Engaging Employees to Build a Performance Culture in Telkom’s NCC Division.

By

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Submitted in partial fulfillment of the requirements for the

Master’s Degree in Business Administration

At the Nelson Mandela Metropolitan University (NMMU)

Promoter: Paul Poisat

January 2007
DECLARATION

“I, Elize Goliath, hereby declare that:

- This work has not been previously accepted in substance for any degree and is not being currently submitted in candidacy for any degree.

- This dissertation is being submitted in partial fulfillment of the requirements for the degree of Masters in Business Administration.

- This dissertation is the result of my independent work/investigation, except where otherwise stated. Other sources are acknowledged by complete referencing. A reference list is attached.

- Opinions expressed and conclusions arrived at, are those of the researcher and are not necessarily to be attributed to Telkom SA Ltd.

Signed: …………………………

Date: …………………………

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ACKNOWLEDGEMENTS

It would have been impossible to complete this research without the contributions and support of various individuals. To all those who have contributed by way of encouragement, help, professional advice, suggestions and general discussion, I wish to express my sincere appreciation.

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- My group members and other members of various study groups during the three years of study for helping me to keep focused and motivated.
- Friends for their support and encouragement.
ABSTRACT

Operating as a commercial company since October 1991, Telkom has grown into the largest communications services provider in Africa based on operating revenue and assets. The Group, consisting of the fixed-line company Telkom and a 50 per cent shareholding in mobile operator Vodacom.

Telkom has changed its vision to the following: “To be a leading customer and employee centric ICT solutions service provider”. The company has been retrenching staff since 1999 and the staff numbers have reduced significantly from approximately 65 000 people to 25 575 people in 2006. The focus has been on increasing shareholder value and the staff feel that their value has not been recognised.

The research paper focused on the extent that employees engaged to build a performance culture in Telkom’s NCC division.

The following research methodology was followed:

- A literature survey to determine factors or behaviours that will enhance employee engagement in building a performance culture and what Telkom NCC can do to build the workplace that will foster higher levels of employee engagement.

- A survey was conducted to determine what the engagement levels of employees are at Telkom NCC, what stops the employees from doing their best and what Telkom NCC division can do to show they care and value their staff as according to their employees by means of a questionnaire.
The findings from the literature study and empirical study would be used to determine to what extent are employees engaged to build a performance culture in Telkom’s NCC division.

A self administered questionnaire was used to collect the data required for this research.

In conclusion it was said that employee engagement is a partnership between the company and the employees where everyone works together to achieve the business objectives of the company and the personal aspirations of employees. The organization has the responsibility to create the conditions for this to happen (Understanding Employee Engagement, 2004: 2).

It was recommended that in order for NCC to enhance their employees attitudes toward the promoters’ team especially in terms of pride, strong attachment, feeling part of the family and motivating employees to do well promoters must concentrate on building relationships with their teams and individual members of the team. Employees must also be given decision making power for implementing the idea. NCC should educate their leaders on the value of recognition and the best way to go about it. In order for employees to grow and be promoted into higher positions, NCC must consider that if positions become available that they first be advertised in the NCC division before it be made available to the rest of the company.
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Engaging Employees to Build a Performance Culture in Telkom’s NCC Division.

RESEARCH PROBLEM

To what extent are employees engaged to build a performance culture in Telkom’s NCC division?

RESEARCH QUESTIONS

- What are the engagement levels of employees in the NCC division?
- What factors does the literature reveal that will enhance employee engagement?
- What can the NCC do to build the workplace that will foster higher levels of employee engagement, according to its employees?
1. **INTRODUCTION**

Telkom SA is in the business of Communication. In October 1991, the South African Posts and Telecommunications separated into three entities, one being Telkom SA. Telkom’s privatization was part of the South African Government’s program to partially privatize state enterprises (The National Framework Agreement, or NFA), commenced in 1995. Telkom would be the largest partial privatization in Sub-Saharan Africa to date and the single largest foreign fixed investment in South Africa since the African National Congress (ANC) took power in 1994. The ANC chose to sell off 30 per cent of Telkom and keep the remaining 70 per cent in the state’s ownership (Fuqua School of Business, 1999: 2).

Telekom Malaysia and Southwest Bell Corporation (SBC) joined together in a consortium called Thintana to purchase the 30 per cent interest in Telkom South Africa (18 per cent SBC, 12 per cent Telekom Malaysia and 70 per cent retained by the South African Government). With a 30 per cent ownership of Telkom, SBC and Telekom Malaysia would be entitled to influence decision making at Telkom through four seats on Telkom’s Board of Directors (out of 13 seats), split evenly between the two bidders. SBC and Telekom Malaysia would be allowed to send a large number of executive managers to Telkom, particularly to the divisions dealing with technology and infrastructure. As part of the Telkom privatization plan, the ANC government required new owners in Telkom to train blacks for management posts, roll out at least 2.7 million lines to under-serviced areas (particularly back-majority areas), and upgrade network capacity. In total, these requirements would cost the new owner approximately 53 billion Rand for infrastructure upgrades and 2.5 million Rand for training disadvantaged groups employed by Telkom (60 per cent of the funds would be spent on literacy and sales and service skills). The objective was to create a management team with at
least 35 per cent of the members coming from disadvantaged backgrounds (Fuqua School of Business, 1999: 3).

The South African government guaranteed new investors in Telkom a five year monopoly with the option for a sixth year expiring in 2003 if all requirements were met. During the enforced Monopoly period, SBC expected the growth rate of revenues-per-line and costs-per-line to match historical rates. This may or may not have been a correct assumption, though, considering Telkom’s aggressive expansion plans. SBC had no idea what would happen after 2003, except that revenue-per-line would probably decline due to the introduction of competition. The possibility existed that the government would actually aid competition against Telkom after 2003 by offering inducements to new entrants. The South African government planned to list Telkom’s shares on the Johannesburg Securities Exchange and the New York Stock Exchange after the monopoly expired in 2003 (Fuqua School of Business, 1999: 13).

1.1 THE IMPORTANCE OF THIS RESEARCH

Telkom has changed its vision to the following: “To be a leading customer and employee centric ICT solutions service provider”. The company has been retrenching staff since 1999 and the staff numbers have reduced significantly from approximately 65 000 people to 25 575 people in 2006. The focus has been on increasing shareholder value and the staff feel that their value has not been recognised.

This study will be done in the Network Customer Care (NCC) division. The Network Customer Care (NCC) division consists of various call centres that handles specific customer requests. The environments are highly stressed as staff members often have to deal with high call volumes. Their working times are highly regulated in that they have to sign-off on the system when they go for tea, lunch and even the ablutions. The staff often has to work on a shift basis that
includes Saturdays and Sundays. They often have to deal with irate customers. The physical environment is such that they are in close proximity to each other and the office and break-away areas are dull with pale colours.

The staff sentiment has over the last five years been that they come to work because they have to be here, that they have no career paths and that they probably will not progress much further in the company than their current positions. They do not feel that they are part of the company objectives; they don’t fully understand how they contribute to the objectives of the company. They feel that their positions are under constant threat of retrenchment. Staff sentiment and the prevailing conditions at Telkom therefore provide the rationale for the main problem of this research, which is:

**To what extent are employees engaged to build a performance culture in Telkom’s NCC Division?**

1.1.1 **SUB-PROBLEMS**

Closer examination of the main problem allows identification of the sub-problems:

- What are the engagement levels of employees in the NCC division?
- What factors does the literature reveal that will enhance employee engagement?
- What can the NCC do to build the workplace that will foster higher levels of employee engagement, according to its employees?
1.2 PRELIMINARY LITERATURE REVIEW

1.2.1 What Is Employee Engagement

Several definitions of employee engagement have been suggested, all with similar themes. They refer to employees being committed to their work, being passionate about their work, being emotionally connected to their organization and to their coworkers (Employee Engagement and Mental Health, 2004: 1). Wellins and Concelman (2005: 1), describe engagement as passion, commitment and extra effort. The illusive force that motivates employees to higher (or lower) levels of performance. It is also described as a commitment to the organization, job ownership and pride, more discretionary effort (time and effort), passion and excitement and commitment to execution and the bottom line.

1.2.2 The Importance of Employee Engagement for Organisations

The tight economy has refocused attention on maximizing employee output and making the most of organizational resources. When organizations focus attention on their people, they are making an investment in their important resource. An organization can cut costs, but if they neglect their people, cutting costs won’t make much of a difference. Engagement is all about getting employees to “give it their all”. Employees feel engaged when they find personal meaning and motivation in their work, receive positive interpersonal support, and operate in an efficient work environment. Some of the most successful organizations are known for their unique work environments in which employees are motivated to do their very best. These great places to work have been recognized in such lists as Fortune’s 100 Best Companies to Work For.

Engagement is a natural evolution of past research on high-involvement, empowerment, job motivation, organizational commitment, and trust. The focus
is on the perceptions and attitudes of employees about the work environment (Bernthal).

Greenberg (2004: 1), states that an organisation’s capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Engaged employees will normally perform better and are more motivated. There is a significant link between employee engagement and profitability. Employee engagement is critical to any organization that seeks not only to retain valued employees, but also increase its level of performance.

1.2.3 Types of Employee Engagement and the Challenge for Telkom SA, NCC Division

According to Sasaki and Norquist (2005: 1), there are three types of employees, engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward. Not-engaged employees are essentially “checked out”. They’re sleepwalking through their workday, putting time, but not energy or passion into their work. Actively disengaged employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

Most employees are engaged in, or are actively disengaged from their work. Companies are therefore struggling to develop engaged workforces (Gallup Organisation, 2005: 1). According to Tritch (2001: 1), the larger the companies workforce, the employees become less engaged, a decline that has implications for the bottom line. Engagement is a feeling of being fully involved in one’s job and is highest in companies with fewer than 50 workers. Engagement is lowest at companies with 1000 to 5000 employees. Engagement is crucial because it bolsters productivity. To replicate the local control of small companies,
managers’ at large companies should bear in mind that some work units within an organization can be engaged at the small-company level, this may be the challenge to the NCC division at Telkom. In small groups each member keenly feels a good manager’s ability to communicate and motivate and a bad manager’s incompetence.

Building engagement is a process that never ends. And it rests on the foundation of a meaningful and emotionally enriching work experience. It is not about making people happy, or even paying them more money. As important as pay and benefits are in attracting and retaining people, these factors play a less important role in engaging people in their work. What is on the engagement list is the thing that takes time and commitment such as strong leadership, accountability, autonomy, a sense of control over one’s environment, a sense of shared destiny and opportunities for development and advancement (Towers Perrin Talent Report, 2003: 3).

1.2.4 Potential Benefits of Having An Engaged Workforce

According to Flemming, Coffman and Harter (2005: 4), Work groups whose members are positively engaged have higher levels of productivity and profitability, better safety and attendance records, and higher levels of retention. They are therefore more effective at engaging the customers they serve, this may be a benefit to the NCC division who are customer facing. Disengaged employees destroy customer relationships day in and day out.

1.2.5 What Is A Performance Culture?

According to Performance Plus (1998: 3) a performance culture is one in which management best practice is integral to the way in which the organization is structured and managed. It is a culture in which every person in the organization
understands the organizational mission and priorities and in which every person is empowered, encouraged and motivated to use the information to act to achieve the agreed goals within recognized limits of authority.

Many companies understand that business performance is heavily influenced by how staff perform and contribute and have created cultures which enable them to attract, motivate and retain the best talent. They have developed human capital models which correlate HR metrics to key business performance indicators and recognize employee engagement as a key variable. These companies recognize the importance of measuring employee engagement, identifying the factors which drive it, and aligning their HR policies accordingly (Digital Opinion, 2006: 1).

An organization with a true performance culture is one in which staff improve organizational performance because every individual wants to deliver their best and is enabled to do so. Individuals and teams take much of the responsibility for monitoring and managing their own performance against agreed objectives, measures and targets and receive the coaching and support that they need to do this (Performance Plus, 1998: 3).

Telkom has a Performance and Development Management System (PDMS) which stipulates that all employees must have a performance contract that measures performance against agreed upon objectives and targets and an individual development plan. The company’s vision and strategic objectives form part of the contract. One of the shortcomings is that the contracting is not always driven from top management to floor level. The trade unions have also signed a three year agreement with the company that does not include a performance based increase. Employees are thus not motivated to perform above the call of duty.
1.3. **RESEARCH DESIGN AND METHODOLOGY**

A literature study was conducted to provide the researcher with background information on engaging employees. The gathered information was used to assist the researcher in concluding the study.

The study was confined to the Network Customer Care (NCC) division of Telkom. It was conducted on the operational staff in the call centres of the NCC.

