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**Employee engagement and the Impacts on Organisational Performance
Specific case of MVI Group Incorporated - Rustenburg**

By

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Commented [JL1]: The title looks great. However please edit thus 'Employees engagement and its impact on organisational performance of MVI Group Incorporated Rustenburg branch'

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OVERVIEW OF LITERATURE REVIEW

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1.1 Introduction

Employee engagement is now the most important focus areas in the sphere of many organisation as the way of increasing business performance and profits. Employee participation is the process whereby employee are involved in decision-making process rather than simple acting on orders. Many organisations private and public around the world have now turn their focus on employee participation and who feel valued by sharing opinions and discussing work matters which foster a sense of teamwork.

The direct participation of employees help an organisation fulfil its mission and meets its objectives by applying their ideas, input, expertise and efforts towards solving problems and making decisions. Organisational performance can lead to greater profits for business as well as greater income for individual employees. In addition, an engaged employee become emotionally attached to their organisation and highly involved their job with great enthusiasm for success of their employer, going extra miles beyond employer contractual agreement.

This study solely focused on employee engagement and impact on organisational performance at MVI Group Incorporated – Rustenburg Office. The researcher will attempt to investigate the relationship between employee engagement and organisational performance. This chapter highlights the background, problem statement, research aim and objectives, motivation and significant of the research questions and research objectives as well as motivation and significant of the study.

1.2 Background to the Study

Many organisations seek to find a way to maximise organisational performance in order to keep themselves ahead with competitors and for sustainability. This research will analyses the impact of employee participation in decision-making and on organisational performance. The emerging of COVID 19 somehow has created an atmosphere or disrupted the market, which also threaten the existence of many bushiness.

Commented [JL2]: Is employees engagement used contextually the same with employees participation.

The paragraphs in the introduction are not referenced and avoid using too many adjectives

Please keep you sentences and line of argument direct to the point.

Overall, I am impressed you understand how introduction is done

The need for an organisation to maximise profitability remains a challenge under this circumstances, which created the importance of employee engagement on organisational performance as developing field of study.

According to Mbhele (2017:5) an employee who are engaged or participate on decision making are much more capable of achieving great performance. Employee engagement create an environment where an employee felt the sense of belonging, which can lead to achievement of organisational performance. MVI Group Incorporated has been experiencing poor performance, staff resigning, Audit projects not completed on time and organisational performance compromised.

The organisation need to understand as to why and what they can do retain staff and increase level of employee participation and engagement so that the company mandate and objectives are achieved. An engaged employee is the one who understand and knows what the organisation does, articulate its competitive advantage with cares and passion about its customers.

The focus of this study is on an employee engagement on organisation performance where employee engagement on organisational performance remains an independent variable and organisation performance becomes a dependent variable

1.3 Problem Statement

This study concerns poor performance by company as results of unproductive employee and low-level employee participation in decision-making. Employee who are disengaged feel isolated and it affects the company performance negatively, and as results, the company in most cases is levelled as incompetent Auditing Firm. The company has recurring problem of staff skills, unrealistic expectations and staff movement from company and disengaged employees. These problems has resulted in situation which put the company under financial pressure and the company failed to meet some of its financial commitments

After identifying the problem researcher is trying to come up with plan as a form of solution to reinforce employee participation by utilizing different surveys and tools to

Commented [JL3]: Your key concept is employees engagement and not participation. But your background is discussing participation and not engagement. Either you refined the title to be employees participation or your content should focus on employees engagement and not participation.

Despite the short comings, you understood how a background and introduction should be structured although you missed the golden thread.

7 Marks is awarded for this effort

improve organisational performance. Employee connection to organisation, commitment and great performance can be achieved through employee participation in decision-making and engagement.

1.4 Research question

According to Kuekartz (2014:09) research question is the pivotal a point of any research project. The research question is all about what you will like to achieve through the research project and specific problem that you would like to explore. The research questions regarded as the most important for this study is as follows:

1.4.1 What is the state of employee participation at MVI Group Incorporated?

1.4.2 How effective is the current employee participation/engagement strategy at the company

1.4.3 What is the impact of the employee engagement on organisational performance?

1.4.4 What recommendations can be made to the management of the company to better employee participation and engagement?

1.5 Research Aims & Objectives

The aim of this research is to investigate the impact of employee engagement/participation on organisation performance at the company. The objectives was to find how employee engagement influence the achievement of the organisational performance. The link between employee participation/engagement and organisational performance need to be established or understood. The study seeks to identify the areas in which more challenges manifested in employee engagement and organisational performance and at the same time create a strategy that can be used to resolve problem affecting engagement and performance of the organisation

According to Silvermeny (2013:189) the research objectives should be clear on what will be achieved or attempt to achieve. In similarly Bryman & Bell (2014:05) indicated that the research is conducted primarily to find ways of improving organisational performance through increased effectiveness and efficiency.

