKhalifeh & Som, 2013).

The theory also hinges on the assumption that networks exist among workers, individuals and groups such that whether employees stay or quit, that is dependent on the strengths of the bonds in the network (Holtom, Mitchell, Lee & Eberly, 2008 as cited in Ngo-Henha, 2017). The researcher opined that where the bonds in the network are stronger, rules and norms are likely to be adhered to and employees are likely to exhibit low work-related deviancy as well as low intentions to quit. Where the rules and norms are violated by the organisation and/or employees, the work-related deviancy and intentions to quit would build up. Ngo-Henha adds that the work of leadership is to enforce both the contracted and implied norms and rules in order to enhance justice, loyalty and trust as well as to control work deviancy and employees'

intentions to quit. Several researchers opine that the violation of the implied and explicit rules and values/norms in any institution would result in employees resorting to work-related withdrawals such as counterproductive work behaviours (Raman, Sambasivan & Kumar, 2015).

To nurture employee work engagement, Khan (1990) notes that the organisations need to provide resources to employees. Abuhalfiah and Som, (2013) add that the provision of resources by the organisation is significant to get employees cognitively and emotionally involved and become dedicated to their jobs and the organisation. Researchers suggest that once resources are availed, the employees are likely to feel indebted to perform better through more engagement. They also note that where resources are not adequately provided or lack, employees tend to develop work-related withdrawal tendencies (Raman, Sambasivan & Kumar, 2015; Abuhalfiah & Som, 2013). Resources are not limited to finances, adequate tools for conducive workplace conditions but to all tools that management is obliged to provide. As summed up by Saks, 2006, the researcher also suggests that the relationships in the social exchange theory reveal high levels of reciprocity among parties involved as they strive to perform and fulfil their obligations.

2.2.3 Retaliation theory

The Skarlicki and Folger retaliation theory of 1997 postulates that in order to limit acts of revenge by employees, deterrent actions have to be implemented where such acts of revenge behaviours are controlled. It is believed that individual employees or collectives respond to organisational injustices through the practice of deviant behaviours (Uche et al., 2018). Uche et al., (2018) opine that injustices tend to activate exasperations, ire and frustration in employees. Uche et al., (2018) relate retaliation or work-related withdrawal behaviours to workplace conditions. Where the workplace conditions are stressing, they would stimulate adverse feelings about the workplace and/or colleagues which may lead to impulsive or deliberate work-related deviant behaviours (Uche et al., 2018).

2.3 Definition of key concepts

2.3.1 Employee work engagement: Employee work engagement basically means winning employees to produce maximum outcomes from maximum effort (Khan, 2013). (Sangari & Nayak, 2016) define employee work engagement as the creation of a conducive work environment that induces positive emotions which results in improved institutional performance, staff health and reduced turnover among employees.

2.3.2 Counterproductive work behaviour: Counterproductive work behaviours (CWBs) are any deviant behaviours portrayed by employees which can undermine or harm the interests and goals of an organisation (Bagyo, 2016). CWB is normally the deliberate behaviours by workers who are bent on harming or intending to harm institutions in future, the workers as well as the institution's clientele, (Karthikeyan & Thomas, 2017).

2.3.3 Turnover intention: Employee turnover intentions describe the conscious, deliberate and careful intentions or plans that show that employees will resign from their jobs and organisation in the future (Bandhanpreet Kaur et al., 2013; Ngo-Henha, 2017). It is the probability that an employee will quit a job and organisation in the near or sometime in the future. Three components make up the cognitive withdrawal of an employee from a job; first is the ideas or thought generation of leaving; secondly, the search for an alternative job and lastly, the actual quitting (Rahman & Nas, 2013 as cited in Ngo-Henha, 2017).

2.4 Empirical literature

This section explores the literature relevant to each research question raised in this study in their order.

2.4.1 The prevalence of withdrawal behaviours of employees in the correctional services

The problem of counterproductive work behaviours is prevalent in both the private and public sectors, but with more prominence in public organisations (Pratama & Parahyanti, 2018). The problem is however, more common in organisation setting

mostly found in the developing countries where institutional justice and governance are weak compared to strong justice and governance in the developed world, (Nasir & Bashir, 2012). Research in Indonesia shows that public employees violate so much workplace rules and codes of conduct, including inter alia, theft, poor performance, truancies, fraud and corruption (Badjuri, 2011 in Pratama & Parahyanti, 2018). The prevalence of poor performance of workers is also noted among public employees in Ghana and Zimbabwe (Ngo-Henha, 2017, Sibanda, Muchena & Ncube, 2014).

Alarming levels of work-related withdrawal behaviours such as counterproductive work behaviours in both private and public sector employees are also rampant in Nigeria, resulting in catastrophic overhead and production costs and negative organisational performance (Uche, et al., 2018). This is corroborated by Fagbougbe, Akinbode, and Ayodeji, 2012, cited in Olabimitan, & Okurame (2018) who noted high prevalence of employees who sabotage organisation assets and who also display unprofessional vices such as rudeness, fraud and theft. The Nigerian government had to establish “anti-deviant behaviour agencies” to develop and instil high morals in the public sector and train employees on how to conduct business professionally (Olabimitan & Okurame, 2018). Notwithstanding this effort, work-related withdrawal behaviours among public employees in Nigeria has not experienced much change (Olabimitan & Okurame, 2018). Given these facts, Olabimitan and Okurame (2018) note that it is apparent that counterproductive work behaviours need to be controlled in order to enhance effective service delivery as well as reduce costs of doing business in the public services. The deviant behaviours are also rampant in Pakistan as Nasir and Bashir (2012) observe the high levels of theft, fraud, time wasting, favouritism, leg-pulling and abusive talk in the workplace. Research also shows extensive lateness and bunking off of work by Indian government employees who are also corrupt, indifferent and incompetent (Karthikeyan & Thomas, 2017).

In South Africa, the Department of Correctional Services reports for financial years 2015 to 2019 outline rampant work-related withdrawal behaviours especially counterproductive work, with a total of 4132 cases of deviant work behaviour misconducts having been handled in the 2017/2018 financial period alone. According to the reports, the common cases which include, inter alia, away from work without

official leave, dereliction of duties, failure to carry lawful or routine instructions without just cause, loss or damage to state property, assault or threatening other workers, drugs and alcohol abuse, sexual harassment, sleeping on duty and theft, corruption, fraud and taking bribes, (PSC, 2018; DCS-AR, 2018). The rate of correctional employee turnover for the reporting period 2017/2018 averaged 6.2% across salary bands, with specific salary band being much higher than the average (DCS-AR, 2018). The same report listed resignation as having the highest rate of 20% in senior management services band and staff in the production bracket. Muntingh (2006) also note the prevalence of corruption in South African prisons as a problem affecting its operations. Engelbrecht, Wolmarans and Mahembe (2017) confirm the existence of deviant behaviours among workers in both the private and public sector organisations in South Africa. Willemse (2018) observe that south African correctional employees are so much stressed due to risky or unsafe workplace conditions, inadequate resources and support as well as the regimental structures in decision making, which allow employees to follow orders and are dissuaded from exercising their own creativity.

Writers in South Africa contend that workplace conditions in prisons are dire and stressful to prison staff to the extent that they seem to experience the same conditions as prisoners themselves. Wasserman (2017) observes that the workplace conditions are far below both the prescribed South African and international standards. The poor workplace conditions in prisons significantly impact on what correctional officers feel about their leaders and this cascade to how the officers treat the inmates (Botha & Pienaar, 2006). The chain of consequences also affects the communities when non-reformed inmates are eventually released from prisons.

2.4.2 Influence of employee work engagement on CWBs and employee turnover intentions

This section explores the empirical evidence of the influence of employee work engagement on work-related counterproductive behaviours such as employee turnover intentions.

2.4.2.1 Employee work engagement

Employee work engagement is viewed as a multidimensional and all-encompassing construct that gives employees feelings of connection, cognition, enthusiasm and passion about their work, leading to the conception of a desire to willingly invest their emotions, cognitions and effort into their duties with a view to contribute meaningfully to both the organisation and themselves (Sharafizad, Remond & Moris, 2019). Employee work engagement denotes a positive, fulfilling, work-related state of mind that is characterised by vigour, commitment as well as absorption (bin Salahudin et al., 2016; Schaufeli et al., 2001 in Admasachew & Dawson, 2016). bin Salahudin et al., (2016) explain vigour as the ability of an employee to be available at work tirelessly and persistently despite challenges. The authors characterise employee work engagement, commitment and involvement to be associated with feelings of significance, eagerness and motivation, while absorption denotes engrossment and attachment to their work and the organisation. Khan (2013) defines employee work engagement as basically winning employees to produce maximum outcomes from maximum effort. An organisation wins its employees by provisioning of adequate resources as well as the practice of organisational and procedural justice (Bagyo, 2018). Sangari and Nayak (2016) define employee work engagement as the creation of conducive work environments that induce positive emotions resulting in improved institutional performance, with reduced turnover and improved staff health.

Different researchers and authors define engagement differently, for this variance, Sharafizad, Redmond and Moris (2019) suggest that there is need to continue to refine the meaning of employee work engagement in order to better understand it. The company-based models view engagement as outcomes, while academics focus on outcomes of employee work engagement and the consultants look at engagement as a psychological state with numerous outcomes (Robertson-Smith & Markwick, 2009). The outcomes are exhibited in a number of ways such as, inter alia, satisfaction, feelings of organisation pride, joy and beliefs in their work and the view that employees perceive of their employers and the view they have about the way in which the employer values them (Vance, 2006). Martins and Ledimo (2016) view outcomes as, inter alia, low employee work-related withdrawal tendencies, positive growth, performance and satisfaction. Chiboiwa, Chipunza and Samuel (2011) and Bandhanpreet Kaur et al., (2013) suggest that the outcomes are desired conditions embedded in the purpose of the organisation. The authors also added

that outcomes are reflected in employees by the way in which they are involved, absorbed, committed, passionate, and energised to achieve both personal and organisation goals. Cattermole & Johnson (2014) opine that these outcomes are possible where appropriate workplace conditions exist.

There are three main dimensions of employee work engagement as suggested by Khan (1990) namely physical, cognitive and emotional engagement. Physically engaged employees show vigour by exerting much physical and mental effort in their work and which are linked to increased levels of confidence of workers in doing their job (Terry, 2020; Kahn, & Fellows, 2013), as well as being knowledgeable about that which they do (Uche et al., 2018). In the process, employees build their cognitive abilities through interactions with the employers and leaderships as they become associated with the vision, mission and goals of the institutions they work for.

Cognition is defined in employee work engagement as the beliefs that employees have about their leaders, the mission and vision of the organisation, as well as the culture of doing work (Chutke, 2016). In this regard, employees have a quest to attain more knowledge which allows them to be innovative and creative as well as being assertive when they participate in decisions that concern their work (Uche et al., 2018; Kahn & Fellows, 2013). As employees keep on increasing their levels of engagement, they become highly committed and emotionally attached to both their work and employer such that they feel a greater sense of belonging to the organisation, and are ready to encourage other workers to believe and support the vision, mission and values of the organisation. Where physical, cognition and emotions are high, employees tend to feel safe, to have much vigour and enthusiasm, develop a sense of meaningfulness, satisfaction and acceptance, (Kumar, De Bruyn & Bushney, 2020; Terry, 2020). Luthans and Peterson (2002) opine that when organisations wholly engage their employees across the physical, cognitive and emotional dimensions, the employees become role players, experience ownership of their work, feel valued and worthy, while working overboard in supporting their organisations physically, mentally and emotionally.

Martins and Ledimo (2016) observe that not much literature on employee work engagement is available for the South African public sector organisations. This is corroborated by Rothmann and Rothmann (2010) who also found low prevalence of

engagement research in South Africa, although they observe the prevalence of engagement workplace conditions such as institutional support, clear employee roles, good rapport between subordinates and leaders which is cultivated through shared decisions and clear lines of communication. Engaged employees are regarded as treasured assets in any organisation (van der Westhuizen, 2014), the workplace conditions should allow employees opportunities to learn, to work independently or in teams, offer variety and flexibility and organisational support (Rothmann & Rothmann, 2010; Kumar, De Bruyn & Bushney, 2020). These measures would promote conditions for enhancing engaged employees (Rothmann & Rothmann, 2010). Research studies also show that employees with positive perceptions of organisational support tend to exert their finest effort in their jobs (Uche et al., 2018).

The availability of engaged employees in an organisation is assessed through attitudes the employees have about the employer (Vance, 2006). Vance added that the evidence of such positive feelings and attitudes would include, inter alia, pride in job and organisation, belonging and commitment, contentment, shared values, employee recognition and support. This is corroborated by Agoi (2015) who note that highly engaged employees are associated with high positive attitudes about the employer, consequently reinforcing high employee attachment to the organisation.

In their research, Rothmann and Rothmann (2010) opine that the creation of conditions for promoting engagement requires the roles of employees be aligned, their jobs enriched, growth and development opportunities availed for employees, as well as providing autonomous workplaces which lead employees to experience psychological significance in the organisation. Rothmann and Rothmann (2010) also suggest fair rewards, advancements and training as key to improve workplace conditions. It is critical for management to facilitate clear roles, improve lines of communication of employees, managers and across the organisation to ensure prompt dissemination of information for shared decisions.

2.4.2.2 Levels of employee work engagement

The level of engagement follows a continuum from engagement to disengagement (Carnahan, 2013). The levels of employee work engagement vary from one

organisation to another and from individual employees' biographies to organisational characteristics (Robertson-Smith & Markwick, 2009). The levels of engagement may also vary as per profession, period of tenure, position in the organisation which the employee occupies and the associated variations are not limited to economic sectors. It is important to note that preferences, needs and expectations also vary from one employee to another as workplace conditions differ from one organisation to another (Sarangi & Nayak, 2016).

The differences in the levels of engagement breed conflicts among employees, teams or between the organisation and its employees (Sarangi & Nayak, 2016). As the differences grow in an organisation, productivity is negatively affected and so is the level of employee work engagement (Khan, 2013). Vance (2006) further opines that engaged workers support and are ambassadors of their employers through recommending potential employees and clientele. The researcher also noted that such engaged employees have positive attitudes towards other employees and promote constructive feedback and criticism. Therefore, the vision, mission and goals of the organisation need to be well communicated so that they become congruent to the employees' goals and needs to foster unity of purpose in the organisation.

Sibanda, Muchena and Ncube (2014), found that public employees in Zimbabwe have low levels of engagement which made them to perform below par, thereby affecting service delivery. Pepra-Mensah and Kyeremeh (2018) note that no more than half of the public service employees in Ghana are engaged. However, Repra-Mensah and Kyeremeh, (2018) observe that private sector workers have propensities to leave their jobs when not satisfied, while their counterparts in the public sector would remain despite being not satisfied. The result is that many public organisations record low rates of turnover despite having high numbers of disengaged employees (Repra-Mensah & Kyeremeh, 2018). To go around poor performance in the public sector, raising employee work engagement levels need to be given utmost significance. The way in which organisational leadership play its roles is very important as this helps to raise or lower employee work engagement levels (Khan, 2013).