Secondary data was collected to identify the factors revealed by the literature that will enhance employee engagement and build a performance culture.

Primary data was collected via a survey questionnaire. The questionnaire was used to determine engagement levels of employees at the NCC and what the NCC could do to build the workplace to enable higher levels of employee engagement. The sample size was one hundred operational level employees. The questionnaires were e-mailed to respondents. A reward in the form of a thank you in the thesis was published as a show of gratitude to employees who took their time to complete the questionnaire within the specified time and to the best of their ability.

The techniques used to analyse the data was discussed and consulted with the mentor. The results discussed and recommendations made from the analysis of the study.
1.3.1 Research Method

The following broad procedure was followed:

Step 1
A literature study was conducted to study and analyse the different types of engaged employees as well as analyse and discuss the second sub-problem relating to the competencies/factors that the literature reveals that will enhance employee engagement.

Step 2
Empirical study
A questionnaire was conducted comprising of employee engagement factors identified in step 1.

Step 3
E-mailed surveys were conducted among 100 employees within the NCC division in Telkom, to test levels of employee engagement.

Step 4
Results were analysed to test if there was any correlation.

Step 5
Integration of empirical results with that of the literature findings; to identify possible solutions to the proposed topic.

Step 6
Conclusions and recommendations on how NCC can enhance and build higher levels of employee engagement.
1.4. DEFINITIONS OF KEY CONCEPTS AND ASSUMPTIONS

All staff included in the survey were permanent employees in Telkom at the Network Customer Care division. Operational staff are those who report to Operational Managers, and are the customer facing staff within the bargaining unit of Telkom SA.

Network Customer Care (NCC) is made up of call centres that handle voice, data, internet and electronic business (e-commerce) calls on fault reporting and service assurance from residential, business and corporate customers. The call centres are responsible for the following: Customer Service Assurance Centre (CSAC) for residential fault reporting; Corporate and Business Assurance Customer (CBAC) for business fault reporting; Internet Service Provider (ISP); Corporate Fault Management Centre (CFMC) for selected corporate customers; Prepaid Service Assurance Centre (PSAC) for prepaid telephone customers; Electronic Business Support Centre (EBSC) for e-commerce customers.

1.5. DELIMITATION OF THE RESEARCH

Few books could be found on employee engagement, since this is a relatively new concept in the field of business. Some research has been done on employee engagement and specifically at Telkom SA in the form of a staff sentiment report. The sample for the survey would be limited to 100 operational employees in Network Customer Care (NCC). In order to make the research manageable, the research has been limited to (NCC) division of Telkom, although research could have been done for the whole organization of Telkom.
1.6 CHAPTER HEADINGS

1. Problem statement and definition of concepts
2. Telkom Company and Human Resources Profile
3. Factors that will enhance employee engagement
4. The empirical study
5. Results of the empirical study
6. Summary, conclusion and recommendations

1.7 CONCLUSION

- Chapter one
  This chapter reveals the topic, proposal, the problem statement and analysis relevant to the literature.

- Chapter two
  Chapter two deals with Telkom’s company profile as well as Telkom’s human resources profile. It highlights Telkom listing, shareholding, management, opportunities in Africa and beyond as well as its human capital management.

- Chapter three
  Chapter three deals with analyzing the different types of engaged employees revealed by the literature as well as analyse and discuss the second sub-problem relating to the factors that the literature reveals that will enhance employee engagement.

- Chapter four
  Chapter four focuses on the empirical study; the objective was to determine what NCC could do to build a workplace that would foster higher levels of employee engagement according to its employees, by means of a questionnaire.
• Chapter five
Chapter five presents the analysis of the results of the empirical study, followed by a summary of results.

• Chapter Six
Chapter six contains a summary of the preceding chapters, including an overview of the empirical findings. In this chapter, recommendations are made based on the literature study and findings of the empirical study.
CHAPTER TWO

TELMOM COMPANY AND HUMAN RESOURCES PROFILE

2. INTRODUCTION

Chapter two deals with Telkom’s company profile as well as Telkom’s human resources profile. The chapter highlights Telkom’s position in the industry, its listing, market share, opportunities in Africa, management, human capital and employee engagement strategies employed.

AFRICA'S LARGEST COMMUNICATIONS SERVICE PROVIDER

Operating as a commercial company since October 1991, Telkom has grown into the largest communications services provider in Africa based on operating revenue and assets. The Group, consisting of the fixed-line company Telkom and a 50 per cent shareholding in mobile operator Vodacom, was listed on the Johannesburg Securities Exchange (JSE) Limited and the New York Stock Exchange (NYSE) in March 2003. Telkom’s share price has since trebled in value over the past two years, has led local and international communications markets. This performance reflects Telkom’s financial stability, track record in growing market share and ability to balance the pursuit of growth opportunities with the interests of employees, customers and communities (Corporate Profile, 2005: 2).

A LEADING LISTED ENTITY

Telkom is one of the top 185 companies listed on the JSE Limited, which is the largest of Africa’s approximately 22 stock exchanges and ranks 15th in the world in market capitalization. Telkom is in the top ten of JSE-listed companies.
Telkom is also included in the JSE’s Socially Responsible Investment (SRI) index, which measures companies’ triple bottom lines of environmental, economic and social sustainability. To date, only 51 JSE-listed companies have qualified for the SRI index. Since listing on the JSE on 4 March 2003, the value of Telkom’s share price has increased by 284 per cent. This growth trend continued for the year ended 31 March 2005, when Telkom’s share price on the JSE rose by 36 per cent in value. This was well above the market average for the 2004/05 financial year, both in the Telcos index of the JSE and the All Share Index. The growth rate for the All Share Index averaged 24 per cent during the year while that of the Telco index was 32 per cent (Corporate Profile, 2005: 3).

TELMOM’S MARKET SHARE IN SOUTH AFRICA

After a process of managed liberalization, virtually all segments of the South African communications market are now open to regulated competition. This includes customer premises equipment and PBX’s, mobile communications, Internet services, Value Added Network Services (VANS) and Voice over Internet Protocol (VoIP) services. Telkom is currently the only operator in all these markets, although a second national operator has been licensed and is expected to start operations during 2006. In some cases, competition has been introduced only recently, as with VoIP, which was deregulated in February 2005. In others, such as customer premises equipment, competition has been in place for more than 15 years. Whatever the timing of competition, Telkom has proved an effective contender, strengthening its position in established markets and moving successfully into new, high-potential markets (Corporate Profile, 2005: 4).
TELKOM IN AFRICA

Although the South African communications market is relatively mature in the context of Africa, it still offers scope of growth, particularly in Internet Service Provision (ISP) and Value Added Network (VAN) services, converged Internet Protocol services including data and broadband, wholesale services and mobile communication. At the same time, it is clear that far more significant potential for growth exists in other African countries and beyond. To ensure sustainable future growth, the Telkom Group is exploring investment opportunities on the continent and beyond, based on the vision of becoming the preferred telecommunications services provider and partner in Africa and possibly other emerging markets beyond the continent.

In keeping with the Group’s core competencies, skills and strategic growth drivers, Telkom would consider investing in opportunities in fixed-line, mobile, fixed and mobile, International Gateway Services, Internet Service Provision, data and broadband, and VANS. These are all key success areas in which the Group has a proven track record and leading market positions in South Africa. Telkom has existing presence in several African countries and the rest of the world in terms of the provisioning of bandwidth on a bilateral basis. In terms of possible investment vehicles, Telkom would be open to considering strategic equity partnerships, joint ventures, new license acquisitions and management contracts.

While there are many such opportunities in Africa today, Telkom intends using strict investment criteria to evaluate these. Particularly important are factors such as economic and political stability, market growth prospects and the availability of local partners who could add value to the investment. Telkom sees collaboration with local partners as key to ensuring a deep understanding of local market trends and conditions, customizing products and services in satisfying the communications needs as well as in contributing to the
development of local communities through transfer of knowledge and skills. Telkom’s skills base, world-class infrastructure and long-standing ties with African operators position the Group well to contribute to the development and upgrade of the continent’s communications capacity (Corporate Profile, 2005: 8).

TELKOM’S SHAREHOLDERS

One of the main reasons for the listing of Tekom in March 2003 was to encourage a culture of share ownership in South Africa and create a platform for personal financial growth for all South Africans and especially historically disadvantaged individuals (HDI). As of 31 March 2006, Telkom’s shareholders were (Telkom Annual Report 2006: 4):
The Government of the Republic of South Africa is the largest shareholder in Telkom. The Government holds the Class A share.

The Public Investment Corporation (PIC), an investment management company wholly owned by the Government, invests funds on behalf of public sector entities. The PIC holds 8.6% of Telkom’s issued shares and the class B share acquired from Thintana Communications LLC in November 2004. In addition, the PIC also holds 7.1% of Telkom’s issued shares acquired in the market.

The Elephant Consortium is a Black Economic Empowerment group, which through Newshelf 772 (Pty) Ltd, holds shares in Telkom which it acquired from the PIC.

Rossal No 65 (Pty) Ltd holds 2.3% (12,687,521 shares) which was purchased for the Telkom Conditional Share Plan. Acajou Investments (Pty) Ltd holds 2.0% (10,849,058 shares) which was purchased for purposes other than the Telkom Conditional Share Plan.

Included in the free float are 9,408,452 shares held by 85,432 retail shareholders representing 1.7% of Telkom’s issued shares.

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<tr>
<td>The Government of the Republic of South Africa is the largest shareholder in Telkom. The Government holds the Class A share.</td>
<td>The Public Investment Corporation (PIC), an investment management company wholly owned by the Government, invests funds on behalf of public sector entities. The PIC holds 8.6% of Telkom’s issued shares and the class B share acquired from Thintana Communications LLC in November 2004. In addition, the PIC also holds 7.1% of Telkom’s issued shares acquired in the market.</td>
<td>The Elephant Consortium is a Black Economic Empowerment group, which through Newshelf 772 (Pty) Ltd, holds shares in Telkom which it acquired from the PIC.</td>
<td>Rossal No 65 (Pty) Ltd holds 2.3% (12,687,521 shares) which was purchased for the Telkom Conditional Share Plan. Acajou Investments (Pty) Ltd holds 2.0% (10,849,058 shares) which was purchased for purposes other than the Telkom Conditional Share Plan.</td>
<td>Included in the free float are 9,408,452 shares held by 85,432 retail shareholders representing 1.7% of Telkom’s issued shares.</td>
</tr>
</tbody>
</table>

38.0%  15.7%  5.6%  4.3%  36.4%

Figure 2.1: Telkom Shareholding

TELKOM’S TOP MANAGEMENT

Perceptions are that South African telecommunications is a white male-dominated environment; Telkom’s top management team reflects a high level of racial, gender and cultural diversity. Of the 24 members of top management in place at 31 March 2005, 18 were black South Africans, including Telkom’s four most senior officers, the CEO, the Chief Technical Officer, the Chief Financial Officer and the Chief Sales and Marketing Officer.
Women play a prominent role in driving Telkom’s business and strategy. Of the six women in top management at 31 March 2005, five were black women. All of these hold strategic positions, such as Wholesale Services and Corporate Affairs, with significant budgets and a direct impact on the business.

Top management also reflects a well-rounded blend of skills, experience and qualifications, emphasizing commercial, engineering and financial expertise. As at 31 March 2005, three members of the team are qualified chartered accountants, four hold professional engineering degrees, five hold degrees in mathematics and science, and five hold business, commerce, education and arts degrees. Thirteen members of top management have postgraduate degrees up to Master’s level (Corporate Profile 2005: 17).

**TELKOM’S WORKFORCE**

Telkom’s focus on being a customer centric organization means that employees are its most important competitive advantage. By engaging employees in the Group’s efforts to contribute to positive transformation Telkom places talented and resourceful people at the service of sustainable development. Telkom’s new vision places employees at the core of the business. As Telkom adapts to a fluid, highly competitive marketplace, the crucial future steps for Telkom’s human capital management include:

- Revitalizing staff morale;
- Becoming an employer of choice and effectively serving customers;
- Building competencies, recruiting talent where necessary, and expanding organizational capabilities to support the Company’s success (Telkom Annual Report, 2006).
Comprising 25 575 full-time employees as at 31 March 2006, 9.6 per cent of whom were in management level positions and higher, 20.5 per cent in supervisory positions and 69.9 per cent in operational and support functions. As of 31 March 2006, 58 per cent of all employees were black. Women comprise 25 per cent of the total staff compliment (Telkom Annual Report, 2006: 66).

