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AN ENTREPRENEURSHIP AND LEADERSHIP DILEMMA: A Closer Look into the Challenges in South Africa

BY

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Abstract

Purpose – The purpose of this article is to investigate general public sector entrepreneurship practice in South Africa across multiple industry sectors.

Design/methodology/approach – The article reviews public sector policy on entrepreneurship initiatives undertaken since 2010 and the impact that it's had on the South African entrepreneurship ecosystem. Literature reviewed included available public documents, speeches made by Ministers of Economic Development and the Presidency and is further supported by reports from Small Enterprise Development Agency (SEDA), the entity responsible for entrepreneurial development.

Findings – This article highlights the foundational areas of progress achieved to date. It further identifies factors leading to unimpressive entrepreneurial and economic results by entrepreneurs as a result of external factor efforts. It identifies the key impediments to entrepreneurial success and, suggests a think tank to examine and report on progress made, and to illuminate the obstacles that make entrepreneurial success difficult within the South African context.

Social implications – Underestimating the importance of community stakeholders and the poor leadership of government regulatory bodies leads to limited commitments to environmental ethics accountability by petroleum and chemical manufacturing industries operating in the Durban South Basin. Naturally, this is resulting in growing tension and a perception of unequal treatment by some groups leading to a series of protest actions and litigation.

Originality/value – The article develops a narrative perceptive report from community residents and stakeholders. It glosses over established literature on overall ethical practice, makes a comparative analysis and recommends a pathway for business and community leadership to adopt for sustainability reasons.

**Keywords:** Austerville, Wentworth, Durban South Basin, Everyday Ethics, Ethical and Moral Leadership, Community Stakeholders, Petroleum and Chemical manufacturing industries, Theoretical analysis.

1. INTRODUCTION

Robbins *et al.*, (2007) defines “Motivation,” as, “the process that accounts for an individuals’ intensity, direction, and persistence of effort towards attaining a goal.”

The recent South African challenges in the power industry are well documented, with it, contributing significantly to fear of unemployment, given the growing unemployment rate in the country (cnn.com). For the employees of South Africa’s single and largest energy supplier, it is further bridled by the

fact that the failure of the power entity to perform at a consistent level often leaves them living in fear of closure and loss as a result. Loss relating to unemployment, unemployability, because of a poor performing economy overall and a dropped standard of living since affordability for necessities like shelter, food, clothing, and safety are compromised. Given this context, employees experience great anxiety, often with the result that absenteeism is on the increase and previously uncommon, now common causes being recorded as absenteeism related to employee “well-



being.” According to Denier and Ryan (2009), well-being, itself is an unclear academic principle, with no wide or universal consensus around a single definition. It is however, agreed, in broad terms that it is informed by positive feelings, moods and emotions, critical thereto, is that it is accompanied by the absence of feelings of despair, general unhappiness and a purposeful existence within an organisation (Carter, 2016).

Within organisations, effective, consistent, and well-timed internal communication, is paramount to ensure employee focus and attention, particularly since employees often encounter negative information about their organisations through public mediums such as national news or social media (Skinner & Von Essen, 1987). An efficient and precise internal organisational communication strategy is necessary to quell negative media messages and more importantly, to keep employees focused on organisational goals to extinguish the possible adverse effects of negative external messaging. Skinner and Von Essen (1987) posit that effective communication methods include, written word, formal and informal communication, circulars, notice boards, face-to-face team briefing sessions and training.

More modern-day approaches are successfully deployed via cellular telephony using social media and a diverse range of electronic and highly effective mediums (Stair & Reynolds, 2008). External interference has the potential to contribute adversely to internal communication, impacting quality of work life for employees (Casio 2010). Failure to appreciate, understand and mitigate these interferences could leave employees exposed to external sources of information which could have a harmful effect on employee self-perception and employee perception of the leadership of the organisation. The advantage of focused internal communication is that it enables leaders in the organisation to craft and design high impact messages to inspire and motivate employees in the direction of goal attainment (Skinner & Von Essen, 1987), equally, Robbins *et al.*, 2007 emphasise Skinner's reinforcement theory suggesting that motivation is achieved as a result of effective and regular communication which; not only seeks to motivate employees, but further seeks to shape employee behaviour in response to growing operational demands and challenges.