Martins and Ledimo (2016) found that South African public service employees are lowly attached to their jobs and have lower engagement levels. In the correctional services of South Africa, for example, Wellemse (2018) found that correctional managers neglect their subordinates and do not have keen interest in their problems and challenges, and the employees are therefore frustrated. The researcher further observe that correctional employees feel demotivated due to lack of recognition in decisions concerning their work. According to the experiences of this researcher, the regimented nature of correctional work makes it unlikely for managers to consult or afford subordinates opportunities to partake in decision making as correctional work is based on orders and instructions which have to be obeyed and followed.

Any organisation aiming to raise employee work engagement levels is likely to boost productivity, increase service delivery or profits, have a satisfied clientele and also retain employees (Sarangi & Nayak, 2016). Employers need therefore, to design work schedules in a manner that makes employees obtain significance and fulfilment in their jobs to enhance high levels of engagement (Agoi, 2015).

2.4.2.3 Outcomes of employee work engagement

Research outlines two types of engagement outcomes, namely organisational and employee outcomes (Robertson-Smith & Markwick, 2009). The organisational outcomes of engagement are many and varied and include, inter alia, retention of employees, building a loyal clientele, enhanced productivity and performance, increase in organisational profitability and service (Robertson-Smith & Markwick, 2009; Bandhanpreet Kaur et al., 2015). Employee outcomes include change of expectations, health and well-being. The economic and technological changes in organisations have also seen employees needing more than higher salaries and pay-perks, seeking more recognition and fulfilment (Robertson-Smith & Markwick, 2009; Agoi, 2015; Welemse, 2018). Agoi (2015) notes that engaged employees are positive about their health and support the effort of the organisation to promote their wellbeing and health in workplace conditions. In the correctional facilities, while inmates and officers are perceived to lead separate lives, they share almost everything from food to the air they breathe, the health hazards in the workplaces and the risks of violence (Fraser, 2014).

2.4.2.4 Counterproductive work behaviours

Counterproductive work behaviours are any deviant behaviours portrayed by employees which could undermine or harm the interests and goals of an organisation (Bagyo, 2016). Counterproductive work behaviours are deliberate deviant behaviours done by workers who are bent on harming or intending to harm the institutions, workers and assets as well as the institutional clientele (Karthikeyan & Thomas, 2017). Counterproductive work behaviours denote employees acting deliberately against organisational rules and norms due to implied and explicit or perceived repudiations of the employment contract (Ariani, 2013). Yu (2014) defines counterproductive work behaviours as any deliberate undesirable behaviour with potential to have adverse concerns to both the organisation and its employees. Counterproductive work behaviour is demonstrated by employees with the intention to contradict and obstruct the combined effort of employees in an organisation from achieving desired goals (Bagyo, 2018). The employees take on this kind of behaviour in retaliation against organisational unfairness or injustices (Uche et al., 2018).

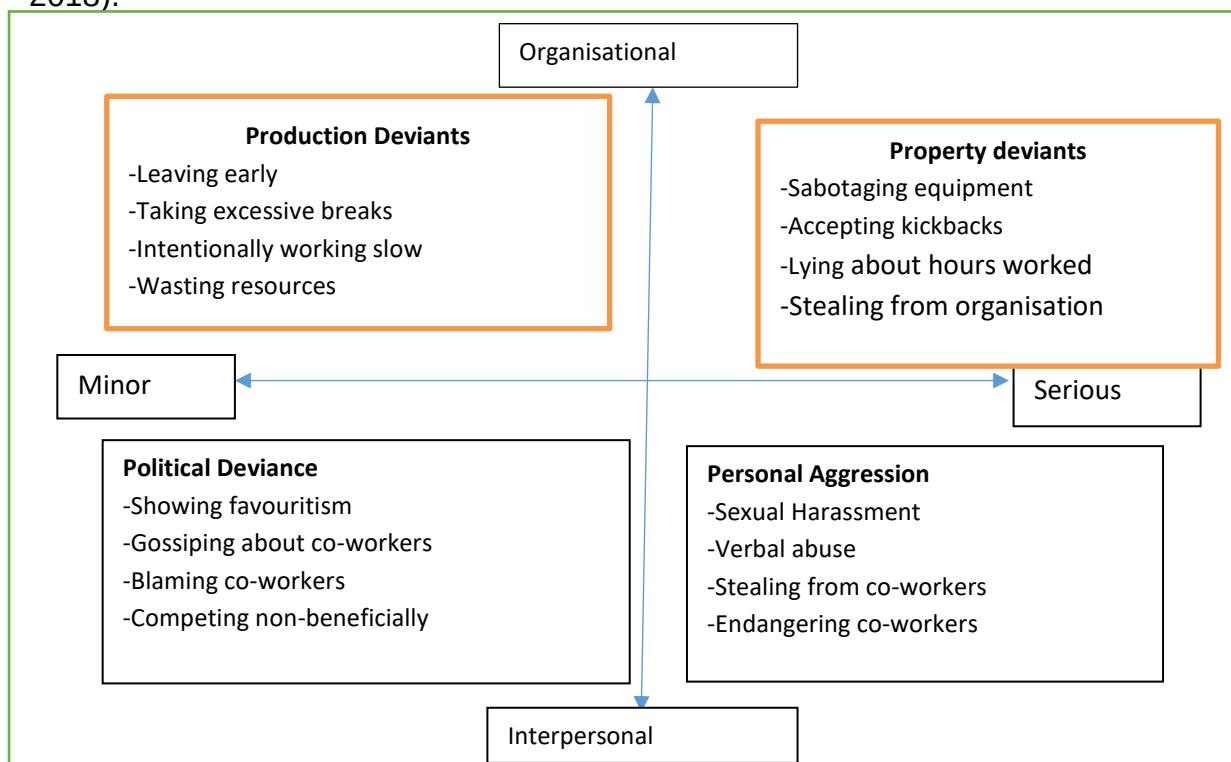


Figure 1: Typology of negative deviant workplace behaviors (Robinson and Bennett's, 1995).

Bagyo (2018) observes the following retaliatory deviant work behaviours in an organisation, namely, property, productivity, political, and personal deviance as shown Figure 1.

The property related deviants target to damage assets or abuse them for personal gain or just to spite management (Bagyo, 2018). Production deviants deliberately infringe on rules, procedures and processes laid down for employees to meet minimum standards of behaviour and performance. The political aspect, *inter alia*, involves favouritism, injustice or unfair treatment of workers, gossiping, neglect and similar vices, while personal deviancy relates to theft, intimidation of others, verbal or physical abuse of self or other workers. Yu (2014) concurs by noting that deviant behaviours develop progressively from minor incidents to serious issues like fraud, drug and substance abuse, drunkenness, misuse of organisation assets, absenteeism and even violent behaviours such as shooting and suicides.

Correctional workplaces could be so stressing that staff develop tendencies of absenteeism as a way to cope with anxiety, abuse, burnout and frustrations (Fraser, 2014). In practice, prison leadership must be seen to be fair, just and sympathetic but firm with correctional staff and enforce rules and norms consistently (Fraser, 2014). The main causes of counterproductive work behaviours can thus be summarised as lack of fair application of both distributive and procedural justice in the organisation, leading to work-related withdrawal behaviours. According to Hsi (2017), it is maintained that organisational injustice can frustrate employees to the extent that they exhibit work-related withdrawal behaviours such as counterproductive work behaviours and intentions to quit behaviours. Karthikeyan and Thomas (2017) have likened counterproductive work behaviours to employees protesting against identified injustices and unfairness in the organisation. Czarnota-Bojarska (2015) corroborate this observation by stating that individual employees who are unable to balance work-related challenges with personal proclivities resort to work-related withdrawal behaviours.

Counterproductive work behaviours acted by a single employee, group or collectives, can be exhibited through such protest as go-slow work, downing of tools and group violence in the case of violent labour disputes (Karthikeyan & Thomas, 2017). Muafi (2011) acknowledges that counterproductive work behaviours are responses to

employee frustrations at the workplace which are exhibited by employees in many deviant ways. This acknowledgement dovetails well with the theory of retaliation proposed by Skarlicki and Folger (1997) which predicts that the responses of employees to frustrations would be retaliatory in nature.

Discrepancies occur in the application of implied or perceived psychological agreements in the workplaces. According to Yu (2014), when an employee perceives explicitly or impliedly that the employer is repudiating from implementing part of the promises of the employment contract, the employee may resort to work-related withdrawal behaviours in order to counter the imbalance. This is suggested by Qiu and Peschek (2013) who observe that an employee engaging in counterproductive work behaviours would be attempting to “induce balance and to achieve fairness within the organisation.” The employee may fill the gap by putting less effort, taking long tea and lunch breaks, fake illness or abuse sick leave, working slowly or abuse company assets and privileges for own benefits or to spite management. Werbel and Balkin (2010) note that an unfair reward system would likely cause counterproductive work behaviours. This would result in employees withdrawing from workplace environments that cause frustrations, physical and emotional stress and inefficiencies (Makhdoom, Atta & Malik, 2019). Vigan and Giauque (2018) observe that developing countries contribute very little literature on counterproductive work behaviours especially in public sector administration and management in Africa.

Counterproductive deviant behaviours may be grouped into negative or positive typologies (Muafi, 2011). Muafi (2011) further explains that the negative typos relate to all deviant behaviours that show employee work-related withdrawal tendencies, while positive deviant behaviours promote the organisation, although not according to the employer, rules and codes of conduct. The positivity and negativity of counterproductive work behaviours are what Zubaidah, Ng, Ho and Murali (2019) consider as the constructive and destructive aspect of counterproductive work behaviours. Research shows that counterproductive work behaviours take two dimensions, namely the interpersonal and the institutional or organisational. Institutional deviant dimension relates to employees targeting their negative effort to derail organisation-wide performance and goals by attacking its infrastructure, workplace tools, rules and codes of conduct (Muafi, 2011). Interpersonal counterproductive work behaviours are also exhibited in employees through

nicknaming or demeaning of others, argumentativeness and rudeness, to tomfooleries and verbal or physical violence.

Interpersonal counterproductive work behaviours occur in two forms, namely political and personal antagonism (Olabimitan & Okurame, 2018). It is observed that the political aspect denotes a situation where employees try to take advantage of each other or groups and can be shown through deviances such as incivility, nepotism, gossips, blame game and non-beneficial competition. Workers who engage in counterproductive work behaviours are said to be less productive, frustrated and dissatisfied with their jobs. Such employees would exhibit hostile behaviours towards individual or groups of employees in the form of assault, sabotage, sexual abuse and endangering self.

The counterproductive work behaviours can have snowball effects on each other as suggested by Karthikeyan and Thomas (2017). The increase in political deviances will cause an increase in personal aggression which may have ripple effects on production and property deviances would then set in as the snowball effect gathers momentum as shown in Figure 2.

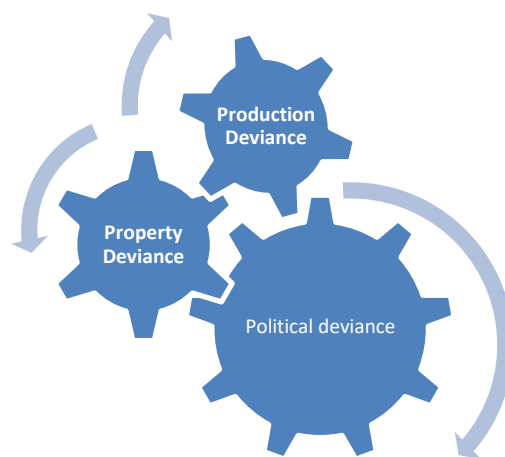


Figure 2: Snowball effect of production deviance, property deviance and political deviance. Source: Karthikeyan (2017).

2.4.2.5 Cost of work-related withdrawal behaviours

It is important that unless controlled, work related withdrawal behaviours such as counterproductive work behaviour can have huge financial implications for organisations as well as tarnishing their images and reputations (Zubaidah et al., 2019). Although human capital is transferable among jobs and organisations, special skills specific to an organisation may be difficult and costly to replace and train (van der Westhuizen, 2014). With most countries and organisations implementing technologically innovative processes and financial austerity measures due to volatile economies and competition (Zubaidah et al., 2019) contend that counterproductive work behaviours are on the rise as these changes frustrate employees. In Nigeria, huge investments have been made to establish agencies that fight work deviant behaviours, although nothing much has changed, the investment is perceived to be worth the effort (Olabimitan & Okurame, 2018).

2.4.2.6 Employee turnover intentions

Employee turnover intentions define the conscious, deliberate and careful intentions or plans that show an employee will likely resign from a job and organisation in the future (Bandhanpreet Kaur et al. 2013; Ngo-Henha, 2017). It is the probability that an employee will quit a job and organisation in the near future. Three components make up the cognitive withdrawal of an employee from a job; first is the idea or thought generation of leaving, secondly the search for an alternative job and lastly the actual quitting (Ngo-Henha, 2017).

Belete (2018) identifies two types of turnover, which are intentional and unintentional. The author further defines intentional turnover as voluntary turnover, where an employee willingly quits the job and organisation while unintentional or involuntary turnover refers to a case where the employer initiates the dismissal of the employee. Intentional turnover results in substantial direct and indirect costs, as this harms the employer who may be caught unaware of the planned termination of employment (Perez, 2008 in Balete, 2018). The direct costs are created in hiring replacements, interviews, training and development of new employees, while indirect costs relate to the burden remaining employees bear of doing additional work. Citing Taylor (1998), Balete (2018) classifies intentional turnover into functional and

dysfunctional, with the former relating to low performers and the later signifying the departure of high performers. The dysfunctional element of turnover is additionally classed into avoidable and unavoidable turnover. The unavoidable turnover may relate to death of employees, relocation of family or spouse and the employer has little control over it, while avoidable turnover may pertain to conditions of employment such as pay, and unfavourable workplace conditions (Balet, 2018).

According to a study by Nink (2010), focusing on the American correctional service, the rate of correctional officers quitting their jobs has been very high, so was the cost associated with replacing them. Nink notes that the trends are unlikely to stop because correctional organisations are not fully funded to offer adequate pay increases to staff, therefore leaders need to adopt other strategies that allow for retaining employees. The intention to quit is a measure of an organisation's ability to retain workers as they plan to quit their jobs (Perryer et al., 2010). The intentions to quit could be used as a yardstick for measuring real turnover and can be used by leadership to fine tune institutional practices and strategies (Alam & Mohammad, 2010; Ngo-Henha, 2017). Some employees with the intention to quit may actually end up not quitting and some without the intention to quit may end up leaving. However, the intention to leave epitomises a vital outcome of the initial plan to quit the job (Minor, Dawson-Edwards, Wells, Griffith & Angel, 2009; van der Westhuizen, 2014).

Intentions to leave are seen as harbingers to subsequent action by employees to finally quit, and that it becomes vital to study intentions as they provide useful pointers to employees' sensitivities and decisions (Alam & Mohammad, 2010; Ngo-Henha, 2017). Research shows that it is important for the organisation to retain their human capital than to let them move to other organisations to avoid loss of talent, expertise, cost of replacement and productive resources. Although human capital is transferable among jobs, employees trained for specific organisations have tacit experience peculiar to those organisations and do not easily transfer from one job or organisation to another, and when they do, this comes with a huge cost (van der Westhuizen, 2014). Van der Westhuizen (2014) further opines that such uniqueness in labour must be retained as it involves huge investment to have them trained in requisite skills and their replacement cost would also be high. Employees in the

correctional service go through regimental training specific to the service of handling inmates and should be retained to reduce hiring and training costs.

