

**Work Engagement, Job Satisfaction and Performance Management at
Statistics South Africa (Stats SA)**

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DECLARATION

I Pushoetsile George Parkins solemnly declare that this study entitled “Work Engagement, Job Satisfaction and Performance Management at Statistics South Africa”, submitted for the Master of Administration Degree in Human Resource Management, is my original work. This Dissertation has not been submitted for any degree at this or any other university for award of a degree. All materials sourced in this study has been indicated and acknowledged.



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ABSTRACT

The purpose of this study was to evaluate work engagement, job satisfaction and performance management at Stats SA. The study was geared towards adding to the knowledge base in the field of Human Resource Management and to advise the management of the chosen organisation, (Stats SA), of the identified problems regarding work engagement, job satisfaction and performance management. Theories pertaining to work engagement, job satisfaction and performance management were utilised to provide meaning to the phenomena.

A quantitative survey, using primary data, was conducted on a convenience sample (N = 374) of full-time employees at Stats SA. This study employed a cross sectional survey utilising a questionnaire administered electronically to obtain information regarding the perceptions of Stats SA employees on Work Engagement, Job satisfaction and Performance Management System. The data was then analyzed using the Statistical Packaging for Social Science (SPSS v26) system. Findings were presented in tables and graphs.

In this study, findings point to respondents experiencing work engagement and high levels of job satisfaction. It was also found that age has a bearing on both work engagement and job satisfaction. However, there is no statistically significant relationship between gender and both work engagement and job satisfaction; educational level and both work engagement and job satisfaction; as well as job category and both work engagement and job satisfaction. Although there is a general belief that the Performance Management and Development System (PMDS) is fair, simple and understandable, performance reviews are treated as once-off by management as opposed to a continuous process.

Key terms: Work Engagement, Job satisfaction, Performance Management System.

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CHAPTER ONE

INTRODUCTION OF THE STUDY

1.1 INTRODUCTION

The purpose of this study is to evaluate Work Engagement, Job Satisfaction and Performance Management at the Department of Statistics South Africa (Stats SA).

In this chapter, the topic will be introduced, problem and objectives stated, hypotheses presented, significance highlighted, methodology to be followed provided, ethical considerations noted and organization of the study outlined.

1.2 PROBLEM STATEMENT

Performance is linked to job satisfaction through work engagement, along with implications for research and practice. High levels of work engagement in domestic and global firms promote retention of talent, foster customer loyalty, and improve organisational performance and stakeholder value Swetha (2011:232). According to Swetha (2011:232), work engagement is influenced by many factors – from workplace culture, organisational communication and managerial styles to trust and respect, leadership and company reputation. On the other hand, Robertson-Smith and Markwick (2009:4), alluded to the fact that engaged employees feel a sense of attachment towards their organisation, investing themselves not only in their role, but in the organisation as a whole.

Work engagement benefits the organisation through commitment and dedication, advocacy, discretionary effort, using talent to the fullest and being supportive of the organisation's goals and values (Robertson-Smith & Markwick, 2009:5). Engaged employees work harder, are more loyal and more likely to go the extra mile for the corporation (Lockwood, 2007:3).

According to Robertson-Smith and Markwick (2009), much of the academic research on work engagement was inspired by the definition proposed. Furthermore Robertson-Smith and Markwick (2009:5) defines work engagement in terms of a

psychological state as “the harnessing of organisation member’s selves to their work roles; in work engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”.

Moreover, Robertson-Smith and Markwick (2009:5) found that there were three psychological conditions associated with engagement or disengagement at work: Meaningfulness, Safety and Availability. It goes without saying that the employees are more likely to associate themselves with employers that provide them with a work environment which is more psychologically meaningful, psychologically safe and are psychologically available. Gruman and Saks (2011:125) points out that numerous writers have sung the praises of engagement as a key driver of individual attitudes, behaviour, and performance, as well as organisational performance, productivity, retention, financial performance, and even shareholder return, and puts it, when people are psychologically present they feel attentive, connected, integrated, and focused in their role performances.

The other aspect that needs to be looked at in the working environment is job satisfaction. Sowmya and Panchanatham (2011:76) defines Job Satisfaction as all the feelings that an individual has about his/her job. Job Satisfaction is operationalized as one’s evaluative reaction to the organisation, noted as satisfied/not satisfied, good/bad, just/unjust (Jorde-Bloom, 1988:108).

Work Engagement and Job Satisfaction are linked to the performance of employees. Markos & Sridevi (2010:92) indicates that studies have found a positive relationship between employee engagement and organisational performance outcomes: employee retention, productivity, profitability, customer loyalty and safety. Performance management is thus a critical aspect of organisational effectiveness. It is the key process through which work is accomplished. It is considered the ‘Achilles Heel’ of managing human capital and should therefore be a top priority for managers (Gruman and Saks, 2011:123). Performance management in its totality provides the organisation with an insight as to why employees are hired and what is expected from them. Therefore, performance management is critical to ensure that the organisation is operating efficiently and effectively in order to achieve its overall strategic objectives.

Gruman & Saks (2011:123), argues that although performance evaluation is at the heart of performance management, the full process extends to all organisational policies, practices and design features that interact to produce employee performance. Organisations are expecting their employees to contribute in a positive way towards the realisation of the organisational vision and mission. On the other hand, the employees are expecting their employers to be vigilant to their wellbeing in order to perform and produce the desired goals. It is therefore important that there is a mutual understanding about each party's needs.

This study will be conducted at Statistics South Africa (Stats SA). Stats SA, as mandated by the Statistics Act No.6 of 1999, is a fact-finder of the nation, bringing to society the data or knowledge of "The South Africa I know, the home I understand". (www.statssa.gov.za). Stats SA as a conduit of trust in data collection has been using the manual method of collecting data through Paper Assisted Personnel Interview (PAPI) in various surveys that are conducted by the department. The process is said to be expensive and time-consuming, as a lot of logistics and personnel need to be employed. This method also delays the process of dissemination of information, because it involves so many steps, such as manual surveys followed by the capturing of data from questionnaires and transcribing of information. The department is now preparing itself to move from old ways of collecting data and is using technology.

According to the former Head of Stats SA, Statistician-General, Dr Pali Lehohla, the speed of change continues to increase around us. The pace and magnitude of change in the years to come, will be rocking the foundations of global organisation and turning the world economy on its head. We must ensure that we are not left behind as an organisation by not taking the obvious opportunities in our pathway to deliver better on our mandate." Therefore, the Department must ensure that it has personnel that are psychologically engaged and are satisfied in order to deliver on this mandate. It is therefore crucial to assess the extent to which the employees at Stats SA experience work engagement, job satisfaction and performance management now, because those are the critical aspects of organisational effectiveness.

The research problem is derived from the fact that Statistics South Africa (Stats SA) is planning to go live with digital data collection through Computer Assisted Personnel Interview (CAPI) in the following surveys, namely: Domestic Tourism Survey (DTS), Quarterly Labour Survey (QLFS), General Household Survey (GHS), Victims of Crime (VoCS), Governance, Public Safety and Justice Survey (GPSJS) and Continuous Population Survey (CPS). The introduction and roll-out of CAPI is going to have a huge impact on people, processes and systems. It is not only about collecting information previously, on paper as opposed to using a device, but it will change a whole range of processes across the statistics value chain (SVC). As a result, Stats SA is currently in the process of defining, as accurately as possible, the ways in which staff will be impacted. In addition, retraining and reskilling opportunities are being put in place to ensure both organisational and personal growth during this change.

The transition from Paper Assisted Personnel Interview (PAPI) to Computer Assisted Personnel Interview (CAPI) signifies change, which and could consequently have either a negative or a positive impact on work engagement, job satisfaction and performance management. Staff members could be tempted to think that their positions can become redundant, or they might be transferred, or seconded to positions that they are not interested in. The records also show that there is a high rate of staff resignations; a high rate of requests for lateral transfers, as well as a high rate of short-term and long-term incapacity leave applications. The organisation is currently sitting at an 18% vacancy rate due to continuous resignations and transfers, and 8% of ill-health applications for either short-term or long-term sick leave. It should be noted that the lack of work engagement and low levels of job satisfaction amongst Stats SA employees would have a negative impact on productivity and performance of the organisation, which is geared to deliver on its 2015 – 2020 strategic objectives.

Becoming a digital organisation will require new leadership skills combined with connecting people, processes, data, and smart things. Stats SA is currently communicating the changes that will have a huge impact on the performance of the department through a programme called Strategy in Action, the Pulse Newsletter,

Short Message Service (SMS), and internal emails, as well as conducting presentations in various divisions and provincial offices. According to the organisation's website, the challenge of digitization is not technology. Smart organisations have recognised that introducing new technology into the workplace is not about hardware or software: it is about the organisational workforce. A workforce that is highly satisfied with their jobs, whose performance is effectively managed and who are experiencing work engagement.

In South Africa, between 1996 and 1998, three important pieces of legislation were passed to eliminate the inequalities of the past and improve working conditions. These were the Labour Relations Act, the Basic Conditions of Employment Act, and the Employment Equity Act. Because of intense interest in the impact of this legislation and the need to monitor the state of workers in changing labour market conditions, many studies have been conducted on the South African labour market.

A survey conducted by South African Social Attitude Survey (SASAS) entitled "South Africans at work: How satisfied are we?" has revealed that over 77% of workers were satisfied to a certain extent with their jobs, 27% were fairly satisfied, 29% were very satisfied and about 9% were very dissatisfied (SASAS; 2005: 10). According to the survey, the levels of job satisfaction by race were the strongest predictor of job satisfaction. Black workers were the least satisfied with their job (69%) compared to workers from other population groups; Coloured (83%), White (88%) and Indian (95%) workers expressed high levels of satisfaction in their jobs (SASAS, 2005:11). The study evaluated eight aspects with work values, with job security (99%) having the greatest importance. This was followed by good opportunities for advancement, an interesting job and high income. Working independently and having flexible working hours were rated lowest, though approximately two-thirds of workers still rated these as important job attributes (SASAS, 2005: 11).

Crossman & Abou-Zaki (2003:369) believes that the relationship between job satisfaction and performance is still open to question, and therefore it would be unwise to assume that high job satisfaction leads to high performance, or that high performers are satisfied with their jobs. Top management's commitment to improving employee satisfaction takes into account factors that affect employee satisfaction

and can encourage employees to improve the performance of their tasks and boost the level of their work performance, which can in turn contribute to the company's growth. The involvement of employees and the extent to which the employees understand the business of their organisation play an important role in the overall performance of the organisation.

It is important to state that when the organisation is using good performance assessment tools for rating their employees, which in turn are used as intended, everybody within the organisation would therefore experience high levels of job satisfaction and work engagement which would in turn enhance the entire organizational performance.

It should be noted that there is no empirical research that has been conducted in Stats SA regarding work engagement, job satisfaction and performance management. In view of the foregoing discussion, the following questions arise:

- Do Statistics South Africa (Stats SA) employees experience work engagement?
- Do Statistics South Africa (Stats SA) employees experience job satisfaction?
- What is Stats SA employees' perception towards the organisational performance management system?

1.3 MAIN OBJECTIVE

The main objective of the study is to evaluate Work Engagement, Job Satisfaction and Performance Management amongst Stats SA employees.

1.4 SPECIFIC OBJECTIVES

The specific objectives of this study are:

- To evaluate work engagement amongst Stats SA employees.
- To evaluate job satisfaction levels amongst Stats SA employees.
- To evaluate the attitude and perception of Stats SA employees towards the organisational performance management process.

1.5 HYPOTHESES

A hypothesis is a statement temporarily accepted as true in the light of what is, at the time, known about a phenomenon, and it is employed as a basis for action in the search for new truth. When the hypothesis is fully established, it may take the form of facts, principles or theories (Prabhat Pandey & Pandey, 2015:33).

In view of the foregoing discussion, the following hypotheses will be employed in this study:

H₁: Employees at Stats SA do not experience work engagement.

H₂: Employees at Stats SA experience job satisfaction.

H₃: Employees at Stats SA do not have a favourable attitude towards the Organisation's Performance Management process.

H₄: There is a significant relationship between age and work engagement.

H₅: There is a significant relationship between age and job satisfaction.

H₆: There is a significant relationship between gender and work engagement.

H₇: There is a significant relationship between gender and job satisfaction.

H₈: There is a significant relationship between educational level and work engagement.

H₉: There is a significant relationship between educational level and job satisfaction.

H₁₀: There is a significant relationship between job category and work engagement.

H₁₁: There is a significant relationship between job category and job satisfaction.

1.6 SIGNIFICANCE OF THE STUDY

This study intends to evaluate and address a number of work related factors such as attitudes towards pay, working conditions, co-workers and managers, career

prospects and intrinsic aspects of the job that may influence employees' high level of job satisfaction and performance in the organization. Job satisfaction plays a crucial role in terms of employee performance, and to some extent his well-being and to the organizations in terms of its productivity, efficiency, employee relations, absenteeism and turnover (Dugguh & Dennis, 2014: 11-17).

To retain top talent, research shows that while compensation and promotions are important, employers need to pay more attention to 'soft issues', such as job quality, flexibility and individual differences, as these contributes immensely to Work Engagement, Job Satisfaction and Performance Management System (Bell, 2015:18). This study should add value to the organisation because it will provide knowledge regarding Work Engagement experiences, Job Satisfaction levels and Performance Management attitudes of employees at Stats SA during this transition period at the organisation. The study will also trigger more interest so that further research can be conducted in the Public Service as a whole. As recommendations for interventions will be made in order to address the identified gaps, and towards the improvement or maintenance of these phenomena, this study should impact positively on the retention of skills and productivity at Stats SA.

1.7 RESEARCH METHODOLOGY

According to Kothari (2004:14), a research methodology or design provides a framework for the collection and analysis of data. A research method is simply a technique for collecting data. In brief, research design must at least contain a clear statement of the research problem; procedures and techniques to be used for gathering information; the population to be studied and methods to be used in processing and analyzing data. In this study, a quantitative approach will be followed.

1.7.1 Population

The target population of this study is the employees of Stats SA working in various divisions, i.e. Head Office and all nine Provincial Offices. According to (Prabhat Pandey & Pandey, 2015:40), a target population is comprised of all the members of

a real or objects to which we wish to generalise the results of a research. As not all the members of the target population might not be available to partake in the study, a sample will be used.

Sampling refers to the technique or the procedure the researcher would adopt in selecting items for the sample (Kothari, 2004:52). Due to the nature of this study, convenience sampling will be the appropriate sampling method to undertake this study. Convenience sampling refers to the collection of information from members of the population who are conveniently available to provide it (Prabhat Pandey & Pandey, 2015:40). A sample will conveniently allow the majority of the employees of Stats SA, irrespective of the positions they occupy in the department, an opportunity to participate in the study. The sample will also represent all categories of job levels: Senior Management, Middle Management, Junior Management, & Supervisors, as well as Administrative and Support staff.

1.7.2 Data Collection

There are two types of data collection, and these are primary and secondary data. The primary data are those which are collected afresh and for the first time. The secondary data, on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process Kothari (2004:52). In this study, the data will be collected through self-administered questionnaires and are regarded as primary data due to the fact that they would be collected for the first time. The questionnaire entails Work Engagement, Job Satisfaction and Performance Management items. The data collection will be done through distributing structured survey questionnaires for online distribution.

Surveys are a method of gathering information from individuals. Surveys have a variety of purposes, and can be conducted in many ways. Surveys may be conducted to gather information through a printed questionnaire, over the telephone, by mail, in person, by diskette, or on the web. This information is collected through the use of standardized procedures, so that every participant is asked the same questions in the same way. It involves asking people for information in some

structured format. Depending on what is being analysed, the respondents being surveyed may be representing themselves, their employer, or some organisation to which they belong (Belfo & Sousa, 2011).

To evaluate the extent to which the employees at Stats SA experience work engagement and job satisfaction, the study used the 56 items of the Work Engagement and Job Satisfaction Questionnaire adopted from Best Group Companies (<https://www.bestcompaniesgroup.com>). To evaluate the attitude and perception of Stats SA employees towards the Performance Management system used in the organisation, the study used the 21 item "Performance Management System Questionnaire" adopted from Kardas Performance Management System.

1.7.3 Data Analysis

Data Analysis is defined as studying the organized material in order to discover inherent facts. The data are studied from as many angles as possible to explore the new facts (Prabhat Pandey and Pandey, 2015:40). This analysis is adopted when the researcher has one dependent variable which is presumed to be a function of two or more independent variables. The objective of this analysis is to make a prediction about the dependent variable based on its co-variance with all the concerned independent variables (Kothari, 2004:52).

The Statistical Package for Social Sciences (SPSS) will be utilized to report and analyse the results of the study. The demographic characteristics of the respondents will also be determined. The t-test and analysis of variance test (ANOVA) will be computed to determine the differences in the employee work engagement and job satisfaction mean scores and demographic variables. The Cronbach's alpha test will be computed to determine the reliability of the research instrument. Correlation Analysis will be made to determine the relationship of the dependent variables. The variables that have the biggest influence will be treated as critical (Harvid & Gustomo, 2013:20).

1.8 ETHICAL CONSIDERATIONS

It is important to respect the dignity of the study respondents, and it is essential to bear in mind the possible condition of vulnerability of some of them, and to safeguard the confidentiality during the whole research process, including the research presentation in scientific events and publishing of the obtained results. The requirement that research projects be subjected to a rigorous ethical evaluation by a Scientific Ethics Committee, regardless of the origin of such projects – academic, health care, commercial or other – responds to the need to protect the rights of any individual involved in an investigation (Pérez, Rapiman, Orellana, & Castro, 2017).

Permission to conduct this study was obtained from the organisation's management as well as the North West University's Research Ethics Review Committee (NWU-00850-20-A4), prior to the commencement of the study. Furthermore, an ethical clearance certificate was issued as legally permitting commencing the process of research. The data was collected online, and the sampled employees received the following documents of the study: an invitation letter which explains the purpose of the study and their right to voluntary participation and withdrawal from the study; management's approval to conduct the study; a biographical questionnaire (requesting the participant's gender, age, marital status, education and tenure in the organisation), as well as the Work Engagement, Job Satisfaction and Performance Management System Questionnaires. All respondents were assured about their anonymity and the confidentiality of their responses.

1.9 ORGANIZATION OF THE STUDY

The study comprises five chapters:

Chapter 1 consists of an introduction of the study, background of the study, problem statement, objectives of the study, Research methodology, ethical considerations, as well as the organization of the study.

Chapter 2 entails the review of literature related to the study.

Chapter 3 discusses the research methodology followed in the study.

In **Chapter 4** results are presented and analysed.

Lastly, in **Chapter 5**, conclusions will be drawn, recommendations made, and limitations of the study provided.

1.10 CHAPTER SUMMARY

This chapter provides a motivation to conduct research at Stats SA regarding work engagement, job satisfaction and performance management system at Statistics SA and how the study will be conducted. The study was introduced; phenomena to be studied and the background of the organisation at which the study will be conducted outlined; importance of the study ethical procedures followed highlighted; objectives and hypotheses provided.

In this study, a Quantitative approach will be followed, using a survey. The Statistical Package for the Social Sciences (SPSS) will be used to capture and analyse the data.

The next chapter, Chapter 2 will provide a theoretical framework for work engagement, job satisfaction and performance management process.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter, the literature on Work Engagement, Job Satisfaction and Performance Management is reviewed.

2.2 PHILOSOPHICAL FOUNDATION

The philosophy of the study will reflect the researcher's assumption and these assumptions serve as a road map for the research. Generally, research philosophy has many branches related to a range of disciplines (e.g. pragmatism, positivism, realism and interpretivism). The researcher has aligned himself with positivist approach as it is a major paradigm in philosophy inquiry which utilizes scientific method with emphasis on empiricism.

Positivism is a philosophy in which people believe the goal of knowledge is only to describe what people experience, and that, science should only study that which is measurable. Anything that is not measurable or experienced is irrelevant. They also believe that knowledge should be obtained through using the scientific method. For example, emotions are not measurable so they are irrelevant. Likewise, introspection is rejected (<https://www.alleydog.com/glossary/definition-cit.php?term=Positivism>).