Commented [JL4]: The problem statement is not clear and poorly written. It is written like a motivation as to why this study is being done rather than establishing the gap in literature supported by existing literature on what is known in this topic, to what extent it has been researched and what is the gap. This gap therefore becomes the specific problem the study will close.

Please, fix your problem statement

The main objectives of the study are as follows

1.4.1 Determine the state of employee participation at MVI Group Incorporated – Rustenburg

1.4.2 Identify the effectiveness of the current employee participation/engagement strategy at the company Rustenburg

1.4.3 Assess the impact of the employee engagement on organisational performance?

1.4.4 Determine [REDACTED] of the company on the employee engagement strategies that the company can use to achieve organisational performance.

1.6. Motivation for the Study

The movement of staff from the organisation and low morale among the staff has triggered the researcher to conduct this study. Amongst other reasons was that the researcher observe that most of the staff members came to work not do adequate job and not giving their best or displaying creativity and using their initiative. What motivates the researcher is the understanding that employee engagement improve quality, which can lead to the success of the company something that the company wants under the circumstances created by COVID 19 pandemic.

The engaged employees are the builders and not the destroyers; they only want to know the desired expectation for their role so that they can meet and exceed them.

1.7 Scope and Delimitation of Study

The study will focus on the impact of employee engagement on organisational performance at MVI Group Incorporated - Rustenburg and not any other provincial offices. The study will definitely not involves other provincial offices, as the study focus will be Rustenburg office. Participants on this study will be selected taking into consideration their experience in relation to the topic being investigated

Commented [JL5]: The research questions and objectives were properly stated. However, each objective must start with "to" e.g. to determined..., to assess...etc

The number of objectives must match research questions. May only worry is that, the turnitin indicate you might have copied from somewhere

Please, fix this and paraphrase.

Based on the above comment,

- the problem statement was not clearly formulated
- objectives were specified, sufficient and attainable
- research problem was not properly contextualised by means of literature

A mark of 10 is awarded

1.8 Significant of the Study

This study is significant, as it will provide insight and information for management of MVI Group Incorporated as well as the employees about the importance of employee's engagement within the company. The research will of course benefit number of people most importantly management and executive committee which will make them understand the importance of employee engagement which can bring positive results toward organisational performance.

Engagement will also benefits employee because it can reduce risk of work related stress and also increase the sense of belonging, stay focused eager and motivated to succeed at all cost. Other researcher will in the future also use some of information to conduct studies that will offer knowledge about employee engagement

1.9 Research design and methodology

² Research Design

The research design adopted by this study is of an exploratory as this design would provide insight into employee perceptions and attitudes of the research problem identified. According to Webb (2014) exploratory is research is flexible, unstructured and be managed on a small scale. Thus allowing the researcher to learn from the experience of the investigation and avoid bias of any preconceived notions.

Research strategy

The research will be qualitative in nature as indicated by Saunders, Lewis explained that ²case study is a comprehensive inquiry into a phenomenon within its real life setting. The approach is most suitable taking into account the problem identified and based on this approach interview with sampled population to gain more understanding of gain more nuance knowledge in this area of study.

Target population

MVI Group Incorporated has a staff compliment of 20 employee all stationed at Rustenburg in the North West Province

Sample and size

Based on the size of population a sample size of fifteen employee and Non-probability sampling approach will be adopted using purposive sampling as the best approach in order to research answer. According to Cooper and Schindler (2014: 152) purposive sampling will assist the researcher to gain insight into participants' experiences and perceptions around the research problem. In addition ((Devi 2017:20) describe purposive sampling as economical, sample groups that can be easily matched.

The Research Instrument

For this study, data will be gathered by interviews with employees sampled from management and also from lower level with aim of gaining meaningful insight into the research problem. Before the start of interview each participants will issued with cover letter with details about the background of the study, why the study is conducted using interviews and reminding them that the participation is voluntary

Data Analysis

The aim is to understand people experience, meanings and attitudes regarding employee engagement and its impact on organisational performance. Thematic analysis will be suitable for analysis of data gathered and assisted in highlighting important aims that comes from interview process. According Sanders et al (2018:579) made an argument that thematic analysis, a generic approach to analysing qualitative data is the identification of theme and patterns for further analysis.