Telkom’s remuneration and reward strategy aims to attract, retain and motivate employees. Fixed remuneration is reviewed once a year; Telkom also rewards performance through a number of variable plans. Guaranteed remuneration consists of a basic salary, company contributions to a retirement fund and a flexible portion that can be allocated to various benefits (such as a car allowance, subsidization towards medical aid and a housing allowance). Telkom allocates shares to employees based on individual and company performance on an annual basis (Telkom Annual Report, 2006: 70).

Employee proficiency and personal development is supported and encouraged by the Company through formal learning institutions or Telkom’s Centre for Learning. As at 31 March 2006, the training man-days delivered amounted to 110 128 days, while the average training days per employee amounted to 6.5 (Telkom Annual Report, 2006: 72).

Regarding Telkom’s strategic human capital plan, it has established a systematic process to identify the organizational capabilities and competencies required to achieve its business goals and the subsequent implementation of interventions to ensure that the necessary supply of skilled workers meet Telkom’s current and future demands. This holistic approach to human capital capacity and capability requirements is designed to ensure that Telkom has a clear view of its current capability and the ability to identify the gaps between demand and supply. Telkom also has a diversity of employees who have specialized and multifunctional capabilities (Human Capital Management 2006: 3).
In order to enhance employee engagement, Telkom has already introduced the “Team Business Dialogues”, the promoter participates in a Team Business Dialogue with their direct reports where they share the Telkom future and Telkom culture and what it means for the team and employee behaviour.

Lifestyle Resilience Programs have also been introduced. It encompasses a series of modules that develops employees on how to achieve a balance between mind, body and spirit.

Telkom has already negotiated with the trade unions to introduce a total remuneration package for all employees and not just for management. A communication plan will be developed to address current negative perceptions on pay and benefits in relation to benchmark studies.

After the annual performance results of the company have been announced and provided that Telkom meets its performance and financial targets, employees are allocated share options that vest over a three year period. The rationale for the vesting of shares over a three year period is to retain staff and to share ownership of the company, thus making employees feel part of the organization.

Telkom has to win back the trust of its employees in order to have more engaged employees; this will need a lot of work and dedication from Telkom, especially after the period of organizational downsizing.
CONCLUDING REMARKS

Chapter two reviewed Telkom as a Company as well as aspects of its human resources. Chapter two analysed its listing, shareholding, management, opportunities in Africa and beyond as well as its human capital management. Telkom strengths may include skilled employees, network infrastructure and financial strength; however, the human resource policies need to become more flexible in this ever changing environment.

Chapter two highlighted Telkom’s environment in terms of its business and strategies and the employee engagement strategies that has been employed in it business. Telkom’s vision is to be a leading customer and employee centric ICT solutions provider and thus must engage its employees in order for them to become more customer centric. We thus examined the current status of employee engagement strategies in Telkom.

Chapter three will examine and analyse the different types of engaged employees revealed by the literature as well as analyse and discuss the second sub-problem relating to the competencies/factors that the literature reveals that will enhance employee engagement.
CHAPTER THREE

FACTORS THAT WILL ENHANCE EMPLOYEE ENGAGEMENT

3. INTRODUCTION

Chapter three will outline the three levels of employee engagement and strategies to enhance higher levels of employee engagement; the factors that will promote an engaged workforce; the characteristics of highly engaged leaders; an employee engagement strategy; promoting a high performance culture and the impact of leadership in creating a high performance culture.

Coffman (2003: 1) mentions that when employees join an organization, they’re usually enthusiastic, committed, and ready to be advocates for their new employer. Simply put, they’re highly engaged. That first year on the job is their best. The longer an employee stays in the company, the less engaged he or she becomes. According to Wellins, Concelman (2005: 1), positive outcomes are directly related to high levels of employee engagement. Engaged employees are those who work longer hours, try harder, accomplish more and speak positively about their organizations. Engagement is an amalgamation of commitment, loyalty, productivity and ownership. It’s also a critical element of competitive advantage for most organizations.

3.1 THREE LEVELS OF EMPLOYEE ENGAGEMENT

3.1.1 Not Engaged Employees

Coffman (2003: 2) states that employees who are “not engaged” aren’t necessarily negative or positive about their company. They take a wait-and-see attitude toward their job, their employer, and their co-workers. They hang back from becoming engaged and they don’t commit themselves. Not engaged
employees concentrate on tasks rather than goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing a task versus achieving an outcome. Managers who only provide tasks to an employee reinforce not-engaged behaviours and actually move 180 degrees away from engaging the heart, mind, and soul of that person. Employees who are not-engaged tend to feel their contributions are being overlooked and their potential is not being tapped. They often feel this way because they don’t have productive relationships with their managers or with coworkers (The Power of Employee Engagement, 2001:2).

3.1.2 Enhancement Strategies for “Not Engaged” Employees

Managers need to enhance their relationships with employees who are not engaged. Managers need to demonstrate a sense of really caring about employees and what’s important to them. Managers can help employees refocus on the demands of their roles and on the skills, knowledge, and talents they bring to their jobs. The manager who takes the time to have a dialogue about an employee’s strengths and how these can make a difference forges essential ties and connections that lead to employee commitment (The Power of Employee Engagement, 2001:2)

3.1.3 Actively Disengaged Employees

The “actively disengaged” employees are the “cave dwellers”. They are consistently against virtually everything. They are not just unhappy at work; they are busy acting out their unhappiness. Every day, actively disengaged workers undermine what their engaged coworkers accomplish, Coffman (2003:2).
Actively disengaged employees are not just unhappy at work. They act out their discontent and sow seeds of negativity at every opportunity. They undermine the work of others. They are not just indifferent to company goals and mission; they express mistrust and outright animosity. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organisation’s functioning (The Power of Employee Engagement, 2001: 2).

Disengaged employees are not born that way. They are created by ineffective, badly trained managers and lack of strong human resource management within corporations. It costs business a fortune in lost productivity and revenue. The most frequently mentioned issues that employees do poorly as described by Wolfe (2006: 1) are:

- Poor management – uncaring and unprofessional managers, overworking staff, no respect, not listening, putting people in wrong jobs, speed over quality, poor manager selection processes.
- Lack of career growth and advancement opportunities: no perceivable career paths, not posting job openings or filling from within, favouritism or unfair promotions.
- Poor communication: problems communicating top-down and between departments
- Pay: paid under-market or less than contributions warrant; pay inequalities; slow raises; favouritism for bonuses/raises; ineffective appraisals.
- Lack of recognition
- Poor senior leadership: not listening, asking or investing in employees; unresponsiveness and isolation; mixed messages.
- Lack of training: nonexistent or superficial training; nothing for new hires, managers or to move up.
- Excessive workload: doing more with less; sacrificing quality and customer service for numbers.
- Lack of tools and resources: insufficient, malfunctioning, outdated, equipment/supplies; overwork without relief.
- Lack of teamwork – poor co-worker cooperation/commitment; lack of interdepartmental coordination.

3.1.4 Enhancement Strategies For “Actively Disengaged” Employees

A good manager will identify those who are disengaged and explore the reason behind the disconnection to determine if coaching or other interventions are appropriate. In some cases, people will respond favourably to opportunities to reconnect and rekindle their interest and enthusiasm for their jobs. Most people search for ways to make their lives and work meaningful and only disengage when they feel hopeless (The Power of Employee Engagement, 2001: 2).

3.1.5 Engaged Employees

“Engaged” employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They are naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion, and they have a connection to their company. They drive innovation and move their organization forward, Coffman (2003: 2).

Engaged workers produce more, make more money for the company, and create emotional engagement and loyal customers. They contribute to good working environments where people are productive, ethical and accountable. They stay with the organization longer and are more committed to quality and growth. Employees are engaged when (The Power of Employee Engagement, 2001: 1):

- They have a strong relationship with their manager
- They have clear communication from their manager
• They have a clear path set for focusing on what they do best
• They have strong relationships with their coworkers
• They feel a strong commitment with their coworkers enabling them to take risks and stretch for excellence.

Engaged employees tend to get the least amount of focus and attention from their manager in part because they’re doing what they are needed to do. They set goals, meet and exceed expectations and charge enthusiastically toward the next tough task (The Power of Employee Engagement, 2001: 1).

3.1.6 Enhancement Strategies for “Actively Engaged” Employees

To grow and sustain employee engagement, managers must regularly provide expectations, clarification and measurement. Managers could start by having a conversation about expectations for every person in a given role. Get the employee to view his/her role from a broader perspective instead of from a narrow task-oriented point of view. Encourage the employee to see how his/her work contributes to the organizational future. Managers can ask “what are the outcomes you are supposed to achieve? What were you hired to do? How do you contribute to making this a great place to work? Are you creating engaged customers?” The objective is to focus employees on outcomes as well as the steps it takes to get there.

Managers can help employee clarify how they can achieve outcomes by helping employees changing their roles to better fit their talents. This requires self-awareness of strengths and weaknesses on the part of the manager and employee and a willingness to be flexible and find solutions. Measurement is crucial to an employee’s feeling of success, as long as the measurement focuses on outcomes, not steps. Good measurement includes regular feedback, aligns with outcomes and matches the expectations for the role (The Power of Employee Engagement, 2001: 1).
3.2. FACTORS THAT PROMOTE AN ENGAGED WORKFORCE

3.2.1 Being Part of A Winning Team

Employees want to know they are part of a winning organization. This could mean the organization is financially successful or that it is recognized among customers or that the organization has an ambitious vision, core purpose and well-articulated business strategy in place.

Engagement is facilitated by a winning culture with an emphasis on customers and employees. Organisations with an employee focus communicate openly and show respect and concern for employees’ well-being. Managers should strive to keep their employees as informed as possible through continual feedback; the more information that is shared with them, the more supported they will feel. Employee-focused organizations also structure jobs in ways that provide their employees with the resources and opportunities that they need. Managers and employees working together can integrate opportunities for increased autonomy, more diverse tasks and a greater sense of meaningfulness into their jobs (Nelson, 2006, 2).

A customer focused culture is enhanced when employees understand that the organization will reward them for exceptional performance and customer service. Employee motivation and engagement is greatly enhanced when employees clearly understand the link between organizationally desired behaviours and rewards. It is important to recognize that an employee focus and a customer focus are complimentary. When employees recognize that the organization is focused on their well-being, they in turn will become engaged and reciprocate by trying to meet the Organization’s goals, which include a focus on customer service (Nelson, 2006: 2).
3.2.2 Working For Admired Leaders

Admired leaders are one of the most important non-monetary drivers of performance. Organisations with a strong network of admired leaders create the conditions for high engagement (Molinaro & Weiss, 2005: 2).

No one impacts the state of engagement more than an employee’s immediate leader. While this might be a slight exaggeration, most people do not leave their jobs, they leave their bosses. A highly engaged team indicates that there is a strong likelihood of a leader who is coaching for success, setting clear goals, empowering others, providing open and honest feedback and making the winners feel valued. Leaders have the influence and power to serve as catalysts for higher levels of engagement. More engaged managers have more engaged direct reports. The direct reports of engaged managers are less likely to leave the organization. Higher-performing managers have direct reports who are more highly engaged. Changes in leader behaviours can have a real impact on employee engagement. Engaging leaders understand that their role is not to take charge of all the decision, but to be more like cheerleaders. It’s about recognition for a job well done; it’s about giving people the room and encouragement to grow. It’s also about being tough when necessary, holding people accountable for their performance (Wellins, Bernthal and Phelps, 2006: 11).

3.2.3 Having Positive Working Relationships

Employees value positive working relationships with high caliber and professional colleagues. Employees describe being excited about the thought of coming to work with these kinds of people (Molinaro & Weiss, 2005: 2).

Few employees can do their work without the support and cooperation of their coworkers, they are able to accomplish more and share ideas to come up with
creative solutions. In the context of engagement, teamwork and collaboration require good relationships both within the work group and across work groups. Many organizations have strong teams with members who work well with each other. These teams or work groups must also work effectively with other teams or work groups in the organization (Wellins, Bernthal and Phelps, 2006: 14).

Teamwork and collaboration within and between groups can predict an organisation’s shareholder value and long-term team productivity and effectiveness. The level of support and teamwork plays an important role in determining whether employees choose to leave or stay with an organization in the long term. A key ingredient in developing and maintaining high levels of cooperation and teamwork is a work environment built on trust. Trust means employees have confidence that others’ actions are consistent with their words, that leadership is concerned about their welfare and interests apart from what they can do for the organization, that the skills they have developed are respected and valued and that each employee uniquely matters in the workplace. Trust is a critical success factor in organizations (Wellins, Bernthal and Phelps, 2006: 14).