Positivism is the name for the scientific study of the social world. Its goal is to formulate abstract and universal laws on the operative dynamics of the social universe (Turner, 2001: 11828). Roozbahani (2013: 149) alluded to the fact that "positivistic psychology is the science of positive mental experiences, individual characteristic, and institutions". Roozbahani, (2013) further maintains that "the main aim of organizational positivistic behaviour is to pay more attention and to improve abilities and capabilities of human resources rather than focusing on their weaknesses and inefficiencies and attempting to solve them".

2.3 WORK ENGAGEMENT

It is interesting to note that work engagement and employee engagement refer to the centrality of the job to an individual: it is positive. Storm and Rothmann (2003), defines work engagement as a more persistent and pervasive affective-cognitive state that is not focussed on any particular object, event, individual or behaviour. According to Rothmann, work engagement is also distinct from other established constructs in organisational psychology, such as organisational commitment, job satisfaction or job involvement.

Employee engagement has emerged as a critical driver of business success in today's competitive marketplace (Shinde & Sawant, 2015:1333). Employee Engagement refers to a psychological state where employees feel a vested interest in the company's success and perform to a high standard that may exceed the stated requirements of the job. Engaged employees consistently demonstrate three general behaviours. They: (1) Say – consistently speak positively about the organisation to co-workers, potential employees, and customers; (2) Stay – have an intense desire to be a member of the organisation despite opportunities to work elsewhere; (3) Strive – exert extra time, effort, and initiative to contribute to business success Schaufeli (2013:5). Swathi (2013:1) describes Employee Engagement as the extent to which employee commitment, both emotional and intellectual, exists relative to accomplishing the work, mission, and vision of the organisation. Employee Engagement can be seen as a heightened level of ownership, where each employee wants to do whatever they can for the benefit of their internal and external customers, and for the success of the organisation as a whole.

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication and absorption (W. Schaufeli, 2012:4). The Hay Group states that engagement is comprised of two components: Commitment, which portrays affective attachment to and intention to remain with an organisation, and discretionary effort, which is the willingness to go above and beyond formal job requirements (Ahlowalia, Tiwary, & Jha, 2014:310). Employee Engagement is most closely associated with the existing construct of Job Involvement (Brown, 1996), and

defined as the degree to which the job situation is central to the person and his or her identity (Rao GK. & Shaikh, 2016:58).

Engagement was further characterized as an energetic state of involvement with personally fulfilling activities to enhance one's sense of professional efficacy. However Zigarmi, Nimon K., Houson, Witt, and Diehl (2009:302) described Work Engagement as how people employ and expend themselves physically, cognitively, and emotionally, during role performance.

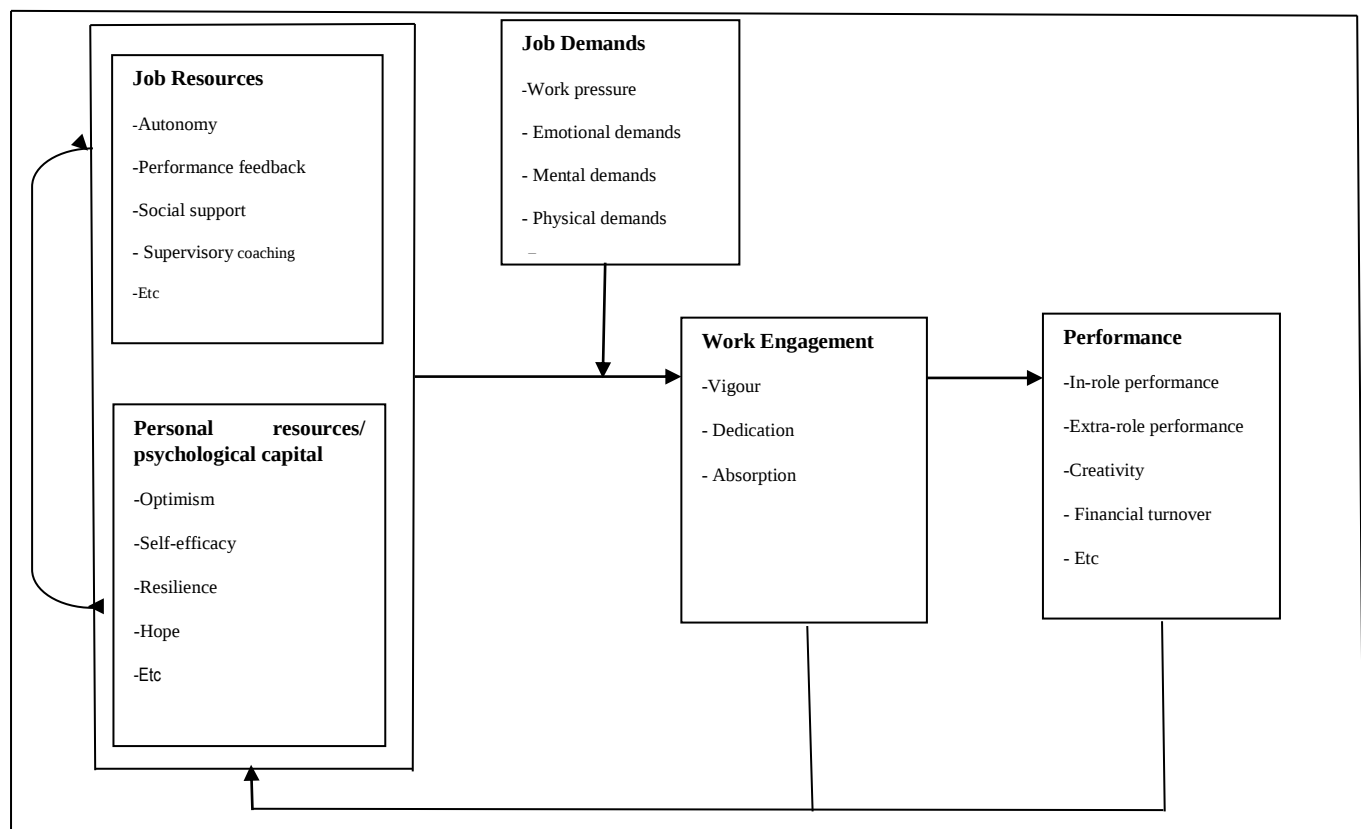
According to Taorminab (2017:263), Kahn was the first person to conceptualize Work Engagement as the "harnessing of organisational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.". He further, alluded that Maslach and Leiter (1997) proposed an approach that viewed Work Engagement as the "antipode" of burnout, as measured by the Maslach Burnout Inventory (MBI). They suggested that engaged employees have a sense of energy and view their work as a challenge.

Work Engagement has been found to be different from other psychological constructs like organisational commitment, job satisfaction and job involvement for instance, organisational commitment defines an employee's loyalty to the organisation, but Employee Engagement focuses on the work itself, Rothmann and Hamukang'andu (2013). Work engagement is about experiencing the three constructs: engaged employees work hard (vigour), they are involved (dedication) and feel happily engrossed (absorbed), while Employee Engagement focuses on the work itself (Sartono & Ardhani, 2016:109). Work engagement and employee engagement as defined and outlined above are intertwined and are at the heart of employee work-wellness.

2.3.1 Job Demand-Resources Model (JD-R)

Job Demand-Resources Model (JD-R) is an explanatory model that attempts to describe the ways in which engagement, and its negative counterpart, burnout, are produced by two types of working conditions that exist in every organisational

context. These two types of conditions are Job Demand and Job Resources (Robins S.P, Judge, Ondendaal, & Roodt, 2016:108).



The JD-R model of work engagement (based on Bakker & Demerouti, 2007, 2008).

Baker & Demetrouti came up with a model to clarify what work engagement entails by means of JD-R. JD-R theory outlines how job resources (e.g. autonomy, feedback, supervisor support) and personal resources (e.g. self-efficacy, optimism, resilience) directly influence work engagement, which in turn influences important downstream outcomes such as in-role performance, extra-role performance, creativity, and financial returns (Albrecht, Bakker, Gruman, Macey, & Saks, 2015:6).

Job resources play an extrinsic motivational role, because work environments that offer many resources foster the willingness to dedicate one's efforts and abilities to the work task. In such environments, it is likely that the task will be completed successfully and that the work goal will be attained. For instance, supportive colleagues and performance feedback increase the likelihood of being successful in achieving one's work goals. In either case, be it through the satisfaction of basic

needs or through the achievement of work goals, the outcome is positive and engagement is likely to occur (Bakker & Bal, 2010:189).

The JD-R model also posits that job demands (i.e. physical demand, time pressure, shift work) are associated with exhaustion, whereas lacking job resources (i.e. performance feedback, job control, participation in decision-making, social support) are associated with disengagement (Salanova & Schaufeli, 2008:117).

According to (Bakker & Demerouti, 2008) the above integrative model of work engagement shows that work engagement and performance have feedback loops to job resources. The model proposes that those who are highly engaged and perform well will also mobilize more personal resources or psychological capital, and more job resources like autonomy, social support, and career opportunities (Bakker & Bal, 2010:187). In a nutshell, the JD-R model contends that the presence of job resources such as social support enhances work engagement, while the presence of job demands such as workload and/or insufficient job resources cause burnout (Karatepe & Olugbade, 2009:504).

Geldenhuys, Laba, & Venter, (2014:3) reiterates the definition of organisational commitment as defined by Wiener (1982:418) as the totality of internalized normative pressure to act in a way that meets organisational interest. According to Geldenhuys (2014:4), this notion is supported by Porter, Steers, Mowday and Boulian (1974), who suggest that organisational commitment involves the willingness of an employee to apply higher efforts on behalf of the organisation, a desire to stay with the organisation and acceptance of the goals and values of the organisation. It constitutes the bond between the employee and the organisation, as well as further adding to the concept by characterising three factors associated with organisational commitment, namely: having a strong belief in, and acceptance of the organisation's goals and values, having willingness to exert considerable effort on behalf of the organisation, and having a strong desire to remain in the organisation.

2.3.2 Antecedents of employee engagement

Various research has been carried to explore the antecedents of work engagement and different workplace environments. For example, Orgambídez-Ramos, Borrego-Alés, and Mendoza-Sierra (2014:362) suggest that at the heart of the JD-R model lies the assumption that, whereas every occupation may have its own specific risk factors associated with job stress, these factors can be classified in two general categories, i.e. job demands and job resources. Furthermore, the JD-R model may be applied to various occupational settings, irrespective of the particular demands and resources involved (Bakker & Demerouti, 2008). Job demands and job resources relate in different ways to positive and negative outcomes (Demerouti, Bakker, & Leiter, 2014).

On the other hand, the research by Shokunbi (2016) revealed passion for the job, availability of materials for the job, work environment, relationship between employees, training and retraining, and pay and remuneration, as the antecedents of employee engagement. The antecedents of employee engagement were identified in models by Kahn (1990) and Maslach (2001); while the antecedents may differ from job and organisational engagement, identical hypothesis are made for both types of engagement given the lack of previous research Saks (2006). According to Kahn (1992), job characteristics involve psychological meaningfulness in a sense that it entails a sense of return on investment of the self in role performance. Kahn (1990, 1992) further indicated that psychological meaningfulness can be achieved from task characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions.

The perceived organisational and supervisor support was also revealed as an employee engagement antecedent. Organisational members felt safe in work environments that were characterised by openness and supportiveness. Supportive environments allow members to experiment and to try new things, and even fail without fear of consequences Saks (2006). Distributive and procedural justice also plays an important role. Distributive justice pertains to one's perception of the fairness of decision outcomes, while procedural justice refers to the perceived

fairness of the means and processes used to determine the amount and distribution of resources. A review of the organisational justice research found out that justice perceptions are related to organisational outcomes such as job satisfaction, organisational commitment, organisational citizenship behaviour, withdrawal, and performance (Saks, 2006).

Reward and recognition is also viewed as an antecedent of employee engagement. Kahn (1990) reported that people vary in their engagement as a function of their perceptions of the benefit they receive from a role. Furthermore, a sense of return on investments can come from external rewards and recognition, in addition to meaningful work. Therefore, one might expect that employees will be more likely to engage themselves at work to the extent that they perceive greater amount of rewards and recognition for their role performances (Saks, 2006).

2.3.3 Drivers of Employee Engagement

According to Tepayakul and Rinthaisong (2018:71), Employee Engagement drivers are described by Wellins, Bernthal, and Phelps (2005) as including having the right employees in the right jobs, exceptional leadership, and organisational systems and strategies. These drivers can lead to an engaging work environment consisting of aligning efforts with strategy; empowerment; teamwork and collaboration; growth and development; and support and recognition. According to Joshi and Sodhi (2011:167) Job Content, Compensation/Monetary Benefits, Work-life Balance, Top Management-Employee Relations, Scope for Advancement, and Career Growth, as well as Team Orientation/Team Work have emerged as critical drivers of Work Engagement.

2.4 JOB SATISFACTION

The concept of Job Satisfaction has gained importance ever since the human relations approach has become popular. Job Satisfaction involves a complex number of variables, conditions, feelings and behavioural tendencies (Jain & Gautam, 2016:105). Robins S.P et al. (2016:103) defines Job Satisfaction as a positive feeling

about one's job resulting from an evaluation of its characteristics. Robins S.P et al. (2016), a person with a high level of Job Satisfaction holds positive feelings about his or her job, while a person with a low level holds negative feelings. It can therefore be expected that high employee satisfaction levels can reduce employee turnover.

Dissatisfied employees tend to perform below their capabilities, and result in a high turnover of staff as they leave their jobs relatively quickly, and are not very likely to recommend their company as an employer. Satisfied employees tend to contribute more in terms of organisational productivity and maintaining a commitment to customer satisfaction Singh and Jain (2013:523). Locke (1976) suggested that the motto of Job Satisfaction is not only to fulfil the individual desires but also related to employees' needs and doctrine. A handsome salary package and a good work environment may positively influence the employee's loyalty and ultimately increase Job Satisfaction (Pooja Pandey & Asthana, 2017:96).

Job Satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job Satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job Satisfaction further implies enthusiasm and happiness with one's work. It is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfilment Sinha (2013:324).

According to Thiagaraj and Thangaswamy (2017:465), Job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person to truthfully say I am satisfied with my job. Furthermore, Thiagaraj and Thangaswamy (2017) alluded that Locke (1969) defines job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job experiences." Based on these definitions, it may be concluded that job satisfaction is a complex set of variables governed largely by perception and expectations of the employees.

There are varieties of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. Demographic variables such as age, gender, race, and education also have an effect on job satisfaction. It has been shown, for instance, that older workers are more likely to be satisfied than younger workers, and that non-white employees are less satisfied than white employees. Work-related variables such as whether the job is interesting, good relations with management, job security (permanent or contract jobs), higher pay, and a sense of control over one's work were identified as important factors underlying job satisfaction (Gwavuya, 2010:63).

2.5 Theories of Job Satisfaction

The content and process theories have become established explanations for work motivation, but no agreed-upon overall theory exists (Luthans & Thomas, 2007:240). Furthermore, with the passage of time, factors of job satisfaction and their mutual relations change, therefore new models appear as fresh explanations of the old phenomena. For example, Maslow's theory of needs have been enhanced by the 'two-factor theory' (Saif, Nawaz, Jan, & Khan, 2012:1383).

There are numerous motivation theories that have influenced the way organisations manage employees to achieve a motivated work force. These theories attempt to explain why people behave the way they do, and give advice on factors and strategies which, when employed, can get the best out of employees in terms of their commitment to work (Dartey-Baah & Amoako, 2011:1). For the benefit of this study, two content theories, namely Herzberg's Two-factor and Abraham Maslow's Need Hierarchy theories, and four process theories, namely Vroom, Equity, Goal Setting Theories and Job Characteristics Model will be examined.

2.5.1 Hertzberg's Two-factor theory

Hertzberg's Two-factor theory comes as one of the most crucial theories to this study because it outlines the factors that cause job satisfaction. Alshmemri, Shahwan-Akl, and Maude (2017:14) suggest that in the Two-factor theory, motivation is the variable most strongly correlated with job satisfaction, and Herzberg and his colleagues argued that to increase employees' job satisfaction, the motivation factors must be improved. According to Herzberg's theory, motivation factors, or motivators, are intrinsic to the job and lead to positive attitudes towards the job because they satisfy the 'need for growth or self-actualisation.' On the other hand, hygiene factors are the variables correlated with reducing the level of job dissatisfaction, as opposed to motivation factors, which directly influence an employee's motivation and satisfaction. Hygiene factors are related to the conditions that surround the 'doing' of the job or the workplace.

The table 1 below shows the extrinsic motivational factors as suggested by Hertzberg.

Table1.1: Job Satisfaction factors

Hygiene factors	Motivators
Company policies	Achievement
Supervision	Recognition
Interpersonal relations	Work itself
Work conditions	Responsibility
Salary	Advancement
Status	Growth
Job Security	

Motivation factors are related to a person's job satisfaction and include advancement, the work itself, possibility of growth, responsibility, recognition, and achievement, whereas Hygiene factors are related to the context of the work itself, and include interpersonal relations, salary, company policies and administration, relationship with supervisors, and working conditions (Alshmemri et al., 2017:14).

2.5.2 Abraham Maslow's Need Hierarchy Theory

Maslow reasons that as a person moves up in life, his needs change, and if a person is unable to access needs appropriate to him, he will be dissatisfied, even though he may not know it Thiagaraj and Thangaswamy (2017:466). Maslow's Hierarchy of Needs proved to be the management's guideline when coming to employee individual's needs. According to Maslow, individual employees need to satisfy five basic needs, namely: physiological (e.g. thirst, sex and hunger), safety (e.g. security, stability and protection), love and belongingness, self-esteem, and self-actualisation. A key proposition is that if the lower level needs remain unmet, the higher level needs cannot be fulfilled. This theory seems particularly relevant to Stats SA management, because meeting the basic survival needs for food and shelter as well as security in conflict situations are major daily challenges for individual employees in many countries (Bennell & Akyeampong, 2007:4).

2.6 Process Theories

Process theories of motivation try to explain why behaviours are initiated. These theories focus on the mechanism by which we choose a target, and the effort that we exert to "hit" the target. There are four major process theories: Vroom, Equity, Goal setting, and Job Characteristics Model.

2.6.1 Vroom's Theory

Vroom (1964) proposed that intrinsic and extrinsic motivation jointly and positively predicted work performance and employee well-being. Behavioural modification theorists also proposed and demonstrated meta-analytically that the combination of tangible and intangible incentives can have a synergistic effect on performance. The implicit assumption is that extrinsic motivation aroused by tangible incentives is positively related to intrinsic motivation aroused by intangible incentives such as social recognition (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017:245).

Intrinsic job satisfaction factors include such components as sense of success at work, relations with colleagues, job stability, customer relations and efforts to unearth one's skills. Intrinsic motivation tools are directly related to the job and result from the same. Factors such as the job itself, independence granted by the job, importance of the job for the individual, involvement in management, taking responsibility, opening space for creativity, and enabling the individual to utilize her/his skills and capabilities constitute intrinsic factors (Bektas, 2017:630).

The extrinsic factors are compensation, work conditions, supervision, relationship with co-workers and job security (Herzberg, 1966). Herzberg claimed that these factors did not serve as satisfiers, but their absence could well be a source of dissatisfaction. Other researchers found significant relationships between job satisfaction and the extrinsic factors (Linge & Mutinda, 2015:73).

2.6.2 The Equity Theory

Equity theory suggests that individuals engage in social comparison by comparing their efforts and rewards with those of relevant others. The perception of individuals about the fairness of their rewards relative to others influences their level of motivation in TIVET institutions. There are two types of inequity –‘under-reward’ and ‘over-reward.’ Under-reward occurs when a person believes that he/she either puts in more efforts than another, yet receives the same reward, or puts in the same effort as another for a lesser reward. Conversely, with over-reward, a person will feel that his efforts-to-rewards ratio is higher than another person's, such that he is getting more for putting in the same effort, or getting the same reward even with less effort (Ek & Mukuru, 2013:76).