Operational challenges relating to machinery breakdown; for example, are further contributors to anxiety and a sense of failure permeating the organisation. Table 02 illustrates the various indices affected by the overall economic performance of the country, in particular highlighting the state of unemployment (almost 60% youth unemployment), the daunting possibility of losing a job and not being able to secure one within the shortest possible period. Collectively, these factors have the potential to adversely contribute to burnout, a sense of despair and an unmotivated employee workforce (Turato *et al.*, 2022).

### 1.1 Background of the Study

Gerber *et al.*, (1995) posit that motivation theories are categorised into three distinct groups: content theories, process theories and reinforcement theories. They expatiate

that *Content* theories focus on the “what” of motivation, whilst *Process* theories focus on the “how” and *Reinforcement* theories focus on the “manner” in which the desired behaviour can be learned. The key elements of motivation are *Intensity* – which is concerned with how hard an employee tries to perform a task; *Direction* – which is bothered with how that effort is transferred to advantage the organisation and *Persistence* – which is consumed with the duration that an employee can maintain their effort on a particular task (Gerber *et al.*, 1995). Robbins *et al.*, (2007) assert that employees who are motivated usually commit to the task until the goal is achieved whilst employees who are not motivated tend to lack focus and energy towards the task and invariably fail to complete the task in the required productive time.

Swanepoel *et al.*, (2008) emphasise that commonality of purpose is acquired and achieved by motivating employees through coercion and buy-in rather than intimidation and force. This approach is particularly useful in the context of highly politicised environments.

### 1.2 Objectives of the Study

- To examine the significance of transformational leadership on the sustainable energy industry in South Africa
- To assess leadership decisions style and its influence on employee attitudes
- To assess how these factors impact work engagement for employees in the energy sector

#### 1.2.1 Research Questions

- What is the significance of the transformational leadership approach on the energy sector in South Africa?
- How have leadership decisions impacted employee attitude, performance and well-being?

### 1.3 Limitations of the Study

- The questionnaire is responded to with employee bias, therefore the desired accuracy of 100% cannot be assured.
- The duration of the study was brief and limited the extent and possibility of a broad, more representative study.

### 1.4 Methodology

The survey method was applied in the study, employing questions designed to draw specific feedback from respondents whilst eliminating the possibility of ambiguous interpretation in their responses (Saunders *et al.*, 2016). Subsequent to the data being collated, it was analysed and used to assess responses to the research questions (Wellman *et al.*, 2005). A Likert Scale was used, which denoted 1=Not Utilised, 2=Slightly Utilised, 3=Moderately Utilised, 4=Highly Utilised, and 5=Very Highly Utilised, to measure responses.

#### 1.4.1 The Research Instrument

The research instrument consisted of 63 items, with a level of measurement at a nominal or an ordinal level (Saunders *et al.*,

2007). The questionnaire was divided into 4 sections which measured various themes as illustrated below:

- A Biographical data
- B Leadership Styles
- C Leadership Style Influence
- D Work Engagement

The focus of this paper is on Section D – Work Engagement

#### 1.4.2 Reliability Statistics

Wellman *et al.*, (2005) posit that there are two important criteria of precision; namely reliability and validity. Reliability is calculated by gathering several measurements of the same subjects. Reliability coefficients of 0.60 or higher are considered “acceptable” for a newly developed construct.

Table 01 below reflects the Cronbach’s Alpha score for all the items that constituted the questionnaire.

**Table 01: Cronbach’s Alpha Score per Section**

	Section	Number of Items	Cronbach’s Alpha
B	Leadership Styles	36	0.945
C	Leadership Style Influence	5	0.946
D	Work Engagement	17	0.938

The reliability scores for all sections exceed the recommended Cronbach’s Alpha value. This indicates a degree of acceptable, consistent scoring for these sections of the research. (Wellman *et al.*, 2005)

## 2. LITERATURE REVIEW

According to Swanepoel *et al.*, (2008) individual needs give rise to tension which in turn spurs behaviour which is directed at specific goals. This action is perceived as desirable in that it leads to fulfilment. Whilst employees’ desire to fulfil their goals they are hampered by irregular outages; and a supply chain process which fails to provide requisite plant and machinery spares to undertake speedy maintenance. Herzberg’s two-factor theory suggests that “an individual’s relation to work is basic and that one’s attitude towards work can very well determine success or failure.” This essentially means that the employees affected by these conditions can be motivated or not dependent on their attitude towards their jobs. If they are affected by internal factors, it poses a greater challenge, however if they are affected by hygiene factors, it could suggest that they may still be motivated if they adopt an attitude not affected by external factors. (Cummins and Worley, 2015).