Nink (2010) specifies four most conspicuous areas that make correctional employee retention problematic, namely; the need for shift work and off-duty hours, low pay and perks, stressful working environment and burnout, and lastly failure by human resources to identify suitable candidates during the selection process. Chipunza and Samuel (2011) also observe that high employee turnover is positively related to job dissatisfaction.

2.4.2.7 Factors driving turnover intentions

Belete (2018) notes several attributes of turnover intentions and suggests that an all-inclusive method should be adopted in studying the factors that influence employee turnover. Some of the factors are discussed as follows:

(i) Management styles: Leadership/management style is one factor Belete (2018) observes as affecting turnover intent in a positive or negative way. In a study of the South African Police Services [SAPS], Mohajane (2017) found that management styles contribute to the dissatisfaction of subordinates, attributing to negative perceptions regarding their jobs and propel tendencies to quit their jobs. The negative attitudes of employees concerning their managers is also corroborated by findings of studies conducted by Belete (2018) and Saez (2020), who note that the approach managers choose to use to treat their workers and how they exercise leadership functions may affect their employees greatly. This confirms the findings by Wellemse (2018), that South African correctional managers neglect their subordinates and do not have keen interest in their problems and challenges which results in employees getting frustrated. The neglect of employees' problems and challenges and the emotional difficulties these employees go through are likely to be transferred to the inmates and the institution through work-related counterproductive behaviours.

(ii) Demographic factors: Research also reveals demographic aspects such as pay, age, contractual tenure, and the position which ones holds in an organisation and the department one works for, as playing a part in determining intentions to quit, (Chowdhury, 2015; Victoria & Olalekan, 2016 in Belete, 2018). In correctional

services, research has concentrated on personal variables such as age, education level, race as well as satisfying workplace conditions (Minor et al., 2009). Good pay and perks are important retention drivers as these satisfy the financial needs of employees (Belete, 2018). Kumar (2011) observe that low pay is associated with employee turnover. Belete (2018) notes a strong negative and important relationship between turnover intention and low rewards. The age of employees is also viewed as a factor, as the young age groups are viewed as restless and can easily have the appetite to quit or try new things (Ngo-Henha, 2017). This age factor is corroborated by findings of a study by Czarnota-Bojarska (2015) which indicated that meta-analysis authenticates a consistent negative correlation between age and counterproductive work behaviours, with younger employees engaging in more deviant behaviours than older employees.

(iii) Organisational commitment: Where employees have strong organisational commitment, the chances of them staying in the organisation are high and the commitment to the organisation is viewed as a solid indicator of employees' intentions to quit or not (Ahuja et al. 2007 as cited in Belete, 2018). bin Salahudin et al., (2016) characterise commitment to work involvement with feelings of significance, eagerness and motivation. They further note that committed employees are highly absorbed or engrossed and have so much attachment to their work and the organisation. These committed workers are likely to last longer in an organisation.

(iv) Organisational justice: The perceptions built in employees as regard the justice system in the organisation influence their attitudes which can be exhibited in moral or immoral behaviors (Uche et al., 2018). The researcher suggests that the results will either positively enhance employees' performance or negative performance, thereby affecting organisational success. Hohajane (2017) further notes unfairness in procedural justice as creating unfair promotions and career growth paths for employees. Aghaei, Moshiri and Shahrbanian (2012) confirm this finding when they observe that the better the organisation's justice system, the more employees are likely not to consider leaving their jobs. Research shows that the perceptions employees have about the fairness or lack of its application, or lack of consistent application of policies and rules affect employees' choices to stay or leave (Wellemse, 2018). Mohajane (2017) also identifies discord and lack of alignment of

retention policies with standard practices and procedures as enhancing work-related withdrawal behaviours such as turnover intentions.

(v) Workplace conditions: Employees' intentions to leave their jobs are related to conditions associated with the workplace in the organisation (Ngo-Henha, 2017). Mohajane (2017) also suggests that the workplace conditions and personal situation influence the motivation or pressure for employees to either stay or to quit their work. Studies show that turnover intentions may be high or low, depending on the economic states of unemployment or employment in a country (Niguse, 2019). The researcher opines that where unemployment is high, intentions to quit may be low as employees may stay on the job until conditions improve before leaving. Availability of institutional support, clear employee roles, good rapport between subordinates and leaders cultivated through shared visions and decisions and clear lines of communication are viewed as workplace conditions that help to reduce turnover intentions, (Rothmann & Rothmann, 2010). Some workplace conditions are not conducive for personal development and promotion due their structural settings (Bandhanpreet Kaur et al., 2013). The regimental nature of correctional work, for instance, offer structures that catalyse employees to quit (Willemse, 2018). The high level of "professional isolation" in prisons, stringent procedures and rules, associated with a militaristic order are likely to artificialise interactions, behaviours and the bureaucracy that would aid employees to lose control of their own work and breeds frustration (Fraser, 2014).

(vi) Peer pressure: According to Minor et al., (2009), the cognitive perception of correctional staff members to quit is derived from their experience and vicarious interactions. The researcher suggests that experience derived from past or current workplace situations makes a contributing factor in one's intention to quit. Vicarious knowledge acquired through interactions with ex-correctional staff members, former schoolmates and the revelation about their success in life contribute to decisions for a correctional officer to consider quitting. The resultant socio-economic and psychological dispositions built in employees as regards the benefits which accrue in the organisation compared to life in other sectors are strong perceptions that linger in employees' work life (Ngo-Henha, 2017). The self and team sanctions have both negative and positive impact on intents to negate policies, rules and norms

(Connolly, 2015). This is to do with group behaviour where the members self-regulate or check the behaviour of others either positively or negatively.

(vii) Growth/Development opportunities: Intentions to quit may persist in the employees even when they never cut ties with the employer (Niguse, 2019). This could be due to psychological withdrawals caused by lack of promotion, or feelings of neglect by leaders but employees may still have hope for internal or external opportunities, and therefore they continue to linger on the job (Minor, et al., 2009). Some employees may harbour work-related withdrawals but are gripped with the fear of the unknown and they may continue staying on the job but with reduced commitment. The continued state of intentions to quit in an employee affects motivation, negatively impacting on the job performance and interactions (Betele, 2018). This observation is supported by Minor et al. (2009) who opines that employees with turnover intentions can vicariously discourage other employees to perform or to observe rules and policies.

(viii) Organisational culture: The way in which work is done cultivates the culture of the organisation (Minor, et al., 2009). Belete (2018) observes that culture greatly influences employees' commitment and subsequent satisfaction, which consequently enhances their desire to remain in employment. The regimental nature of correctional work may itself be a factor that defines the culture of correctional work (Willemse, 2018). The training and the uniqueness of each prison also help to define varying cultures and settings across prison institutions even in the same country (Nink, 2010). The researcher suggests that each prison, though guided by similar general guidelines, has a unique culture as work settings and management are different.

(ix) Job frustrations: Anxieties associated with the job are viewed as factors that encourage the development of quitting tendencies in employees (Belete, 2018). Conflicting and ambiguous work roles, huge workloads, the conflict of job and family as well as safety and security issues all work to generate stress among workers (Jha, 2014 as cited in Belete, 2018). Correctional work is physically, psychologically and emotionally stressful and many correctional employees experience concerns over low pay and incentives, safety and security issues, lack of voice, lack of training and promotions (Willemse, 2018). There are many safety and security concerns in the correctional workplace environment (Minor et al., 2009). Correctional employees

may intend to quit because prisons are places of isolation and the correctional officers may also feel secluded from society as much as the inmates (Willemse, 2018). Such isolation limits movement, natural light and other freedoms (Minor, et al., 2009).

2.5 The association between employee work engagement and CWBs.

The drivers influencing counterproductive work behaviours in the workplace are distributive and procedural injustice (Bagyo, 2016). Bagyo found that highly engaged employees have increased work performance and are less associated with counterproductive work behaviours. It is further observed that employee work engagement and counterproductive work behaviours are inversely correlated, increasing one would have a decreasing effect on the other. Czarnota-Bojarska (2015) also suggests that satisfaction is negatively associated with counterproductive work behaviours and satisfaction is positively related to engagement. The researcher concludes that a satisfied employee is likely to be motivated and engaged and able to desist from work-related withdrawal behaviours such as counterproductive work. A workplace environment that is conducive and pleasant is said to catalyse cyclic reduction in deviant behaviours (Uche, Olusoji, Wuraola & Sunday, 2018).

Employees who are engaged exhibit high levels of absorption and involvement in the business of the organisation and cooperate with co-workers to improve conducive workplace conditions and increase performance (Bagyo, 2015; Karthikeyan & Thomas, 2017). Bagyo (2015) also notes that counterproductive work behaviours may damage the employee work engagement in an organisation. Citing Bennett and Robinson (2000), Uche et al., (2018) reveal that well-resourced employees show satisfaction with their jobs and organisations, and are unlikely to act against rules and codes of conduct. Research further suggests that employees are likely to disrespect organisational rules, processes, procedures or protocols where they are not fully resourced (Muntingh, 2006). The observations are also corroborated by findings of studies done by Raman, Sambasivan and Kumar (2015) and Abuhalifeh and Som (2013), who opine that where resources are not adequately provided, employees develop work-related withdrawal tendencies.

The absence of conducive workplace conditions would lead employees to violate workplace statutes, as retaliation against injustice in the organisation (Ariani, 2013). According to Ariani and Saez (2020), employee work engagement fosters organisational citizenry while counterproductive work behaviours promote antisocial behaviours. Research by Iqbal, Shabbir, Zameer, Khan and Sandhu (2017) identify positive association between employee work engagement and employee citizenry behaviour and negative correlation between engagement and counterproductive work behaviours. Muafi (2011) observes that management can increase employee work engagement and performance by committing to lessen counterproductive work behaviours through fair labour practices. Employees who are not engaged are likely to be involved in deviant work behaviours as retaliation against hostile workplace conditions (Ariani, 2013). The researcher further observes that such employees have no care whether they lose their jobs or not when found on the wrong side of the rules and codes of the workplace.

2.6 The relationship between employee work engagement and turnover intentions

Turnover intentions are signs of injustices within the organisation associated with work-related withdrawals (Zubaidah et al., 2019). Research studies show that a relationship exists between engagement and the attitudes of employees regarding their intentions and behaviours to quit their jobs (Agoi, 2015). According to Agoi (2015), when attitudes about the employers are positive, it is likely to promote workers engagement who become attached to their organisation and in turn, have no intentions to quit. Research by Iqbal et al., (2017) identifies positive association between employee work engagement and employee retention. Where the retention policies are active, employee work engagement tends to be high. The South African Board for People Practices [SABPP], 2014 observes that work-related withdrawal behaviours positively impact on employee turnover, implying that the higher the withdrawal tendencies, the higher the likelihood of employee turnover (Kumar, De Bruyn & Bushney, 2020). Engaged employees have low turnover intentions, become creative, committed and yearn to learn as well as encourage quality work (Rothmann & Rothmann, 2010). Uche, et al., (2018) opine that the propensity for employees to

quit their jobs is low when employees are satisfied and such employees tend to concentrate on their work and are engaged.

Employee work engagement helps to turn stressing workplace conditions into benefits. van der Westhuizen (2014) concurs that employee work engagement helps to control or reduce the development of turnover intentions to quit a job. van der Westhuizen (2014) concludes that where significant turnover intentions exist against average employee work engagement, it would be ideal for management to adopt strategies that reduce turnover intentions and enhance employee work engagement. Robertson-Smith and Markwick (2009) suggests that workers who are engaged are likely to stay longer with the employer and their performances are about 20% higher than their counterparts. Such engaged employees promote their employers in every aspect of the business.

According to Vance (2006), attachment attitudes are attributable to feelings of recognition and value which are placed by both the employers and management on employees. The researcher further suggests that the existence of positive rapport across the organisation, promotes desires for employees to stay longer in the organisation. When employee work engagement levels are high, they may become highly passionate about their employer and desire to stay longer at work (Vance, 2006; Robertson-Smith & Markwick, 2009).

2.7 Conclusion

Based on the review of literature, employee work engagement is perceived to be negatively related to work-related withdrawal behaviours such as counterproductive work behaviours and employee turnover intentions. The factors that promote employee work engagement can help reduce or control both counterproductive work behaviours and turnover intentions. Leadership also plays a pivotal role in promoting employee work engagement by fostering a culture of citizenry where the vision, mission and goals of the organisation are clearly communicated to employees.

CHAPTER 3

RESEARCH PARADIGM, METHODS AND METHODOLOGIES

3.1 Introduction

This chapter focused on the research paradigm, research design and the research methods used in the study. The research strategy, research instruments, demarcation or delimitation of the study were also discussed. The research processes including the population, the sampling techniques, the sample size and the data collection instrument were further discussed. The chapter detailed the data analysis method, reliability and validity, ethical consideration and the limitation of the research.

3.2 Research paradigm

A research paradigm is defined as a belief or worldview that a researcher adopts in a study (Morgan, 2013). The worldview forms the perception or set of shared views or beliefs that inform and have implications on data and information generated from the research (Kivunja & Kuyini, 2017). A paradigm is a general view or belief held by researchers about how they view the world, and the lessons and knowledge they draw from it (Bertram & Christiansen, 2015). A research paradigm is said to form the conceptual lenses which investigators use to examine all the methods they apply in particular studies, and how data are collected, analysed and conclusions drawn (Kivunja & Kuyini, 2017). A paradigm provides direction and influence to a study as well as indicates the way in which the results should be interpreted and meaning derived from the collected and analysed data.

Three types of research paradigms are common, namely, positivism, relativism and pragmatism (Cameron, 2017; Shah & Al-Bargi, 2013; Morgan, 2013). Positivism defines a research paradigm that is used to study social issues based on scientific evidence to expose the truth about how societies function (Halfpenny, 2014). The positivist researchers believe in a single reality and a single way to solving problems, while the relativist researchers take the view that multiple realities exist and that

there are multiple ways to resolve them and pragmatism is a mixture of both positivism and relativism (Marouf, 2019; Cameron, 2017; Shah & Al-Bargi, 2013).

This study adopted positivism because it provides a strong foundation for testable data that generate theories that build social laws (Tuli, 2010). Positivism also allows for accurate prediction and description of world phenomena through proper collection and analysis of genuine data (Marouf, 2019; Tuli, 2010). Procedures in the positivism realm can be retested by repeating the procedures to come up with the same results. Tuli (2010) observes that positivists believe that human behaviours are patterns resulting from the cause and effect of the world phenomena. The levels of employee work engagement in relation to work-related withdrawal behaviours of correctional employees in the selected centre, may therefore follow the laws of causality and effect, hence the need to explain such behaviour through measurements using standard tools (Tuli, 2010). The study adopted the quantitative method for gathering and analysing data.