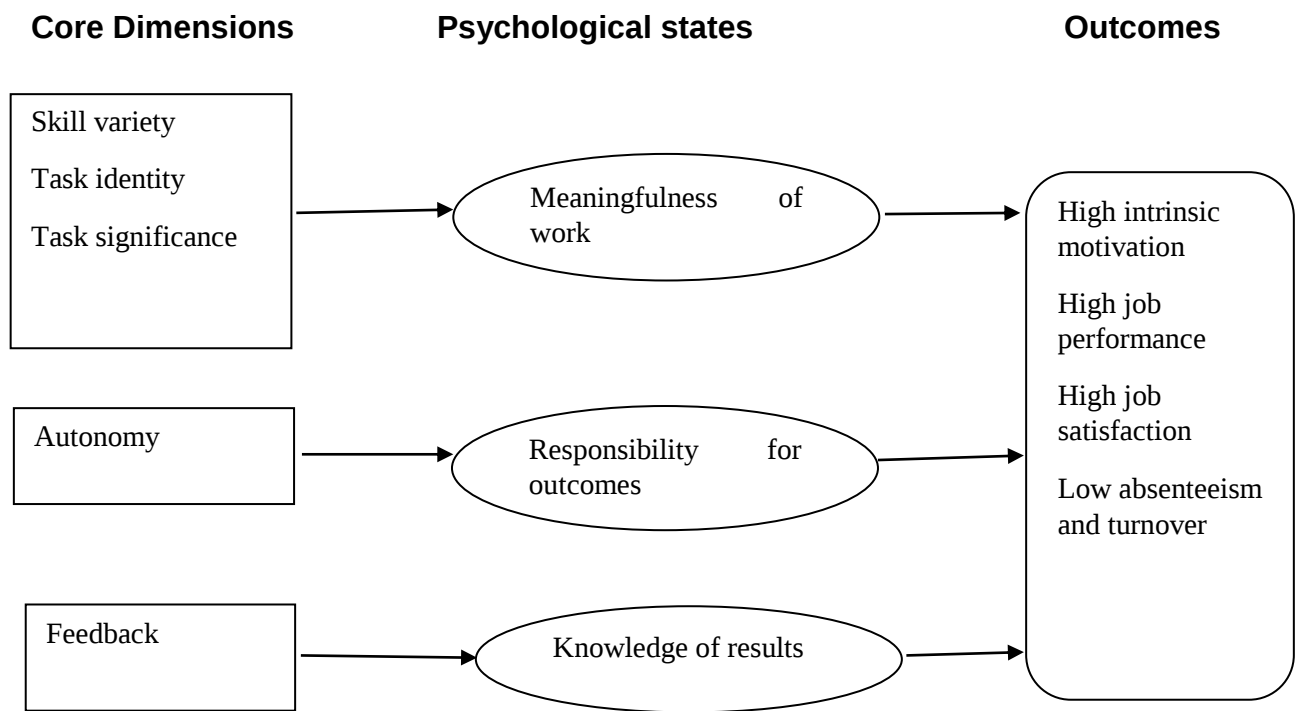
2.6.3 Goal Setting Theory

Latham and Locke state that motivation and performance are higher when individuals set specific goals, when goals are difficult but accepted and when there is feedback on performance. The goal theory suggests that the joint setting of objectives, feedback and involvement, which are all part of a managerial approach, can improve motivation. The theory places particular emphasis on goal-setting behaviour, and stipulates that the goals need to be clear, specific and achievable if they are to motivate (Mukuru, 2013:77).

2.6.4 The Job Characteristics Model (JCM)

The JCM is presented whereby organisational performance is linked to job satisfaction through enhanced engagement with work. Empirical support for this model is offered and discussed along with implications for research and practice. This model suggest that any job could be described in terms of five core job dimensions, which are explained as follows. (1) Skill variety. That is the degree to which a job requires a variety of different activities or uses multiple levels of skill and talent. (2) Task identity. That is the degree to which a job requires completion of a whole and identifiable piece of work. (3) Task significance. That is the degree to which a job affects the lives or work of other people. (4) Autonomy is the degree to which a job provides the worker with freedom, independence and discretion in scheduling work and determining the procedures in carrying it out. (5) Feedback is the degree to which carrying out work activities generates direct and clear information about one's own performance and how effective one is at work (Robins S.P et al., 2016:291).

There are three psychological states, which are core to the Job Characteristics Model, and they are experienced meaningfulness of work, experienced responsibility for the outcome of work and knowledge of the results of work activities. The model postulates that an individual experiences positive affect to the extent that he learns (knowledge of results) that he personally (experienced responsibility) has performed well on a task that he cares about (experienced meaningfulness) (Sekaran, 2003:203)



The Job Characteristics Model (Source: Adapted from Hackman, J.R and Oldham, G.R (1980))

According to Robins et al., (2016:292) the first three dimensions – skill variety, task identity and task significance – combine to create the meaningful work, which the incumbent will view as important, valuable and worthwhile. It should also be noted that jobs with high autonomy give incumbents a feeling of personal responsibility for the results and that, if a job provides feedback, employees will know how effectively they are performing. From a motivational standpoint, the JCM proposes that individuals obtain internal rewards when they learn (knowledge of results) that they personally (experienced responsibility) have performed well on a task they care about (experienced meaningfulness). The more these three psychological states are present, the greater will be the employees’ motivation, performance and satisfaction, and the lower their absenteeism and likelihood of leaving. The theory around this model makes it appropriate as an anchor for this study.

The Job Characteristics Theory describes the relationship between job characteristics and an individual's response to work. The Job Characteristics Theory was originally tested with the intentions of diagnosing jobs to determine if and how they should be redesigned to improve employee motivation and productivity, and then later used to evaluate the effects of job changes on employees. Job

characteristic is an attribute of a job that creates conditions for high work motivation, satisfaction, and performance (Scott, Swartzel, & Taylor, 2005:105).

Cognitive Dissonance Theory suggests that individuals have an inner drive to hold all their attitudes and beliefs in harmony and avoid disharmony. According to Festinger (1957), we hold many cognitions about the world and ourselves; when they clash, this results in a state of tension known as cognitive dissonance. In the workplace, employees want their behaviours and attitudes to be aligned. The basic premise is that because attitudes are usually easier to change than behaviours, employees will change their attitudes to justify their behaviour.

According to Jin & Park, (2016:4) active engagement in the work-role fulfils important personal needs for an employee, as it provides for comradeship with co-workers, satisfying one's social needs and by actively engaging in one's work, an employee is more likely to identify with the leader, which enhances one's self-concepts. This reinforcement of one's self-concept then helps satisfy an individual's need for self-esteem. Howell and Costley (2006) suggest that active work engagement is likely to result in increased motivation, satisfaction, and feelings of empowerment. It can therefore be expected that organisational performance could be influenced by the engaged and satisfied employee.

The importance of studying job satisfaction in organisational behaviour research is attributed to its positive correlation with job performance, which ultimately drives organisational performance. An employee who is highly satisfied with his job is more likely to outperform his counterpart who is dissatisfied. Scholars suggest that a satisfied employee tends to be present at work more often (i.e. low absenteeism), make fewer mistakes (i.e. quality), be more productive, and has a stronger intention to stay in the organisation (Yuen, Loh, Zhou, & Wong, 2018:4).

2.7 PERFORMANCE MANAGEMENT

According to Ahmad & Shahzad, (2011:5250), employee performance represents the general belief of the employee about his behaviour and contributions to the success of organisation. Employee performance may be taken in the perspective of three factors for an employee to perform better than others do, or determinants of performance may be such as declarative knowledge, procedural knowledge and motivation. Carlson (2006) proposed five human resource management practices that affect performance and these are: setting competitive compensation levels, training and development, performance appraisal, recruitment package, and maintaining morale. Teseema and Soeters (2006) have carried out a study on eight HR practices including recruitment and selection practices, placement practices, training, compensation, employee performance evaluation, promotion, grievance procedure and pension or social security in relation to the perceived performance of employees. Managing employee performance is therefore important to management of the organisation.

Performance is a multi-dimensional concept. On the most basic level, Borman and Motowidlo (1993) distinguish between task and contextual performance. Task performance refers to an individual's proficiency with which he or she performs activities which contribute to the organisation's 'technical core.' This contribution can be both direct (e.g. in the case of production workers), or indirect (e.g. in the case of managers or staff personnel). Contextual performance refers to activities which do not contribute to the technical core but which support the organisational, social, and psychological environment in which organisational goals are pursued. Contextual performance includes not only behaviours such as helping co-workers or being a reliable member of the organisation, but also making suggestions about how to improve work procedures (Sonnentag & Frese, 2002:6).

Performance is a process in which resources are used in an effective, efficient and productive way to produce results that satisfy requirements of time, quality and quantity, and which are the effect or outcome of the actions or behaviour of a performer in the work process Performance management in Stats SA is driven from

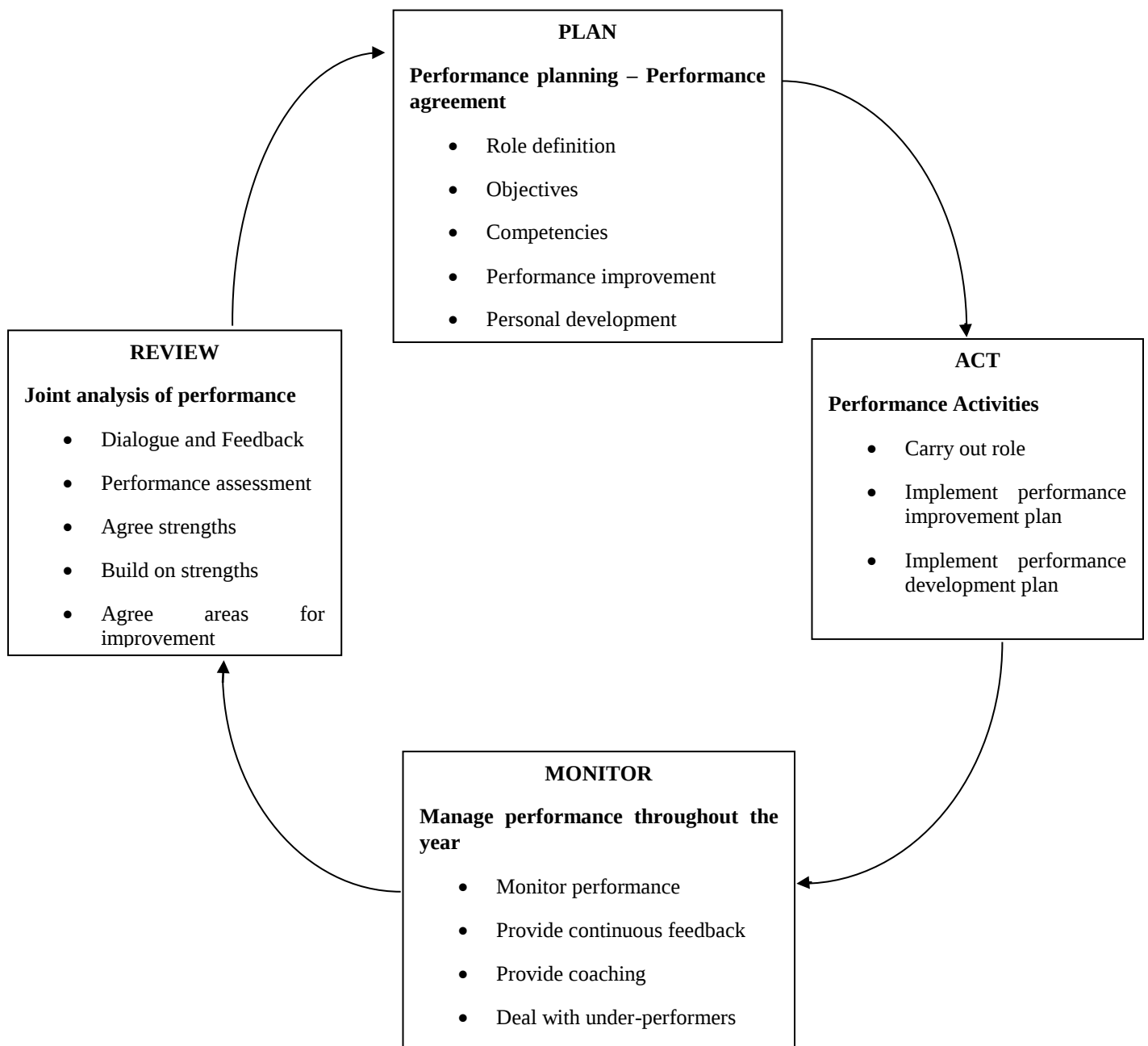
a strategic perspective. There is a policy in place which provides standards against which employee performance is monitored, measured, rewarded and reinforced in order to maintain a high performance culture within Stats SA. The performance management system is utilized to inform decisions on probation, rewards, pay progression and skills development of staff members (Individual Performance Management Policy Stats SA, 2003: 3).

Performance management is considered as a strategic tool, as it facilitates improving the quality of relationships amongst the members of the organisation by sharing the expectations and developing an organisational climate of trust, autonomy and confrontation. In many organisations, it is often observed that, even if the outstanding performers have a negative perception towards the organisational practices and systems, this creates difficult situations in the workplace (Jain & Gautam, 2016). Despite the great relevance of individual performance and the widespread use of job performance as an outcome measure in empirical research, relatively little effort has been spent on clarifying the performance concept. According to Campbell (1993), performance is what the organisation hires one to do, and do well.

2.7.1 Performance Management System

A Performance Management System is the process of Performance Planning, Performance Monitoring and Coaching, Measuring Individual Performance linked to organisational goals, giving feedback, rewarding the individual based on his/her achievements against set performance goals and required competencies, and working out a plan for his/her development. Performance planning involves identifying Key Responsibility Areas, developing performance indicators and identifying competencies to achieve the performance objectives. This will ensure role clarity and enables teams work effectively and efficiently in the organisation (Nayak & Singh, 2015:14).

2.7.2 Performance Management Cycle



The key processes involved during the cycle are concluding performance and development agreements, performance planning, personal development planning, managing performance throughout the year, conducting performance reviews, and assessing performance. Performance management is expected to improve organisational performance, generally by creating a performance culture in which the achievement of high performance is a way of life (Armstrong & Taylor, 2014:353).

According to Armstrong and Taylor (2014), the programme for introducing performance management should take into account that there are two main reasons why it fails; either that line managers are not interested, or they do not have the skills, or both. The demanding skills of concluding performance agreements, setting objectives, assessing performance, giving feedback and coaching need to be developed by formal training supplemented by coaching and the use of mentors. Performance management, if carried out properly, can reward people by recognition through feedback, the provision of opportunities to achieve, the scope to develop skills, and guidance on career paths.

Statistics South Africa (Stats SA) as a government department utilizes the Integrated Performance Management and Development System developed by the Department of Public Service and Administration (DPSA) in 2003 for voluntary use in the Public Service. The Integrated Employee Performance Management Development System (2007:7) defines a Performance Management System as an authoritative framework for managing employee performance, which includes the policy framework as well as the framework relating to all aspects and elements in the performance cycle, including performance planning and agreement; performance monitoring, review and control; performance appraisal and moderating; and managing the outcomes of appraisal.

Kureshi (2013:4) suggest that active engagement of employee with the business can be measured through an employee's perception of the performance management system through which she is evaluated, or evaluates her subordinates, along with the perception of the relationship between the performance management system and reward system, including promotions, awards and raises. If the workforce believes they are being evaluated fairly, and the reward system is linked with evaluation, the likelihood of their engagement with the organisation increases. For any organisation, employee performance evaluation lies at the centre of its performance management system. In Stats SA, the Performance Agreement is considered to be a systematic description of an employee's strengths and weaknesses (Ahmad & Shahzad, 2011:5250).

Armstrong (2006) describes the role of the performance appraisal as a tool for looking forward to what needs to be done by people in the organisation in order to achieve the purpose of the job, to meet new challenges. Better use of technology skills and attributes (Szilagyi & Wallace 1990), in addition, will develop both organisational and individual capabilities and reach agreement on areas where performance needs on the effectiveness of its employee is generating information which influences many of the organisation's decisions (Daoanis, 2012:56).

Performance Appraisals are used for a variety of reasons such as promotions, pay rises, detailed and valuable feedback, and career progression. One important application of formal performance appraisals are performance-related pay (PRP) systems, which are often used to align the objectives of employees with those of the firm, and to motivate and reward employees. Within these systems, performance assessments are often linked to individual, divisional, and firm-specific goals which are set at the beginning of a fiscal year (Kampkötter, 2017:1).

According to Daoanis (2012:57), annual performance appraisals and quarterly reviews at Stats SA enable management to gauge and monitor whether institutional standards, expectations and objectives, and delegation of responsibilities and tasks are achieved. Staff performance appraisals also establish individual training needs and enable the organisation to identify training needs analysis and planning. Statistics South Africa is using the similar Performance Management Development System. Stats SA Performance Management Policy states that the policy measures are applicable to all staff member of Stats SA and the performance is reviewed on four levels, which are corporate, divisional, component and individual performance.

2.8 CHAPTER SUMMARY

This chapter focused on the literature review of the study. The philosophical foundation was laid. The concepts, theories and models of Work Engagement, Job Satisfaction and Performance Management were described and explained. The linkage of Job Characteristics Model (JCM) to Work Engagement and Job Satisfaction was explored. The next chapter presents the research methodology of this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presents details of the methodological approach to this study.

3.2 RESEARCH APPROACH AND DESIGN

This study will employ a quantitative approach. It involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Kothari, 2004:56). Cohen (2002) defines quantitative research as social research that employs empirical methods and empirical statements. He states that an empirical statement is defined as a descriptive statement about what 'is' the case in the 'real world' rather than what 'ought' to be the case. Typically, empirical statements are expressed in numerical terms; another factor in quantitative research is that empirical evaluations are applied. Empirical evaluations are defined as a form that seeks to determine the degree to which a specific programme or policy empirically fulfils or does not fulfil a particular standard or norm.

A research approach dictates the research design of a study. A Research design is a comprehensive plan for data collection in an empirical research project. It is a 'blueprint' for empirical research aimed at answering specific research questions or testing specific hypotheses, and must specify at least three processes: the data collection process, the instrument development process, and the sampling process. A research design therefore outlines how the research study will be carried out and it addresses certain key issues involved in carrying out the research (Singh, 2015:61). It is a mapping strategy (Singh, 2006:77). It is essentially a statement of the object of the inquiry and the strategies for collecting the evidence, analysing the evidence and reporting the findings. Therefore this study employed a survey utilising a questionnaire administered electronically to obtain information regarding the

perception of Stats SA employees on Work Engagement, Job Satisfaction and Performance Management System.

Descriptive studies, factored in this study, are undertaken in organisations to learn about and describe the characteristics of a group of employees, for example, the age, educational level, job status, and length of service working in the system. Descriptive studies are also undertaken to understand the characteristics of organisations that follow certain common practices. The goal of a descriptive study is to offer to the researcher a profile or to describe relevant aspects of the phenomenon of interest from an individual, organisational, industry-oriented, or other perspective (Sekaran, 2003:121).

3.3 POPULATION

Population or universe means the entire mass of observations, which is the parent group from which a sample is to be formed. The term 'population' or universe conveys a different meaning than the traditional one. In a census survey, the count of individuals (men, women and children) is known as the population. But in research methodology, population means the characteristics of a specific group (Singh, 2006:82).

3.3.1 Sample

According to Babbie (1992), the sample is a segment of population from which a researcher is interested in gaining information and drawing conclusions. While selecting a sample size, researchers are advised to put into consideration three important aspects, namely the availability of the population, methods of sampling to be used, and the financial resources available for the facilitation of the specific study (Charles, 1995:87).

Sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible to generalize such properties or

characteristics to the population elements (Sekaran, 2003:121). Size of sample refers to the number of items to be selected from the universe to constitute a sample. The size of sample should neither be excessively large, nor too small. It should be optimum. An optimum sample is one which fulfils the requirements of efficiency, representativeness, reliability and flexibility (Kothari, 2004: 56).

Convenience sampling (also known as Haphazard Sampling or Accidental Sampling), which was used in this study, is a type of non-probability or non-random sampling, where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate, are included for the purpose of the study (Etikan, Musa, & Alkassim, 2016:2).