Nelson (2006: 2) states that positive working relationships between employees are facilitated by trust in each other and trust in management. Managers can become trusted by being supportive coaches and genuine, authentic leaders. Authentic leaders are those who act in accordance with their own values and have relationships characterized by openness, trust and an emphasis on employee development. Authentic leaders lead to trust, engagement and employee well being, which ultimately contributes to organizational performance.

### 3.2.4 Doing Meaningful And Challenging Work

Meaningful work is often defined as work that makes a difference or has an impact to the organization. Employees often want to see how their work impacts the organisation’s vision and strategy. They also want to know that the
organisation’s customers are “touched” by their work (Molinaro & Weiss, 2005: 2).

Employers’ ability to build challenge into a job varies dramatically depending on the nature of both the work and the workers. Many jobs by their very nature involve repetitive, mundane activity, but taking this into account, there are certain things employers can do to help promote a more stimulating and challenging environment for almost everyone. These can include encouraging people to take initiative, being open to change, tolerating uncertainty, coaching and developing people’s skills and holding people accountable for their performance (The Towers Perrin Talent Report, 2003: 11).

The absence or presence of elements like these depend on the personality, skill and beliefs of the frontline supervisor or manager. He or she generally sets the tone and feel for a unit, taking cues from leadership and prevailing culture (The Towers Perrin Talent Report, 2003: 11).

3.2.5 Recognition And Appreciation

Recognition is another important driver of employee engagement. Recognition may mean monetary rewards and compensation, but it also can refer to the appreciation and direct feedback that employees receive from managers. This recognition and appreciation demonstrates that employees are valued and that their contribution is acknowledged by the organization. Recognition also means that leaders notice the often unnoticed things that leaders do to make their organization successful (Molinaro & Weiss, 2005: 2).

People want and need to be recognized. Sometimes managers fail to understand the need to recognize accomplishments of team members (Motivating Employees, 2004: 2).
How employees are rewarded is often vastly different than how they want to be recognized. For some, being honoured in front of one’s peers is a great award. For others, the thought of being put on display in front of their peers embarrasses them. It depends on the culture and preference of your particular employee base. Managers should be trained on best practices for recognizing employees’ work since they’re the ones responsible for motivating employees to higher levels of performance. Managers should meet with employees to identify what they consider meaningful recognition in order to determine what type or reward best motivates them. Make sure that employees at all levels have a shot at receiving meaningful rewards. Managers should be consistent in giving recognition (Gurchiek, 2005: 1).

Formal recognition programs have a limited impact on employee satisfaction, often reaching only a small minority of employees. Information recognition is the praise or encouragement given by the supervisor or co-worker for everyday demonstrations of excellence. While both formal and informal recognition have their place, informal recognition has the biggest impact on employee engagement. It is really up to individual supervisors to ensure that they recognize the accomplishments of their staff on an ongoing basis and in a way that is valued by each individual. However, executive leaders set the overall tone for the organization. If those individuals believe in and model the value of recognition, their managers are more likely to do the same (Executive Leaders and Employee Recognition, 2005: 1).

3.2.6 Living A Balanced Life

Organizations that create cultures that value balance and assist employees to achieve life balance will be rewarded with highly engaged employees. Work-life balance does not mean that employees are not loyal, nor committed to their organizations; it means that employees want to lead whole lives, not lives solely centred on work (Molinaro & Weiss, 2005: 2).
Work/life balance is different for everyone. For example, a young married mother with two children is facing different pressures and challenges than a middle aged employee with young adults in high school or university and aging parents. These differences are further amplified by the nature of work. The work dynamics in a financial institution is completely different than in manufacturing and it requires a different approach. The complexities of work/life balance are enormous when one begins to think of the varied customer needs and expectations; the many products and services that are being offered; the many processes that are required to provide the products and services. Add to this the mix, company profitability targets, shareholder expectations and the varied needs of employees and it becomes apparent why employers do not appear to be moving very quickly in dealing with work/life issues (Vision for Work Life Balance, 2004: 1).

The worst possible action that an employer can take is to develop a set of policies and programs that attempt to fit the disparate needs of all employees – a one size fits all approach. Work/life balance and organizational health should be viewed from a similar perspective, in that they are not static states but rather dynamic states. Work/life balance and organizational health are thus continuous processes of understanding and fine-tuning the dynamics of the employee/employer relationship to satisfy their mutual interests for individual and corporate well-being and prosperity. A flexible work/life balance policy will only work in an environment where communication, education, workplace practices and leadership behaviours work together to promote employee engagement (Vision for Work Life Balance, 2004: 2).

3.2.7 Empowerment and Decision-Making Authority

Companies are increasingly asking employees to shoulder greater responsibility and risk in areas as diverse as training, career management, retirement planning
and management and use of health care. People are much more willing to accept increased risk if they perceive they also have control over decisions relating to that risk as well as relevant information and tools to make good decisions. This comes down to an employer’s responsibility to provide employees with information. To the extent a company consistently keeps employees fully informed, it provides the necessary foundation for employees to behave responsibly and accept accountability for making their own decisions (The Towers Perrin Talent Report, 2003: 12).

Empowerment is a feeling of job ownership and commitment brought about through the ability to make decisions, be responsible, be measured by results and be recognized as a thoughtful, contributing human being rather than a pair of hands doing what others say. It implies having the authority to make decisions, follow through and get things done. Organisations build empowerment by choosing employees who take personal pleasure in the work they do and by giving employees the ability to make important decisions about their work. Employees feel empowered when a task appears to have a specific goal or purpose that is of value to the individual (Wellins, Bernthal and Phelps, 2006: 13).

Using good measures of motivational fit and job fit during the employee hiring process can ensure that organizations are selecting the kind of people who find meaning in their work. Organisations also foster empowerment when employees have the perception that their actions are self-determined rather than directed by others. Leaders play a key role in developing a sense of empowerment in their direct reports. Empowering leaders trust their employees and give them the opportunity to make decisions without micromanaging or taking over tasks when the going gets tough (Wellins, Bernthal and Phelps, 2006: 13).

When you empower your employees, you develop better relationships and allow them to take ownership for streamlining company operations and administration.
Assign employees ownership of a task and attach all the responsibilities that go with getting the job done. For example, if you want to build a better machine, look to the people who operate it. Let them figure out how to improve it. Show them where you keep the toolbox and stand back. As far as you are able, even just within your circle of influence, cut out the regulations and red tape and let them use their best judgment to reach a goal. Autonomy inspires self-motivation and reinforces self-worth. Allowing employees the opportunity to follow through on their ideas will give them a strong sense of accomplishment and then watch job dissatisfaction go down and job satisfaction skyrocket (Gupta-Sunderji, 2004: 38).

3.2.8 Growth and Development

Many employees leave their jobs for better growth and development opportunities, often offered by other organizations. Most employees want to keep their jobs fresh and interesting by learning new approaches and building new skills. Organisations can create engagement in their workforce by building a learning culture and creating individual development plans for every employee (Wellins, Bernthal and Phelps, 2006: 14).

Promoting employee growth and development requires focused attention in several areas of the organization. First, organizations need to select employees who have a willingness to learn and can adapt their behaviours to a changing work environment. This willingness to grow and learn promotes innovation and creativity in the workforce (Wellins, Bernthal and Phelps, 2006: 14).

Second, leaders need to work with employees to understand strengths and development needs and provide opportunities to leverage or build skills and knowledge. Most employees want to use their best skills and will feel engaged when organizations recognize and capitalize on their unique strengths rather than placing emphasis on fixing weaknesses (Wellins, Bernthal and Phelps, 2006: 14).
Third, organizations also need to provide meaningful development plans and opportunities that include programs such as training, succession management, special projects and assignments and mentoring. The key to a successful development program is to ensure that all employees have a plan for making progress on their plans. The value of investing in a strong and diverse development program is clear (Wellins, Bernthal and Phelps, 2006: 14).

3.2.9 Communication

Keep employees in the information loop. Make sure you let your people know about critical organisational accomplishments, challenges or opportunities. Being informed gives employees a feeling of ownership. All too often, managers let their people know when it is too late. This causes people to feel more like victims than participants. Mission critical solutions can be found by the most unlikely participants. Sometimes we can get so wrapped up in “the problem” we can’t see the solution, where someone not absorbed or stressed by the challenge can quickly identify an innovative approach for resolving. More often than not – “thinking from outside the box produces results” (Motivating Employees, 2004: 2).

An organization doesn’t create bureaucracy simply for the sake of it, policies & procedures have been put in place to manage some legitimate business function. People in these new organizations have perceived these new procedures to be bureaucracy. The reason people view these actions as “red tape” is because they often don’t understand the logic behind the decision, it’s because no one thought to communicate this information to them. When you take the time to communicate to and consult with employees, you will build better relationships. In an even better scenario, you may hear about alternative approaches that will streamline administrative procedures even more than you might have realized (Gupta-Sunderji, 2004: 39).
When you take the time to communicate to and consult with employees, you will build better relationships. In an even better scenario, you may hear about alternative approaches that will streamline administrative procedures even more than you might have realized. Another aspect of communication that generates positive results is offering timely and constructive feedback to your employees. People need to know how they’re doing and they need to hear it more frequently than once or twice a year in the performance review meeting. An employee should get feedback (positive or negative) within 24 hours of the event having occurred. It takes time to communicate information to employees, but it is time well spent. It contributes to improved supervision on your part, better relationships with your staff and more streamlined administrative procedures (Gupta-Sunderji, 2004: 40).

3.2.10 The Leader’s Role in Building Employee Engagement

The most influential factor for engaged employees is the quality of leadership, especially the front-line leadership level. Leaders at this level are the most visible to employees and the lens through which employees view the rest of the organization. How employees feel about their leaders is synonymous with how they feel about their jobs and organization as a whole. Employees with strong leaders are more engaged and the quality of their relationships with their supervisors and managers is the most critical factor in determining whether or not they choose to stay or leave their jobs. Compensation and benefits are even less important than this crucial relationship (Wellins & Concelman, 2005: 2).

Employees mostly leave their jobs because of their bosses, some may give up on their jobs and their bosses but continue to show up for work and do only what is required to get by and get paid. Highly effective leaders on the other hand create and maintain a work environment marked by loyalty, trust and open
communication and inspire employees to give 100 per cent (Wellins & Concelman, 2005: 2).

3.3 CHARACTERISTICS OF HIGHLY ENGAGED LEADERS

3.3.1 They Have a Passion to Lead

It’s highly unlikely that disengaged leaders inspire passion and commitment in others. A major reason for disengaged leaders is that too many people promoted into leadership positions are not motivated to be leaders in the first place and lack the skills needed to lead others. The lack of leadership skill is easier for organizations to address than the need for leadership motivation. Organisations should carefully screen for desire to lead when making promotion and selection decisions (Wellins & Concelman, 2005: 3).

3.3.2 Select for Fit

Employees are likely to be engaged in jobs that fit what they can and want to do well. Two potential causes of job failure is in employees having the wrong skills and abilities, while the major cause of job failure is an individual’s poor fit with the job and the culture. In the selection process by interviewing candidates, more time and resources are dedicated to screening for knowledge, skills and ability where more time should be spent on probing for job fit and organizational fit. For example, do candidates want jobs with high visibility? Do they want direct customer contact? Do they want high security instead of high risk and reward? These are examples of motivational fit characteristics that should be explored with candidates (Wellins & Concelman, 2005: 3).
3.3.3 They Make the Connections

There is a strong relationship between engagement and the degree to which employees see how their roles and their work relate to the overall strategic direction of the organization. Senior leaders often do not communicate a clear vision for success; leaders should constantly connect employee goals and values of the organization through communication and recognition (Wellins & Concelman, 2005: 3).

3.3.4 Promoting Accountability

Clear goals and expectations are essential to high engagement. Those expectations should focus both on the “whats” (quantitative goals) and the “hows” (behaviours and skills required to achieve the goals while living the organisation’s values) (Wellins & Concelman, 2005: 3).

When employees feel that they are out of the loop, the consequences are misalignment of individual and team outputs with organizational goals and directions; lack of focus or feeling of accomplishment on the part of employees; absence of reliable information on which to base meaningful career development plans. To help employees see the bigger picture, leaders must take action on their employees’ performance data. Star performers need to be recognized and rewarded. Stars should not be micromanaged, they need to be encouraged and have their contributions recognized. Poor performers need to be managed fairly but forcibly (Wellins & Concelman, 2005: 3).