1.10 Theoretically framework

According to Sakovaka (2013) managers who do not give employees an opportunities for meaningful work to do lead to disengaged employees, which can result to increase burnout and absenteeism. If the majority of employee are absent from work it can increase organisation costs.

With this study the researcher is attempting to close the literature gap regarding the engaged employee by proving report or study based on lived experiences of employee and the other contributing issue is about lack or minimal study regarding employee engagement in the private Auditing firms.

The researcher's aims is to get to know the staff perceptions of involvement from the viewpoint of employee and the objective is to allow and inform the company about the challenges so that they can be a great company and employer of choice.

1.11 Definition of Concepts Used

Employee engagement

According to [REDACTED] is [REDACTED] employee has to the organisation and its goals.

Organisational performance

Organisational performance relates to how successfully an organised group of people with particular purpose performs function. Organisational performance comprises the actual output or results of an organisation measured against its intended outputs.

1.12 Summary of Chapter One

This chapter is regarded as an introductory chapter which outlines the background to study a brief discussions on problem statement, research question and objectives of the study indicating the purpose of the study followed by the motivation of the study which gives a brief explanation as to what inspired the researcher to conduct the study. The scope and delimitation of study, which indicates the area covered by this study

Commented [JL6]: The motivation of the study has merit although not supported by literature and sources. The motivation was not sufficient and language used need to be refined

The significance of the study is written more or less like a motivation. The significance of a study must answer the question "to who this study will add direct value" e.g. add to existing literature on housing shortages, to the department of human settlement, etc..

The preliminary methodology was okay and well structured. The research philosophies, design, method, population and sample and sampling process was discussed in line with expectation.

There was theoretical basis stated here although not properly explained

Overall, the section was to some extent okay and I award a mark of

3

CHAPTER TWO

OVERVIEW OF LITERATURE

2.1 Introduction

In this section the literature view will be highlights on key concepts of employee engagement This section will define conceptual definition of key concepts, review literature on international perspectives of employee engagement on organisational performance, national perspectives. This chapter will also discuss theme for study objectives.

2.2 Conceptual definition

Employee engagement:

Employee engagement is fundamental concept in the effort to understand and describe, both qualitatively and quantitative the nature of the relationship between the organisation and its employee. An engaged employee is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organisation reputation and interest. Employee engagement first appeared as a concept in management theory in the 1990s, becoming a widespread in management practice in the 2000 but it remains contested is fully Khan (1990:694) was first to of organisational members' selves to their work roles.. Some scholars Mon & London (2014) and Boikanyo (2012) agreed engagement is improved is improved customer satisfaction positive results and organisational performance.

Organisational performance

Organisational performance involves analysing a company performance against its objectives and goals. In others words organisational performance comprises real results or outputs compared with intended output. Chan (2007) defined both performance and organisation and first define organisation as an organised group of individuals with a specific purpose while performance is the process or action of performing a function or task. Furthermore Chan (2007) relates organisational

Commented [JL7]: The introduction was done well to some extent. It reflect the summary of the previous chapter and clearly moved to establish a summary of key headings of this chapter.

The introductory literature is good but you need to state facts as clearly as possible without using to many adjectives.

performance to how successfully an organised group of people with particular purpose perform a function.

2.3 Theme (from objective one)

One of the objective of this study is to determine and understand the state of employee participation at MVI Group Incorporated. Employees are regarded as major assets of the organisation. This objective will be achieve in the form of questions or questionnaires. The sampled employees will be interviewed so that the objective is achieved.

2.4 Theme (from objective two)

The purpose or aim of this is to examine how promotion of active participation of employee within company contribute to business and consequently helps firms to gain a competitive advantage. To achieve this important objective of the study the researcher ask questions to sampled employee relating promotion of active engagement within the company including the policy on participative approach. The questionnaire will also determine if employees with different values and expertise are encourage to participate throughout the process of implementing strategy.

Assess the effectiveness of the current employee participation/engagement strategy at the company in Rustenburg.

2.5 Theme (from objective three)

Other objective of which this study seek to achieve is the impact of the employee engagement on organisational performance. The impact of employee engagement on organisational performance. There is a well-supported 1 engagement and business performance. The logic is simple; a more engaged workforce leads to increased operational efficiency, happier customers and higher profits. If employee are involved in their work and work place and workplace they are likely to exceed the expectations and requirements of their positions. Disengagement may be caused by poor relationship with direct manager or lack of meaningful feedback. The questionnaire to the sampled population in order to achieve this objective will more related to input of the employees and the output, which is the results of input by employees.