According to Sekaran (2003: 276), convenience sampling refers to the collection of information from members of the population who are conveniently available to provide it. The study used a convenience sample, wherein the available target population from various job categories and geographical proximity who are willing to participate are sampled for the purpose of the study. From the population of Stats SA only 456 employee viewed the questionnaire. Of the 456 employees who viewed the questionnaire online, only 384 responded, the data from 374 of which were usable. Therefore the response rate of the study is acceptable at 84.2%. For the purposes of this study, N = 374. The sample for this study comprised various job categories such as Senior Management Services (SMS), Middle Management Services (MMS), Supervisory and Junior Management Services as well as Administrative Support and Fieldwork staff at Head Office in Pretoria and nine (9) provinces.

3.4 DATA COLLECTION METHOD

According to Krishnaswami (2002:197) data are facts, figures and other relevant materials, past and present, which serve as basis for the study and analysis. He further states that data may be classified into primary and secondary sources. In this study, primary data was collected using an online questionnaire. There are several methods of collecting primary data, particularly in surveys and descriptive research

and these are: observation, interviews, questionnaires, schedules and computer-assisted interviewing (Kothari, 2004: 96).

Data collection methods include interviews, face-to-face interviews, telephone interviews, computer-assisted interviews, and interviews through the electronic media; questionnaires that are either personally administered, sent through the mail, or electronically administered; observation of individuals and events with or without videotaping or audio recording; and a variety of other motivational techniques such as projective tests Sekaran (2003). For the purposes of this study, questionnaires were distributed electronically to the sampled employees.

Computer surveys can be conducted either by mailing the disks to respondents or through online surveys, with the respondents personal computers being hooked up to computer networks (Sekaran, 2003:223). In this study, data were collected by use of an online survey. Section A of the questionnaire entailed collection of information on respondents' demography such as gender, age, population group, marital status, highest educational level, job category, and work experience. (Sekaran, 2003:224).

Section B comprised 56 items about work engagement and job satisfaction, divided into seven sections, namely: Organisation's leadership and planning (8 items), Employees' role within the department (11 items), Employees' work environment (4 items), Relationship with your immediate supervisor (8 items), Training, development and resources (7 items), Pay and benefit (3 items), and Overall feelings about your employment experience (14 items). The questionnaire was constructed of items based on a six-point Likert scale with ranges as follows: (1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = slightly agree, 5 = agree and 6 = strongly agree) covering work engagement and job satisfaction based on the above-mentioned sub scales. Section C entails 21 items about the Performance Management System used at Stats SA.

3.4.1 Reliability of the Work engagement and Job satisfaction

The reliability and validity of the research instrument is very crucial to the study because it address issues of consistency and accuracy. According to Golafshani (2003: 598), Reliability is defined by Joppe (2000) as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Heale and Twycross (2015:66) points out that reliability relates to the consistency of a measure, and participant completing an instrument meant to measure motivation should have approximately the same responses each time the test is complete. The reliability of the Work Engagement and Job Satisfaction Scale in this study is presented in Table 3.1 below:

Table 3.1 Reliability of the Work engagement and Job satisfaction scale

Data	Cronbach's Alpha	Items	Comments
Organisation's leadership and planning	0.94	8	Excellent and consistent
Employees' role within the department	0.89	11	Excellent and consistent
Employees' work environment	0.81	4	Excellent and consistent
Relationship with your immediate supervisor	0.97	8	Excellent and consistent
Training, development and resources	0.87	7	Excellent and consistent
Pay and benefit	0.85	3	Excellent and consistent
Overall feelings about your employment experience	0.95	14	Excellent and consistent
Total scale for Section B: Items about work engagement and job satisfaction	0.97	56	Excellent and consistent

The Cronbach's alpha shows the reliability of the sub-scales used for the study. The Cronbach's alpha items range between 0.81 and 0.97, thereby showing a relatively high internal consistency for all the items.

Table 3.2 Cronbach alpha for Performance Management System items

Section C: Performance Management System (PMS)	0.95	21	Excellent and consistent
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The Cronbach's Alpha shows the reliability of items used for the study. All twenty one items of the performance management system have a Cronbach's Alpha of 0.95, thereby showing a relatively high internal consistency for all items. So, alpha values were described as excellent (0.93–0.94), strong (0.91–0.93), reliable (0.84–0.90), robust (0.81), fairly high (0.76–0.95), high (0.73–0.95), good (0.71–0.91), relatively high (0.70– 0.77), slightly low (0.68), reasonable (0.67–0.87), adequate (0.64–0.85), moderate (0.61– 0.65), satisfactory (0.58–0.97), acceptable (0.45–0.98), sufficient (0.45–0.96), not satisfactory (0.4–0.55) and low (0.11). (Taber: 2018:1278).

3.4.2 Validity of the Work Engagement and Job Satisfaction Scale

Khalid, Hilman & Kumar (2012:22) explains validity as the extent to which a score truthfully represents a concept and that it is the accuracy of measurement device and represents the ability of a scale to measure what it is intended to measure The validity of the research instrument has already been established by Best Companies Group. (<https://blog.bestcompaniesgroup.com/blog/survey-rationale>).

3.5 DATA ANALYSIS

Analysis of data means studying the tabulated material in order to determine inherent facts or meanings. It involves breaking down existing complex factors into simpler parts and putting the parts together in new arrangements for the purpose of interpretation (Singh & Jain, 2013). On the other hand Prabhat Pandey and Pandey (2015) defines data analysis as studying the organized material in order to discover

inherent facts; the data are studied from as many angles as possible to explore the new facts.

This is a quantitative study utilising an online questionnaire to obtain information on Stats SA employees' perceptions on work engagement and job satisfaction and their attitude to the department's performance management system. As has been stated by Kothari (2004), the objective of this analysis is to make a prediction about the dependent variable based on its co-variance with all the concerned independent variables (Kothari, 2004). In this regard, the Statistical Package for Social Sciences (SPSS) will be used to analyse and interpret the relationship between dependent and independent variables (i.e. characteristics of the respondents' demographic information, the reliabilities and correlations of the sub-scales regarding work engagement, job satisfaction and performance management system at Stats SA) (Harvid, 2013:20). Descriptive statistics used in this study included mean, standard deviation, kurtosis and skewness which provided a description of the data which then enhanced the understanding of the obtained data (Hasan & Ardhani, 2015:112).

3.6 CHAPTER SUMMARY

In this chapter the methodology on how the research will be conducted, was discussed. A Quantitative approach and design will be followed in this study. A convenience sample from the population was used in the study. An online survey, using a questionnaire will be used in the study. Data will be captured and analysed using the SPSS. The reliability and validity of the research instrument were also highlighted.

In the next chapter, that is Chapter 4, results will be presented and analysed.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF RESULTS

4.1 INTRODUCTION

In this chapter, results are presented and analysed.

4.2 DEMOGRAPHICS

Results of the demographics representing gender, age, marital status, educational level, job category and work experience in Stats SA and work experience of respondents are presented in the graphs below.

4.2.1 Gender

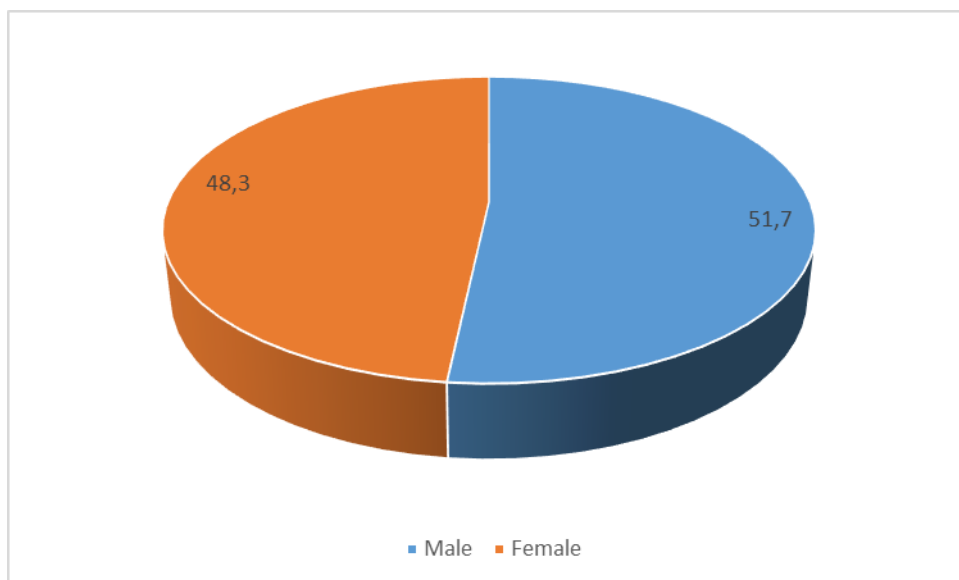


Fig 4.1. Gender

Results presented in fig 4.1 above show that the majority of the respondents were males (51.7%) while females were in the minority (48.3%).

4.2.2 Age

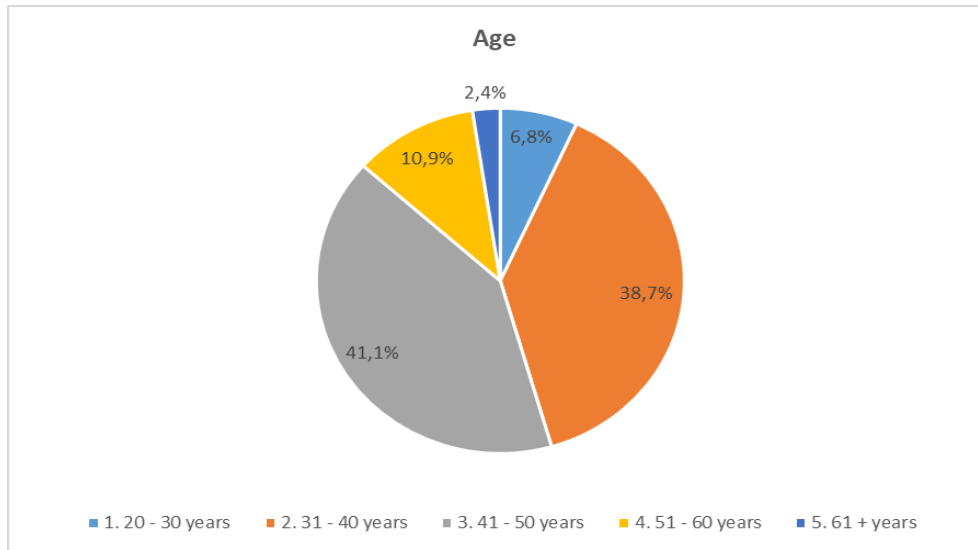


Fig 4.2 Age

Most of the respondents were aged between 31 and 50 years, while the minority were 61 years and more (2.4%). Only 6.8% were younger than 31 years.

4.2.3 Population

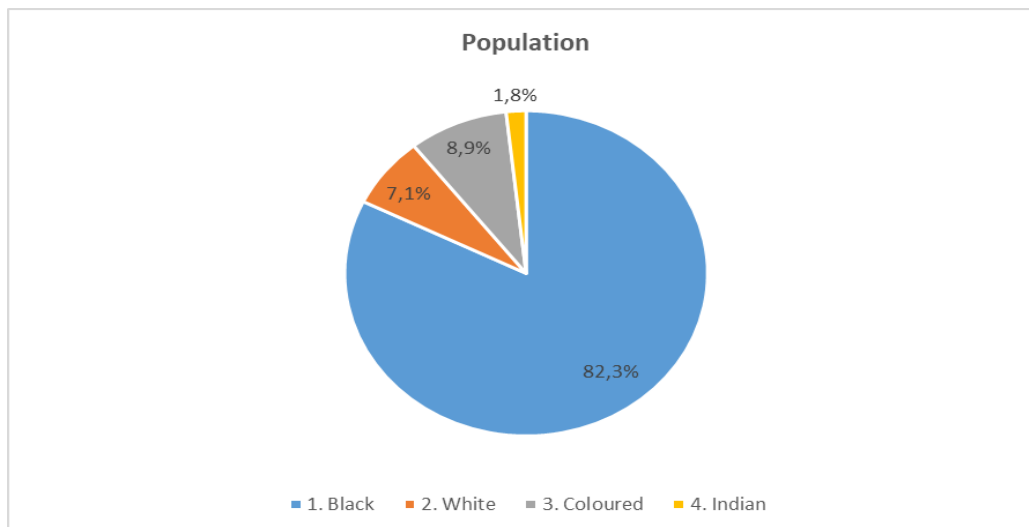


Fig 4.3 Population

The majority of the respondents were black (82.3%), while of the rest, 8.9% were Coloured, 7.1% White, with Indians (1.8%) being the minority.

4.2.4 Marital status

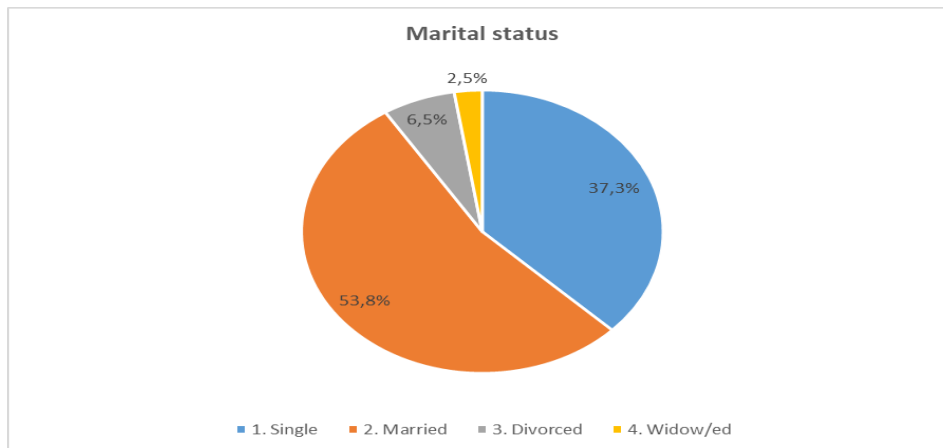


Fig 4.4 Marital status

The majority (53.8%) of the respondents are married, so a total of 62.8% of the respondents have therefore been married, of which 6.5% were divorced and 2.5% widowed. The minority (37.3%) are single.

4.2.5 Highest educational level

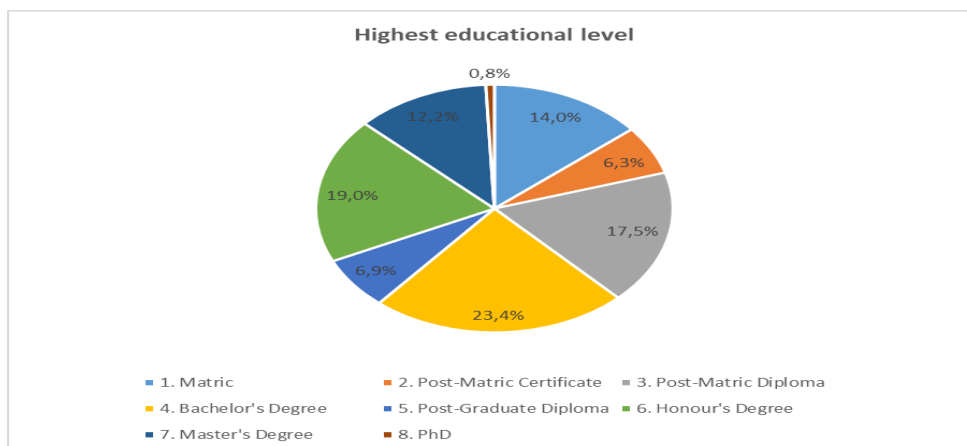


Fig 4.5 Highest educational level

The majority (62.3%) of the respondents are graduates, with those having only a Bachelor's degree at 23.4%, and these were the highest number, while those with a PhD (0.8%) were the lowest. The rest (36.8%) of the respondents are non-degreed, with those with only a Matric certificate as their highest level of education being 14%. Overall, this result reflects an educated set of respondents at all levels.

4.2.6 Job Category

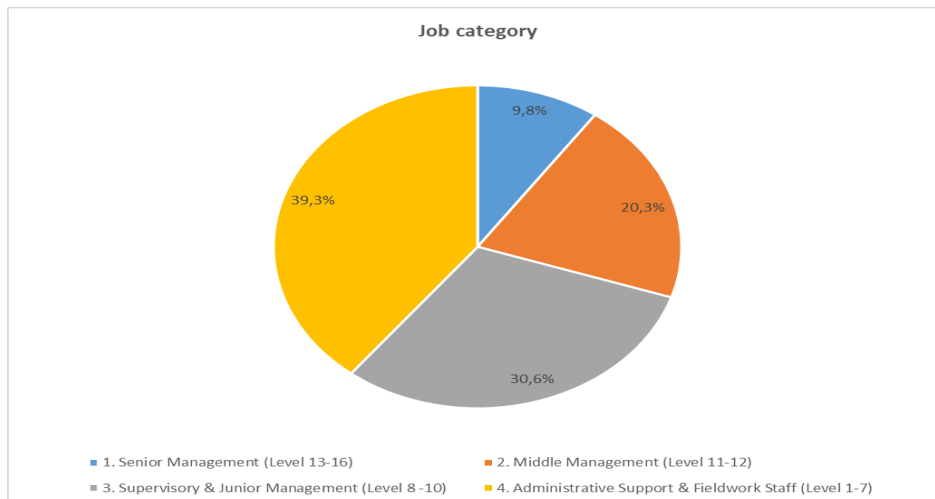


Fig 4.6 Job category

Although the majority (60.7%) of respondents were in management positions, while Admin Support & Fieldwork staff were in the minority (39.3%), only 30.1% were in major and influential positions.

4.2.7 Work experience in Stats SA

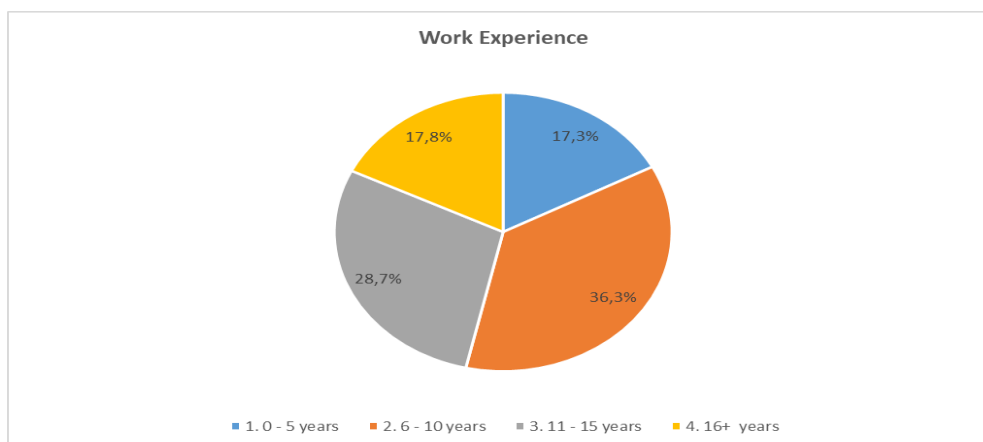


Fig 4.7 Work experience in Stats SA

The majority (65%) of the respondents have been working for Stats SA for 6 – 15 years while those whose work experience is 5 years or less and those with 16 or more years were almost the same (17.3% and 17.8% respectively).

4.2.8 Work experience in public service

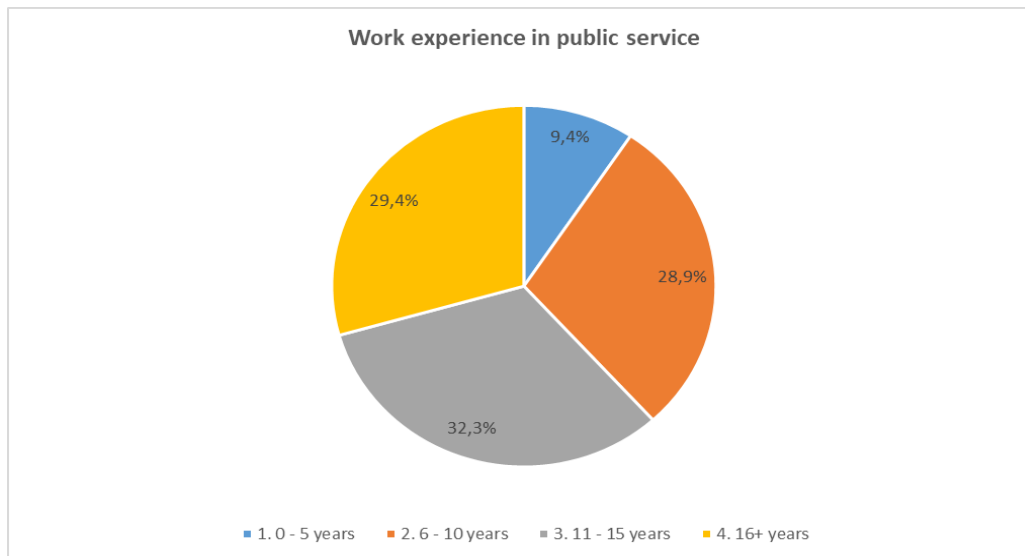


Fig 4.8 Work experience in public service

The majority (90.6%) of the respondents have been working in public service for 16 years or more while the minority (9.4%) have been working for less than 5 years. These results reflect that the work experience gained by those with 6 – 15 years is almost the same in Stats SA (61.2%) as those in the public service (65%).