Herzberg further concludes on the following, that, “intrinsic factors, such as advancement, recognition, responsibility, and achievement seem to be related to job satisfaction”, whilst job dissatisfaction related more to extrinsic factors, such as supervision, pay, company policies, and working conditions” (Hill & Jones, 2001). Dissatisfaction is closely associated to

low motivation and interest on the part of employees, therefore an investigation into motivation would not achieve the desired result were it not to consider the satisfaction levels of employees (Robbins *et al.*, 2007). The employees of the power utility may be eager to work together, however if management do not create an environment to do so, it could prove difficult to achieve. As Steinberg, (2007) asserts, consistent messaging to groups is very critical as it minimises misinterpretation and eliminates the possibility of the development of mistrust.

Gerber *et al.*, (1995) points out that mistrust amongst employees is a great source of politicking, unhealthy rivalry, and lack of focus on objectives if not succinctly managed. Skinner and Von Essen, (1996) echo these sentiments affirming that the management of group communication is important in that it helps to influence and control “group climate,” where the atmosphere created in the group is largely dependent on the quality of the information and communication styles of its members. Groups are known to sometimes have “too hot” a climate, where members are intolerant of each other and quickly lose their tempers, whereas others have “too cold” a climate in that members are aloof and sarcastic and are generally unconcerned about hurting one another’s feelings or ensuring that everyone gets the opportunity to voice an opinion. Steinberg, (2007) further asserts that when group members believe that what they are doing is important, members participate more actively, giving their time to doing what’s expected of them and attending important group goal meetings to stay abreast of developments. Cohesiveness is established when group members are committed to the end goal.

The cognitive evaluation theory on the other hand argues “that when extrinsic rewards are used by organisations as pay-offs for superior performance, the intrinsic rewards, which are derived from individuals doing what they like, are minimised. In other words when extrinsic rewards are given to someone for performing an interesting task, it causes intrinsic interest in the task itself to erode.” (Robbins *et al.*, 2007)

Swanepoel *et al.*, (2008) affirms McClelland’s argument that people with different needs are motivated differently. In the case of some employee’s, there may be a higher need for achievement. Therefore, the employees who display this characteristic should be assigned greater challenges, which are attainable, and they should be provided with regular feedback to maintain their motivation. Financial reward may serve as a narrow, short-term motivating factor. Dodge *et al.*, (2012) accordingly posit that in the case of employees affected by a high need for affiliation, it’s important to note that this type of employee performs best in an environment where greater recognition and emphasis is placed on equilibrium.

Yet in the case of employees with a higher need for power, McClelland argues that these employees should be singled out by management and attempts made to provide them with the opportunity to manage others (Swanepoel *et al.*, 2008).

Gerber *et al.*, (1995) posit that employees are also motivated (according to Maslow’s hierarchy) by their realisation of their

individual needs, whilst aspiring to meet their personal aspirations and ambitions. Accordingly, Skinner’s Reinforcement theory suggests that motivation is an aspect of communication (feedback) - this is highlighted as being necessary at intervals where there is a requirement to shape the behaviour of individuals within an organization (Robbins *et al.*, 2001). Hussain *et al.*, (2018) interestingly asserts that factors that influence individual behaviour and motivation include amongst others, personal involvement, personality, culture, values, career opportunities, security, and work conditions.

The Ohio state study highlights the differences between two leadership roles as perceived by employees (Robbins *et al.*, 2001). These are critical in that they influence management’s approach to the organisation, and it could facilitate the shaping of the organisational culture, critical points in the buy-in to followers and absolute for the achievement of strategic objectives (Hind & Smit, 2012). In dynamic organisations which are large and spread across multiple locations, Dionne *et al.*, (2004) re-enforce the importance of the implementation of “initiating structure” approach which categorises roles and responsibilities to achieve group goal attainment.

According to Hayes, (2018) one way to improve team performance is to establish agreed norms or rules of how the team is to operate and rigorously stick to them. Norms could address the obligations of individual members to the team; how team performance is assessed, how it works together, what motivation systems are to be employed and mechanisms of how to facilitate open and honest exchange about the teams’ norms, performance, character, and behaviour (Hayes, 2018).