3.3 Research methods

A research method is a framework for data gathering, presentation and analysis (Schoonenboom & Johnson, 2017). Research shows that there are several research methods used in research, however there is no one best research method. The goodness of fit for any method is dependent on the choice of the researchers and how they deem it suitable for their study to answer the research questions (Tuli, (2010). This study adopted a correlation cross sectional study using quantitative research instruments to gather and analyse data. The correlational quantitative method was deemed suitable because it helps in understanding relationships among constructs and variables (Creswell, 2014, Askarzai & Unhelkar, 2017), This study was premised on an investigation of the relationships of employee work engagement and work-related withdrawal behaviours as reflected by the attitudes of the employees in a correctional facility in Limpopo province. The correlation quantitative method makes use of a fixed design executed through standardised measurement tools which use numerical data that are statistically analysed (Tuli,201). The correlational quantitative approach as a positivist method aims to explain reality numerically as regarding the way in which variables under investigation “interact,

shape events and results (Tuli, 2010:101). Quantitative research is used for testing objectives and theories by way of examining the relationships among variables (Cresswell, 2014).

Quantitative methods also aid researchers to get answers to questions through surveys of study participants using research instruments such as questionnaires (Maratunga, Baldry & Sarshar, 2002). Alianga and Gunderson (2002) opine that quantitative research is carried out to explain phenomena by means of data that are numerically collected and statistically analysed. The researchers also define phenomena as that which the researcher looks out to explain and provide possible answers to questions. In this study, the phenomena are the variables being investigated which sought to explain and connect the relationships between employee work engagement and work-related withdrawal behaviours such as counterproductive work behaviour and turnover intentions.

3.4 Research design

There are a number of research designs that can be employed by researchers to carry out their studies, but all generally fall into three groups, namely; experimental, quasi-experimental and non-experimental (Festinger, 1957). Experimental designs are normally used for explanatory reasons where causal relationships are being investigated (Leavy, 2017) while quasi-experiments are not as rigorous as the experiments (Creswell, 2014). The two designs explain results and findings being inferred to the population although to differing degrees of certainty (Marczyk, De Matteo & Festinger, 2005), This is because of the differences which exists in terms of the existent levels of rigor. This study adopted a non-experimental quantitative research design, referred to as the correlation cross section design.

3.4.1 Single correlation cross section method

The correlation quantitative study was performed by use of a correlation cross section method. This type of method is suitable in situations where changes in one or more variables are correlated to changes in another/other variable (s), a situation known as co-variance (Hemed, 2015, Creswell, 2014; Sousa et al, 2007). Cross

section studies are alternatively called prevalence studies as they are used to study relationships among variables, where the research estimates the prevalence of a problem in a selected population and try to give answers for public good (Hemed, 2015). Researchers further assert that correlation researches analyse the direction of flow, the degree, size or extent of the relationships among variables, as well as allowing for the establishment of whether the relationships of variables are positive or negative (Creswell, 2014; Sousa et al., 2007). The direction of flow helps researchers to acquire knowledge of one variable, which knowledge enables them to predict the changes in other variables (Fischer, Boone & Neuman, 2014; Creswell, 2014). These researchers opine that prediction does not imply that changes in one variable will lead to changes in another, but that the change could be indicative of some other factors, and for this reason, correlation study design results cannot be used for inference or causality, but to explain relationships.

Hemed (2015) and Sousa et al., (2007) opine that the correlation cross section studies take two forms of design, the descriptive and the predictive designs. The descriptive approach was adopted in this study. Descriptive correlation studies describe variables and the covariance or relationships occurring between them, while predictive correlation is used to predict the variance of one or more variables based on the variance of another variable or other variables. Cross section correlation studies are helpful in determining the number of participants affected by a condition being investigated or whether the occurrence is affecting the whole group (Hemed, 2015). Cross sectional studies also permit for the collection of data at one point in time and the outcomes are quantifiable, objective and could be applied to influence policy change challenges in the institution where such studies are done, but may not be generalisable to the whole population (Creswell, 2014; Fischer, Boone & Neuman, 2014). The researchers suggest that generalisability could only be possible, in the case of this study, if all correctional centres in the DCS were included in the study. The use of correlation cross section design is less costly in terms of time and the processes are easier to duplicate. It is for these reasons that this study adopted the correlation cross section research design to investigate the relationships between employee work engagement and work-related withdrawal behaviours such as counterproductive work behaviours and employee turnover intentions.

3.5 Research strategy

The research strategy is a careful plan of action implemented methodically in a step-by-step fashion to guide the thought process and effort of the researcher, thereby allowing for the production of a quality study (Dinnen, 2014). The researcher further opines that a strategy makes one remain sighted to the aim while lessening anxiety and promoting quality data. It allows for the gathering of qualitative information and the production of convincing results as well as saving on time and scarce resources. A strategy may, therefore be akin to the steps of a long ladder that a carpenter uses to climb to the pinnacle of the roof. The strategy flows from the research questions, hypothesis and/or objectives through to data analysis as shown in Figure 3.1. The coloured blocks outline the steps of the strategy adopted in this study, as a quantitative study, it moves along the descriptive research plan, then to cross sectional research and single sectional research approach, finally adopted for data collection and analysis.

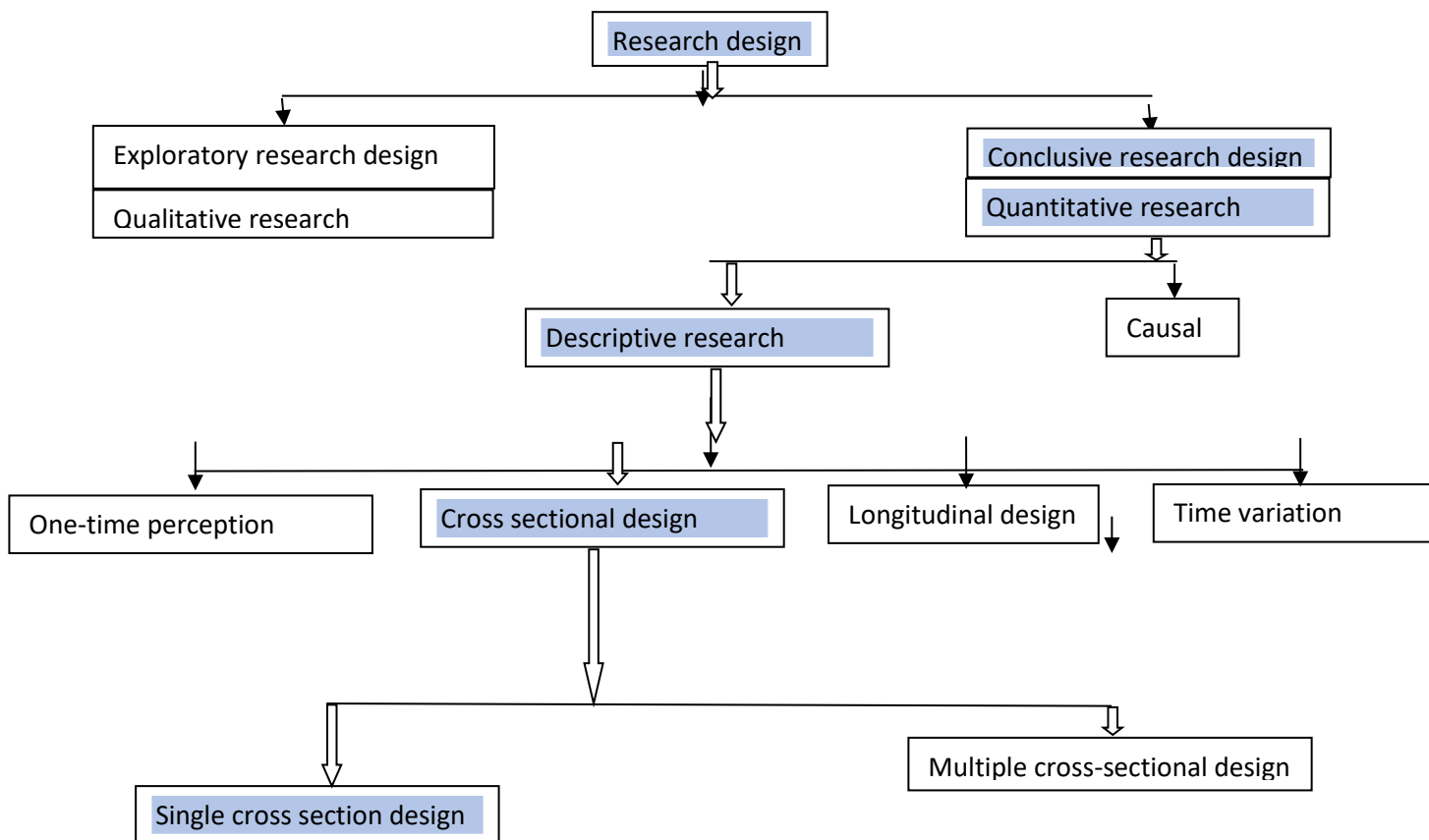


Figure 3.1: Adopted from Ginsburg (2011) with slight modification by the researcher.

3.6 Research instruments

Research instruments entail the methods used in a study for the collection of data, sampling techniques and data analysis proposed for use in the study (Creswell, 2014). The researcher opines that data can be collected using research instruments already developed and tested such as those used in social sciences as behavioural checklists such as the Utrecht Work Engagement Scales, Counterproductive Work Behaviours Scales and Turnover Intentions Scales. Already developed and tested instruments are deemed to be reliable and the results can be replicated and validated. This study used the Utrecht Work Engagement Scale [UWES-9] 9 point-short version as a tool to answer the employee work engagement questions using guidelines developed by Schaufeli and Bakker (2004). It also used the Counterproductive Work Behaviours 10-point Checklist [CWB-S-10] to measure counterproductive work behaviours. This CWB-C 10 item short version scale for counterproductive work behaviours was used with guidelines from Spector, Bauer and Fox (2010), with much modification. The research also used the Turnover Intention Scale 6-point short scale checklist to measure turnover intentions and the modified guidelines from Roodt (2004). The three checklists were all based on a 5-point Likert scale to measure the degree of the relationships among the variables. The three instruments were combined in one questionnaire which was administered electronically.

3.7 Delimitation of the study

Delimitation or demarcation of the study refers to the characteristics that limit the scope of the study while defining its geographical boundaries (Theofanidis & Fountouki, 2019; Simon, 2011). The study was carried out on correctional employees in one of the correctional facilities in Limpopo province of South Africa. This population was selected because of the high incidents of withdrawal behaviours associated with counterproductive work behaviours and turnover intentions (DCS-AR, 2019).

3.7 Research Methodologies /Processes

This section discussed the process of the research with particular focus on the population of the study.

3.7.1 Population of the study

A population is defined as a collection of objects or component members in a study (Umar & Madugu, 2015). A population also refers to all members defined through the use of a special criterion designed for a particular study for possible inclusion of all the members (Etikan, Musa & Alkassim, 2015). Negi (2014) describes the population as elements with similar characteristics which define and separate them from other population groups. The researcher suggests that a target population has unique information which a researcher seeks to make inferences. This study is a research on people, and therefore the population members were not objects, but respondents. The respondents for this study, were all drawn from correctional staff members deployed to the selected correctional facility in Limpopo province. The total population for the purpose of this study included all custodial, security and administrative staff amounting to 500. This population group excluded contract workers and inmates in the facility.

3.8 Sample technique and sample size

This section focuses on the sample technique and sample size of this study.

3.8.1 Sampling techniques

Sampling is a process of selecting individual members of a population to make them participants in a study from whom data could be gathered (Singh & Masuku, 2014). Where the population is large, and the time and cost constraints are high, it is not always possible to study a whole population. Sampling makes it possible, therefore to carry out a successful study as it allows for the selection of a representative part of the total population from which the findings of the study can be generalised to the whole population under consideration (Umar & Madugu, 2015). Researchers are

therefore, called upon to exercise caution when sampling as a good and representative sample allows findings and conclusions to be drawn, that can be applied to all members of the population under investigation (Cresswell, 2014).

The main types of sampling methods are probability sampling and non-probability sampling. Probability sampling allows each member of the population to have an equal chance of being selected to participate in the study, thereby providing the most minimum bias when properly conducted (Taherdoost, 2016). Probability sampling has a number of variants namely, inter alia, simple random sampling, stratified sampling, cluster sampling and multi-stage probability. Non probability sampling includes quota sampling, snowball sampling, purposive sampling and convenience sampling.

This study used a convenience sampling technique to choose the sample for the research. Convenience sampling is a non-probability method and it is sometimes called haphazard or accidental sampling, because the participants are selected as they happen to be convenient or near the researcher (Etikan, Musa, Rukayya & Alkassim, 2016; Sedgwick, 2013). Convenience sampling makes it possible for the researcher to select members of the target population, because the potential participants meet certain desired conditions set out by the researcher, such as willingness to participate, availability, proximity to the area or place where the research is being done as well as being ready to participate (Etikan, Musa, Rukayya & Alkassim, 2016). Convenience sampling techniques are affordable and usually employed where participants are easily accessible and readily available (Sedgwick, 2013). Convenience sampling is least expensive in terms of time and effort and it is also simple to carry out. However, Taherdoost (2016) opines that convenience sampling has inherent weaknesses in that the sample selected does not make an adequate representation of the total population. This inherent weakness is addressed through validating the instruments used. This can be done by either using already developed measuring instruments with known Cronbach's Alpha coefficient or recalculating the study Cronbach's Alpha coefficient and comparing it with those already validated. This weakness is also mitigated by selecting a sample which is mathematically representative of the whole population; this may be achieved through using already made indexes (Taherdoost, 2016). Furthermore, the weakness is

rendered insignificant where responses are above the prescriptive sample size as per already published figures.

3.8.2 Sample size

The sample size used in this study is 377 participants from a population of 500 correctional staff. According to Gill et al. (2010) and Singh and Masuku (2014), a population of 500, based on already published tables, using 95% confidence level with a margin of error of 5% is 217. Since the sample size is the number of responses actually returned to the researcher, the sample size of 377 respondents would compensate for non-responses. Taherdoost (2016) acknowledges that not all (100%) questionnaires, especially posted or emailed will get responses, therefore inflating the questionnaires issued out to potential participants compensated for any losses due to non-responses. The returned responses in this research amounted to 249, that is 66% of the questionnaires issued out to potential respondents. The 249 respondents were, therefore the sample size for this study.

3.9 Data collection instrument

This section discussed the questionnaire as an instrument for data collection as well as the three scales inherent in the instrument inclusive of the following: UWE-S-9, CWB-S-10 and TIS-9 scales.

3.9.1 Questionnaire

A questionnaire is a tool/instrument used for data gathering and is made up of a series of statements or questions and other prompts with the aim of collecting information about an observed problem from participants (Abawi, 2013). Mather, Fox and Hunn (2007) maintain that a questionnaire is independently self-completed by participants and therefore, must be carefully designed and clear instructions well laid out so that it becomes simple to complete. However, the researchers also observe that questionnaire response rate is affected by the literacy levels of participants and the mode of administration. It is also noted that upcoming researchers may not need to reinvent the wheel as they are many validated and readily available

questionnaires to suit any subject of study. Questionnaire statements /questions can be closed or open. Open questions give the latitude to the respondents to answer in the way they understand the questions/statements while closed questions/statements have defined answers and participants are confined to these pre-coded answers (Mather, Fox & Hunn, 2007). This study used predefined answers from which the participants were asked to choose depending on their feelings and attitudes.