4.3 WORK ENGAGEMENT AND JOB SATISFACTION

This section of the study presents the descriptive statistics related to work engagement and job satisfaction.

4.3.1 Descriptive statistics for work engagement and job satisfaction

The table below show that work engagement and job satisfaction questionnaire is divided into seven variables. The respondents were asked to choose from the following description ranges: 1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = slightly agree; 5 = agree; and 6 = strongly agree.

Table 4.1 Descriptive statistics of Work Engagement and Job Satisfaction subscales

Work Engagement & Job Satisfaction	Mean	Std Dev	Kurtosis	Skewness
This organisation's leadership and planning	4.3	1.2	-0.6	-0.2
Your role within this department	5.0	0.9	-0.7	0.1
Your work environment	4.5	1.2	-0.9	0.6
Your relationship with your immediate supervisor	4.7	1.2	-1.1	0.8
Training, development and resources	4.4	1.1	-0.6	0.1
Pay and benefits	3.9	1.4	-0.5	-0.56
Your overall feelings about your employment experience	4.5	1.2	-0.7	0.05

Table 4.1 above shows that the means of the variables range between 3.9 and 5.0; the Standard Deviation between 0.9 and 1.4; Kurtosis between -0.9 and -1.1 and Skewness between -0.2 and 0.8. The Standard Deviation (SD) describes the distribution of the respondents' responses in relation to the mean. In other words, it provides an indication of how far each subscale varies from the mean. According to the results on table 2 above, the Standard Deviation ranges from 0.9 to 1.4.

The values of Skewness and Kurtosis show the normality of the data. As shown in the above table 4.1 the value of skewness was between -1 and +1 and the value of kurtosis was between -3 and +3, which assures the normality of the data (Brown, 2006). The two sub-scales (i.e. "This organisation's leadership and planning" and "Pay and benefits") were skewed toward the negative, while the other five sub-scales (i.e. "Your role within this department", "Your work environment", "Your relationship with your immediate supervisor", "Training, Development and Resources", as well as

“Your overall feelings about your employment experience”) were skewed toward the positive.

4.3.2 Presentation of Work Engagement and Job Satisfaction sub-scales

In this section, results are presented in graphs showing employee engagement and job satisfaction. The employee engagement and job satisfaction is divided into seven sections, namely; Organisation’s leadership and planning, Employees’ role within the department, Employees’ work environment, Relationship with your immediate supervisor, Training, development and resources, Pay and benefit, and Overall feelings about your employment experience. The respondents’ responses are based on the six (6) point Likert scale ranging from 1 to 6; 1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = slightly agree, 5 = agree and 6 = strongly agree.

4.3.2.1 This Organisational leadership and planning

Results will be presented in clusters in each section, for ease of reference. Fig 4.9 and Fig 4.10 present the items about respondents’ views on the organisation’s leadership and planning. This section has eight items.



Fig 4.9 Organisational leadership & planning

Results in fig. 4.9 above show that the majority understand the long-term strategy of their organisation (84.8%); believe that senior leaders uphold the core values of the organisation (70.6%); believe that there is adequate planning of (70%) as well as adequate follow-up on divisional objectives (65.7%). These results on adequate

planning and follow-ups reflect that divisional objectives are well-planned and followed-up, which in turn should have a positive impact on divisional performance, and subsequently the organisation as a whole. From these results, it can also be inferred that a lot of workshops and publications on the long-term strategy and core values of the organisation have taken place in order to yield these results. These results are not surprising, as 30.1% of the senior and middle managers participated in the study. It can also be assumed that senior leaders are seen to 'live' the core values of the organisation.



Fig 4.10 Organisational leadership & planning

Results in fig. 4.10 above show that most of the respondents are confident with the leadership of their organisation (73.8%); believe that the leaders care about their well-being (61.5%); believe that there is a proper consultation between the employer and employees (51%). There seem to be split of views on this issue as almost half (49%) are not in agreement. Furthermore, slightly more than half of the respondents (50.7%) believe that their organisation is open to input from employees while 49.3% are not. It is quite interesting as these results echo those regarding proper consultation.

4.3.2.2 Employees' role within this department

Fig. 4.11, Fig 4.12 and Fig 4.13 below show respondents' views on their role as employees in the organisation. This section has eleven items.

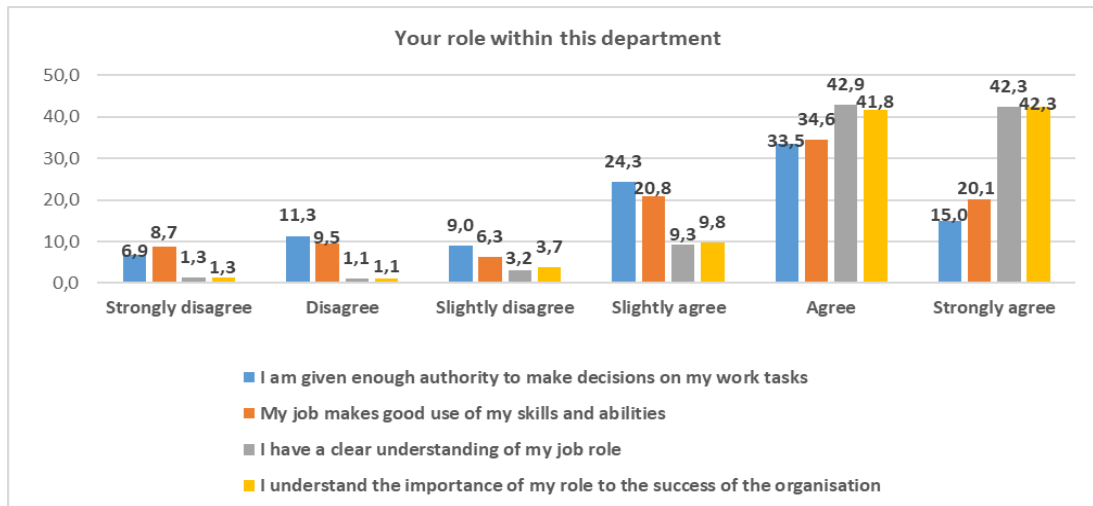


Fig 4.11 Your role within this department

Results in fig 4.11 above show that the majority of the respondents (72.8%) believe they are given enough authority to make decisions on their work tasks; attest that their job makes use of their skills and abilities (75.5%); have a clear understanding of their job role (94.5%); and understand the importance of their role to the success of the organisation (93.9%). Understanding one's job role is critical for the organisation, because the 5.6% of respondents who do not means that they are the weakest link of the organisation.

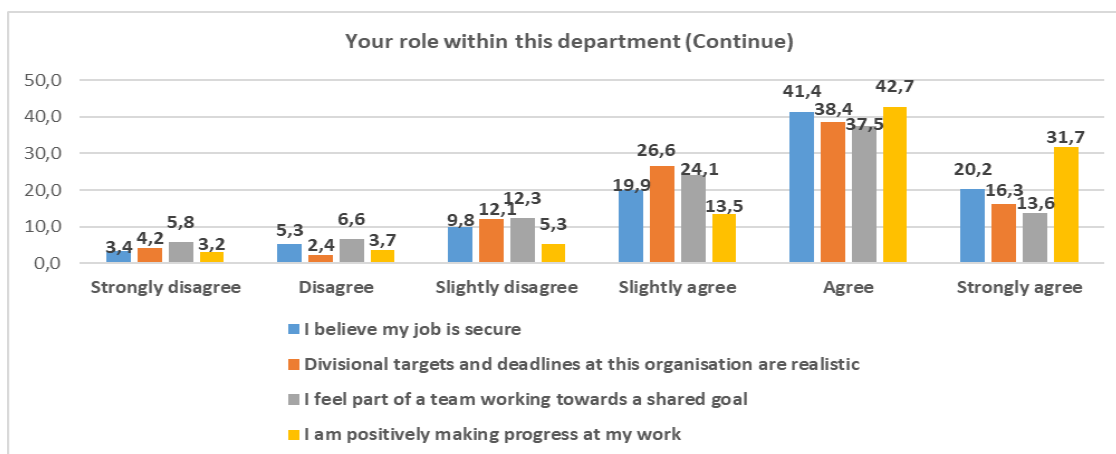


Fig 4.2 Your role within this department

Results in fig. 4.12 show that the majority of the respondents believe that their job is secure (81.5%); believe that the divisional targets and deadlines at their organisation are realistic (81.3%); feel that they are part of a team working towards a shared goal (75.2%); are positively making progress at their work (87.9%). Job security is crucial to employees as it would be very hard for employees to do their best work if they have to worry and stress about the future of their job. Feelings of belonging are important for teamwork as teams contribute to organisational development.

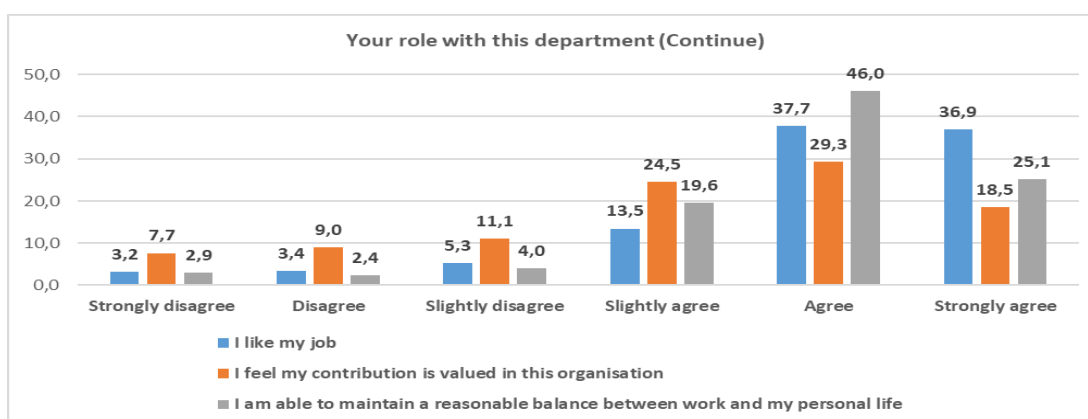


Fig 4.13 Employees' role within the department

Results in fig. 4.13 above show that the majority of the employees like their job (88.1%); feel that their contribution is valued in their organisation (72.3%); and are able to maintain a reasonable balance between work and their personal life (90.7%).

It can therefore be assumed that the organisation is providing enough assistance and support to its employees through its Employee Assistant Programs, which is a positive status for the organisation.

4.3.2.3 Employees' work environment

Fig. 4.14 below show respondents' views on their work environment. This section has four items.

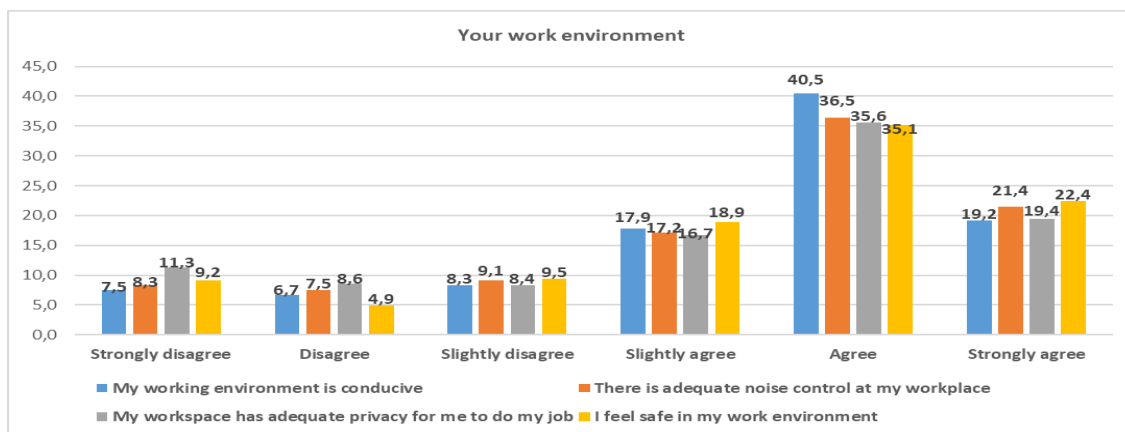


Fig 4.14 Your work environment

Results in fig. 4.14 show that most of the respondents confirmed that their working environment is conducive (77.6%); are of the view that there is adequate noise control at their workplace (75.1%); are enjoying privacy in their work place (71.7%); and feel safe in their work environment (76.4%). An environment that is conducive to working is important to one's work life and should have a positive impact on one's performance. Furthermore, if employees enjoy privacy in their work environment, it can be expected that they are able to concentrate on their tasks, and in turn they would experience work engagement and job satisfaction which would ultimately increase their performance. It is interesting to note that the organisation is complying with the Occupational Health and Safety Act of 1993, which stipulates that every employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees. It is a worrying factor and top management need to look into ensuring the safety of staff.

4.3.2.4 Relationship with your immediate supervisor

Fig. 4.15 and Fig 4.16 below show respondents' views on their relationship with their immediate supervisor. This section has nine items.

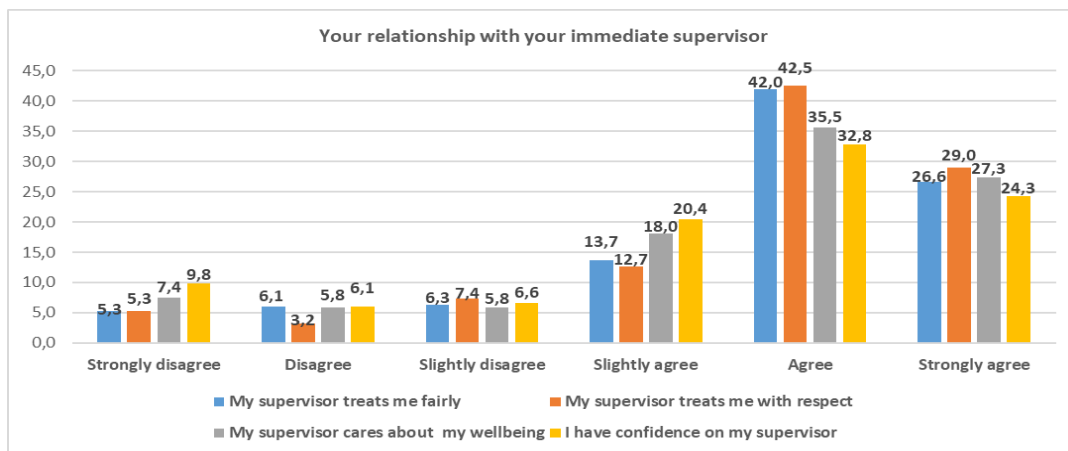


Fig 4.15 Relationship with your immediate supervisor

Results in fig. 4.15 above show that most of the respondents receive fair treatment from their supervisors (82.3%); believe that they are treated with respect by their supervisors (84.2%) which means that a harmonious relationship between employer and employee can be expected to exist in the working environment, consequently impacting on performance, work engagement and job satisfaction; supervisors care about their well-being (80.8%); and have confidence in their supervisor (77.5%). Among the top traits that the employers are looking when hiring or promoting a candidate are enthusiasm, interpersonal and communication skills. This is due to the fact that employers benefit from confident employees as they can be expected to be more positive contributors and more productive and good motivators.

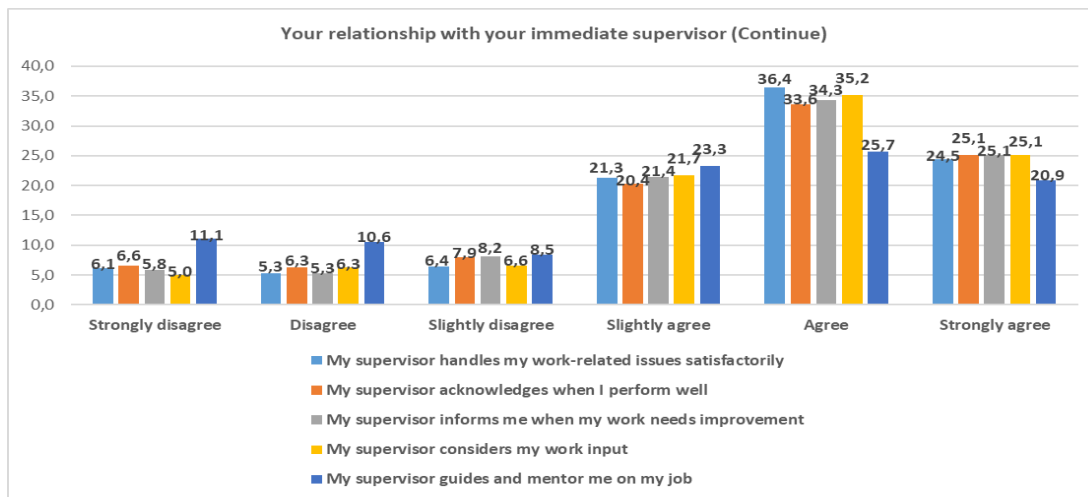


Fig 4.16 Relationship with your immediate supervisor

Results in fig. 4.16 above show that the majority of the respondents concur that their supervisors handle their work-related issues satisfactorily (82.2%); they are being acknowledged when they perform well (79.1%); the supervisor informs them when their work needs improvement (80.8%); their supervisor considers their work input (82%); and their supervisor guides and mentors them on their job (60.9%). It is important to provide subordinates with feedback and acknowledge if they have performed well. This situation points to good communication between the supervisor and his/her subordinates, as feedback is crucial in the work environment. The work relationship should also encourage team members to be participative and open to bring new ideas. It is also interesting to note that most of the respondents confirm that their supervisors guide and mentor them on their job. Mentoring is very important for career development, knowledge transfer, personal skills development and succession planning. It is therefore vital that supervisors are encouraged to guide and mentor their subordinates.

4.3.2.5 Training, development and resources

Fig. 4.17 and Fig 4.18 below show respondents' views on training, development and resources. This section has seven items.

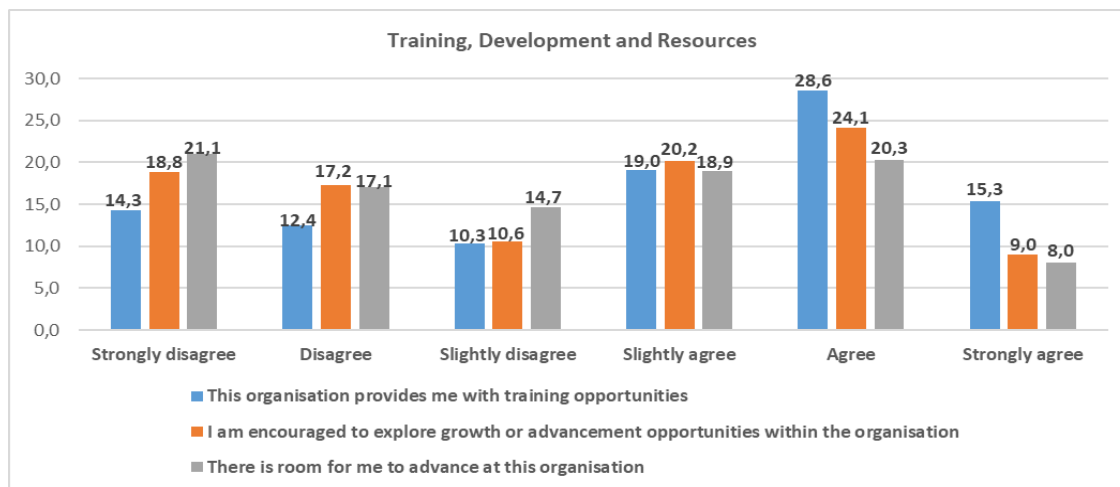


Fig 4.17 Training, development & resources

Results in fig. 4.17 above show that most of the respondents believe that the organisation provided training opportunities (62.9%); and also feel encouraged to explore growth or advancement opportunities within the organisation (53.3%). However, the majority felt that there is no room for advancement at this organisation (52.9%) as opposed to the minority who felt there is room for advancement (47.2%). This should be a concerning factor to the organisation's management as almost half of the employees felt that there is no room for them to advance in the organisation. On the other hand it is interesting to note that the organisation provides training to its employees. Supporting and providing ongoing training opportunities show the organisation's commitment to its workforce career growth. Employees appreciate being able to acquire new skills in order to improve their work performance and evolve toward more challenging roles. It is worth noting that training, development and resources are vital for developing talent in order to source skills internally. In a nutshell, employers that develop their workforce are expected to benefit as their employees would experience work engagement and job satisfaction.