3.3.5 Developing Talent

Employees want to feel like they are going somewhere. They want and expect opportunities to grow their knowledge, expand their skills and experience new challenges. Organisations need to improve their Individual Development
Planning (IDP) processes. In organizations where talent development is a priority, three criteria characterize the IDP process: leaders are held accountable for managing the development process, including setting and measuring lead and lag measures; development plans are defined as performance outcomes rather than just knowledge or skill acquisition; identified development goals have three measurable payoffs, to the individual, the workgroup and the organization (Wellins & Concelman, 2005: 4).

3.3.6 Recognising the Obvious

Many leaders invest little time, effort or money into recognizing people’s efforts and accomplishments even though the return on investment can be great. Many leaders understand the value of recognition, but feel they don’t have the time to provide more than an occasional “atta-boy”. Other managers are out of touch with their employees’ day to day work or are unobservant. Those leaders who are attuned to their employees’ work, monitor progress and provide day to day coaching to acknowledge accomplishments and celebrate success in both small and big ways (Wellins & Concelman, 2005: 4).

3.4 EMPLOYEE ENGAGEMENT STRATEGY

An employee engagement strategy is an action planning strategy that categorises items on three levels or tiers of employee engagement. The tiers of engagement are based on motivational theories that suggest certain factors need to be met before employees can achieve a level of satisfaction with their job and the company.

Survey items are divided into the three tiers, each tier addressing higher organizational needs. Models of human functioning and employee motivation, such as Maslow’s hierarchical theory of needs (physiological, safety, love, esteem and self-actualisation), Alderfer’s ERG model (existence, relatedness and
growth) and Herzberg’s Two Factor Theory (hygiene and motivators) have been used to form the basis of the Employee Engagement Strategy. All three models describe different levels of fulfillment starting with basic needs. The Employee Engagement Strategy applies the same principle of a hierarchical structure and the need for fulfillment or satisfaction along different dimensions (Accord Management Systems, 2004: 2).

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**Figure 3.1: Tiers of Engagement** Accord Management Systems (2004: 3)
The first tier of categorization as depicted in figure 3.1 are items that address basic needs of the job. These items make up the basic category of engagement. Basic items are fundamental to the job. We often take them for granted, but if left unmet or unfulfilled; employees could become dissatisfied with their job and the company.

The second tier of categorization as depicted in figure 3.1 are items that address growth and development needs. These items make up intermediate category of engagement. Once the basics are met, employees can focus more on intermediate factors. If intermediate factors are fulfilled, satisfaction with the job and the company improve.

The third tier of categorization as depicted in figure 3.1 are items that address organizational commitment needs. These items make up the advanced engagement category. To exceed employees’ expectations, advanced factors need to be addressed (Accord Management Systems, 2004: 3).

Focusing on basic engagement factors provide a solid foundation and focus for action planning. Managers and leaders can thus focus on action planning efforts such as quality, job satisfaction, environment, health and safety, communications and management practices. One level does not have to be completely fulfilled before a manager can work on another level. Showing how much the company is doing for the community is great (advanced item), but will not improve employee satisfaction and engagement if the employee’s equipment doesn’t work or the employee doesn’t feel valued or respected. Eventually employees will become dissatisfied and either leaves the company or retreat in some other way – lower productivity or increased absenteeism (Accord Management Systems, 2004: 3).
3.5 BUILDING A HIGH PERFORMANCE CULTURE

Organisations are beginning to see that “performance” is not just the job of the learning organization. It’s true that the learning organization must model a performance culture – in the way leaders communicate expectations, in how performance is reinforced and rewarded, and in the work products the learning organization produces. It is equally true that a performance culture requires new skills and actions from business leaders; from managers and supervisors and from colleagues on the Human Resources Team (The Centre for Effective Performance, 2005: 1)

Companies with high performance values and behaviours inspire loyalty from employees, who want to stay and be part of a team. They create advocates, who want to stay and be part of a team. They create advocates, who are positive about the business to customers, colleagues and recruits. They generate commitment to go the extra mile and to do the right thing, rather than necessarily just the easy thing. Great companies foster a passion for the business that encourages people to give their best and at the same time create a more fulfilling workplace for the employee (High Performance Culture, 2006: 1).

3.6 CREATING A HIGH PERFORMANCE CULTURE

The right organizational culture is critical to improving the effectiveness of performance management, but it is difficult to describe or plan to plan. Culture is about people. It can be thought of as the sum total of the beliefs, values and behaviours of individuals within a given group and it is a means by which norms of acceptable behaviours are established. Because culture is about what people believe and do, it has a huge impact on (Performance Management Culture, 1):

- What an organisation sets out to do, its vision and priorities
- How people are managed, motivated and supported to do their jobs
• How individuals or groups respond to demands for improved performance
• How individuals and the organisation as a whole view and make use of performance management systems.

Most organizations know about the benefits of having a strong culture, but often don’t know how to achieve a high performance culture and reap the benefits that are so often talked about. According to Lear (2004: 1), there are seven steps needed to be taken to successfully effect a culture change in an organization:

• The change has to start at the top. You have to have a leader who wants to make this change. It has to start at the top and work down and back up again.

• Measure the current culture. The organization must measure the key things that go into creating culture and that is: trust levels in the organization; employee engagement levels; alignment on the purpose, vision, values and goals of the organization.

• Get top level buy-in to this change. The senior executive team must be in agreement and alignment with where the CEO is going to take the organization in this culture change process and they must support the efforts and the changes that will be occurring.

• Clearly identify the organisation’s purpose and values as well as begin to establish a vision and goals. The purpose is what will provide a direction for the organization and the values will provide the guidelines for accomplishing that purpose. Failure to live by those very values is a key component in destroying trust in the organization. Trust is the foundation for a successful culture.

• Communicate the intentions to all employees about where the organization is going and why it is taking these measures. The organization should have a road map about where they are going and how they are going to get there. Culture
change efforts should be well planned out in advance and should have a good idea of what the organization is doing and why they are doing various things.

- Teach managers how to create the environment that will be necessary for the new culture to be established, grow and flourish. This means teaching ways of interacting with their employees and new roles for them to undertake, forsaking roles that are detrimental to the new culture. The goal should be to build trust within the organization.

- Get everyone involved in being personally responsible for the success of the new culture, not just top leadership or management. Push the levels of personal responsibility and decision making as far down the chain as possible. Let teams begin to manage themselves and make their own decisions about how they are going to accomplish things and meet their team’s goals. Have clear cut measures of team performance that are clearly linked to the overall performance of the organization. Provide training to managers, supervisors, team leaders and team members on how they can become self-directed teams and individuals.

3.7 THE IMPACT OF LEADERSHIP IN CREATING A HIGH PERFORMANCE CULTURE

According to Bashinsky (2006: 1) an impediment to growing organizations is a lack of leadership talent, finding the right talent and having the leadership capabilities to move teams or organizations forward where growth opportunities actually do exist. Developing leadership capability is a critical need, yet many organizations focus on managing the numbers rather than investing in developing leadership. The first step in building a committed and engaged workforce stems from recognizing the need to develop leadership capability not only at the top, but throughout the senior and middle executive levels of an organization. In today’s climate, the toughest challenge is not organizational change, but in changing mindsets. Employees also want a strategy and a culture that they can
identify with and feel they can contribute to. Poor leadership cannot be fixed by massages and free soft drinks. Employees are looking for leaders that demonstrate respect for their people by holding them accountable for results and then recognizing their achievements with enthusiasm. Employees want leaders who can inspire them and ones that maintain a passion for outstanding achievement.

Any cultural change has to be reinforced from the top and this is the case when organizations want to create a performance culture. To reinforce the right behaviours, leaders need to understand the difference between performance improvement and training. Business leaders should (The Centre for Effective Performance, 2005: 1):

- Consider the impact of employee performance on strategy initiatives they are implementing. Leaders should provide adequate financial support needed to remove skill, motivation and operational barriers to desired performance

- Identify potential workforce problems as causes for larger business issues or problems

- “Walk the talk” by reinforcing performance improvement methods with employees

- Support and promote performance improvement methods as valuable and appropriate ways to improve workforce performance and business results.

Managers and supervisors have close relationships with employees and are positioned to eliminate or decrease the impact of motivational and operational obstacles to expected performance. Managers can reward the right behaviours and extinguish the wrong behaviours. Managers can communicate clear expectations for performance. They have the opportunity to reinforce
employees’ application of new skills through just-in-time coaching and feedback. Managers have a major role in creating a performance culture because they have the most influence over the day-to-day activities of employees (The Centre for Effective Performance, 2005: 1).

3.8 CONCLUDING REMARKS

This chapter covered the different types of engagement and enhancement strategies for higher levels of engagement. The chapter looked at factors required by an organization and its leaders in order to enhance the engagement levels in an organization. The chapter also addressed creating and building a high performance culture through employee engagement and reinforcing good behaviours.

The literature revealed that the factors that will enhance employee engagement is that employees want to be part of a winning organization with an ambitious vision and core purpose; they want to work for admired leaders who have the influence and power to serve as catalysts for higher levels of engagement; they want to have positive working relationships to accomplish more and share ideas for creative solutions; they want to do meaningful work that impacts the organization vision and strategy; they want to see that their contribution is recognized and appreciated by the organization.

Furthermore, employees want a work/life balance in order to live whole lives and not lives solely centred on work; employees want to be empowered and have decision making authority that will give them a sense of accomplishment; they want to keep their jobs fresh and interesting through growth and development; communication and constructive feedback will result in better relationships; employees want to work for strong leaders that create and maintain loyalty, trust, open communication and inspire employees to give 100 per cent.
In conclusion, it must be emphasized that a fully engaged workforce largely depends on organizational factors as well as the behaviour and character of promoters and leaders and their ability to motivate their staff.

In chapter four, the survey methodology which was used by the researcher will be discussed.
CHAPTER FOUR
THE EMPIRICAL STUDY

4 INTRODUCTION

In chapter three enhancement strategies (factors and behaviours) for employee engagement in order to build a performance culture was addressed through a literature study and to determine the engagement levels of employees in NCC. Chapter four will focus on the empirical study. In the empirical study, the objective would be to determine what the NCC can do to build the workplace that will foster higher levels of employee engagement according to its employees by means of a questionnaire.

The employee survey will specifically be aimed at the operational level of employees in the NCC call centres.

Leedy & Ormrod (2001: 4) states that research is the systematic process of collecting and analyzing information (data) in order to increase our understanding of the phenomenon about which we are concerned or interested. Welman, Kruger (2001: 2) describes research as the process in which scientific methods are used to expand knowledge in a particular field of study. Research involves the application of various methods and techniques in order to create scientifically obtained knowledge by using objective methods and procedures.

Research is the creation of new knowledge. Research encompasses activities that increase the sum of human knowledge. Research and experimental development comprises (Burnell, 2003: 1):

- Creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of humanity, culture and society and the use of this stock of knowledge to devise new applications;
• Any activity classified as research and experimental development is characterized by originality; it should have investigation as a primary objective and should have the potential to produce results that are sufficiently general for humanity’s stock of knowledge (theoretical and/or practical) to be recognizably increased.

Research includes pure basic research, strategic basic research, applied research and experimental development (Burnell, 2003: 1):

• Pure basic research is experimental and theoretical work undertaken to acquire new knowledge without looking for long-term benefits other than the advancement of knowledge.

• Strategic basic research is experimental and theoretical work undertaken to acquire new knowledge directed into specified broad areas in the expectation of useful discoveries. It provides the broad base of knowledge necessary for the solution of recognized practical problems.

• Applied research is original work undertaken primarily to acquire new knowledge with a specific application in view. It is undertaken either to determine possible uses for the findings of basic research or to determine new ways of achieving some specific and predetermined objectives.

• Experimental development is systematic work, using existing knowledge gained from research or practical experience that is directed to producing new materials, products and devices, to installing new processes, systems and services, or to improving substantially those already produced or installed.
True research is a quest driven by a specific question which needs an answer. Research projects vary in complexity and duration, research typically has eight distinct characteristics (Leedy and Ormrod 2001: 4):

- Research originates with a question or a problem.
- Research requires a clear articulation of a goal.
- Research follows a specific plan of procedure.
- Research usually divides the principal problem into more manageable sub-problems.
- Research is guided by the specific research problem, question, or hypothesis.
- Research accepts certain critical assumptions. These assumptions are underlying theories or ideas about how the world works.
- Research requires the collection and interpretation of data in attempting to resolve the problem that initiated the research.
- Research is, by its nature, cyclical; or more exactly, spiral or helical.

4.1 RESEARCH METHODOLOGY

In order to follow the logical solution of the stated sub-problems, the following procedure was followed:

Chapter two deals with Telkom’s company profile as well as Telkom’s human resources profile. The chapter highlights Telkom’s position in the industry, its
Chapter three constitutes a literature survey to determine factors or behaviours that will enhance employee engagement in building a performance culture and what Telkom NCC can do to build the workplace that will foster higher levels of employee engagement.