3.9.2 UWE-S-9, CWB-S-10 and TIS-9 scales

The study used three scales in the questionnaire to measure the magnitude and extent of variables. Section A, of the questionnaire sought information on the biographical data of participants such as age, length of tenure, gender and so on. Section B, sought responses which measure the levels of engagement of the employees. In order to achieve this, the researcher applied the use of the UWE-S-9 instrument. The questions and statements in this section tried to expose the participants' levels of personal and organisational engagement through their answers. Section C, employed the use of the CWB-S-10 to gather two sets of behaviours, that is, organisational and personal deviancy with five questions each. Section D of the questionnaire, used the TIS-9 instrument to measure the correction of the intention of employees to quit their work and organisation.

Respondents were asked to answer the statements or questions along a continuum of strongly disagree to strongly agree with the posed statements on a five-point Likert scale. The Likert scales were used to measure feelings, attitudes and behaviours of participants in a study. In this study, the Likert scales ranged from strongly disagree, disagree, not sure, agree and strongly agree. The respondents were encouraged to attempt all questions/statements and to choose a Likert scale that best described their feelings, attitudes and behaviours (Zikmund, 2003). According to researchers, the questionnaire should be made short to reduce respondents' frustrations and to increase the rate and quality of responses (Umar & Madugu, 2015; Singh & Masuku, 2014; Tuli, 2010). The research sought to achieve these goals by sectioning the questionnaire and modifying the questions/statements

to make them shorter for the ease of answering. The questions/statements in each category of the scales of the instrument, that is, the UWES, the CWB and TIS scales, were framed to best describe correctional employees' feelings, attitudes and behaviours towards themselves, their work and the organisation.

3.10 Data collection

The collection of data defines the manner in which data is assembled, how defined variables are measured conventionally and scientifically to provide answers to research questions and the evaluation of the results (Kabir, 2018). Data collected in this study was based on the research questions and objectives which aimed to establish the relationships among variables. The rate or number of questionnaires which were actually responded to and returned to the researcher (270) denote the sample size and the actual data collected in the study (Singh & Masuku, 2014; Taherdoost, 2016; OECD, 2016). Taherdoost (2016) opines that the response rate can be increased by sending out more questionnaires than the actual sample size of the population to reduce bias in the responses. The gathering of data for any research is of paramount importance and the process must result in the collection of data that is genuine and reliable (Tuli, 2010; Burns & Grove, 2005). The data must adequately describe the facts obtained through the research process (Hemed, 2015). The type of collected data is important in that it determines the type of analysis to be adopted by the researcher, whether it is statistical or otherwise, and that the type of statistical permutations have a bearing on the size of the sample (Mathers, Fox & Hunn, 2009).

The type of data to be gathered is also determined by the research questions and research objectives (Canals, 2017). The process of how data is gathered, analysed and interpreted to answer the research questions is called data collection. There are a number of data collection instruments which include interviews, questionnaires and surveys, observations, documents and record reviews, focus and oral histories. This study adopted a quantitative method and the instrument which was deemed suitable to collect data was a questionnaire. This questionnaire was conveniently and electronically administered. The questionnaire was divided into four sections namely,

section A, participants' biographies; section B, employee work engagement; section C, counterproductive work behaviours and section D, employees' turnover intentions.

3.11 Data analysis

Analysing data denotes a systematic and statistical procedure used for describing, evaluating, summarising and recapping data, and the analysis is part of the entire data gathering process (Savenye & Robinson, 2004). In this study, data was analysed using the Statistical Package for the Social Sciences [SPSS], which was used to calculate inter alia the frequencies and relationships of the variables as evidence to support the objectives of the study.

The procedure of classifying non-numerical data which are gathered from respondents and putting them into sets and then assigning them statistical codes is known as quantitative data coding. The codes allow data to be converted and measured into statistical information which can be meaningfully interpreted statistically. After data was coded, it was processed using SPSS version 26. One of the products of such processes was the establishment of factor correlation matrix. The factor correlation matrix generally shows the strength and association of 3 factors extracted from the data and these factors were the counterproductive work behaviour, the turnover intention and the employee work engagement factor. The factor correlation matrix as used in this study, enabled the measurement of the strengths of the relationships among the factors.

The selected questions/statements in the three scales were drawn into a communality. A communality is a measure of the degree to which an item associates with all other items. If communalities for a certain variable are minimal, say between 0.0-0.4, then that variable would struggle to significantly load onto any factor and the associations among the items would be weak. Another aspect used to measure the strengths of the associations between variables or items is the Pearson correlation test. The Pearson correlation test was performed to assess the nature of association between the variables. The strength of the association can be either zero, weak, moderate, strong, or perfect, and the direction can be either positive or negative depending on the sign on the correlation coefficient (r). Furthermore, ANOVA tests

were carried out on items to find out whether there were any significant differences in the level of employment engagement across the demographic, employee work engagement, counterproductive work behaviours and turnover intentions groups.

3.12 Reliability and validity

The study used the following measurement tools to assess the suitability of the data for analysis to test for reliability and validity, namely the Kaiser-Meyer-Olkin [KMO] measure of sampling adequacy, the Bartlett's test and the Cronbach's Alpha coefficient, Skewness and Kurtosis.

The KMO measure of sampling adequacy must be 0.7 or above for the items to be properly reliable and valid. Bartlett's tests are a measure of sphericity, that is, to assess whether items or data produce matrixes that are satisfactory for factor analysis and other multivariate statistical tests.

Skewness and Kurtosis test was used to assess the distribution of data/items whether the relationships among the items are negative or positive. The Kurtosis values are said to be appropriate when they fall within the range -10 and 10 (brown, 2006). Other researchers maintain that appropriate kurtosis should be between -7 and 7 (Bryne, 2010). The Cronbach's Alpha coefficients were used to measure the validity of the UWES, CWB-C and TIS scales. For a scale to be regarded as acceptable, its Cronbach Alpha coefficient should be 0.70 or above with values greater than 0.70 being much better for a study.

3.13 Ethical consideration

Research ethics denote the multiplicity of principles, standards, values and organisational provisions that help to establish and police scientific research undertakings. Research ethics concern the observation of good morals and legal requirements in research. It is about establishing and upholding norms and values that differentiate good from bad, correct and wrong or desirable and undesirable practices (Showkat & Parveen, 2017). The research ethics have generally two categories of principles namely; those governing relationships among researchers

and those that regulate relationships between researchers and research participants (OECD, 2016). The OECD (2016) also suggests that a researcher has to respect other researchers by being open and honest, especially when making critiquing the works of others, over and above acknowledging their work. The relationship between the researcher and research participants must show respect for participants, especially on how the research outcomes are used, in particular on the disclosure of personal data through protecting their privacy and confidentiality.

This researcher avoided the collection of personal data from participants and also observed the organisational provisions by seeking authorisation from the Department of Correctional Service to carry out this study. The researcher also sought ethical reviews of the research proposal from the North West University Ethics Committee and passed the rigorous reviews. The roles of the university ethics committee are valuable as the committee safeguards the rights and interests of participants, guides the researcher and creates value for the research (Wainwright & Sambrook, 2010). It is vital to uphold ethics in a research to avoid fabrication, falsification, and misrepresentation of collected data as well as manipulating respondents (OECD, 2018).

The upholding of the research ethics also hinged on the observance of the ethical principles of respect, good consequences and justice (OECD, 2018). Respect must be upheld when dealing with human research participants by affording them the right to take part in the study through informed consent. This researcher upheld this principle of respect by disclosing to the potential participants the purpose of the study and not pressurising them to participate in the study against their will. Data should only be collected, processed or analysed to satisfy the purpose of the study and used for good consequences. The study also observed the principle of confidentiality and privacy to protect the anonymity of the participants and the institution. this was done by way of avoiding the use of personal names or marks that directly or indirectly identify with participants and institutions (Kivunja & Kuyini, 2017). Kivunja and Kuyini (2017) suggests that in any study, the researcher must avoid potentially exploiting participants, collecting harmful data and reporting only on the positive outcomes and falsification of information, results and authors. This study followed all these protocols by coding the data to de-identify the participants, and not exercising undue power or influence to coerce participants. The researcher

also continuously made reference to all the works of authors used in this study to uphold intellectual property rights. The research also did not commodify the data, that is, remunerating participants in one way or another to buy their participation in the study (OECD, 2018).

It is important to also note that no matter how meticulous one conducts a study involving human participants, the gathered data is usually prone to potential bias (OECD, 2018; Kivunja & Kuyini, 2017). The researchers note that bias denotes a tendency where people fail to objectively lay out facts/truths of themselves, perhaps because of forgetfulness, or tendencies inherent in some people to tell half-truths or believe that they might be consequences if they were to tell the truth. It is also noted that in social sciences, such as work-related withdrawal behaviours in this case, respondents may be ashamed or may not be comfortable to admit things they do or feel about at work, as they understand that it would be socially unacceptable. The researcher endeavoured to control these errors through the use of objective models or scales to analyse data, over and above the clarity of the informed consent forms.

3.14 Limitations of the research

The limitations that the researcher encountered resided in the adoption of the quantitative method, as the approach has some inherent weaknesses. The results of the study were therefore, not generalisable to the whole population of members in the correctional services in South Africa but only limited to the site where the research was conducted. The study only managed to offer suggestions for other prison centres.

The responses in the quantitative questionnaires provided limited options for the respondents and failed to capture all their actual feelings, thereby affecting the results of the study.

3.15 Conclusion

This chapter discussed information pertaining to the methodology of the study inclusive of the research paradigm, research design and the research methods used in the study. The research strategy, research instruments, demarcation or

delimitation of the study were also discussed. The research processes including the population, the sampling techniques, the sample size and the data collection instrument were further interrogated. The chapter detailed the data analysis method, trustworthiness of the study, ethical consideration and the limitation of the research.

CHAPTER 4

PRESENTATION OF RESULTS, FINDINGS AND DATA ANALYSIS

4.1 Introduction

The chapter made presentations and examined the outcomes of the quantitative data gathered using electronically administered questionnaires and analysed using SPSS version 26. The chapter presented analysed information and the findings extracted from the analysis of the research study. The discussions of the findings were made according to the questions and/or objectives of the research and comparisons made with other studies explored. Mainly, the study sought to investigate the relationship between employee work engagement, counterproductive work behaviours and turnover intentions of staff in the selected Department of Correctional Service in Limpopo.

The first focus of the study was on the prevalence of employee work engagement, counterproductive work behaviours and turnover intentions. Secondly, it sought to establish the extent of the relationship between employee work engagement and counterproductive work behaviours, and lastly, to show the association between employee work engagement and turnover intentions of staff in the selected Department of Correctional Service in Limpopo. These were used to link the empirical evidence of the study to previous research findings explored in the reviewed literature, draw similarities and differences or reveal the new knowledge generated in this study. The chapter discussed the survey response rate, made an assessment regarding the reliability and validity of the scales used in the study. It also presented the findings of the study, conclusions and recommendations.

4.2 Response rate

The actual number of returned questionnaires which the researcher received from the participants constituted the sample size of the study (Singh & Masuku, 2014; Taherdoost, 2016; OECD, 2016). The sample size for this study was 249

respondents and these made up the number of questionnaires that were received from the respondents. Initially, 377 questionnaires were sent out to potential respondents, and 249 were returned, making a response rate of 66%. The target population for the study was 500 and the sample size of 249 was far above the 217 participants required from a target population of 500 people, based on already published tables and using a confidence level of 95%, with a 5% margin of error (Singh & Masuku, 2014). Generally, not all questionnaires posted or emailed were returned as responses (Taherdoost, 2016). For internally distributed electronic questionnaires, the acceptable rate of return ranges between 30-40% (Nulty, 2008). Therefore, the rate of return of 66% which was achieved in this study was exceedingly above the average number of the questionnaires that were internally distributed.

The response rates are affected by many factors, inter alia, trust, computer and internet protocols, literacy levels of potential respondents, access to computers, willingness of respondents to submit their responses and presumed benefits of participation in the study. The rate of response is important because the high rate of response is said to be preferable to provide more accurate data that can be well presented (Nulty, 2008). To improve the rate of response, Nulty (2008) advises that the amount of time that is expected to be taken by the potential respondent to complete the questionnaire must be considered in the data collection plan. This aspect was also given due attention in this study.

4.3 Analysis scales for assessment of reliability and validity of data

Results of a study must be consistent and this consistency is known as reliability (Taherdoost, 2016). Reliability is important in social research as it helps to test whether the set objectives are fulfilled, the instruments used in the study are reliable and that the results are an outcome of the variables of the study and not some other peripheral variables. Validity determines the extent to which the results achieved are capable of reflecting what was supposed to be measured. It is concerned with an assessment of the congruency of the results to existing theories and measurement tools used in other similar studies. The instruments employed in this research were

the UWES-9 (employee work engagement), CWBS-13 (for counterproductive work behaviours) and the TIS-6 (for turnover intentions).

In this study, three main models were considered in determining whether the collected data was suitable and/or reliable. These were the Kaiser-Meyer-Olkin [KMO], and Bartlett's tests, Skewness and Kurtosis tests and the Cronbach's Alpha coefficient.

4.3.1 Kaiser-Meyer-Olkin and Bartlett's tests

The KMO is used for measuring the sampling adequacy of data to be used for Factor Analysis. In turn, the factor analysis helps to authenticate whether the variables used in a study actually measure the intended concepts. The KMO ranges from 0 to 1, where the KMO is between .5 and 1, it is considered to be very good and appropriate. The KMO is said to be bad or unacceptable if it is below .5, getting weaker as it approaches zero (Pestana, 2015). In this study, the KMO value was .846, which is stronger and above the minimal threshold of .5 and was closer to 1, thus it was highly acceptable. The sphericity tests outcomes for Bartlett's tests showed that data had no identity matrices and was therefore, a reflection of almost multivariate normality and thus, was satisfactory for factor analysis and other multivariate statistical tests. The sphericity tests were done to assess the existence of correlations between variables, and the significant Bartlett's test value was .000, (Bartlett, 1951). This implied that the data was reliable to be used for factor analysis, as shown in Table 4.1.

Table 4.1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin measure of sampling adequacy	.846
Bartlett's test of Approx. Chi-Square	1762.550
Sphericity	df
	Sig.
	171
	.000

4.3.2 Skewness and Kurtosis

There was a normal distribution for our indicators of latent factors, in terms of skewness, since skewness values range from -2 to 2, (Hair et al., 2010). The

Kurtosis values are said to be appropriate when the values fall within the range -10 and 10 (Brown, 2006). Other researchers suggest that appropriate Kurtosis should be between -7 and 7 (Bryne, 2010). This study had a Kurtosis value of 2.5, while this violated strict rules of normality, it is within the acceptable range suggested by Kline (2011), who recommends 3.3 as the upper threshold for normality. However, the Kurtosis value was within the range of -7 and 7 or -10 and 10.