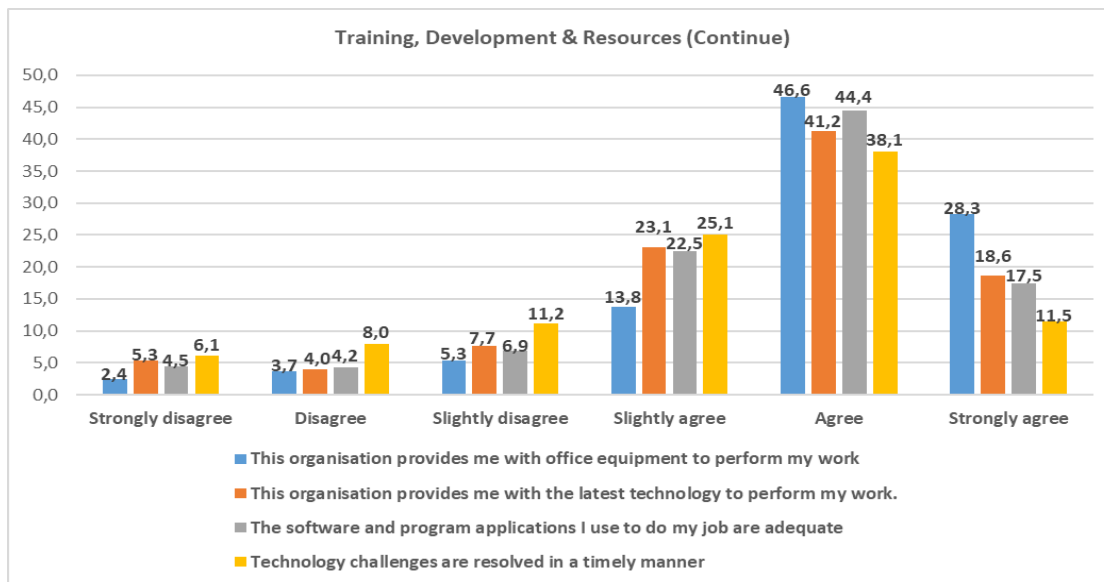
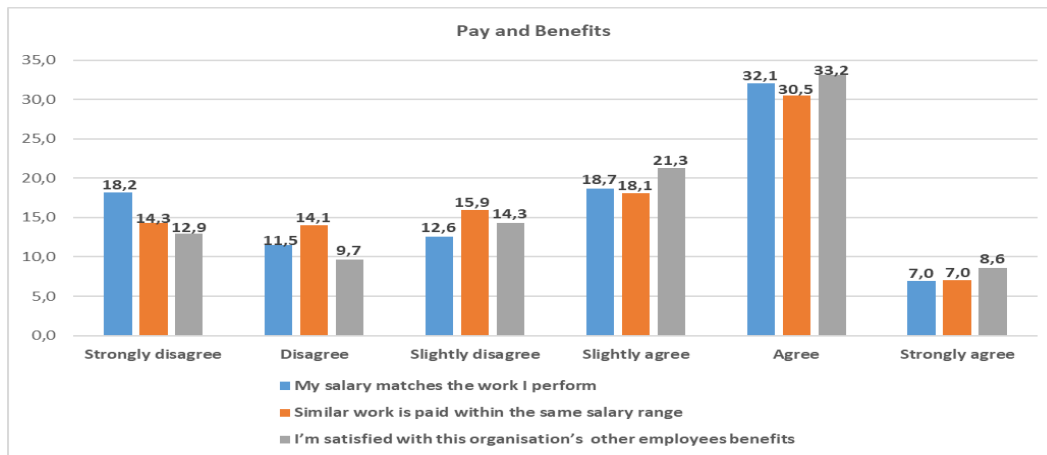


Fig 4.18 Training, development & resources

Results in fig. 4.18 above show that most of the respondents are satisfied that the organisation provides them with office equipment in order to perform their work (88.7%); are satisfied that they are being provided with the latest technology to perform their work (82.9%); indicated that the software and program applications they use to do their job are adequate (84.4%); and also indicated that technology challenges are resolved in a timely manner (74.7% %). It is interesting to note that the organisation procures the latest office technological equipment for work assignments, as technology evolves with time and it plays a pivotal role in people's life. The organisation is also shown to ensure that up-to-date software applications and programs are procured. The software and program applications are critical for day-to-day operations of the organisation, as they allow an employee to perform tasks such as creating presentations, spreadsheets and documents on the computer as well as controlling and managing the operations of the computer. If the organisation is not able to provide this to its employees, then the productivity can be expected to be low.

4.3.2.6 Pay and benefits

Fig. 4.19 below show respondents' views on the pay and benefits. This section has three items.



Results in fig. 4.19 show that more respondents believe that their salary matches the work they perform (57.8%); believe that similar work is paid within the same salary range (55.6%); and are satisfied with other benefits within their organisation (63.1%). Beliefs on salary match and salary range seem to be on the same wave length. It can therefore be assumed that Stats SA, as an employer, pays according to market rates.

4.3.2.7 Employees' overall feelings about your employment experience

Fig. 4.20, fig 4.21 and fig 4.22 below show respondents' views on their overall feelings about their employment experience. This section has fourteen items.

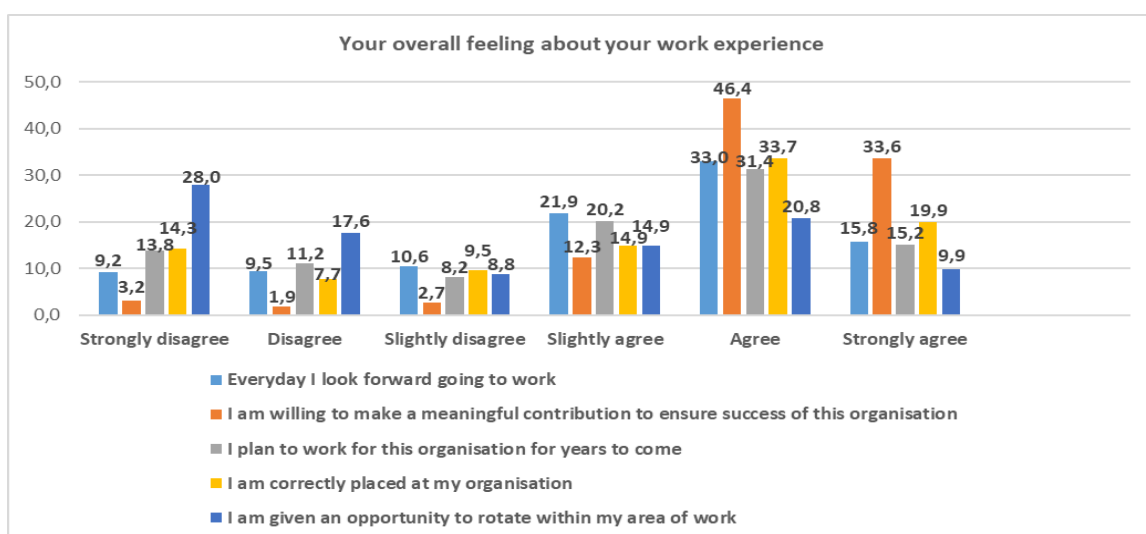


Fig 4.20 Employees' overall feeling about work experience

Results in fig. 4.20 above show that most of the respondents look forward going to work every day (70.7%); are willing to make a meaningful contribution to ensure success of this organisation (92.3%); are planning to work for their organisation for years to come (66.8%); and believe that they are correctly placed (68.5%). The flaw in this situation is that most (54.4%) of the respondents indicated that they are not given an opportunity to rotate within their area of work, as opposed to the 45.6% who do get the opportunity. This implies that the organisational policies regarding talent management and succession planning are not flexible, which may result in employees who would not be able to experience variety and exposure to new experiences. In turn, job satisfaction may be negatively affected. It is encouraging to note that an overwhelming majority (92.3%) of the participants have shown more commitment, which would have a positive impact on performance of the employees, work engagement and job satisfaction.

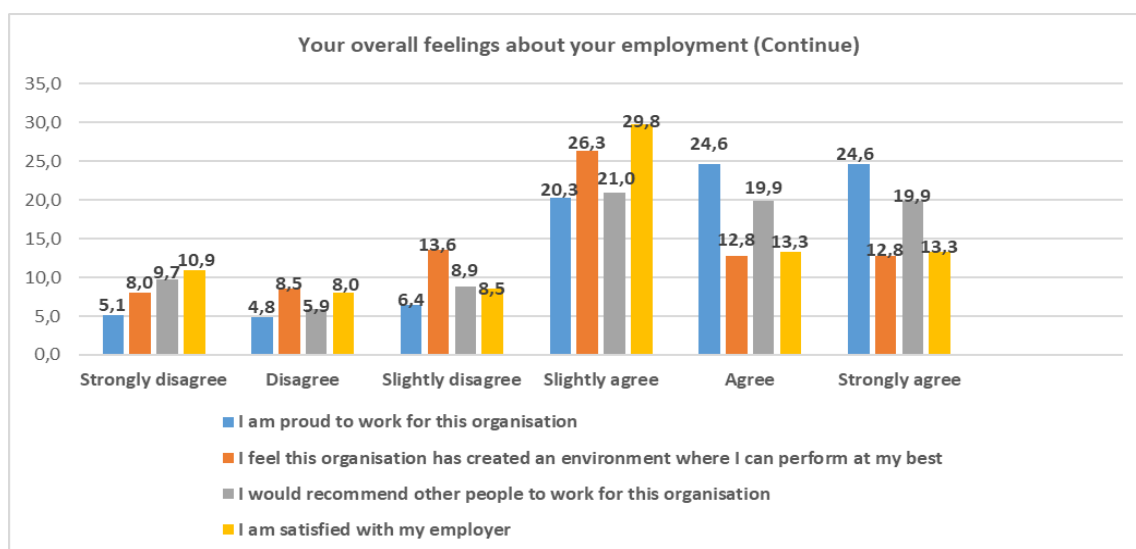


Fig 4.21 Employees' overall feeling about work experience

Results in fig. 4.21 show that more respondents are proud to work for this organisation (69.5%); feel that their organisation has created an environment where they can perform at their best (51.9%); indicate that they would recommend other people to work for their organisation (60.8%); and are satisfied with the employer (56.4%).

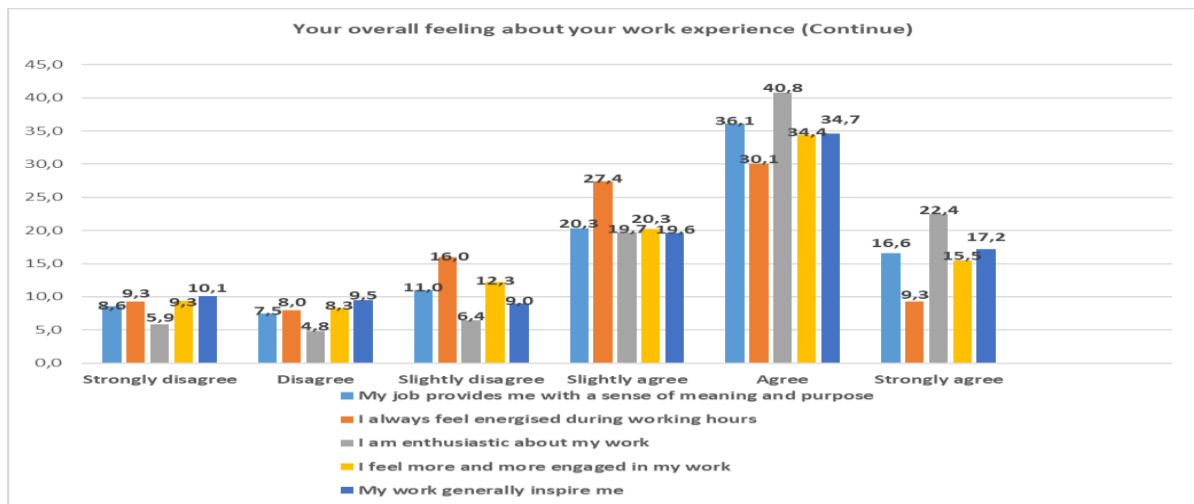


Fig 4.22 Employees' overall feeling about work experience

Results in fig. 4.22 show that the majority of respondents believe that their job provides them with a sense of meaning and purpose (73%); always feel energised during working hours (66.8%); are enthusiastic about their work (82.9%); feel more and more engaged in their work (70.2%); and their work generally inspires them (71.5%). This implies that just over two-thirds, a majority of the employees, are energised, enthusiastic and inspired. The most crucial element about enthusiastic employees is that they are always inspired, motivated, acknowledge their mistakes, improve where they are lacking, and promote teamwork among themselves.

4.3.3 Intercorrelation between the seven sub-scales of the employee engagement and job satisfaction

The intercorrelation between the seven sub-scales of the employee engagement and job satisfaction scale are presented and analysed in Table 4.2.

Table 4.2 Pearson's correlation coefficient: Work Engagement and Job Satisfaction

	Organisation's leadership and planning	Role within the department	Work environment	Relationship with immediate supervisor	Training, development and resources	Pay and benefit	Overall feeling about your employments experience
Organisation's leadership and planning	1	0.652**	0.450**	0.424**	0.532**	0.345**	0.636**
Role within the department	0.652**	1	0.379**	0.467**	0.565**	0.286**	0.754**
Work environment	0.450**	0.379**	1	0.458**	0.409**	0.272**	0.412**
Relationship with immediate supervisor	0.424**	0.467**	0.458**	1	0.404**	0.255**	0.478**
Training, development and resources	0.532**	0.565**	0.409**	0.404**	1	0.396**	0.646**
Pay and benefit	0.345**	0.286**	0.272**	0.255**	0.396**	1	0.402**
Overall feeling about your employments experience	0.636**	0.754**	0.412**	0.478**	0.646**	0.402**	1

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

The results in Table 4.2 presents the intercorrelation analysis results between the seven sub-scales of the work engagement and job satisfaction scale. According to the results, the Pearson's correlation coefficient ranges from 0.255 to 0.754. The results revealed that all correlation coefficients are positive and significant at 1% level of significance. This clearly means that there is a positive relation recorded between the seven sub-scales of the employee engagement and job satisfaction

scale. This further means that an increase in any one of the sub-scales/factors may trigger increases in any of the other sub-scales/factors.

4.3.4 Differences in the employee work engagement and job satisfaction mean scores and demographic variables

The t-test and analysis of variance test (ANOVA) were computed to determine the differences in the employee work engagement and job satisfaction mean scores and demographic variables. The t-test was computed in the gender category only. ANOVA was not appropriate for gender since gender has only two variables (female and male).

Table 4.3 The analysis of variance for overall means of respondents' perception on work engagement and job satisfaction by age group

Factors	F-value	P-value
Organisation's leadership and planning	2.328	0.056
Role within the department	1.457	0.215
Work environment	3.560	0.007
Relationship with immediate supervisor	2.184	0.070
Training, development and resources	3.780	0.005
Pay and benefit	4.270	0.002
Overall feelings about your employment experience	6.054	0.000
Overall scale	2.628	0.034

There were no statistically significant differences found in the mean scores of the organisation's leadership and planning, role within the department, and relationship with immediate supervisor by the age group of the employees. The results also revealed a statistically significant difference in the mean scores of work environment (F-value = 3.560, p-value = 0.007), training, development and resources (F-value = 3.780, p-value = 0.005), pay and benefit (F-value = 4.270, p-value = 0.002) and job satisfaction (F-value = 6.054, p-value = 0.000) by the age group of the respondents at 5% level of significance. The age group of the respondents is also statistically

significant, with the mean score of the overall scale of work engagement and job satisfaction (F-value = 2.628, p-value = 0.034).

Tukey's post hoc multiple comparison procedures were computed to identify specific groups among the five, which were significantly different in each of the five scales, namely, category 1 = 20 – 30 years, category 2 = 31 – 40 years, category 3 = 41 – 50 years, category 4 = 51 – 60 years and category 5 = 61+ years. There is a significant difference between category 2 (mean = 4.30) and category 5 (mean = 5.56) in the work environment scale. In the training, development and resources scale, there is a significant difference between category 1 (mean = 4.04) and category 5 (mean = 5.20). There is a significant difference between category 2 (mean = 3.60) and category 3 (mean = 4.14) in the pay and benefit scale. There is also a significant difference between category 1 (mean = 3.88) and category 3 (mean = 4.77), between category 1 (mean = 3.88) and category 5 (mean = 5.20), and between category 2 (mean = 4.28) and category 3 (mean = 4.77) in the job satisfaction scale. In the overall scale of work engagement and job satisfaction, there is a significant difference between category 2 (mean = 4.51) and category 3 (mean = 4.80).

Table 4.4 Comparison of the perception on employees' work engagement and job satisfaction by gender using a t-test

Factors	t-value	p-value
Organisation's leadership and planning	-0.030	0.976
Role within the department	0.927	0.355
Work environment	0.771	0.441
Relationship with immediate supervisor	1.503	0.134
Training, development and resources	-0.196	0.845
Pay and benefit	-0.220	0.826
Overall feelings about your employment experience	0.794	0.454
Overall scale	-0.039	0.969

The results presented in the above Table 4.4 revealed that there is no statistically significant difference between gender of the respondents and their perception on work engagement and job satisfaction. Therefore, the gender of the respondents does not have a bearing on how they responded to the statements on work engagement and job satisfaction.

Table 4.5 The analysis of variance for overall means of respondents' perception on work engagement and job satisfaction by educational level

Factors	F-value	P-value
Organisation's leadership and planning	0.556	0.792
Role within the department	0.951	0.467
Work environment	0.738	0.640
Relationship with immediate supervisor	0.745	0.634
Training, development and resources	1.031	0.409
Pay and benefit	0.757	0.624
Overall feelings about your employment experience	1.050	0.396
Overall scale	0.474	0.853

The results in Table 4.5 revealed that there were no statistically significant differences found in the mean scores of the education level and their perception on all the factors of work engagement and job satisfaction. There is also statistically insignificant difference recorded on the mean score of the overall scale of work engagement and job satisfaction by educational level.

Table 4.6 The analysis of variance for overall means of respondents' perception on work engagement and job satisfaction by job category

Factors	F-value	P-value
Organisation's leadership and planning	3.458	0.017
Role within the department	0.467	0.705
Work environment	5.545	0.001
Relationship with immediate supervisor	0.489	0.690
Training, development and resources	0.969	0.407
Pay and benefit	11.834	0.000
Overall feelings about your employment experience	2.159	0.093
Overall scale	1.606	0.188

There are statistically insignificant differences found in the mean scores of the role within the department, relationship with the immediate supervisor, training, development and resources, and job satisfaction by job category. There is also a statistically insignificant difference recorded on the overall scale of work engagement and job satisfaction by job category. The results in Table 4.6 also revealed a statistically significant difference on the mean scores of organisation's leadership and planning, work environment and pay and benefit by job category.