According to Herzberg’s two-factor theory, hygiene factors (generally external) and motivation (internal) affect employee performance and motivation (Prior *et al.*, 2008). External involvement can contribute adversely to internal communication and reporting lines, therefore impacting quality of work life (Hussain *et al.*, 2018). Employee annual performance reviews for example must be carried out promptly, in an open, non-secretive environment. This better serves all team members because of the learning experiences gained by sharing challenges, sharing experiences, and collectively focusing on the group’s achievement, as a priority. This cannot be achieved through a linear, independent feedback mechanism. It is rather more likely to produce the desired operational performance by utilizing the

“All channel” network. Steinberg, (2007) accordingly emphasises that sociologists, Bavelas and Leavitt studied four communication methods and discovered that ‘networks’ play a critical role in problem identification and problem solving.

The Wheel, the most centralized of the four networks proved to be the fastest and most accurate in solving problems, whereas the circle the least centralised, was the slowest, used more messages and was the least accurate (Steinberg 2007). The most favourable route for the entity leaders is to employ the “all channel” network where greater team participation is encouraged. Communication is very critical in achieving pre-determined goals and objectives. This is squarely a leadership responsibility to create and to maintain until objectives are achieved (Al-Serhan, 2020). It is generally agreed that communication is executed with some purpose in mind and that the most important purpose is to satisfy a personal or social need. One of the prime purposes for communication is to develop and maintain relationships with others. Communication is therefore of critical importance and relevance in maintaining self-control and personal motivation levels of employees (Johnson *et al.*, 2006). What is communicated, where it is communicated, and the timing of the communication are the considerations that leaders must make in the leadership of their teams (Bahzar, 2019) In many situations communication is used to convince others into their way of thinking; to change an attitude or behaviour as well as to have them understand what is said (Steinberg 2007). Studies have proven that group morale and individual motivation within the operation of a group are higher when people are not cut off from each other but rather participate in as many decisions as possible that impact upon the quality of their work lives. (Hayes 2018).

**3. POWER INDUSTRY IN SOUTH AFRICA**

South Africa’s energy sector is serviced by one dominant power producer, supplying almost 90% of the country’s power needs. The power utility has encountered serious structural changes and maintenance issues resulting in the generating units rapid and frequent failure, resulting in insufficient power being produced. This problem has haunted South African since November 2007. Since then, load-shedding has become a frequent experience for South Africans. It has had disastrous consequences on the economy, leading to short-time production across multiple industries, business demise for others, and resulting in increased unemployment. Table 02 provides an illustration of the shifts in various categories.

*Table 02: South Africa’s Unemployment Rate*

RELATED	LAST	PREVIOUS	UNIT	REFERENCE
Unemployment Rate	32.90	33.90	Percent	September 2022
Employed Persons	15765.00	15561.86	Thousand	September 2022
Unemployed Persons	7700.00	8000.00	Thousand	September 2022
Labour Force Participation Rate	58.30	58.60	Percent	September 2022

Wages	24813.00	24578.00	ZAR/Month	September 2022
Wages in Manufacturing	21839.00	21401.00	ZAR/Month	September 2022
Population	60.14	59.30	Million	December 2022
Youth Unemployment Rate	59.60	61.40	Percent	September 2022
Employment Rate	39.10	38.70	Percent	September 2022

Source: (tradingeconomics.com)

#### 4. INTERPRETATIVE ANALYSIS

The data is organised to answer the research question. After collection, it is compiled, analysed, and processed to develop the research plan. In the analysis, certain measures of the data are organised and computed together concurrently searching for pattern groups. In conducting this exercise, relationship or difference is subjected to further statistical tests to check validity and veracity. This informs the degree to which indicative assumptions and conclusions can be drawn (Curwin & Slater, 2006).

##### 4.1 FINDINGS AND INTERPRETATION

According to Robbins *et al.*, (2007) motivation is influenced by several intrinsic factors. These are autonomy, participation, social needs, responsibility, recognition, satisfaction, and promotion. Das *et al.*, (2020) emphatically advocate that these factors collectively contribute to employee performance and well-being. Of the key considerations in theory, job security ranks highest in the order of factors impacting employee motivation adversely. The outcome of this study indicates a consistency in theory regarding this index.