Chapter four describes the methodology used to determine the engagement levels of employees at Telkom NCC, what stops the employees from doing their best and what Telkom or NCC division can do to show they care and value their staff according to their employees.

The findings from the literature study and empirical study will be used to determine engagement levels of the employees in Telkom NCC, what Telkom or NCC can do to build higher levels of employee engagement and what the key benefits will be to NCC in building higher levels of employee engagement. The empirical results are discussed in chapter five.

### 4.2 THE SURVEY METHOD

Neuman (2003: 35) states that survey techniques are often used in descriptive and explanatory research. In descriptive research, the researcher begins with a well-defined subject and conducts research to describe it accurately. When we encounter an issue that is already known and have a description of it, you might begin to wonder why things are the way they are. The desire to know “why”, to explain, is the purpose of explanatory research.

It could thus be said that this research study is defined as exploratory research because the author will be exploring engagement levels of employees and investigate why they are the way they are.
4.2.1 Types of Survey Methods

The following survey methods may be used in the research study (Survey Design, 2003: 3):

- **Personal interviews** – is called personal when the interviewer asks the questions face-to-face with the interviewee. Personal interviews can take place in the home, at a shopping mall, on the street, outside a movie theater or polling place.

- **Telephone Surveys** – is surveying done by telephone and is a popular interviewing method.

- **Mail Surveys** – a questionnaire is sent to a potential respondent and the person writes in the replies and posts it back.

- **Computer direct interviews** – the interviewees enter their own answers directly into a computer. They can be used at malls, trade shows and offices. Some researchers set up a Web page survey for this purpose.

- **Email surveys** – are both very economical and very fast. More people have email than have full Internet access. This makes email a better choice than a Web page survey for some populations. On the other hand, email surveys are limited to simple questionnaires, whereas Web page surveys can include complex logic.

- **Web Page surveys** – web surveys are rapidly gaining popularity. They have major speed, cost and flexibility advantages, but also significant sampling limitations. These limitations make software selection especially important and restrict the groups you can study using this technique.
• Scanning Questionnaires – is a method of data collection that can be used with paper questionnaires that can be administered in face-to-face interviews; mail surveys or surveys completed by an interviewer over the telephone.

The choice of survey method will depend on several factors (Survey Design, 2003: 9):

• Speed – email and Web page surveys are the fastest methods, followed by telephone interviewing. Mail surveys are the slowest.

• Cost – Personal interviews are the most expensive followed by telephone and then mail. Email and Web page surveys are the least expensive for large samples.

• Internet Usage – Web page and Email surveys offer significant advantages, but you may not be able to generalize their results to the population as a whole.

• Literacy Levels – Illiterate and less-educated people rarely respond to mail surveys.

• Sensitive Questions – people are more likely to answer sensitive questions when interviewed directly by a computer in one form or another.

• Video Sound Graphics – A need to get reactions to video, music, or picture limits your options. You can play a video on a Web page, in a computer-direct interview or in person. You can play music when using these methods or over a telephone. You can show pictures in those first methods and in a mail survey.

A self-administered questionnaire, which is a variation of the Mail survey and personal interviews was used to collect the data required for this research. The reason for choosing a self-administering questionnaire is because it may have
disadvantages such as not allowing the researcher to interact or observe respondents and limited in the depth at which the researcher can probe (Hofstee, 2006: 132). However, the advantages are that they offer confidentiality to respondents and are generally easier to analyse and turn into quantitative results. They allow for more volume to raise the confidence levels in your sample. The more structured the questionnaire, the more easily results can be compared later (Hofstee, 2006:132). Neuman (2003: 289) states that researchers can give questionnaires directly to respondents and that this type of survey is the cheapest and it can be conducted by a single researcher.

4.3 QUESTIONNAIRE CONSTRUCTION

Hofstee (2006: 132) states that questionnaires are a form of structured interviewing, where all respondents are asked the same questions and are often offered the same options in answering them (yes/no, ranked on a scale, etc.). Questionnaires may include open questions, which are better avoided as they are difficult to interpret and analyse, although respondents are better able to express themselves in their own words and allows for more in-depth answers when required.

Leedy & Ormrod (2001: 202) proposes 12 guidelines for developing a questionnaire that encourages people to be cooperative and yields responses you can use and interpret.

- Keep it short. The questionnaire should be as brief as possible and solicit only that information essential to the research project.

- Use simple, clear, unambiguous language. Write questions that communicate exactly what you want to know. Avoid terms that your respondents may not understand, such as obscure words or technical jargon.
• Check for unwanted assumptions implicit in your questions. Consider simple questions such as “How much beer did you consume yesterday?”

• Word your questions in ways that do not give clues about preferred or more desirable responses.

• Check for consistency. When an issue about which you’re asking is such that some respondents may give answers that are socially acceptable rather than true, you may wish to incorporate a “countercheck” question into your list.

• Determine in advance how you will code the responses. As you write the questions, consider how you will process the responses you get.

• Keep the respondent’s task simple. Make the instrument as simple to read and respond to as possible.

• Provide clear instructions. Communicate exactly how you want people to respond.

• Give a rationale for any items whose purpose may be unclear. Each question should have a purpose and in one way or another, you should make that purpose clear.

• Make the questionnaire attractive and professional looking. The instrument should have clean lines and crystal-clear typing.

• Conduct a pilot test. Have colleagues and friends fill out the questionnaire to see whether they have difficulty understanding any items and to see the kinds of responses you are likely to get.
Scrutinise the almost-final product carefully to make sure it addresses your needs. Each item on the questionnaire should be quality tested for precision of expression, objectivity, relevance and probability of favourable reception and return.

The guidelines mentioned by Leedy and Ormrod (2001: 202) were adhered to in the compilation of the questionnaire used in this research project.

4.3.1 Questionnaire Content

Neuman (2003: 268) states that a good questionnaire forms an integrated whole. The researcher weaves questions together so they flow smoothly. An introductory remark and instructions for clarification are included and measures each variable with one or more survey questions. There are two key principles for good survey questions: avoid confusion and keep the respondent’s perspective in mind. Give survey questions give the researcher valid and reliable measures. They also help respondents feel that they understand the question and they their answers are meaningful.

Questions should be neutral and should not push respondents in any particular direction. Without careful formulation of questions, it is very easy to weight them to favour a particular answer (Hofstee 2006: 134). Neuman (2003, 271) mentions that leading questions should be avoided. Make respondents feel that all responses are legitimate. A leading question is one that leads the respondent to choose one response over another by its wording, for example, “you don’t smoke, do you?”

Group questions into categories. It’s easier for the respondent and can make analysis easier. When grouping into categories, the general rule is to go from easy to difficult and form general to specific. Keep personal controversial or otherwise discomforting questions at the end of the questionnaire. If comfort is
created in the beginning, it’s more likely to get what you want in the end. If answers are ranked, go from low to high and keep the number of answer categories to a minimum (Hofstee 2006: 134).

Avoid letting respondents off the hook too easily by offering easy neutral options unless it is an appropriate response, this is especially important with difficult or discomforting questions (Hofstee 2006: 134).

### 4.3.2 Types of Questions

Neuman (2003: 277) mentions that there has been a long debate about open versus closed questions in survey research. An open-ended (unstructured, free response) question asks a question, for example, “what is your favourite television program?” to which respondents can give any answer. A closed-ended (structured, fixed response) question both asks a question and gives a respondent fixed responses from which to choose, for example, “is the president doing a very good, good, fair, or poor job, in your opinion?”

A researcher’s choice to use an open or closed ended question depends on the purpose and the practical limitations of a research project. The demands of using open ended questions with interviewers writing verbatim answers followed by time-consuming coding may make them impractical for a specific project. Large-scale surveys have closed-ended questions because they are quicker and easier for both respondents and researchers. Something important may be lost when an individual’s beliefs and feelings are forced into a few fixed categories that a researcher created (Neuman 2003: 278).

Survey researchers debate whether to include choices for neutral, middle and nonattitudes, for example, “not sure”, “don’t know” or “no opinion”. Two types of errors can be made: accepting a middle choice response when respondents
hold non-neutral opinion or forcing respondents to choose a position on an issue when they have no opinion about it (Neuman 2003: 278).

4.3.3 Question Wording

The researcher must use simple vocabulary and grammar to minimize confusion and know the effects of specific words or phrases. The difference between forbid and not allow illustrates the problem of wording differences. Both terms have the same meaning, but many more people are willing to “not allow” something than to “forbid” it. Researchers are beginning to learn that certain words seem to trigger an emotional reaction. Many respondents are confused by words or their connotations (Neuman 2003: 282).

Avoid technical terms and acronyms, unless you are absolutely sure that respondents know what they mean. LAUTRO, AGI, GPA, EIEIO (Life Assurance and Unit Trust Regulatory Organisation, Adjusted Gross Income, Grade Point Average and Engineering Information External Inquiries Officer) are well-known acronyms to people in those particular fields, but very few people would understand all of them. If you must use an acronym, spell it out the first time it is used (Survey Design, 2003: 15).

4.3.4 Question Sequence

A survey researcher faces three question sequence issues: organization of the overall questionnaire, question order effects and context effects (Neuman 2003: 282).

- **Organisation or questionnaire.** The researcher should minimize the discomfort and confusion of respondents. A questionnaire has opening, middle and ending questions. It is best to make opening questions pleasant, interesting and easy to answer to help the respondent feel comfortable. Organise questions in the
middle into common topics. Make question topics flow smoothly and logically and organize them to assist respondents’ memory or comfort levels. Do not end with highly threatening questions and always end with a “thank you”.

- **Order effects.** Researchers are concerned that the order in which they present questions may influence respondent answers. Respondents may not perceive each issue of a survey as isolated and separate, but will respond to survey questions based on the set issues and their order of presentation in a questionnaire. Previous questions can influence later ones either through their content or through the respondent’s response.

- **Context effects.** It includes the effects of the interviewer, the interview setting and the historical setting. Respondents answer all questions based on a context of preceding questions and the interview setting. A researcher needs to remember that the more ambiguous a question’s meaning, the stronger the context effects because respondents will draw on the context to interpret and understand the question. Question comprehension is not merely a function of the wording of a question. Respondents use information provided by the context of the question to determine its intended meaning.

### 4.4 SAMPLING

Welman and Kruger (2001: 189) states that the researcher usually obtains individuals with whom to conduct unstructured interviews by means of purposive or snowball sampling. Often, preference is given to key informants who, on account of their position or experience, have more information than regular group members or are better able to articulate this information.

According to Leedy & Ormrod (2001: 211) different sampling designs may be more or less appropriate in different situations. The two major categories of sampling are probability sampling and non-probability sampling.
• Probability sampling – the researcher can specify in advance that each segment of the population will be represented in the sample. The components of the sample are chosen from the larger population by a process known as random selection. This means choosing a sample in such a way that each member of the population has an equal chance of being selected. When such a random sample is selected, the researcher can assume that the characteristics of the sample approximate the characteristics of the total population.

• Non-probability sampling – the researcher has no way of forecasting or guaranteeing that each element of the population will be represented in the sample. Some members of the population have little or no chance of being sampled.

A researcher has several probability and non-probability sampling methods to choose from. However, the author has chosen to use non-probability sampling because the sample for the empirical study has been identified as the operational level staff in the NCC division of Telkom. The total population for NCC operational staff is 624. A sample size of 100 employees was chosen from NCC. Since 64 per cent of the population is female, the survey targeted at 64 per cent female respondents and 36 per cent male respondents. According to Leedy and Ormrod (2001: 219), quota sampling selects respondents in the same proportions that they are found in the general population, but not in random fashion.

The following non-probability sampling methods are available:

• Convenience sampling – convenience sampling makes no pretense of identifying a representative subset of a population. It takes people that are readily available, for instance, those that arrive on the scene by mere happenstance.

• Quota sampling – it selects respondents in the same proportions that they are found in the general population, but not in a random fashion.
• Purpose sampling – people are chosen, as the name implies, for a particular purpose, for example, to choose people who the researcher has decided are “typical” of a group or those who represent diverse perspectives on an issue.

4.2 CONCLUDING REMARKS

In this chapter the methodology was discussed by referring to the survey method, questionnaire construction and sampling. The author analysed theory to determine which methods would best be aligned with the type of research being conducted and the outcomes envisaged. In chapter five, the results of the empirical study will be summarized and analysed.
CHAPTER FIVE
RESULTS OF THE EMPIRICAL STUDY

5.1 INTRODUCTION

The research methodology used in solving the defined sub-problems was described in chapter four. The research tools and survey method were also discussed in chapter four. Chapter five presents the analysis of the results of the empirical study, followed by a summary of results.