4.3.3 Cronbach's Alpha coefficient

The Cronbach's Alpha coefficient is employed to measure the validity of the scales used to assess whether they are able to capture the true concepts, excluding unintended features. For a scale to be regarded as valid and acceptable, its minimal threshold Cronbach's Alpha coefficient should be .70 and higher values are said to be better. The Cronbach's Alpha coefficient values in the study were as follows: UWES-9 was .788, CWBS-13 was .828 and TIS-6 was .785 and the total Cronbach's Alpha coefficient for the three instruments was .80, as shown in Table 4.2.

Table 4.2: Cronbach's Alpha Coefficient summary model for the measuring scales.

Dimensions	No. of Items	Cronbach's Alpha	Variance Accounted for	
			Total (Eigenvalue)	% of Variance
Employee work engagement	4	.788	4.469	9.813
Counterproductive work behaviours	10	.828	6.134	14.431
Turnover intentions	6	.785	4.277	9.749
Total		.800	4.960	11.331

The overall Cronbach's Alpha coefficient value for this study of .80, is good enough to validate the internal consistency of the measuring scales used in the study. The

dimensions were the measuring scales namely; employee work engagement, counterproductive work behaviours and turnover intentions scales, which have Cronbach's Alpha Coefficients scales of .788, 0.828 and 0.785 in that order. This implies that the scales used in the study are valid as they are comparable to other studies. Schaufeli and Bakker (2004) used Cronbach's Alpha coefficients of .890 and .80 for employee work engagement and turnover intentions respectively. Fox, Spector, Goh, Bruursema and Kessler (2012) used a coefficient of .750 while Kumar, De Bruyn and Bushney (2020) used Cronbach's Alpha coefficient values with thresholds of above .70 for UWES-9 instrument. All in all, the Cronbach's Alpha coefficient figures applied in this research are above the minimum .70 threshold recommended by researchers.

4.4 Presentations of results, findings and discussions

This section presented the findings of the study as well as the discussions based on the research results.

4.4.1 Biographical statistics presentations

4.4.1.1 Age

Age was categorised and analysed according to the age group ranges set out in the study questionnaires. The age categories ranged from the 18- to 28-year-old group to the 51- to 60-year-old category. The detailed tabulation and analysis are shown in Table 4.3.

Table 4.3: Age groups

	Age	Frequency	Percentage
Valid	18-28 years	29	11.6
	29-40 years	62	24.9
	41-50 years	135	54.2
	51-60 years	23	9.2
	Total	249	100.0

As exhibited in Table 4.3, it was found that 11.6% (29) of the participants were between 18 years and 28 years (the youngest), while 24.9% (62) of the respondents were in the 29 to 40 years-age range and the majority of the participants, accounting for 54% (135) were between 41 and 50 years of age, and 9.2% (23) accounted for the oldest age category. About 11.6% (29) of the sampled respondents were in the age range of 18 to 28 years. The group with the least proportion was the 51 to 60-year-old age category with 9.2% (23) of the respondents.

4.4.1.2 Gender

As illustrated in Table 4.4, gender was categorised in three possible response criteria, that is, male, female and other. The results are shown in Table 4.4:

Table 4.4: Gender

	Gender	Frequency	Percentage
Valid	Male	153	61.4
	Female	94	37.8
	Other	2	.8
	Total	249	100.0

The findings from the table show that most respondents 61.4% (153) were males and 37.8% (94) of the sample were females while the remaining 0.8% (2) of the participants indicated that they belong to another category other than female and male.

4.4.1.3 Level of qualification

In the table, the qualifications of participants were categorised into four groups, namely high school certificate, diploma, degree and postgraduate.

Table 4.5: Level of education

	Education level	Frequency	Percentage
Valid	High school certificate	61	24.5
	Diploma	124	49.8
	Degree	49	19.7
	Postgraduate	15	6.0
	Total	249	100.0

Respondents with high school certificates constituted the second highest percentage of 24.5% (61). The majority of the participants in this category, 49.8% (124) of the sample had a college diploma, then those with a university first degree accounted for 19.7% (49) and finally, 6% (6) of the participants had postgraduate qualifications.

4.4.1.4 Work Experience in Correctional Service Department

The tenure of employment for employees at the correctional centre under investigation was assessed in groups with range intervals of 0 to 5 years, 11 to 15 years and lastly, 16 to 20 years; as shown in Table 4.6.

Table 4.6: Length of employment

	Length of employment	Frequency	Percentage
Valid	0 to 5 years	39	15.7
	6 to 10 years	55	22.1
	11 to 15 years	72	28.9
	16 to 20 years	83	33.3
	Total	249	100.0

The study found the following regarding the length of employment or work experiences of staff at the correctional centre under investigation; 15.7% (39) of the respondents had work experiences of between 0 and 5 years, 22.1% (55) were respondents with experiences of between 6 to 10 years, followed by 28.9% (72) with 11 to 15 years, and 33.3% (83) were in the range 16 to 20 years in terms of experiences. The distribution of participants across employment experiences of staff at the correctional centre increased with tenure. However, the participants with work experiences ranging from 16 to 20 years were the majority since they constituted 33% of the entire sample. This finding infers that most employees in the 16-20 age range were advancing towards retirement and were likely to be mature and more experienced or older.

4.4.2 Descriptive statistics presentations

The descriptive statistics in a research are applied to explain features of the data by summarising information about the sample and the measurement instruments. This study used a number of statistical measures as shown in the following tables:

4.4.2.1 The mean and the standard deviation

Table 4.7: Descriptive statistics

	Mean	Std. Deviation	Sample size
Employee work engagement	3.0129	.62598	249
Counterproductive work behaviours	3.8900	.81177	249
Turnover intentions	3.4217	.97493	249

It is evident from Table 4.7, that employee work engagement had the least mean of 3.01, then turnover intentions had a mean value of 3.42, while counterproductive work behaviours had a mean value of 3.89. Cross loading items were deleted prior to the tabulation of the descriptive statistics and the Eigenvalues ranged from -0.309 to 1. Eigenvalues are used to aid in maintaining relationships between variables, since the data gathered in any research study would be infested with impurities, thus, researchers use Eigenvalues to derive meaningful patterns within such mixed data sets (Malik, 2019). Eigen values are measures between 0 and 1, and are said to be acceptable for relationship maintenance.

4.4.2.2 Factor correlation matrix

The factor correlation matrix shows the strength of association of 3 factors extracted from the data. Factor 1 represented the counterproductive work behaviours, factor 2, the Turnover Intention and factor 3 the employee/work engagement.

Table 4.8: Factor Correlation Matrix

Factor	1	2	3
1	1.000	.414	-.379
2	.414	1.000	-.309
3	-.379	-.309	1.00

Extraction Method: Maximum Likelihood.

Rotation Method: Promax with Kaiser Normalisation.

There are three findings that can be drawn from Table 4.8 namely;

- A positive but weak association between turnover intentions and counterproductive work behaviour, since their correlation coefficient is 0.414. This implies that as turnover intentions increased, the levels of counterproductive work behaviours also increased. This relationship is normal since the two factors are all work-related withdrawal behaviours and therefore, they promote each other.
- There was a negative and weak association between employee work engagement and counterproductive work behaviours, given the correlation coefficient of -0.379. This means that high levels of employee work engagement were inversely associated with low levels of counterproductive work behaviours. This association is also normal as employee work engagement and counterproductive work behaviours oppose each other.
- Similarly, there was also an inverse association between turnover intentions and employee work engagement, since the correlation coefficient of -0.309 was obtained. This implies that low levels of turnover intentions are associated with high levels of employee work engagement, or vice versa. The relationship is normal based on the explored literature as the factors were inversely correlated.

4.4.2.3 Communalities

Communality is the extent to which one item is associated with all other items. Higher communalities are preferable as the association is regarded to be strong as communality values approach 1. If communalities for a particular variable are too minimal or too low, then the variable would struggle to load or associate significantly to any other factor.

Table 4.9: Communalities

Question	Initial	Extraction
QU5 I take a lot of time positively thinking about my work.	.335	.322
QU9 Time moves too fast when I am at work.	.377	.356
QU10 I am always excited when I am doing my work.	.615	.756
QU11 I am always absorbed in my work and have no time to waste.	.530	.583
QC14 I always care less for goods supplied by the employer to do my work.	.413	.389
QC15 I make complaints at work about everything even unimportant situations.	.578	.629
QC16 I have always communicated to people and friends outside the organisation how bad my workplace is to work for.	.623	.684
QC17 there are no consequences for coming to work late even without prior authorisation.	.494	.529
QC18 I have absented myself from work and reported the following day that I was sick.	.392 .417	.357 .337
QC20 I have made jokes about someone's personal life at work.	.265	.212
QC21 I always ignore co-workers who bore me.	.439	.348
QC22 I often want to argue with someone at work.	.466	.370
QC23 Someone insulted me at work		
QT24 I always think of getting another job elsewhere that go with my personal preference	.445	.499
QT25 I always get frustrated every time the organisation fails to support my personal goals	.352	.328
QT26 I consider of leaving my job	.484	.542
QT27 If I am offered another job elsewhere with the same rewards, I will accept it.	.410	.494
QT28 I don't get the satisfaction I need from my current job.	.316	.272
QT29 I always wish if I had some way of avoiding coming to work every time when preparing for work.	.436	.428

On the communalities, Table 4.9, all factors in the “Extraction” column with negligibly low values were removed after examining the pattern of the matrix. There were 4 employee work engagement questionnaire statements that remained, 10 counterproductive work behaviour questions and all 6 statements for turnover intentions loaded. The employee work engagement questions with higher communalities were questions 10 (*I am always excited when doing my work*) and 11 (*I am always absorbed in my work and have no time to waste*). For the

counterproductive work behaviours, strong associations were recorded for item statements 16 (*I have always communicated to people and friends outside the organisation how bad my workplace is to work for*), 17 (*There are no consequences for coming to work late, even without prior authorisation*) and 18 (*I have absented myself from work and reported the following day that I was sick*). The questionnaire statements with higher communalities for turnover intentions were 24 (*I always think of getting another job elsewhere that go with my personal preference*), 26 (*I consider leaving my job*) and 27 (*If I am offered another job elsewhere with the same rewards, I will quit*). It is evident from the selected communality statements that the UWES responses promoted employee work engagement while the other statements for both CWBS and TIS promoted work-related withdrawal behaviours.

4.4.2.4 Bivariate Correlation Analysis

The Pearson correlation (r) test was performed to assess the nature of association between the variables. The strength of the association could either be zero, weak, moderate, strong or perfect, and the direction can either be positive or negative, based on the sign on the correlation coefficient (r) as given in Table 4.9.

Table 4.10: Bivariate correlation analysis

Strength of association	Positive (r)	Negative (r)
Perfect	+1	-1
Strong	0.7, 0.8, 0.9	-0.7, -0.8, -0.9
Moderate	0.4, 0.5, 0.6	-0.4, -0.5, -0.6
Weak	0.1, 0.2, 0.3	-0.1, -0.2, -0.3
Zero	0	0

4.4.2.5 Correlations

A correlation defines the strength of the association between two variables in a single value known as a correlation coefficient (r), which value should be between -1 and +1. Where the r has a positive value, it implies that the association between the variables is also positive and where it is negative, it means the relationship is

negative. Where the r equals zero in linear associations, it implies non-existence of association, but it might mean that a non-linear association may be in existence, and then it would call for other non-linear calculations to be employed to expose the nature of the association.

Table 4.11: Correlation for demographic groups and work engagement, turnover intention and counterproductive behaviour.

			1	2	3	4	5	6	7
1	Age	Pearson correlation Sig.(2-tailed)	1	-.156** .014	.211** .001	.695** .000	.012 .854	.013 .838	.160* .011
2	Gender	Pearson correlation Sig.(2-tailed)	-.156* .014	1	.077 .229	-.241** .000	.039 .540	.112 .078	-.056 .380
3	Level of education	Pearson correlation Sig.(2-tailed)	.211** .001	.077 .229	1	.272** .000	-.060 .346	-.018 .775	-.051 .427
4	Employment experience	Pearson correlation Sig.(2-tailed)	.695** .000	-.241** .000	.272** .000	1	.019 .762	.054 .394	.152* .017
5	Employee work engagement	Pearson correlation Sig.(2-tailed)	.012 .854	.039 .540	-.060 .346	.019 .762	1	.229** .000	-.018 .779
6	CWBs	Pearson correlation Sig.(2-tailed)	.013 .838	.112 .078	-.018 .775	.054 .394	.229** .000	1	.397** .000
7	Turnover intentions	Pearson correlation Sig.(2-tailed)	.160* .011	-.056 .380	-.051 .427	.152* .017	-.018 .779	.397** .000	1

*Correlation is significant at 0.05 level (1-tailed).

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

4.4.2.6 Employee work engagement tests

ANOVA tests were done on data for age, gender, education levels, work experience and employee work engagement.

Table 4.12: ANOVA tests among age, gender, education levels, work experiences and employee work engagement

		Sum of square	Df	Mean square	F	Sig.
Age	Between groups	18.227	27	.675	1.029	.431
	Within groups	144.986	221	.656		
	Total	163.213	248			
Gender	Between groups	6.672	27	.247	.963	.522
	Within groups	56.756	221	.257		
	Total	63.430	248			
Highest level of education	Between groups	26.015	27	.964	1.492	.063
	Within groups	142.684	221	.646		
	Total	168.699	248			
Length of employment	Between groups	47.287	27	1.751	1.635	.030
	Within groups	236.673	221	1.071		
	Total	283.960	248			

As illustrated in Table 4.12, the following findings were revealed;

- There is a positive, weak association between the age of the participants and work engagement. This implies that the youngest group of respondents recorded the lowest work engagement while the older respondents recorded the highest level of work engagement.
- Similarly, the youngest respondents recorded the lowest levels of counterproductive work behaviours while the older participants (below 50 years of age) displayed highest levels of counterproductive work behaviours.
- Equally, age and turnover intention followed suit, that is, the youngest group showed the lowest level of turnover intention with older employees (below 50 years of age) showing higher levels of turnover intentions.
- Female respondents exhibited higher levels of work engagement, higher levels of counterproductive work behaviours and lower turnover intentions levels. A reduction in engagement was presented as promoting counterproductive work behaviours while increases in employee work engagement were associated with low levels of turnover intentions.
- The findings also indicated that lower education levels are associated with higher levels of work engagement, lower counterproductive work behaviour levels and higher levels of turnover intentions. The association of employee work engagement and turnover intentions is that of promoting each other instead of opposing each other as suggested in the explored literature.
- The results also indicated that more experienced employees recorded the highest work engagement, highest levels of counterproductive behaviours and higher levels of turnover intentions. The relationship indicated in this study is anomalous as it appears that the construct and the variables promote each other.

4.5 Counterproductive work behaviours tests

Data was subjected to ANOVA test regarding age, gender, education levels, work experience and counterproductive work behaviours as shown in Table 4.13.

Table 4.13: ANOVA

		Sum of square	df	Mean square	F	Sig.
Age	Between groups	18.145	33	.550	.815	.754
		145.068	215	.675		
	Within groups	163.213	248			
	Total					
Gender	Between groups	8.715	33	.264	1.038	.419
		54.714	215	.254		
	Within groups	63.430	248			
	Total					
Highest level of education	Between groups	22.899	33	.694	1.023	.440
		145.800	215	.678		
	Within groups	168.699	248			
	Total					
Length of employment	Between groups	40.440	33	1.225	1.082	.358
		243.519	215	1.133		
	Within groups	283.960	248			

As shown in Table 4.13, the results of one-way ANOVA showed the following findings;

- There is no significant differences in the level of counterproductive work behaviours across the demographic groups.
- The length of tenure of employment is significantly positively correlated to counterproductive work behaviours. This means that more experienced

employees had propensities for counterproductive behaviours than employees with low tenures.