Tukey's post hoc multiple comparison procedures were computed to identify specific groups among the four job categories, which were significantly different in each of the four scales, namely, category 1 = Senior Management (Level 13–16), category 2 = Middle Management (Level 11 – 12), category 3 = Supervisory & Junior Management (Level 8 – 10) and category 4 = Administrative support & Fieldwork Staff (Level 1 – 7). There is a significant difference between category 1 (mean = 4.76) and category 4 (mean = 4.10) in the organisation's leadership and planning scale. In the work environment scale, there is a significant difference between category 1 (mean = 5.22) and category 3 (mean = 4.33) and between category 1 (mean = 5.22) and category 4 (mean = 4.45). There is a significant difference between category 1 (mean = 4.76) and category 3 (mean = 3.90), between category 1 (mean = 4.76) and category 4 (mean = 3.43), between category 2 (mean = 4.14)

and category 4 (mean = 3.43), and between category 3 (mean = 3.90) and category 4 (mean = 3.43) in the pay and benefit scale.

4.3.5 Hypotheses Developed

In this section, a determination is made to reject or accept the assumed hypotheses about the study. It should be noted that H₃ belongs to Performance Management System and it will be addressed in the relevant section.

Based on the findings, conclusions on the hypotheses are summed up here below:

4.3.5.1 H1: Employees at Stats SA do not experience work engagement.

The majority of the respondents look forward going to work every day; are willing to make a meaningful contribution to ensure the success of their organisation; are proud to work for this organisation; they always feel energised during working hours; they are enthusiastic about their work; they feel more and more engaged in their work; and their work generally inspires them.

Findings: H₁ is therefore rejected; employees at Stats SA do experience work engagement.

4.3.5.2 H2: Employees at Stats SA experience job satisfaction.

Most of the respondents like their job; they feel that their contribution is valued in their organisation; feel part of the team working towards a shared goal; are positively making progress at their work; are able to maintain a reasonable balance between work and their personal life; their working environment is conducive; there is adequate noise control at their workplace; they are enjoying privacy in their workplace; they feel safe in their work environment; and they are satisfied with their employer.

Findings: H₂ is therefore accepted; employees at Stats SA experience job satisfaction.

In determining the relationship if there is a significant relationship between work engagement and job satisfaction and demographic variables, the t-test and analysis of variance test (ANOVA) were computed and the results were recorded in tables 4.4 to 4.7.

Findings are therefore revealed below:

4.3.5.3 H₄: There is a significant relationship between age and work engagement

Based on the findings there is a significant relationship recorded between age and work engagement at 5% level of significance.

Findings: H₄ is therefore accepted.

4.3.5.4 H₅: There is a significant relationship between age and job satisfaction.

Based on the findings there is a significant relationship recorded between age and job satisfaction at 5% level of significance.

Findings: H₅ is therefore accepted.

4.3.5.5 H₆ and H₇: There is a significant relationship between gender and work engagement and job satisfaction.

There is no statistically significant difference between gender of the respondents and their perception on work engagement and job satisfaction.

Findings: H₆ and H₇ are therefore rejected.

4.3.5.6 H₈ There is a significant relationship between educational level and work engagement

There is no statistically significant differences found in the mean scores of the education level and their perception on all the factors of work engagement.

Findings: H₈ is therefore rejected.

4.3.5.7 H9: There is a significant relationship between educational level and job satisfaction.

There is a statistically insignificant difference recorded on the mean score of the overall scale of job satisfaction by educational level.

Findings: H₉ is therefore rejected.

4.3.5.8 H10: There is a significant relationship between job category and work engagement.

There is also a statistically insignificant difference recorded on the overall scale of work engagement by job category.

Findings: H₁₀ is therefore rejected.

4.3.5.9 H11: There is a significant relationship between job category and job satisfaction.

There is also a statistically insignificant difference recorded on the overall scale of job satisfaction by job category.

Findings: H₁₁ is therefore rejected.

4.4 PERFORMANCE MANAGEMENT SYSTEM

This section of the study presents the descriptive statistics related to performance management system.

The table below explain the descriptive statistics related to the performance management system items. The respondents' responses are based on the six (6) point Likert scale ranging from 1 to 6; 1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = slightly agree, 5 = agree and 6 = strongly agree.

Table 4.7 Descriptive statistics of Performance Management System.

Variable	Mean	Std Dev	Kurtosis	Skewness
Managers are held accountable for failing to do employee performance appraisals	3.6	1.5	-1.3	-0.2
I understand how my performance impacts the organisation	4.9	1.1	3.8	-1.8
High levels of performance are recognized and rewarded in this organisation	3,8	1.6	-1.0	-0.4
The Performance Management Development System (PMDS) review is open to all employees input from all levels in the organisation	3.6	1.6	-1,1	-0.3
The PMDS measures the results against the set targets	4.2	1.4	-0.0	-0.8
The current PMDS used in this organisation is fair	3.3	1.6	-1.2	-0.2
The appraisal process is simple and understandable	3.5	1.5	-1.0	-0.3
The PMDS promotes developmental opportunities	3.2	1.5	-1.2	0.0
Performance ratings are accurate and reflect actual performance	3.2	1.5	-1.2	-0.0
Performance review and appraisals are done on time	4.1	1.5	-0.4	-0.8
Employees who need improvement are given developmental opportunities	3.3	1.5	-1.2	-0.1
Performance gaps are dealt with quickly and consistently	3.0	1.5	-1.0	0.2
Performance review is treated as once-off by management as opposed to a continuous	4.0	1.5	-0.6	-0.6

process				
Employees knows what is expected of them at all times	4.1	1.4	-0.3	-0.7
Performance standards are consistent across the organisation	3.3	1.5	-1.1	-0.0
Training in conducting effective evaluations is provided to supervisors	3.4	1.5	-1.1	-0.2
Training in PMDS is provided to all employees	4.0	1.5	-0.6	-0.7
Performance appraisal feedback is communicated to employees on time	3.5	1.6	-1.0	-0.2
There is a grievance process in place in case employees are not satisfied with their final moderated scores	4.1	1.5	-0.3	-0.8
Performance ratings are based on actual performance and not personal feelings	3.3	1.6	-1.2	-0.04
I am satisfied with the Performance Management System of my organisation	3.1	1.6	-1.2	0.06

Table 4.7 above shows that the means of the variables range between 3.1 and 4.9; the Standard Deviation between 1.1 and 1.6; Kurtosis between -0.6 and 3.8; and Skewness between -0.04 and 0.06. The Standard Deviation (SD) describes the distribution of the respondents' responses in relation to the mean. In other words, it provides an indication of how far each sub-scale varies from the mean. According to the results on table 4.1 above, the Standard Deviation ranges from 1.1 to 1.6.

The values of Skewness and Kurtosis show the normality of the data. As shown in the above table 4.1 the value of skewness was between -1 and +1 and the value of kurtosis was between -3 and +3, which assures the normality of the data (Brown, 2006).

4.4.1 Performance Management system results.

In this section, results are presented in graphs showing respondents' perception of the Performance Management System. The respondents' responses are based on the six (6) point Likert scale ranging from 1 to 6; 1 = strongly disagree; 2 = disagree; 3 = slightly disagree; 4 = slightly agree, 5 = agree and 6 = strongly agree.

Results will be presented in clusters in each section, for ease of reference. Fig 4.23 to Fig 4.27 present the items about respondents' views on the performance management system. This section has twenty one items.

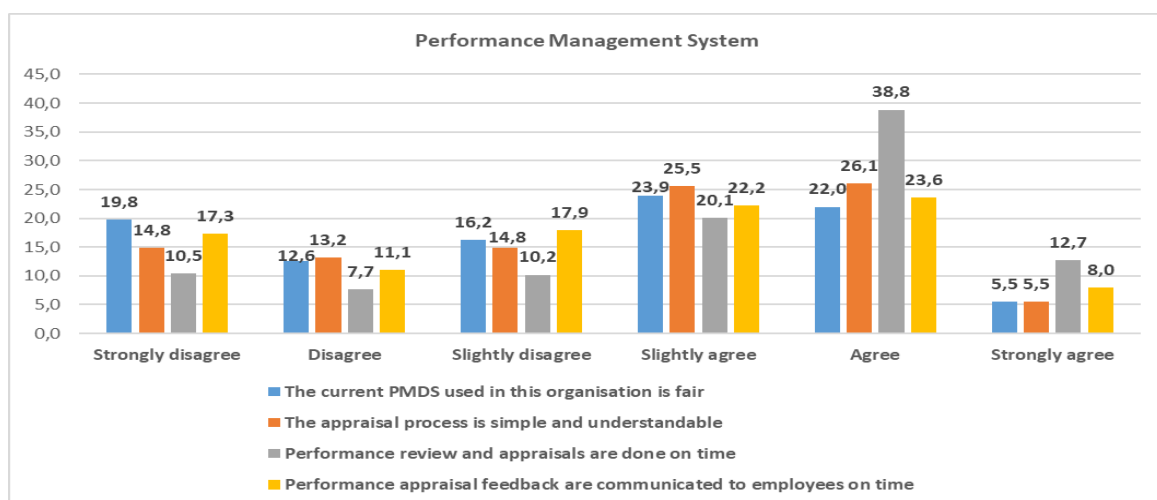


Fig 4. 23 Performance Management System

Results in fig. 4.23 show that the current PMDS used in this organisation is fair (51.4%); the appraisal process is simple and understandable (57.1%); performance review and appraisals are done on time (71.6%); and performance appraisal feedback are communicated to employees on time (53.8%). The results show a positive response, especially regarding the timeous performance appraisal exercise.

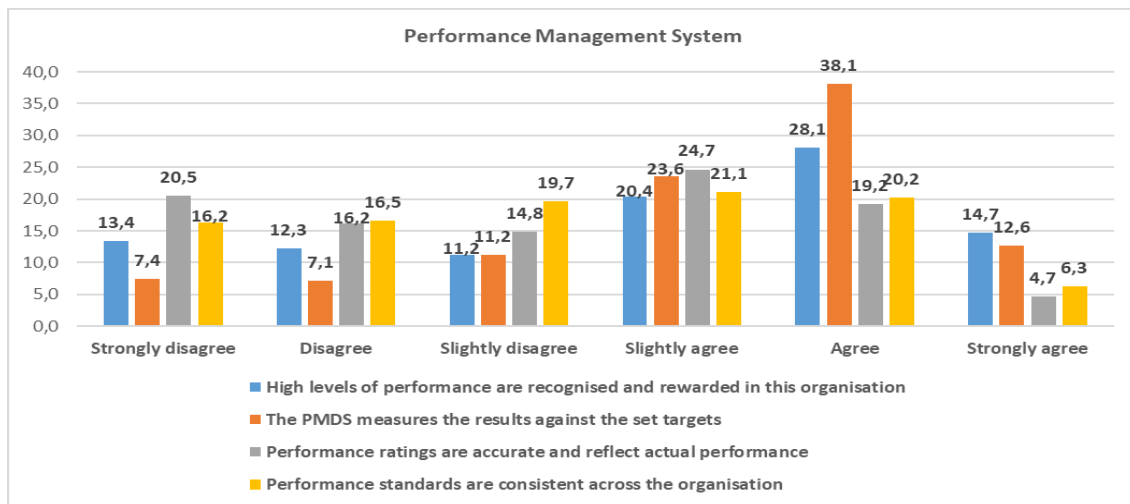


Fig 4.24 Performance Management System

Results in fig. 4.24 show that high levels of performance are recognized and rewarded in the organisation (63.2%); and the PMDS measures the results against the set targets (74.3%). However, more respondents contend that performance ratings are not accurate and do not reflect actual performance (51.5%) as opposed to those who are satisfied that performance ratings are accurate and reflect actual performance (48.5%). However, it is concerning to note that most of the respondents attest that performance standards are not consistent across the organisation (52.4%), while a minority are satisfied that performance standards are consistent.

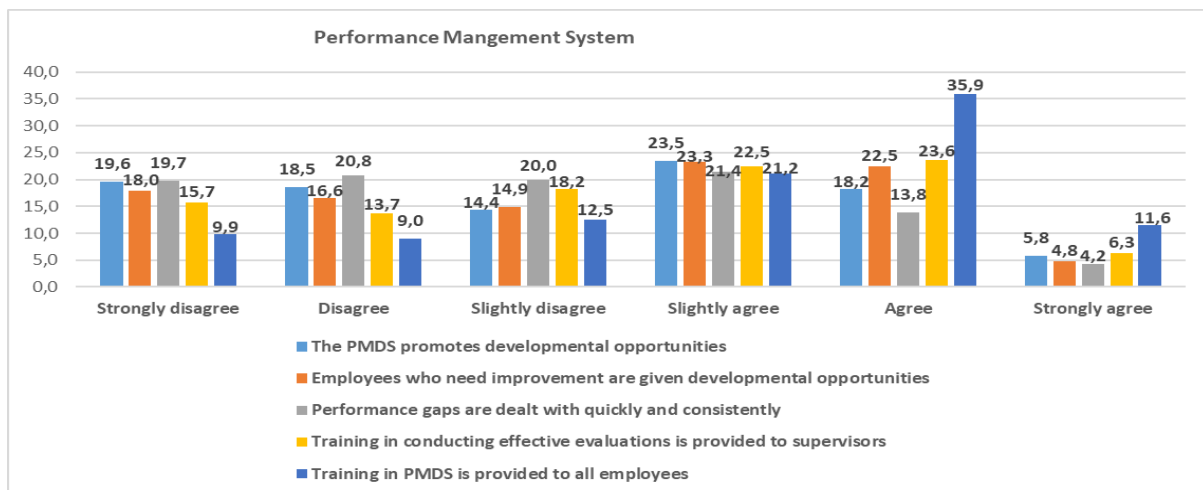


Fig 4.25 Performance management system

Results in fig 4.25 show that most respondents are not content that the PMDS promotes developmental opportunities (52.5%); also respondents are not content that employees who need improvement are given developmental opportunities (50.6%); and more respondents confirmed that performance gaps are not dealt with quickly and consistently (60.5%). However, more respondents believe that training is provided in order to conduct effective evaluations (52.4%); and also attest to training in PMDS being provided to all employees (68.7%).

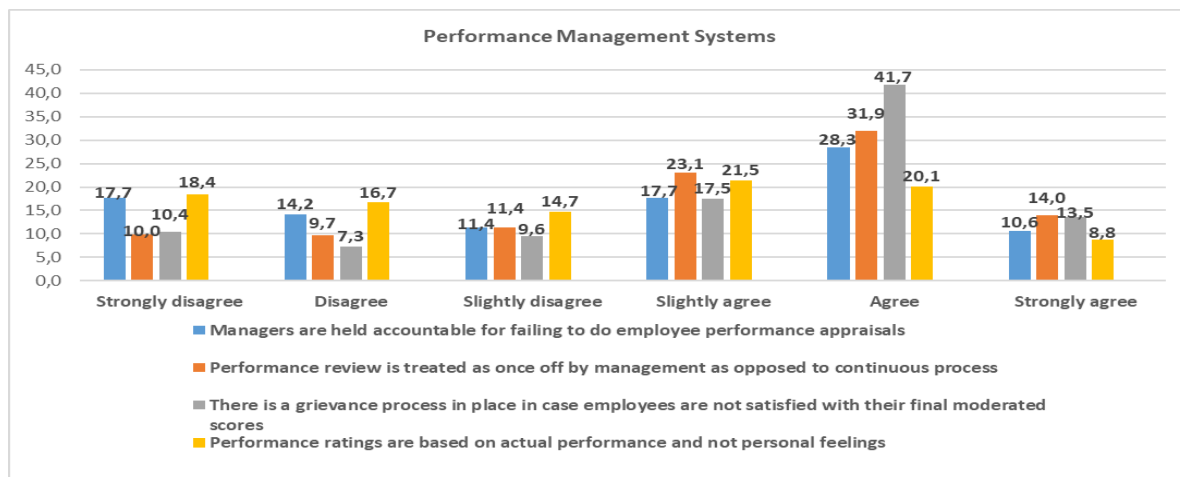


Fig 4.26 Performance Management

Results in fig. 4.26 show that the majority of the respondents confirm that managers are held accountable for failing to do employee performance appraisals (56.6%); performance review is treated as a once-off by management as opposed to a continuous process (69%); there is a grievance process in place in case employees are not satisfied with their final moderated scores (72.7%); however, more respondents are content that performance ratings are based on actual performance and not personal feelings (50.4%). Results therefore show a need for improvement.

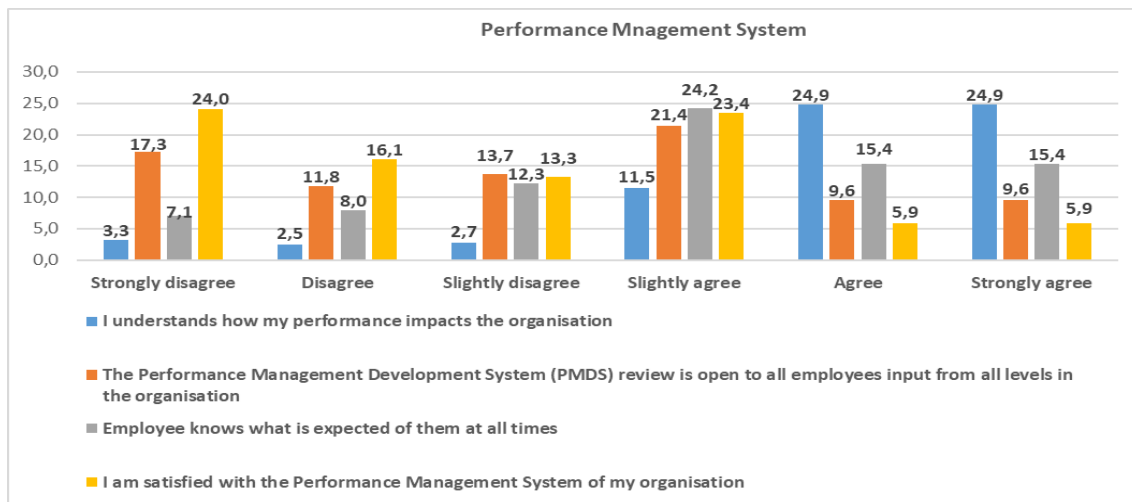


Fig 4.27 Performance Management

Results in fig. 4.27 show that the overwhelming majority of respondents understand how their performance impacts the organisation (91.6%); they are satisfied that the Performance Management Development System (PMDS) review is open to input from all employees from all levels in the organisation (57.3%); they know what is expected of them at all times (72.6%); however, the majority of the respondents are not satisfied with the Performance Management System of their organisation (53.4%). Results show a moderate attitude towards the system,

4.4.2 Hypothesis Developed

In this section, a determination is made to reject or accept the assumed hypothesis about the study regarding performance management system.

Based on the findings, conclusions on the hypothesis are summed up below:

4.4.2.1 H3: Employees at Stats SA do not have favourable attitude towards the Organisation's Performance Management System

Findings point to the belief that managers are held accountable for failing to do employee performance appraisals and understand how their performance impacts the organisation. The respondents' positive attitudes point to high levels of performance that is recognized and rewarded in the organisation. The PMDS review is seen to be open to input by all employees at all levels in the organisation.

There is a general belief that the PMDS measures the results against the set targets; it is therefore fair. The performance appraisal process has also been found to be simple and understandable. Employees who need improvement are given developmental opportunities. In addition, the majority of the respondents indicated that employees know what is expected of them at all times, and the performance standards are consistent across the organisation. Performance review and appraisals are done on time as well as feedback.

Problems identified in the PMDS, however, include performance ratings that are not accurate, actual performance not being reflected, and the performance gaps not being dealt with quickly and consistently. Performance reviews are treated as once-off by management as opposed to a continuous process. This negative idea could explain why most respondents gave a negative response to the item “I am satisfied with the Performance Management system of my organisation.”

Findings: H₃ is therefore partially accepted; employees at Stats SA have shown more favourable positive attitudes towards the performance management system than negative ones. Out of twenty one items, the respondents have shown negative attitudes on only three.

4.5 CHAPTER SUMMARY

The chapter presented results of the study, and the analysis thereof. The data was analyzed in order to answer the research questions presented in chapter 1, using the Statistical Package for Social Science (SPSS v26) program, the output of which was presented in tables and graphs.

The next chapter provides conclusions, and the recommendations made, as well as the limitations of the study.