The results will be displayed per section as per the categories in the questionnaire in the form of bar graphs and tables representing the percentages of respondents per question. The data was captured and processed using excel and manipulated into bar graphs and tables.

In chapter five, category A to F of Appendix B will address the research question “what are the engagement levels of employees in the NCC division?” Category G of Appendix B will address the research question “what can NCC do to build the workplace that will foster higher levels of employee engagement, according to its employees”.

5.2 RESPONSE RATE

One hundred employees were selected as a target sample for the empirical study, see Appendix A. The questionnaires were e-mailed to the employees, see Appendix B.

The response rate for the total sample was seventy four per cent; nine of the respondents were absent from work during the period that the survey was conducted and the remaining seventeen did not return the questionnaire. The results of the employee survey are tabled and are discussed below.
5.3 RESULTS OF THE EMPLOYEE ENGAGEMENT SURVEY

Figure 5.1 below explains how the results have been interpreted.

A five point measurement scale is international best practice; respondents are given two positive and two negative rating opportunities.

Welman and Kruger (2001: 150) states that the Likert scale may be used for multi-dimensional attitudes. The scale consists of a collection of statements about the attitudinal object. In respect of each statement, subjects have to indicate the degree to which they agree or disagree with its content on a five-point scale (for example, strongly differ, differ, undecided, agree and strongly disagree). Some statements represent a positive attitude, whereas others reflect a negative attitude towards the attitudinal object. An attitude scale should contain...
approximately the same number of positively and negatively formulated items to counteract the acquiescent response style.

If a large number of respondents should choose the middle rating, it would indicate limited employee knowledge of the organization. Thus the top two ratings and the bottom two ratings have been presented.

The image statements in figure 5.1 that ranges from strongly agree to strongly disagree are presented as possible options to each of the questions as in Appendix B. In relation to the image statements, the engagement row depicts the likelihood or the degree to which the respondent may be engaged or not engaged.

The first percentage block in attribute A (38%) depicts the percentage of respondents that chose strongly agree for that particular statement; the second percentage block (31%) depicts the percentage of respondents that chose agree for that particular question. Together they are the top two responses in terms of the degree of agreeability and the degree of engagement. The percentage in the middle (69%) depicts the top two percentages together.

The last percentage block (9%) depicts the bottom two responses which is the degree to which the respondents do not agree with the statement. The bottom two responses depicts the likelihood that the respondents are not engaged.
5.3.1 Attitudes Toward my Promoters Team

This section analyses respondent’s views regarding their promoter’s team and depicts engagement levels.

![Figure 5.2: Attitudes Toward My Promoter’s Team](image)

Illustrated in Figure 5.2, 81 per cent of the respondents agreed that their section problems are their problems, while 77 per cent are proud to work for their section.

Seventy per cent of respondents feel a strong attachment to their section and are motivated to do their work well. It is important to note that 11 and 12 percent respectively neither agreed nor disagreed.
It can be deduced that the 19 per cent of respondents that are not motivated to do their work well are employees who are not engaged as their work may not be challenging while the 23 per cent of respondents who do not feel that they are part of the family may not feel a connection to their work team.

### 5.3.2 Trust in Employees

This section analyses respondent’s views regarding trust that the organization have in their employees and depicts engagement levels.

![Figure 5.3: Trust in Employees](image)

In figure 5.3 more than a third of respondents indicated that they disagree that they are encouraged to try new ways of doing things. This may be due to employees not being empowered to take ownership or not being given decision making authority, thus indicating little trust in employees’ abilities. It is also important to note that 30 per cent of respondents neither agreed nor disagreed regarding this statement.
The proportion of respondents feel that they have control over the resources they use to do their work is 61 per cent. It can be deduced that since 68 per cent of respondents indicated that they are allowed to manage their own time at work that there is a fair indication that employees are not being micromanaged and that their promoter trust they are doing what they are supposed to do while at work.

5.3.3 Appreciation of Employee Ideas/Contributions

This section analyses respondent’s views regarding the appreciation of their ideas and contributions and depicts engagement levels.

![Figure 5.4: Appreciation of Employee Ideas/Contribution](image)

In figure 5.4, 28 per cent of respondents indicated that their ideas are put into practice. The best rating according to figure 5.4 is that ideas and suggestions from employees are overall appreciated with 42 per cent of respondents in agreement while 30 per cent of respondents indicating that people get noticed and rewarded for good ideas.
The category of “appreciation of employee ideas/contributions” has generally received a low rating. Rewarding employees for ideas and contributions is a good motivator reinforces positive behaviour. Rewarding employees may either take the form of tangibles such as compensation or intangibles such as praise and recognizing a job well done. NCC has to focus on rewarding their employees in order to make them feel appreciated.

5.3.4 Creating feelings of Accomplishment

This section analyses respondent’s views regarding NCC Division’s ability to create feelings of accomplishment and depicts engagement levels.

![Bar chart showing responses to questions related to creating feelings of accomplishment.](#)

**Figure 5.5: Creating Feelings of Accomplishment**
In figure 5.5, the majority, 87 per cent of respondents indicated that they are able to meet most challenges their work provides, coupled with the majority, 85 per cent of respondents who indicated that they have the skills they need to be effective. It may be deduced that the objectives that have been set are within their reach and that they do not have unreasonable expectations placed upon them. Furthermore, the results indicate that employees in NCC have been developed effectively to perform their function.

The Performance and Development Management System (PDMS) in Telkom require that promoters have quarterly feedback sessions with employees per annum. The feedback must be based on the employees’ performance and to let them know how they are doing and if they are meeting their objectives. PDMS also encourages promoters to have feedback sessions whenever the need arises, thus 71 per cent of respondents that indicated that they receive useful feedback from their promoter.

The response “colleagues notice my achievements” and “colleagues let me know when I’ve done a good job” have received ratings of 53 per cent and 63 per cent respectively. The results may indicate that employees work in isolation and that they are not aware of the achievements of their colleagues or that they are not informed of their colleagues achievements. It is important to note that 23 per cent of respondents were undecided on the statement “colleagues notice my achievements”.

5.3.5 Satisfaction with Day to Day Activities

This section analyses respondent’s views regarding their satisfaction with day to day activities and depicts engagement levels.

Overall, I like duties and activities that make up my job

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Bottom 2 box</th>
</tr>
</thead>
<tbody>
<tr>
<td>23%</td>
<td>48%</td>
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My job is challenging - in a good way

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There is a good fit between my job, and skills and abilities

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My job provides me with opportunities to grow and develop

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Pleased with physical working conditions

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My colleagues treat me with respect

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There is a good day-to-day work atmosphere among my co-workers

<table>
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<tr>
<th>Strongly Agree</th>
<th>Agree</th>
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Figure 5.6: Satisfaction with Day to Day Activities

Illustrated in figure 5.6, the majority of respondents, 86 per cent, are generally satisfied with their day to day activities in relation to their colleagues treating them with respect and 75 per cent feel that there is a good work atmosphere among co-workers.
Seventy one per cent of respondents in NCC like the duties and activities that make up their job. The rating of respondents that find their job challenging in a good way (62 per cent); a good fit between job and skills and abilities (64 per cent) and that they are pleased with physical working conditions (61 per cent).

More than a third (35 per cent) of respondents in NCC disagree that their job provides them with an opportunity to grow and develop. This may be attributed to the limited number of positions available for promotion opportunities and that the sentiment of the staff in the various regions is that they have to move to headquarters in Pretoria or out of their region in order to be promoted.

5.3.6 Promoter

This section analyses respondent’s views regarding their promoter and depicts engagement levels.

![Figure 5.7: Promoter](chart.png)
Illustrated in figure 5.7, 79 per cent of respondents in NCC indicated that their promoter treats them with respect and 76 per cent of respondents indicated that they have a good day to day working relationship with their promoter. As mentioned in chapter three, employees who have a good relationship with their promoter are more engaged and the quality of their relationships with their promoter is a critical factor in determining whether or not they choose to stay or leave their jobs.

The rating of respondents feel that their promoter is an excellent manager (65 per cent), while 63 per cent of respondents feel that their promoter provides them with the right amount of supervision and 61 per cent of respondents feel that they get the highest quality advice from their promoter.

Fifty one per cent of respondents agree that their promoter empowers them to make decisions and to take action; this is the lowest in the category of promoter. Twenty per cent disagrees with this statement, while 29 per cent are undecided.

5.3.7 What Stops You From Doing Your Best

This section analyses respondent’s views regarding performance obstacles in what stops them from doing their best.

<table>
<thead>
<tr>
<th>Performance Obstacle</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Unfair recognition, no recognition, no rewards</td>
<td>18%</td>
</tr>
<tr>
<td>Salary/Remuneration</td>
<td>15%</td>
</tr>
<tr>
<td>No promotion, no career growth, no development</td>
<td>14%</td>
</tr>
<tr>
<td>Poor communication, lack of feedback from promoter</td>
<td>11%</td>
</tr>
<tr>
<td>Unable to provide good customer service, lack of concern for customer needs</td>
<td>9%</td>
</tr>
</tbody>
</table>

Table 5.1: Performance Obstacles
Illustrated in table 5.1 are the five most common responses as cited by the respondents as to “what stops you from doing your best”. The most common response was unfair recognition and no rewards at 18 per cent. There may be a correlation between unfair recognition and the low rating by respondents who feel that their ideas and contributions are not appreciated.

The second most common response was salary and remuneration at 15 per cent. No promotion and career growth received a rating of 14 per cent, it can be deduced that it is due to the limited promotion opportunities in Telkom and NCC since the company has undergone a considerable downsizing exercise over the past few years.

Poor communication and lack of feedback from promoter was rated at 11 per cent; unable to provide good customer service and lack of concern for customer needs was rated at 9 per cent. The fact that “lack of customer concern” was a popular concern for respondents, show that they want to provide customers with good quality service.

5.3.8 What Can We Do to Show We Care and Value Our Employees?

This section analyses respondent’s views regarding enhancements for employee engagement in what Telkom can do to show that they care and value their employees.

<table>
<thead>
<tr>
<th>Enhancement</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Listen to staff before making decisions and listen to what their needs are</td>
<td>35%</td>
</tr>
<tr>
<td>More staff recognition</td>
<td>27%</td>
</tr>
<tr>
<td>Market related salaries and better salary increases</td>
<td>23%</td>
</tr>
<tr>
<td>Care and show value for employees</td>
<td>18%</td>
</tr>
<tr>
<td>Treat employees fairly and do not discriminate</td>
<td>17%</td>
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</tbody>
</table>

Table 5.2: Employee Engagement Enhancements
Illustrated in table 5.2 are the five most common responses as cited by respondents as to what Telkom and NCC can do to show they care and value their employees. The most common response is that NCC has to listen to what are the needs of their staff and consult with staff before making decisions. This may be crucial in getting staff buy-in. Staff recognition was the second most common response that was indicated at 27 per cent. Respondents indicated that they want better salary increases and market related salaries with a rating of 23 per cent and that NCC must show more care and value for employees with a rating of 18 per cent. Seventeen per cent of respondents indicated that treating employees fairly and without discrimination would show that NCC cares and values their employees.

5.4 CONCLUDING REMARKS

One hundred employees were identified as a sample for the empirical study; the questionnaires were e-mailed to the employees. The total response rate was 70 per cent.

The sample of respondents’ was from the operational level. The best results were in the category of “attitudes towards my promoter team” and “creating feelings of accomplishment”. The most concerning results was in the category of “appreciation of employee ideas/contributions”.

The most common response cited by respondents’ for the question what stops them from doing their best was unfair recognition. This ties in with the low rating for the category of “appreciation of employee ideas/contributions”. Listening to staff before making decisions and listening to what their needs are was the most common response cited by respondents’ for the question what can NCC do to show they care and value their employees.
The results of the empirical study were analysed and presented in this chapter. The conclusions both from the empirical study and the literature study will be discussed in chapter six.
CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 INTRODUCTION

Chapter six contains a summary of the preceding chapters, including an overview of the empirical findings. In this chapter, recommendations will be made based on the literature study and findings found in the empirical study.

The limitations are that the study has been confined to NCC division and that it has not examined the employee engagement levels for Telkom, nor has the study measured the relationship between employee engagement and customer satisfaction. An opportunity for further research can be considered by measuring the relationship between employee engagement levels and Telkom’s profitability.

Engaging employees to build a performance culture in Telkom’s NCC division is the subject researched in this dissertation.