A chi square goodness-of-fit test was performed to establish whether the scoring patterns per response were, per option, significantly different. In the null hypothesis test, it was established that similar numbers of respondents scored across each option for each response. It further illustrates that a significant difference in the levels of frequency of use, the results of which are reflected in the Table (Curwin & Slater, 2006).

Where the highlighted values (p-values) are less than 0.05 (level of significance) it confirms that the distributions were not similar, which means that the respondents scored vastly different (low frequency, sometimes and high frequency) and that those differences were significant.

An examination of two selected statements from “D” Section follows to provide additional clarification:

Factor analysis is done only for the Likert scale items. Certain components divided into finer components. This is explained below in the rotated component matrix.

*For illustrative purposes, they have been appropriately colour-coded.*

Section B	Colour Code	Section D	Colour Code
Being Positive	Yellow	I love my Job	Yellow
Leader is a Procrastinator	Blue	My Job is Challenging	Blue
Leader takes Corrective Action	Green		

Table 03: ROTATED COMPONENT MATRIX and EXTRACTION METHOD

B	Component		
	Being positive	Leader is a procrastinator	Leader takes corrective action
Spends time teaching and coaching	0.724	-0.078	0.169
Treats you as an individual rather than just a member of the group	0.642	0.204	-0.355
Considers that you have different needs, abilities, and aspirations from others	0.826	0.012	-0.141
Helps you develop your strengths	0.812	-0.124	0.158
Re-examines critical assumptions to question whether they are appropriate	0.829	-0.008	0.131
Seeks differing perspectives when solving problems	0.843	0.047	0.157
Gets you to look at problems from many	0.800	-0.038	0.339

different angles				Makes it clear what you can expect to receive when performance goals are achieved	0.825	0.020	0.257
Suggests new ways of looking at how to complete assignments	0.615	-0.114	0.433	Expresses satisfaction when you meet expectations	0.798	-0.029	0.159
Talks optimistically about the future	0.861	0.085	0.079	Focuses attention on irregularities, mistakes, exceptions, and deviations	0.387	0.320	0.638
Talks enthusiastically about what needs to be accomplished	0.881	0.015	0.108	Concentrates his/her full attention on dealing with mistakes, complaints, and failures	0.380	0.349	0.683
Articulates a compelling vision of the future	0.870	-0.060	0.131	Keeps track of all mistakes	0.095	0.188	0.895
Expresses confidence that goals will be achieved	0.863	-0.028	0.043	Directs your attention to failures to meet standards	0.311	0.403	0.662
Instils pride in you for being associated with him/her	0.817	-0.066	-0.079	Fails to interfere until problems become serious	-0.149	0.800	0.184
Goes beyond self-interest for the good of the group	0.863	-0.074	-0.018	Waits for things to go wrong before taking action	-0.101	0.865	0.313
Acts in ways that builds your respect	0.859	-0.090	0.047	Shows that he/she is a firm believer in "If it isn't broke, don't fix it"	0.129	0.765	-0.320
Displays a sense of power and confidence	0.762	-0.053	0.046	Demonstrates that problems must become chronic before taking action	-0.055	0.876	0.177
Talks about his/her most important values and beliefs	0.736	0.045	0.196	Avoids getting involved when importance issues arise	-0.003	0.834	0.270
Specifies the importance of having a strong sense of purpose	0.806	0.084	0.270	Is absent when needed	-0.057	0.938	0.127
Considers the moral and ethical consequences of decisions	0.832	0.031	0.117	Avoids making decisions	0.008	0.886	0.017
Emphasises the importance of having a collective sense of mission	0.832	0.039	0.146	Delays responding to urgent questions	-0.045	0.919	0.023
Provides assistance in exchange for your efforts	0.878	-0.109	0.158				
Discusses in specific terms who is responsible for achieving performance targets	0.741	0.070	0.174				

Extraction Method employed is the Principal Component Analysis.

Rotation Method employed Varimax with Kaiser Normalization.

a. Rotation was succinctly converged in 5 iterations.

**Table 04** Extraction Method / Source / Developed by Researcher

C	Component
	1
Employees are encouraged to be innovative and creative in their job, the Manager drives them to the limit	0.875
Employees are highly motivated by the way their Manager leads the workforce	0.925
Employees are able to accomplish their assigned task due to the style of leadership employed by their Manager	0.939
Employees feel competent to perform the tasks required for their position because their Manager constantly guides them	0.915
Employees tried to perform well in their job because they are greatly inspired by their Manager	0.935

Extraction Method employed is the Principal Component Analysis.