CHAPTER FIVE

CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS

5.1 INTRODUCTION

In this chapter, conclusions are drawn, recommendations made and limitations outlined.

5.2 CONCLUSIONS

The study aimed to evaluate Work Engagement, Job Satisfaction and Performance Management at Statistics South Africa (Stats SA). The conclusions drawn are based on the objectives of the study.

The objectives of this study are to:

- Evaluate Work Engagement amongst Stats SA employees.
- Evaluate Job Satisfaction levels among Stats SA employees
- Evaluate the attitude and perception of Stats SA employees towards the organisational performance management system.

Conclusions on the three objectives follow.

5.2.1 To evaluate work engagement amongst Stats SA employees

Work Engagement of Stats SA employees was evaluated and the study found that the majority of the respondents experience work engagement. Findings in this study show a high level of work engagement. Every day, they look forward to going to work as their job provides them with a sense of meaning and purpose. They are proud to work for Stats SA and feel that their organisation has created an environment where they can perform at their best. The majority of the respondents always feel energised during working hours; are enthusiastic about their work; are inspired by their work; are more and more engaged and are willing to make a meaningful contribution to ensure the success of their organisation.

The results of this study are consistent with research done by (Bakker & Bal, 2010) when he postulates that engaged employees are physically, cognitively, and emotionally connected with their work roles. They are full of energy, are dedicated to reach their work-related goals, and are often fully immersed in their work. Schaufeli (2008:116) also confirms that engaged employees are emotionally attached to their organisation and highly involved in their job with a great enthusiasm for the success of their employer, going the extra mile beyond the employment contractual agreement.

The study further found that the overwhelming majority of the respondents are satisfied that they are being provided with the latest technology to perform their work; are being provided with adequate software and program applications to perform their job; technology challenges are resolved timeously; believe that the organisation provides training opportunities; and feel encouraged to explore growth or advancement opportunities within the organisation.

The results of this study are consistent with those of Schaufeli and Salanova (2008: 125), who state that work engagement fully mediates the impact of job resources on proactive behaviour at work. This means that the increase in job resources is related to an increase in work engagement, which in turn is positively related to proactive work behaviour. Mokgele and Rothmann (2014) also affirm that individuals who have appropriate resources, and experience work engagement turn to be satisfied with their work and lives. Work engagement experiences in this study may account for more personal resources (optimism, self-efficacy, and organisation- based self-esteem) and more job resources (social support from colleagues, autonomy, coaching, and feedback) over time (Bakker, 2008: 217) for the employees of this organisation.

5.2.2 To evaluate Job Satisfaction levels amongst Stats SA employees

Findings in this study point to high job satisfaction levels at Stats SA. Findings show that the majority of the respondents like their job, they feel that their contribution is valued in their organisation; feel part of the team working towards a shared goal; are positively making progress at their work; are able to maintain a reasonable balance

between work and their personal life; their working environment is conducive; there is adequate noise control at their workplace; they are enjoying privacy in their workplace; feel safe in their work environment; and are satisfied with their employer.

The majority of the respondents indicated that they understand the long-term strategy of their organisation; they have confidence in the leadership of their organisation; the leaders of their organisation care about their employee's well-being, and senior leaders uphold the core values of the organisation. There is adequate planning and follow-up on divisional objectives; a proper consultation between employer and employees; and the leaders of their organisation are open to input from employees.

This results concur with the studies done by Ali and Wajidi (2013:65), which reveals that the professional opportunities, promotions, compensation and working environment were significant towards job satisfaction. This was also found on the studies done by Singh and Jain (2013:107-108), which stressed that job security, working conditions, relationship with supervisor authority, promotion and career development and leadership style are found to be factors influencing job satisfaction.

Tanjeen (2013:81) also affirms that employee's satisfaction in a job is a mixture of several factors such as working conditions, freedom or autonomy, job security, relationship with co-workers, relationship with superior, salary, career advancement and growth. The Job Characteristics Model is also in tandem with this affirmation, in that skill variety, task identity, task significance, autonomy and feedback are important in promoting to Job satisfaction.

5.2.3 To evaluate the attitude and experience of Stats SA employees towards the organisational performance management system

The attitude and experience of Stats SA employees towards the organisational performance management system, was evaluated. In general, findings reflect a positive attitude and experience towards the organisational performance management system. Findings point to the belief that managers are held

accountable for failing to do employee performance appraisals and they understand how their performance impacts the organisation. The respondents' positive attitude point to high levels of performance that is recognized and rewarded in the organisation. The PMDS review is seen to be open to input by all employees at all levels in the organisation.

There is a general belief that the PMDS measures the results against the set targets; it is therefore fair. The performance appraisal process has also been found to be simple and understandable. Employees who need improvement are given developmental opportunities. In addition, the majority of the respondents indicated that employees know what is expected of them at all times, and the performance standards are consistent across the organisation. Performance review and appraisals are done on time as well as feedback.

Problems identified in the PMDS, however, include performance ratings that are not accurate, actual performance not being reflected and the performance gaps not being dealt with quickly and consistently. Performance reviews are treated as once-off by management as opposed to a continuous process. These negative ideas could explain why most respondents gave a negative response to the item "I am satisfied with the Performance Management system of my organisation."

The study found training is provided to supervisors in order to conduct effective performance evaluation. Training in PMDS is also provided to all employees. There is a grievance process in place, in case employees are not satisfied with their final moderated scores, and the performance ratings are based on actual performance. The study also found that the respondents are not satisfied with the Performance Management System of their organisation.

A Performance Management and Development System whereby a platform exists for employees to express concerns related to their performance openly, as well as discuss their performance expectations with the managers openly is crucial for organisations to succeed. It is important for the organisation to develop a high performance culture in the organisations in order to promote continuous learning. Continuous learning ensures systematic updating of employees' skills and

knowledge, experience sharing through a structured knowledge management approach. Such a system also assists employees to carry out their tasks efficiently; moreover it also helps the employees to extend themselves further to get the job done. Furthermore, feedback should be given during formal and informal performance evaluation sessions. A two-way feedback culture should be encouraged at all times.

5.3 RECOMMENDATIONS

The findings of the study point to employees who have an understanding of the long-term strategy of their organisation; believe that senior leaders uphold the core values of the organisation; and care about their well-being. This reflects that vision, mission and the values are at the heart of the organisation and they should continue to be upheld and emphasized, for the good of the organisation and overall performance.

On the flip side of the coin, the conviction of those who are not content about the fairness of the performance appraisal process due to ratings not being accurate and consistent, as well as delayed performance appraisal feedback in some instances, is concerning. Interventions are needed in order to correct the situation.

It was also noted that some of the respondents do not believe that the PMDS promotes the developmental opportunities, and that performance ratings are not accurate and do not reflect actual performance, which could have a huge impact on the performance of the employees and ultimately affect work engagement and job satisfaction.

The following recommendations are made to address some of the problems found by the study. The recommendations of this study are made to Stats SA Senior Management. There is a need to revisit the fairness in performance management ratings as well as ensuring that the performance management process is continuous as opposed to once-off. Management should revisit organisational and performance management objectives to determine if adjustments should be made, as well as pay attention to career development opportunities for their employees. There should be a clear record from previous check-ins to show the employee's progress throughout

the year. Monthly check-ins should help the employee with problem-solving, adjusting goals and other future-looking tasks.

For future research, a qualitative study should be made to find out what creates the belief that management is biased with regard to performance appraisal ratings. A further study is needed to investigate safety in the workplace, as it appears to be a concern. Furthermore, a follow-up study is needed after a few years to assess the work engagement, job satisfaction and performance management experiences of employees engaged with digital data collection through Computer Assisted Personnel Interview (CAPI) in the following surveys.

In concluding the recommendations linked to the findings, in general, encourages Stats SA top management to accentuate the positive and minimise the negatives found in the study.

5.4 LIMITATIONS

This limitation of the study is that it was based on a quantitative research approach. A qualitative approach should follow up this study as it would have brought more explanations and elaboration on issues of concern.

5.5 CONCLUSION

The purpose of the study was to evaluate Work Engagement, Job Satisfaction and Performance Management at Stats SA. It was found that employees experience work engagement and high levels of job satisfaction. There is a general belief that the Performance Management and Development System (PMDS) is fair, simple and understandable, performance although reviews are treated as once-off by management as opposed to a continuous process. However, there were a few negative perceptions and attitudes regarding some issues around the implementation of the performance management system. This study should help the top management of Statistics SA have knowledge of employee work engagement experiences, levels of job satisfaction, and the effectiveness of the performance management. Furthermore, the study should make a contribution to knowledge in the field of Work Engagement, Job Satisfaction and performance management.

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APPENDICES

APPENDIX A: INTRODUCTORY LETTER

Topic: Work Engagement, Job Satisfaction and Performance Management System at Statistics South Africa.

Dear Colleague

My name is George Parkins and I am employed as a Deputy Director: HRM in Statistics South Africa at North West Provincial Office. I am conducting research on the above-mentioned topic for the purpose of contributing to the best practises in the area of Human Resource Management. This is being done as part of the fulfilment of the course requirements for the degree of Masters of Administration in Human Resource Management for which I am registered at North West University.

Aim of the questionnaire

Work Engagement, Job Satisfaction and Performance Management are crucial employment issues facing South African business and the rest of the world. It is therefore imperative to embark on research studies that would assist in identifying factors that contributes in finding-out the employee's full presence and commitment to the organisations they work for.

The aim of this questionnaire is to evaluate Work Engagement, Job Satisfaction and Performance Management at the Department of Statistics South Africa. Please note that the usefulness of this research study depends on your well-considered responses. Your participation is thus of great importance. It is highly appreciated, as it will help the organisation to improve employment conditions.

Instructions

1. You will be required to complete the questionnaire provided to you by choosing the most response to the question asked.
2. Questionnaire will be distributed to participants by the Researcher and be completed at any convenient designated area and be returned to the researcher after completion.
3. Participation in the study is a once-off session and participant will not incur any financial cost by participating.
4. We operate under a code of ethics which forbids us to divulge or use information in any other way. So you may feel free to be honest in your responses.
5. Please read all the questions and statement carefully and respond by making an "X" in the box of your choice.

I wish to thank you for being willing to participate in this research study

Kind Regards

A handwritten signature in black ink, appearing to read 'GP', enclosed within a large, loopy oval shape.

George Parkins

Student number: 16326245

Cell number: 082 904 9771

Email: Georgep@statssa.gov.za

Research supervisor

Dr. KRF Mokgele

North West University

APPENDIX B: ETHICAL CLEARANCE



NORTH-WEST UNIVERSITY
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Economic and Management Sciences Research
Ethics Committee (EMS-REC)

21 September 2020

Dr K Paadi
Per e-mail
Dear Dr Paadi

EMS-REC FEEDBACK: 18092020

Student: Parkins, PG (163262485)(NWU-HS-2017-0253) Old number

New Number (NWU-00850-20-A4)

Applicant: Dr K Paadi – MAdmin in Human Resource Management

Your ethics application on, *Work engagement, job satisfaction and performance management at statistics South Africa*, which served on the meeting of 18 September 2020, refers.

Outcome:

The new number that is allocated to the research project is **NWU-00850-20-A4**.

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,

Mark Rathbone
Digitally signed by Mark Rathbone
DN: cn=Mark Rathbone, o=North-
West University, ou=Ethics
management,
email=mark.rathbone@nwu.ac.za,
c=ZA
Date: 2020.09.23 10:35:11 +0200

Prof Mark Rathbone

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

APPENDIX C: QUESTIONNAIRE

SECTION A

BIOGRAPHICAL INFORMATION

The following questions are for classification purposes only. They will not be used to identify any individual. Please fill in only one response.

Overall Working Experience in Public Service	0 - 5 years	6- 10 years	11 - 15 years	16+ years	
	1	2	3	4	
Working Experience in Statistics South Africa	0 - 5 years	6- 10 years	11 - 15 years	16+ years	
	1	2	3	4	
Marital Status	Single	Married	Divorced	Widow/ed	
	1	2	3	4	
Population Group	Black	White	Coloured	Indian	
	1	2	3	4	
Age	20 - 30	31 - 40	41 - 50	51- 60	61+
	1	2	3	4	5
Gender	Male			Female	
	1			2	
Highest Educational level	Matric	Post Matric Certificate	Post Matric Diploma	Bachelor's Degree	
	1	2	3	4	
	Post - Graduate Diploma	Honours Degree	Master's Degree	PhD	
	5	6	7	8	
Job Category	Senior Management (Level 13 -16)	Middle Management (Level 11 - 12)	Supervisory & Junior Management (Level 8 - 10)	Administrative support & Fieldwork Staff (Level 1 - 7)	
	1	2	3	4	

SECTION B

EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

How do you feel about each of the following specific matters about your organisation?
(Please fill in a single response for each statement below).

Strongly Disagree	Disagree	Slightly disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6

1. THIS ORGANIZATION'S LEADERSHIP AND PLANNING

1.1	I understand the long-term strategy of this organisation	1	2	3	4	5	6
1.2	I have confidence in the leadership of this organisation	1	2	3	4	5	6
1.3	The leaders of this organisation care about their employee's well being	1	2	3	4	5	6
1.4	Senior leaders uphold the core values of the organisation	1	2	3	4	5	6
1.5	There is adequate planning of divisional objectives	1	2	3	4	5	6
1.6	There is adequate follow-up on divisional objectives	1	2	3	4	5	6
1.7	There is a proper consultation between managers/supervisors and employees	1	2	3	4	5	6
1.8	The leaders of this organisation are open to input from employees	1	2	3	4	5	6

2. YOUR ROLE WITHIN THIS DEPARTMENT

2.1	I like my job	1	2	3	4	5	6
2.2	I am given enough authority to make decisions on my work tasks	1	2	3	4	5	6
2.3	I believe my job is secure	1	2	3	4	5	6
2.4	Divisional targets and deadlines at this organisation are realistic	1	2	3	4	5	6
2.5	I feel my contribution is valued in this organisation	1	2	3	4	5	6
2.6	I feel part of a team working towards a shared goal	1	2	3	4	5	6
2.7	I am able to maintain a reasonable balance between work and my personal life	1	2	3	4	5	6
2.8	My job makes good use of my skills and abilities	1	2	3	4	5	6
2.9	I have a clear understanding of my job role	1	2	3	4	5	6
2.10	I understand the importance of my role to the success of the organisation	1	2	3	4	5	6
2.11	I am positively making progress at my work	1	2	3	4	5	6

3. YOUR WORK ENVIRONMENT

3.1	My working environment is conducive to working	1	2	3	4	5	6
3.2	There is adequate noise control at my workplace	1	2	3	4	5	6
3.3	My workspace has adequate privacy for me to do my job	1	2	3	4	5	6
3.4	I feel safe in my work environment	1	2	3	4	5	6

4. YOUR RELATIONSHIP WITH YOUR IMMEDIATE SUPERVISOR

4.1	My supervisor treats me fairly	1	2	3	4	5	6
4.2	My supervisor treats me with respect	1	2	3	4	5	6
4.3	My supervisor handles my work-related issues satisfactorily	1	2	3	4	5	6
4.4	My supervisor cares about my wellbeing	1	2	3	4	5	6
4.5	My supervisor acknowledges when I perform well	1	2	3	4	5	6
4.6	My supervisor informs me when my work needs improvement	1	2	3	4	5	6
4.7	My supervisor considers my work input	1	2	3	4	5	6
4.8	My supervisor guides and mentor me on my job	1	2	3	4	5	6
4.9	I have confidence on my supervisor	1	2	3	4	5	6

5. TRAINING, DEVELOPMENT AND RESOURCES

5.1	This organisation provides me with training opportunities	1	2	3	4	5	6
5.2	I am encouraged to explore growth or advancement opportunities within the organisation	1	2	3	4	5	6
5.3	There is room for me to advance at this organisation	1	2	3	4	5	6
5.4	This organisation provides me with office equipment to perform my work	1	2	3	4	5	6
5.5	This organisation provides me with the latest technology to perform my work.	1	2	3	4	5	6
5.6	The software and program applications I use to do my job are adequate	1	2	3	4	5	6
5.7	Technology challenges are resolved in a timely manner	1	2	3	4	5	6

6. PAY AND BENEFIT

6.1	My salary matches the work that I perform	1	2	3	4	5	6
6.2	Similar work is paid within the same salary range	1	2	3	4	5	6
6.3	I'm satisfied with the benefits that this organisation offers	1	2	3	4	5	6

7. OVERALL FEELINGS ABOUT YOUR EMPLOYMENT EXPERIENCE

7.1	Everyday I look forward going to work	1	2	3	4	5	6
7.2	My job provides me with a sense of meaning and purpose	1	2	3	4	5	6
7.3	I am proud to work for this organisation	1	2	3	4	5	6
7.4	I feel this organisation has created an environment where I can perform at my best	1	2	3	4	5	6
7.5	I always feel energised during working hours	1	2	3	4	5	6
7.6	I am willing to make a meaningful contribution to ensure success of this organisation	1	2	3	4	5	6
7.7	I plan to work for this organisation for years to come	1	2	3	4	5	6
7.8	I am enthusiastic about my work	1	2	3	4	5	6
7.9	I am correctly placed at my organisation	1	2	3	4	5	6
7.10	I am given an opportunity to rotate within my area of work	1	2	3	4	5	6
7.11	I feel more and more engaged in my work	1	2	3	4	5	6
7.12	I would recommend other people to work for this organisation	1	2	3	4	5	6
7.13	My work generally inspires me	1	2	3	4	5	6
7.14	I am satisfied with my employer	1	2	3	4	5	6

SECTION C

PERFORMANCE MANAGEMENT SYSTEM

Evaluate your current performance management system by honestly answering the questions using the following scale

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6

1	Managers are held accountable for failing to do employee performance appraisals	1	2	3	4	5	6
2	I understand how my performance impacts the organisation	1	2	3	4	5	6
3	High levels of performance are recognised and rewarded in this organisation	1	2	3	4	5	6
4	The Performance Management Development System (PMDS) review is open to all employee input from all levels in the organisation	1	2	3	4	5	6
5	The PMDS measures the results against the set targets	1	2	3	4	5	6
6	The current PMDS used in this organisation is fair	1	2	3	4	5	6
7	The appraisal process is simple and understandable	1	2	3	4	5	6
8	The PMDS promotes developmental opportunities	1	2	3	4	5	6
9	Performance ratings are accurate and reflect actual performance	1	2	3	4	5	6
10	Performance review and appraisals are done on time	1	2	3	4	5	6

11	Employees who need improvement are given developmental opportunities	1	2	3	4	5	6
12	Performance gaps are dealt with quickly and consistently	1	2	3	4	5	6
13	Performance review is treated as once off by management as opposed to continuous process	1	2	3	4	5	6
14	Employees know what is expected of them at all times	1	2	3	4	5	6
15	Performance standards are consistent across the organisation	1	2	3	4	5	6
16	Training in conducting effective evaluations is provided to supervisors	1	2	3	4	5	6
17	Training in PMDS is provided to all employees	1	2	3	4	5	6
18	Performance appraisal feedback are communicated to employees on time	1	2	3	4	5	6
19	There is a grievance process in place in case employees are not satisfied with their final moderated scores	1	2	3	4	5	6
20	Performance ratings are based on actual performance and not personal feelings	1	2	3	4	5	6
21	I am satisfied with the Performance Management System of my organisation	1	2	3	4	5	6

APPENDIX D: LANGUAGE EDITING CERTIFICATE

House 367

Hex River Lifestyle Estate

Waterval East

Rustenburg

14/12/2020

This is to certify that the dissertation entitled

**WORK ENGAGEMENT, JOB SATISFACTION AND PERFORMANCE
MANAGEMENT AT STATISTICS SOUTH AFRICA.**

Submitted by **GEORGE PARKINS**

For the degree of **MASTER OF ADMINISTRATION
(HUMAN RESOURCES MANAGEMENT)**

At the **MAFIKENG CAMPUS**

NORTH-WEST UNIVERSITY

Has been edited for language by

Mary Helen Thomas (B.Sc. Hons. PGCE)



APPENDIX E: TURNITIN REPORT

Work Engagement, Job Satisfaction and Performance Management at Statistics South Africa (Stats SA)

ORIGINALITY REPORT

17 %	11 %	5 %	7 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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2	www.docstoc.com Internet Source	1 %
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