Employee engagement is referred to as employees being committed to their work, being passionate about their work, being emotionally connected to their organization and to their coworkers (Employee Engagement & Mental Health, 2004: 1). Wellins and Concelman (2005: 1), describe engagement as passion, commitment an extra effort. The illusive force that motivates employees to higher (or lower) levels of performance. It is also described as a commitment to the organization, job ownership and pride, more discretionary effort (time and effort), passion and excitement and commitment to execution and the bottom line.
6.2 SUMMARY OF CHAPTERS

- Chapter one (Problem Statement)

The aim of this chapter was to present the main problem to be addressed and to outline how the researcher intends to solve the main and sub-problems. Important definitions were identified to ensure clarity and consistency throughout the research paper.

- Chapter two (Telkom company and human resources profile)

In the second chapter, a brief overview of Telkom’s position in the industry, its listing, market share, opportunities in Africa, management and human capital was discussed.

- Chapter three (Literature Study)

Chapter three dealt with the literature study, specifically factors that will enhance employee engagement as well as the types of employee engagement.

The chapter dealt with solving the set of sub-problems identified in chapter one. The sub-problem was “what factors does the literature reveal that will enhance employee engagement”.

According to Wellins, Concelman (2005: 1), positive outcomes are directly related to high levels of employee engagement. Engaged employees are those who work longer hours, try harder, accomplish more and speak positively about their organizations. Engagement is an amalgamation of commitment, loyalty, productivity and ownership. It’s also a critical element of competitive advantage for most organizations.
The chapter started with an analysis of the definition of employee engagement. Secondly, the chapter reviewed the three levels of employee engagement and further enhancement strategies for each of the levels, factors that promote employee engagement and the role of leadership as well as an employee engagement strategy.

In conclusion it must be emphasized that employee engagement is a critical element of the company’s competitive advantage.

- Chapter four (The empirical study)

The empirical study was described in this chapter. In the empirical study the objective was to determine what the NCC can do to build the workplace that will foster higher levels of employee engagement according to its employees by means of a questionnaire.

The employee survey was specifically aimed at 100 employees at the operational level in NCC division of Telkom.

The following research methodology was followed:

- A literature survey to determine factors or behaviours that will enhance employee engagement in building a performance culture and what Telkom NCC can do to build the workplace that will foster higher levels of employee engagement.

- A survey was conducted to determine what the engagement levels of employees are at Telkom NCC, what stops the employees from doing their best and what Telkom NCC division can do to show they care and value their staff as according to their employees by means of a questionnaire.
The findings from the literature study and empirical study would be used to determine to what extent are employees engaged to build a performance culture in Telkom’s NCC division.

A self administered questionnaire was used to collect the data required for this research.

Chapter five (Results of the empirical study)

The results of the empirical study were presented and analysed in this chapter.

The response rate for the total sample was 74 per cent; they were all at the operational level. The best results were in the category of “attitudes towards my promoter team” and “creating feelings of accomplishment”. The lowest results were in the category of “appreciation of employee ideas/contributions”.

The most common response cited by respondents’ for the question what stops them from doing their best was unfair recognition. Listening to staff before making decisions and listening to what their needs are was the most common response cited by respondents’ for the question what can NCC do to show they care and value their employees.
6.3 RECOMMENDATIONS

6.3.1 Attitudes Toward my Promoter and Promoters’ Team

According to the Auditor General Report (2005: 1), a major reason employees leave organizations is dissatisfaction with the quality of the relationship they have with their supervisor or managers. Pride that employees have for their job is significantly affected by their supervisor.

In order for NCC to enhance their employees’ attitudes toward the promoters’ team especially in terms of pride, strong attachment, feeling part of the family and motivating employees to do well promoters must concentrate on building relationships with their teams and individual members of the team.

Promoters at NCC can achieve successful relationship building by planning one on one sessions with each staff member. During this session promoters can discuss what is expected of individuals and in turn what individual expect from their promoter. It is crucial to be honest in order to build meaningful relationships. It is important that promoters don’t only concentrate on business targets and objectives, but also on the lifestyle of the employee, personal issues that they may experience, career development and show care and concern by offering counseling where necessary and assisting employees to achieve personal goals.

Group sessions can also be held where structures are removed, the team focuses on removing obstacles in the business unit and all members are accountable for the success of their business unit. Employees are empowered to make decisions and take actions and can easily interchange ideas.
6.3.2  Trust in Employees

Empowering leaders trust their employees and give them the opportunity to make decisions without micromanaging or taking over tasks when the going gets tough (Wellins, Bernthal and Phelps, 2006: 14). Allowing employees the opportunity to follow through on their ideas will give them a strong sense of accomplishment and then watch job dissatisfaction go down and job satisfaction skyrocket (Gupta-Sunderji, 2004: 39).

Promoters at NCC should keep an open mind when employees want to try new ways of doing things. In order to enhance engagement levels and create better trust in employees, promoters should allow employees to pilot their own projects. For example, when an employee at NCC has a new idea, depending on the feasibility of the new idea, the promoter should allow the employee to make use of company resources and company time and project manage the idea, provided that the employee fulfills his normal function. The employee must also be given the decision making power for implementing the idea, this approach will make the employee feel empowered and will enable him to take ownership of his idea. Taking this approach will encourage more employees to try new ways of doing things.

6.3.3  Appreciation of Employee Ideas/Reward and Recognition and Feelings of Accomplishment

According to the Auditor General Report (2005: 2), it is up to individual supervisors to ensure that they recognize the accomplishments of their staff on an ongoing basis and in a way that is valued by each individual. Managers struggle with recognition; they either don’t know how to do it or don’t believe they have the time to do it.
NCC should educate their leaders on the value of recognition and the best way to go about it. Since managers are the ones responsible for motivating employees to higher levels of performance, they should be trained on best practices for recognizing employees’ work. Employees must be given the opportunity to identify meaningful recognition to determine what type of reward best motivates them. Managers should regularly check to see whether the reward system is still on target. In order for colleagues to notice the achievements of other members, the team should constantly be kept in the loop of what they are doing, either by means of a monthly feedback session or presentation. Rewards can be presented to members in the midst of their team members in order to recognize their achievement and to make colleagues aware of their achievements.

6.3.4 Satisfaction with Day to Day Activities

Most employees want to keep their jobs fresh and interesting by learning new approaches and building new skills. Organisations can create engagement in their workforce by building a learning culture and creating individual development plans for every employee (Wellins, Bernthal and Phelps, 2006: 14).

Depending on employees career aspirations, employees should be equipped to fully perform their function and should also be assisted by being developed in areas of the company that they aspire to be in. This will prevent employees from feeling “stuck” or “trapped” in a position that they no longer find challenging. In order for employees to grow and be promoted into higher positions, NCC must consider that if positions become available that they first be advertised in the NCC division before it be made available to the rest of the company.
6.4 CONCLUSION

Engagement has to be a leadership-driven initiative from the most senior level to the front line. Engaged leaders coach proactively for success, inspire loyalty and trust and build an environment in which employees are motivated and engaged. To foster an environment of engagement, organizations need strong systems and strategies that promote and support engagement. Hiring and selection systems that measure motivation and propensity for engagement, leadership training in certain skills (coaching, influencing others, managing change), performance management accountability systems that provide direction, support and objective assessments all work together to provide a foundation and environment in which engagement can flourish (Wellins, Bernthal and Phelps, 2006: 26).

Engagement ultimately lies in the heart of the employee. Measuring motivational and job fit during the hiring process ensure that you select people who can and want to find meaning in their work. Building an engaged workforce is a long-term, ongoing initiative as it requires a coordinated, consistent effort from leaders, organizational systems and individuals, it must be linked with the most important organizational business drivers or it will get pushed aside by the daily press of work. A fully engaged workforce is a loyal workforce, an engaged workforce will give the extra effort your organization needs to remain competitive (Wellins, Bernthal and Phelps, 2006: 26).

Employee engagement is a partnership between the company and the employees where everyone works together to achieve the business objectives of the company and the personal aspirations of employees. The organization has the responsibility to create the conditions for this to happen (Understanding Employee Engagement, 2004: 2).

According to Nelson (2006:4) employee engagement is strongly related to important organizational outcomes, such as employee retention, productivity and
satisfaction. Consistent with effective performance management techniques, engagement can be improved by creating an environment that includes challenging work, support team members, a winning culture and effective training strategies.
LIST OF REFERENCES


Employee Engagement. 2006. [Online]. Available from:


Executive Leaders and Employee Recognition. 2005 [Online]. Available from:


Fuqua School of Business. 1999. Telkom South Africa.


Telkom Annual Report 2006

Telkom Corporate Profile 2005


30 November 2006

QUESTIONNAIRE ON THE EXTENT THAT EMPLOYEES ARE ENGAGED TO BUILD A PERFORMANCE CULTURE IN TELKOM’S NCC DIVISION

Dear Sir/Madam,

I am currently studying towards a Master’s Degree in Business Administration at the Nelson Mandela Metropolitan University in Port Elizabeth.

In order to meet the requirements of this qualification, I am undertaking a research paper with the title “Engaging Employees to build a performance culture in Telkom’s NCC division”. The research questionnaire is directed at operational employees in the Network Customer Care (NCC) Division in Telkom.

I would like to request your assistance in completing and returning the attached questionnaire related to the research paper. It should take no more than 15 minutes of your time and your cooperation will be greatly appreciated.

Yours sincerely

Elize Goliath
Researcher
Appendix B
Questionnaire

Dear respondent,

The following details are required for statistical purposes only and will remain confidential. Please indicate the following by placing an X in the appropriate column:

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<thead>
<tr>
<th>General</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>Indicate your gender group</td>
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<table>
<thead>
<tr>
<th>Category A - Attitudes Toward my Promoters Team</th>
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<tbody>
<tr>
<td>Please select the option that best describes your opinion regarding the following:</td>
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<tr>
<td>Strongly Agree</td>
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<tr>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>I really feel like part of the family in my section</td>
</tr>
<tr>
<td>I feel a strong personal attachment to my section</td>
</tr>
<tr>
<td>I feel proud to work for my section</td>
</tr>
<tr>
<td>When my section has problems, I think of them as my problems</td>
</tr>
<tr>
<td>I feel highly motivated to do my work well</td>
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<tr>
<th>Category B - Trust in Employees</th>
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<tbody>
<tr>
<td>Strongly Agree</td>
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<tr>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>I pretty much manage my own time at work</td>
</tr>
<tr>
<td>I have control over the resources I use to do my work</td>
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<tr>
<td>Employees are encouraged to try new ways of things at work</td>
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</table>

<table>
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<tr>
<th>Category C - Appreciation of Employee Ideas/Contributions</th>
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<tr>
<td>Strongly Agree</td>
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<tr>
<td>-----------------------------------------------------------</td>
</tr>
<tr>
<td>Overall, ideas and suggestions from employees are appreciated</td>
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<tr>
<td>Employee ideas are put into practise</td>
</tr>
<tr>
<td>When people have good ideas, they get noticed and rewarded</td>
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<td>Category D - Creating Feelings of Accomplishment</td>
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<td>------------------------------------------------</td>
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<tr>
<td>My promoter provides useful feedback about “how I am doing” at work</td>
</tr>
<tr>
<td>I have the skills I need to be effective at my job</td>
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<tr>
<td>I am able to meet most of the challenges my work provides</td>
</tr>
<tr>
<td>The people I work with let me know when I've done a good job</td>
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<tr>
<td>People notice my achievements at work</td>
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<table>
<thead>
<tr>
<th>Category E - Satisfaction with Day to Day Activities</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<tbody>
<tr>
<td>Overall, I really like the duties and activities that make up my job</td>
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<tr>
<td>My job provides me with chances to grow and develop</td>
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<tr>
<td>My job is challenging in a good way</td>
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<tr>
<td>There is a good fit between the job I do and my skills and abilities</td>
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<td>I am pleased with the physical working conditions where I do my job</td>
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<tr>
<td>There is a good day to day work atmosphere among my co-workers</td>
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<tr>
<td>My colleagues treat me with respect</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category F - Promoter</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither Agree nor disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am truly empowered to make decisions and take actions that I think will be best for the section</td>
<td></td>
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<tr>
<td>I have a good day to day working relationship with my promoter</td>
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<tr>
<td>My promoter provides the right amount of supervision and guidance</td>
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<tr>
<td>I get the highest quality advice about how I should do things from my promoter</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Category G - Open Questions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>What stops you from doing your best</td>
<td></td>
</tr>
<tr>
<td>What can we do to show we care and value our employees</td>
<td></td>
</tr>
</tbody>
</table>

Many thanks for completing this questionnaire.