4.6 Turnover intentions tests

ANOVA tests were done on data for age, gender, education levels, work experience and turnover intentions to establish whether relationships existed among the identified factors with turnover intentions. The results are shown in Table 4.13.

Table 4.14 TOIs ANOVA tests

		Sum of square	Df	Mean square	F	Sig.
Age	Between groups	21.044	24	.877	1.382	.117
		142.169	224	.635		
	Within groups	163.213	248			
	Total					
Gender	Between groups	7.922	24	.330	1.382	.145
		55.508	224	.248		
	Within groups	63.430	248			
	Total					
Highest level of education	Between groups	7.246	24	.302	.419	.993
		161.453	224	.678		
	Within groups	168.699	248			
	Total					
Length of employment	Between groups	40.312	24	1.680	1.544	.056
		243.648	224	1.088		
	Within groups	283.960	248			

From Table 4.14, the results of the one-way ANOVA exhibited that;

- There are no significant differences in the level of turnover across the demographic groups.

- The “Length of employment in CSD” reported significant mean difference between the groups. This implies that with increases in the length of the tenure, turnover intentions became lower.

4.7 Discussions of the findings

The discussions on the findings of the study were presented regarding employee work engagement, counterproductive work behaviours, turnover intentions and general findings.

4.7.1 Employee work engagement

The following bulleted findings were observed and classified as employee work engagement although the findings associated closely to the work-related withdrawal behaviours discussed in this study.

There is a positive but weak association between age of the participants and employee/work engagement. This implies that the youngest group of respondents recorded the lowest work engagement and thus the oldest respondents recorded the highest level of work engagement.

In this finding it is shown that both the youngest and the oldest groups of employees are engaged although there is low engagement for the youngest employees and highest levels of engagement for oldest employees. In other ways, this means that the youngest or newly recruited staff reflect low deviant behaviours since there are new, junior and possibly inexperienced. They still had the excitement for signing up for a new job and that they are still under supervision.

Junior or new employees, especially in regimental work environments like in the correctional service, always shy away from deviant behaviours since they are still be under strict observations, or undergoing training and/or understudying their senior co-employees as well as being on probation. Employees on probation or initial contracts are keen to sail through the initial period without attracting negative job evaluation and performance which may warrant non-renewal of the contracts at the end of probation.

This explanation is supported by Douglas and Roberts (2020) who observe that at entry point, employees go through an employment tenure curve, where in the initial year new employees are engaged but the engagement becomes replaced by deviant behaviours in the subsequent years. This is likely the reason why there is low engagement in the youngest group of employees. It could also be that the generality of the young employees would still be in their initial tenure.

In subsequent years, Hollinger and Clark (1983) note that young employees, in general have the highest levels of counterproductive work behaviours, especially theft. The age of employees is also a factor in studies conducted by Ngo-Henha (2017), Czarnota-Bojarska (2015) and Swanberg (2011) who opine that young employees are restless and have an appetite for work-related withdrawal behaviours such as turnover intentions. Douglas and Roberts (2020) further suggest that as employees become older and move closer to the tail end of the tenure curve, they become more engaged as they becoming older. This observation may be the reason why the oldest employees exhibit the highest levels of work engagement.

Douglas and Roberts (2020) further opine that older employees who are 50 years and over showed higher levels of employee work engagement. Employees who are nearing retirement age are mature, stable and experienced and tend to be highly engaged than young employees (James, McKenchnie & Swanbeg, 2011). The rationale for this behaviour could be that older employees would have become stable, many have personal/family commitments such as school going children, long-term loans secured by the employer, positions of responsibility within the organisation may cause older employees not to consider changing jobs as this might be in conflict with their status.

Older employees generally shy away from stressful situations associated with changing jobs or quitting work. They do not involve themselves much in deviant behaviours as they would want to safeguard their severance packages on retirement. They prefer to retire other than to quit or to be fired due to misconduct. Older employees may be holders of positions of responsibilities and therefore, may want to set examples to junior employees by minimally getting involved in work-related withdrawal behaviours.

The youngest group showed the lowest level of turnover intention while middle aged participants' levels of turnover intentions are high.

The middle age group in this study constituted 51% of the respondents and had 6 to 15 years working experiences, with the age range of between 29 years to 49 years of age. This group is highly mobile and energetic and marketable and likely to exhibit work related withdrawal tendencies. This finding is supported by the annual reports of the DCS-AR 2015-2019, which list resignations of productive correctional staff and senior management as constituting the highest rate of 20%. The new employees would have just joined the organisation and the laws of diminishing returns would be yet to be felt as they are still satisfied, committed to their jobs and organisation, and being in the initial stage of the employment tenure curve.

Female respondents reported higher levels of work engagement, higher counterproductive work behaviours levels and lower turnover intention levels.

The finding that both higher engagement and higher counterproductive work behaviours occur together is not supported by the explored literature and is therefore, anomalous in that respect. Ngo-Henha (2016) notes that public employees in Ghana do not quit their jobs despite not being engaged. High levels of engagement are therefore, always negatively correlated to work-related withdrawal behaviours such as counterproductive work behaviours and therefore, oppose each other, which is not the case in this study. It may be due to the fact that female employees prefer to keep their jobs and as empirical evidence show, with too much absenteeism. The female employees may be satisfied with the less time they spend at work and therefore, reduced effort and stress for the same pay and perks which may be engagement drivers to them. The variant behaviours by female employees may also be exacerbated by weak governance since employees do as they please without consequences. The effect to the employee who works less for the same return, may be due to real or perceived workplace injustices consistent with lack of application of policies, procedures and rules that affect employees' choices of being involved in work-related withdrawal behaviours such as choices to stay, disengage or to quit (Wellemse, 2018).

The female employees are prominent in taking false off sick leaves as they indicated that there are no consequences for coming to work late or for absconding from work altogether. The high counterproductive work behaviours for female employees are not supported by literature as Hollinger & Clark (1983) contend that female employees are relatively less likely to show higher propensities for counterproductive work behaviours than their male counterparts. However, empirical evidence reflected that some female employees at the investigated correctional centre, with high affinities for work-related withdrawal actions such as absenteeism, take unsanctioned off-sick leaves or falsify sickness and feelings to avoid going to work.

Absenteeism is supported by other researchers who reveal that female correctional employees in South Africa are not resilient to withstand stressful workplace situations than their male counterparts and therefore, resorted to absenteeism to be away from stressful places as a coping mechanism (Botha & Pienaar, 2006).

Lower education levels are associated with higher levels of employee work engagement, lower levels of counterproductive work behaviours and higher levels of turnover intention.

The association between employee work engagement and counterproductive work behaviours are normal when compared to other studies. However, the relationship of high employee work engagement and high turnover intentions is anomalous. Employees who are lowly educated normally find it difficult to get employment that requires educational qualifications as an entry point. The difficulty in getting a job is even higher in higher unemployment environments such as those prevailing in South Africa. It would be for this reason that lowly educated employees would derive satisfaction from being in employment and would not get involved in much work-related withdrawal behaviours such as turnover intentions.

The results also indicated that more experienced employees record high employee work engagement, low levels of counterproductive work behaviours and turnover intentions.

The finding is that the length of employment tenure has a significant mean difference between groups, that is, the longer the tenure the more engaged employees become. This means that employees with many years of service show higher engagement levels than those with fewer years of service.

Indirectly, this means that some employees with more years of employment service are likely to be older, likely to hold positions of responsibilities and are also likely to be engaged as suggested by Douglas and Roberts (2020). Research studies also show that the tenure of new employees goes through a tenure graph or curve, with recently recruited employees starting off with high engagement levels and low work-related withdrawal behaviours in the initial years but the levels of employee work engagement diminish or nose-dive significantly in the subsequent years, before picking-up again as the employees move towards retirement or become older (Bal, De Cooman, & Mol, 2013; Robertson-Smith & Markwick, 2009; Chowdhury, 2015).

Older employees (16 to 20 years of experience), especially in regimented organisations where the minimum retirement age is 50 years or 20 years of service, are likely to do their best to safeguard their positions, impending pensions and retirement packages. They are less likely to engage in work-related withdrawal behaviours such as counterproductive work behaviours or having tendencies to quit their jobs.

4.7.2 Counterproductive work behaviours findings

The study found that:

- There are no significant differences in the level of counterproductive work behaviours across the demographic groups.

The length of tenure of employment is significantly positively correlated to counterproductive work behaviours. This finding is in agreement with the findings of a study by Czarnota-Bojarska (2015), which established that younger employees are more likely to engage in higher work-related deviant behaviours than older employees, the finding which is also documented by Douglas and Roberts (2020),

who suggest that employees at 50 or older are stable, committed and more engaged than younger employees.

4.7.3 Turnover intentions findings

The study established that

- There are no significant differences in turnover intentions levels across the demographic groups.
- The “Length of employment in CSD” reported significant mean differences between the groups. The length of tenure is related to lower turnover intentions. This finding is reasonable since the longer employees stay in one job, the less is their remaining economic life, therefore employees realise this fact and tend to be content with it. Older employees become trainers and mentors of new and young employees and therefore, may derive contentment in impacting knowledge and guidance to young employees.

4.7.4 General findings

The prevalence of employee work engagement, counterproductive work behaviours and turnover intentions of staff in the selected Department of Correctional service facility in Limpopo

The findings of this study shown in Table 4.7 reveal a positive but weak association between turnover intention and counterproductive work behaviours since their correlation coefficient is 0.414. The relationship is such that where there are high levels of turnover intentions, it also follows that the levels of counterproductive work behaviours are high. Counterproductive work behaviours and turnover intentions promote each other. This finding confirms the prevalence of work-related withdrawal behaviours of employees at the correctional centre where the study was carried out.

Employee work engagement associated to counterproductive work behaviours of staff in the selected Department of Correctional Service in Limpopo

The other finding on the contrary is that, a weak negative association between work engagement and counterproductive work-related behaviours exists, since the correlation coefficient recorded was -0.379. This means that high employee work engagement levels are associated with low counterproductive work behaviour levels and vice versa. This finding is corroborated by the findings of a study conducted by Bagyo (2016) who found that highly engaged employees have increased work performance and are less associated with counterproductive work behaviours.

Bagyo (2016) further observes the existence of an inverse correlation between employee work engagement and counterproductive work behaviours. In this regard, the researcher notes that increasing one variable would have a decreasing effect on the other. Research studies also confirm this finding as represented by Uche, Olusoji, Wuraola, and Sunday (2018), who found that increasing employee work engagement promoted a catalytic and cyclic reduction of deviant behaviours in general. This incongruence between counterproductive work-related behaviours and employee work engagement is corroborated by the results of studies by Ariani (2013) and Ariani and Saez (2020) who established that employee work engagement promotes organisational citizenry while counterproductive work behaviours promote antisocial behaviours.

The relationship between employee work engagement and turnover intentions of staff in the selected Department of Correctional Service in Limpopo

Similarly, there is an inverse association between turnover intention and employee work engagement, since the correlation coefficient is -0.309. This follows that increases in employee work engagement create a reduction in turnover intention tendencies in employees. It is evident that low levels of turnover intention are associated with high levels of work engagement. This inverse relationship between employee work engagement and turnover intentions is also supported by Agoi (2015).

This finding is also in harmony with the findings of a study by Du Plooy and Roodt (2010) (as cited in Agoi, 2015), which found that positive attitudes towards the employer are likely to promote engaged workers who become attached to their organisations and in turn, harbour low intentions to quit. The propensity of employees to quit their jobs is low when employees are engaged (Uche, et al., 2018). Robertson-Smith and Markwick (2009) support the view that workers who are engaged are likely to stay longer than their counterparts who are not engaged.

4.8 Conclusion

The chapter provided a presentation of the empirical evidence which the researcher gathered by means of electronically administered questionnaires regarding an investigation of the relationship between employee work engagement, counterproductive work behaviours and turnover intentions at a selected Department of Correctional Service in Limpopo. The chapter also provided a demographic and descriptive analysis of the collected quantitative data. The data analysis involved the use of correlations and the ANOVA to outline the suitability and reliability of the instruments used for data collection. It was revealed that there are rampant work-related withdrawal behaviours among the staff at the selected correctional centre. It also emerged that the engagement of employees is low but concentrated on the youngest and oldest employees.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarised the study findings made in this research study in relation to the set-out research questions/objectives. The study then deliberated on the recommendations, significance and limitations of the study as well as recommendations for further study. The research aimed to answer the following questions:

- What is the prevalence of employee work engagement, counterproductive work behaviours and turnover intentions of staff in the selected Department of Correctional Service facility in Limpopo?
- How is employee work engagement associated to unproductive work behaviours of staff in the selected Department of Correctional Service in Limpopo?
- What is the relationship between employee work engagement and turnover intentions in the selected Department of Correctional Service in Limpopo?

5.2 Summary of the research processes

This study adopted positivism paradigm and used the quantitative research approach with a conclusive quantitative and descriptive cross sectional correlation design. The study was a one-time event with a single sample which was conveniently selected at one of the correctional facilities in the province of Limpopo. Three instruments were used to measure the variables, namely the short version 9-point UWES-9 which was used to measure employee work engagement construct, the short 10-point version of the CWB-S-10 that was used to measure the counterproductive work behaviours variable and the short version 6-point TIS-6 which was applied to measure the turnover intentions. The instruments were

grounded to a 5-point Likert scale which ranged from positive to negative in this fashion; strongly agree, agree, not sure, strongly disagree and agree.

The sample size used in this study was 249 respondents, and made up of correctional staff between the ages range of 18 to 60 years. A total of 377 questionnaires were electronically and conveniently distributed to potential respondents and the response rate was 66%, which was far above the expected response rate range of 30-40% in electronically distributed questionnaires. This is the same strategy which was used in this study to gather research data. The data was analysed through the use of the SPSS version 26. The resultant findings were discussed and were related to the broad context of explored literature.

5.3 Summary of findings

The following were the summary of findings made in this study; these were reported according to the research questions/objectives of the study. The major findings were made and then followed by a conclusion under the same research question/objective in the subsection.

5.4 Employee work engagement relationships with counterproductive work behaviours and turnover intentions

5.4.1 The prevalence of employee work engagement, counterproductive work behaviours and turnover intentions in the selected Department of Correctional Service in Limpopo.

The oldest and the youngest employees are the most engaged than those in the average age group.

Female respondents have higher levels of work engagement, higher levels of counterproductive work behaviours and lower levels of turnover intentions than male respondents.

The levels of education are negatively associated with employee work engagement, low educated employees are more engaged than the educated ones, and they also showed lower levels of counterproductive and higher levels of turnover intention.

Conclusion: The findings showed that there is generally low prevalence of employee work engagement and high prevalence of work-related withdrawal behaviours such as counterproductive work behaviours and turnover intentions, with female employees being more involved than their male counterparts.

5.4.2 Employee work engagement association with counterproductive work behaviours of staff in the selected Department of Correctional Service in Limpopo.