Commented [JL8]: The themes must emerge from the objective e.g. State of employees participation in MVI Group incorporated,

The themes were not well thought out and not in line with the objectives. However, please format your work as is was not presentable.

Since the themes in chapter two need to emerge from the objectives and your objectives and research question section was well written, please fix the themes in line with objective

2.6 International Management/Administration Practices

The study University of Bedfordshire in UK working with business, policy makers, training providers and other academics identify key success factors & develop strategies to achieve positive business impacts. Their research focused on the key factors with regard to employee engagement and has resulted in increased levels of a business adoption, improved business performance and management capacity at regional & international levels.

European surveys suggest that UK firms performance is above average because employee think that their line manager engage them and are the source of support. . USA manufacturing firms scored highest for their management practices while the UK firms were above average behind Germany, Japan and then followed by Greece.

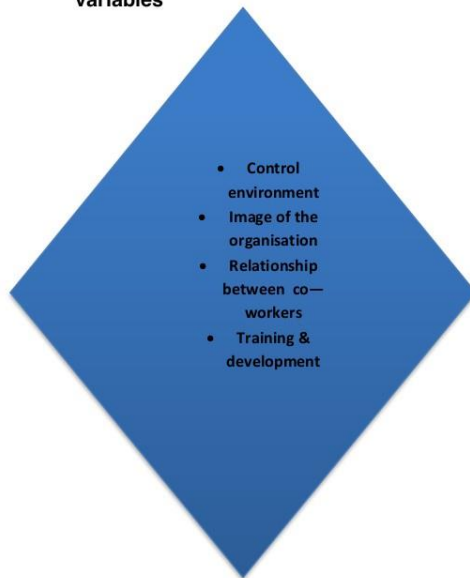
2.7 National Management / Administration practices

On line study by Wyzetalk indicated that 41% of the respondents feel that there is inconsistency when it comes to adequate communication provided by top management. In South Africa the feeling is that the organisation are giving them little room to voice and provide feedback. HR.com conducted a survey in January 2018 with regard to state of employee engagement South Africa. Over 66% of the respondents believe that less than 70% of their employees were engaged at work.

2.8 Theoretical Application & Contextualisation

Work environment, image of the organisation, incentives and pay, relation between co-workers training and development, decision making are the independent variables and dependent variable of employee engagement.

**Independent variables
variables**



Dependent



2.9 Summary of Chapter two

This chapter is regarded as an overview of literature which outlines conceptual definition, theme from the objective point of view, international overview and nation overview and further the theoretical application.

2.10 REFERENCES – CHP ONE

Bryman, A. & Bell, E. 2014, Research Methodology: Business & Management Contexts. Cape Town: Oxford University Press Southern Africa

Du Plooy, G.M. 2017. Communication Research: Techniques, methods & applications. 2nd edition. Cape Town: Juta & Co

Mbhele, S.S. (2016). Internal Communication in Achieving Employee Engagement within a South African Government .University of Pretoria

Ngwenya, B., & Munyanyi, E. (2015). Assessment of the effectiveness of cash management internal controls in the Zimbabwe Red Cross Society chapter. *International Journal of Research in Commerce & Management*, 6(3), 12-14.

Republic of South Africa. 1999. *The Public Finance Management Act: Act 1 of 1999*. Pretoria. Government Printers

Silvermercy. D. 2013. Doing Qualitative research.4th. London: Sage publication

Commented [JL9]: The references do not follow the Harvard style, the work is well formatted and the review had relevant information and in line with what is to be done.

Overall, the literature review chapter was okay but can still be improve upon. Therefore:

- the work does provide sufficient evidence of knowledge of the relevant and recent research
- knowledge has been applied in a critical and integrated manner to some extent
- central concepts have been sufficiently defined to some extent
- the study has been placed within a fundamental theoretical framework to some extent
- hypotheses have not been logically deduced from theoretical problem statements
-

A award a mark of 16

2.10 REFERENCE - CHP TWO

Bryman, A. & Bell, E. 2014, Research Methodology: Business & Management Contexts. Cape Town: Oxford University Press Southern Africa

Forbes (2019) what is an Employee Engagement?

<https://www.forbes.com/sites/kevinkruse/2019/06/22/employee-engagement-what-and-why/#3ff4e5a77f37> Date of access: 04 April 2019.

Mbhele, S.S. (2016). Internal Communication in Achieving Employee Engagement within a South African Government .University of Pretoria

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