The length of tenure of employment is significant and positively correlated to counterproductive work behaviours. That is, as the number of years of employees in the organisation increased, the more they exhibited counterproductive work behaviours up to 50 years of age and thereafter, engagement exceeded counterproductive work behaviours.

The youngest and oldest respondents recorded the lowest levels of counterproductive work behaviours while the older but below 50 years old participants displayed higher levels of counterproductive work-related behaviours.

More experienced and least experienced employees recorded high levels of work engagement and low levels of counterproductive work behaviours.

Female respondents have higher levels of work engagement, higher levels of counterproductive work behaviours and lower levels of turnover intentions than their male respondents.

Generally, there is negative association between work engagement and counterproductive work behaviours, implying that, as employee work engagement increases, counterproductive work behaviours are reduced.

Conclusion: There is to a greater extent, a negative relationship between employee work engagement and counterproductive work behaviours except for the subsample of female respondents who showed a positive relationship between the construct employee work engagement and the variable counterproductive work behaviours. There is an anomalous relationship between employee work engagement and counterproductive work behaviours for females as the associations were positive instead of being negative as per explored literature.

5.4.3 The relationship between employee work engagement and turnover intentions of staff in the selected Department of Correctional Service in Limpopo.

The youngest and oldest groups of employees showed lowest levels of turnover intentions while middle-aged participants' levels of turnover intentions were higher.

More experienced and least experienced employees recorded the high work engagement and low levels of turnover intentions.

Conclusion: In general, there is an inverse association between turnover intentions and employee work engagement, implying that increases in employee work engagement led to a reduction in turnover intentions of employees. It is evident that the newest and oldest employees in terms of tenure reflected low levels of turnover intentions.

5.5 Managerial implications on major findings

The following recommendations were made in this study which may help inform policy in the correctional service. Each finding is preceded by a recommendation as shown below:

5.5.1 The prevalence of employee work engagement, counterproductive work behaviours and turnover intentions in the selected Department of Correctional Service in Limpopo.

Finding: The oldest and the youngest employees were the most engaged than the middle-aged employees.

Recommendation: It would be advisable to find ways to improve engagement for the most productive employees who are between 29 and 50 years of age.

Finding: Female respondents have higher levels of work engagement, higher levels of counterproductive work behaviours and lower levels of turnover intentions than male respondents.

Recommendation: There is need for leadership at the centre under study to improve on supervision as employees frequently indulge in misconduct without consequences.

Finding: The levels of education are negatively associated with employee work engagement, low educated employees are more engaged than the educated, and they also showed lower levels of counterproductive and higher levels of turnover intention.

Recommendation: More educated employees are generally the drivers of the organisation and if they were more involved in work-related withdrawal behaviours, these employees would become inhibitors and destroyers of organisational wellbeing and performance. The organisation needs to recognise and link education to rank and rewards.

5.5.2 Employee work engagement association with counterproductive work behaviours of staff in the selected Department of Correctional Service in Limpopo.

Finding: The length of tenure of employment is significant and positively correlated to counterproductive work behaviours. That is, as the employee's number of years in the organisation increased, the more they exhibit counterproductive behaviours up to 50 years of age and thereafter, engagement erodes counterproductive work behaviours.

Recommendation: The leadership of the organisation need to review their workplace processes to reduce work-related withdrawal behaviours by the more

productive employees. Workplace processes reviews such as openness, promotion of workplace justice, opening opportunities for development, and stricter clocking systems reduce deviant behaviours.

Finding: The youngest respondents recorded the lowest levels of counterproductive work behaviours while the older but below 50 years old participants displayed higher levels of counterproductive work behaviours.

Recommendation: The management of the institution need to have strategies to manage their employee tenure curves with a view to improve workplaces to reduce deviant work behaviours, especially for the more productive employees.

Finding: Female respondents have higher levels of work engagement, higher levels of counterproductive work behaviours and lower levels of turnover intentions than male respondents.

Recommendations: An investigation need to be carried out to find out why female employees have both high work engagement and high counterproductive work behaviours.

Finding: Generally, there is negative association between work engagement and counterproductive work behaviours, implying that as employee work engagement increases, counterproductive work behaviours decrease.

Recommendation: In general, the workplace situation at the correctional centre under investigation promotes employee work-related withdrawal behaviours, and for any organisation to fulfil its mandate, it has to reverse this trend by implementing employee work engagement promotion strategies such as change management.

5.5.3 The relationship between employee work engagement and turnover intentions of staff in the selected Department of Correctional Service in Limpopo.

Finding: The youngest and oldest groups of employees showed the least level of turnover intentions while middle-aged participants' levels of turnover intentions were higher.

Recommendation: Improve employee work engagement for middle-aged employees to reduce deviant work behaviours and improve performance.

Finding: More experienced employees recorded high work engagement, low levels of counterproductive work behaviours and turnover intentions than less experienced employees.

Recommendation: Reward experience with responsibilities so that the experienced employees can supervise and impart knowledge to juniors.

Finding: In general, there is an inverse association between turnover intentions and employee work engagement, implying that increases in employee work engagement led to a reduction in turnover intentions of employees. It is evident that low levels of turnover intention are associated with high levels of work engagement.

Recommendation: Management need to improve workplace processes and procedures to reduce turnover intentions and promote engagement.

5.6 Limitations of study

The study was carried out on correctional employees in one of the correctional facilities in Limpopo province of South Africa. This population was selected because the high incidents of withdrawal behaviours associated with counterproductive work behaviours and turnover intentions.

The research was carried out when the world was experiencing a pandemic, COVID-19 and South Africa had instituted a total lockdown. It was during this time that the study procedures were done and face-to-face consultations with the supervisor were not possible, and so were the physical data gathering procedures.

The lockdown might have had an effect, to some extent, on the consultations and data collection response rate. The response rate of 66% is however, good as it was above the expected threshold of 30-40% where data was collected electronically. The consultations were done by telephone, emails and teleconferencing methods, although these cannot effectively replace face-to-face interfaces.

5.7 Methodological consideration

Recommendations for further research

The following are the recommendations for areas seen as requiring further study:

1. Studies are needed to find out why female employees have high propensity for deviant behaviours than male employees at this site.
2. There were generally no consequences for misconduct of employees at this centre, a study is therefore, required to establish workplace procedures that promote misconduct and lack of action by the leadership.
3. Research is also required to investigate why educated employees are involved in more work-related withdrawal behaviours at this site than those less educated.
4. A research to establish the extent of the damage or loss/ level of service delivery performance at the centre emanating from employee deviant behaviours.

5.8 Significance of the study

The significance of the research findings on the relationship among employee work engagement, counterproductive work behaviours and turnover intentions for the selected Department of Correctional Service in Limpopo was of paramount importance to investigate. The findings on rampant prevalence of work-related withdrawals at the correctional centre reflect poor governance and might have effects on service delivery for the inmates and the community, as well as negative impacts on personnel and the performance of the centre. The anomalously high counterproductive work behaviours by female employees are a cause for concern and require further investigations. It would be recommendable to review the leadership structure with a view to change or transfer workers with destructive behaviours to instil discipline and reduce the deviant behaviours of employees at the centre.

5.9 Conclusion

The chapter presented a summary of the findings made in the entire research study and highlighted the key findings including high engagement and counterproductive work behaviours among female employees, which is anomalous according to the reviewed literature. The study established the existence of a high prevalence of work-related withdrawals among the productive staff and high engagement in the youngest and oldest employees. Lastly, the chapter summarised the research findings and outlined conclusions before making recommendations.

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*NWU Business School**Consent Form***Ethics clearance reference number:** [NWU-00867-20-A4]

Dear Participant

I am a student studying for an MBA with the North West University Business School. I am carrying out this research work as part of my MBA studies. In this research study, I am investigating the relationships between employee work engagement, counterproductive work behaviours (CWB) and turnover intentions of employees in the selected South Africa correctional services department. As an employee of the CSD, your input will be very important in this study as it enables me to make conclusions and recommendations to the CSD and similar organisations so as to help improve the workplace conditions. The study is made up of 4 sections A, B, C and D and you are encouraged to complete all of the sections at your earliest convenience.

There are **29 short questions** and it will take approximately **20 minutes** of your time to complete.

Inclusion criteria for participation:

- As a freely consensual participant, your only responsibility will be to complete this questionnaire as honestly as possible.
- You are not allowed to write your name or personal particulars that will identify with you on this form.
- As a participant in this study, you are not required to write names or any personal identification.
- Your participating in this study will be voluntary and you are free to opt out any stage without any consequences.
- There are no consequences for refusing to participate.
- The results and presentation of this study will be anonymised such that no links will be reflected to individuals but to sample in general and no individualised information will be made or released.
- By voluntarily consenting to complete this questionnaire, you are authorising the use of the information you will provide for the purpose of this research only and for any future academic publications and conferences.
- You're asked to put a tick or circle on only one box. No answer is right or wrong.

- The researcher promises to secure the completed questionnaire and your data when collected and will not be shared or published outside the scope of this study.

For any questions, queries or concerns feel free to contact the researchers:

	Researcher: Ms Marylene Maanda	Research supervisor: Prof Ntseliseng Khumalo
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If you do not wish to be a participant in this study no further action is required for you to do.

Appendix B: Ethics clearance application



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRIMA
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Economic and
Management Sciences
Research Ethics
Committee (EMS-REC)

21 September 2020

Mrs N Khumalo
Per e-mail
Dear Mrs Khumalo,

EMS-REC FEEDBACK: 18092020
Student: Maanda, ML (29686415)(NWU-00867-20-A4)
Applicant: Mrs N Khumalo - MBA

Your ethics application on, *Investigating the relationship between employee work engagement, counterproductive work behaviours and turnover intentions in a selected South African correctional service facility*, which served on the EMS-REC meeting of 18 September 2020, refers.

Outcome:

Approved as a minimal risk study. A number **NWU-00867-20-A4** is given for one year of ethics clearance.

Due to the Covid-19 lock down ethics clearance for applications that involve data collection or any form of contact with participants are subject to the restrictions imposed by the South African government.

Kind regards,

Prof Mark Rathbone
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)

Appendix C: Turnitin report

29686415:dessitation.docx

ORIGINALITY REPORT

9%	8%	2%	2%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	uir.unisa.ac.za Internet Source	1%
2	hdl.handle.net Internet Source	1%
3	repository.nwu.ac.za Internet Source	1%
4	www.saibw.co.za Internet Source	<1%
5	erepo.usiu.ac.ke Internet Source	<1%
6	Submitted to Higher Education Commission Pakistan Student Paper	<1%
7	pdfs.semanticscholar.org Internet Source	<1%
8	docplayer.net Internet Source	<1%
9	www.tandfonline.com	

Appendix D: Questionnaire



BUSINESS SCHOOL
BESIGHEIDSKOOL
SEKOLO SA KGWEBO

Questionnaire

You are encouraged to participate, **(Note)** no consequences are attached for refusing to participate or to terminate once one commences.

Demographic Information

This information is required in order to enable the researcher to describe the total sample for future readers of the completed study. The results will be used to generalise how representative it was to the general employee population in particular to the selected prison centre and to the Correctional Services Department of South African in general. The data you are going to provide will be grouped with some other participants and will not be identifiable with you or any one respondent in this study.

Section A: Demographic Data

This section requires your demographic information, please enter a tick in the box indicating where you fit.

1. Age

☐

18-28 years

☐

29-40 years

☐

41-50 years

☐

51-60 years.

2. Gender

☐

Male

☐

Female

☐

Other

3. Highest level of education (select only one)

☐

High School

☐

Diploma

☐

Degree

☐

Post graduate

4. What is the length of your employment in CSD?

☐

0-5 years

☐

6-10 years

☐

11-15 years

☐

16-20 years

Section B: Employee work engagement

Please may you carefully read each statement and choose what suitably fits you, your feeling or attitude toward what is being described by the statements.

1 Strongly Agree	2 Agree	3 Not sure	4 Strongly Disagree	5 Disagree
---------------------	------------	---------------	------------------------	---------------

This section requires your personal views on how involved or engaged in your job and its requirements.

Utrecht Work Engagement Scale-9 [UWES-9].

5	I take a lot of time positively thinking about my work.	1	2	3	4	5
6	I am always miles away from my job, thinking of my personal life.	1	2	3	4	5
7	I often lose concentration when doing my work.	1	2	3	4	5
8	I am less attentive when doing my work.	1	2	3	4	5
9	Time moves too fast when I am at work.	1	2	3	4	5
10	I am always excited when doing my work.	1	2	3	4	5
11	I am always absorbed in my work and have no time to waste.	1	2	3	4	5
12	I often preoccupied to think of other things when doing my work.	1	2	3	4	5
13	I often don't think of anything else when doing my work.	1	2	3	4	5

Section C: Counterproductive Work Behaviours Data

This section requires your personal experiences as regards the behavior of coworkers or yourself when at work.

1 Strongly Agree	2 Agree	3 Not Sure	4 Strongly Disagree	5 Disagree
---------------------	------------	---------------	------------------------	---------------

Counterproductive Work Behaviour Checklist-10 [CWB-C-10]

14	I always care less for goods supplied by the employer to do my work.	1	2	3	4	5
15	I make complaints at work about everything, even unimportant situations.					
16	I have always communicated to people and friends outside the organisation how bad my workplace is to work for.	1	2	3	4	5
17	There are no consequences for coming to work late, even without prior authorisation.	1	2	3	4	5
18	I have absented myself from work and reported the following day that I was sick.	1	2	3	4	5
19	I have reprimanded poor work performance by some co-workers.	1	2	3	4	5
20	I have made jokes of someone's personal life at work.	1	2	3	4	5
21	I always ignore co-workers who bore me.	1	2	3	4	5
22	I often want to argue with someone at work.	1	2	3	4	5
23	Someone insulted me at work.	1	2	3	4	5

Section C: Turnover Intentions Data.

This section requires you to honestly show what you real feel about staying or quitting your job and organisation.

1	2	3	4	5
Strongly Agree	Agree	Not Sure	Strongly Disagree	Disagree

Turnover Intentions Scale-6 [TIS-6]

24	I always think of getting another job elsewhere that go with my personal preference.	1	2	3	4	5
25	I always get frustrated every time the organisation fails to support my personal goals.	1	2	3	4	5
26	I consider of leaving my job.	1	2	3	4	5

27	If I am offered another job elsewhere with the same rewards, I will accept it.	1	2	3	4	5
28	I don't get the satisfaction I need from my current job.	1	2	3	4	5
29	I always wish if I had some way of avoiding coming to work every time when preparing for work.	1	2	3	4	5

Your time has been valued, thank you very much.

Appendix E: Editor's letter

SCHOOL OF EDUCATION **Department of Curriculum Studies**

27 December, 2020

EDITING AND PROOF-READING REPORT

This is to certify that I, **Dr B Dube**, has proofread the document entitled: **Investigating the relationship between employee work engagement, counterproductive-work behaviors and turnover intentions in a selected South African correctional service facility**

I carefully read through the document, focusing on proofreading and minor editorial issues. The recommended suggestions are clearly highlighted and can either be accepted or rejected using the Microsoft Track Changes Function.

Dr B Dube 0632190842



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