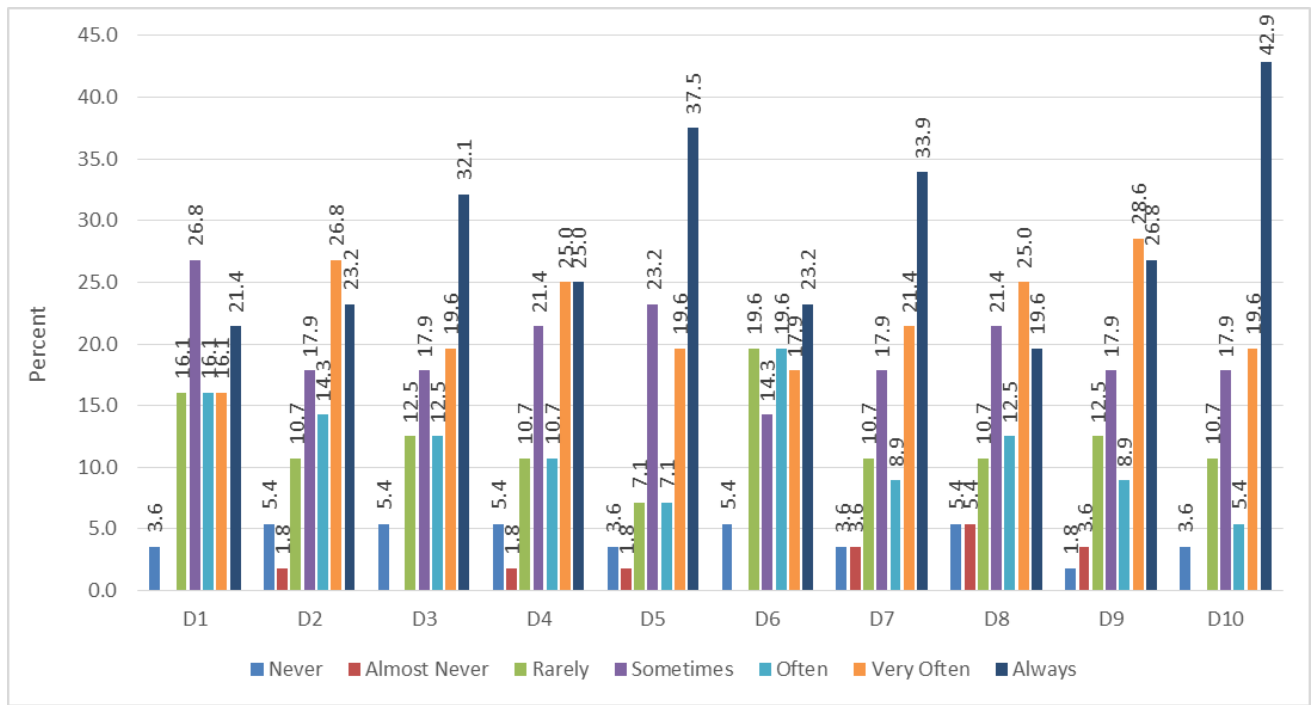
1(one) component successfully extracted.

The tables below 05 (1), (2) & (3) summarise the scoring patterns for Section D		Never	Almost Never		Rarely		Sometimes		Often		Very Often		Always		Chi Square p-value	
			Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %	Cou nt	Row N %		
At my work I feel bursting with energy	D1	2	3.6 %	0	0.0 %	9	16.1 %	15	26.8 %	9	16.1 %	9	16.1 %	12	21.4 %	0.075
I find the work that I do full of meaning and purpose	D2	3	5.4 %	1	1.8 %	6	10.7 %	10	17.9 %	8	14.3 %	15	26.8 %	13	23.2 %	0.003
Time flies when I'm working	D3	3	5.4 %	0	0.0 %	7	12.5 %	10	17.9 %	7	12.5 %	11	19.6 %	18	32.1 %	0.017
At my job, I feel	D4	3	5.4 %	1	1.8 %	6	10.7 %	12	21.4 %	6	10.7 %	14	25.0 %	14	25.0 %	0.002

strong and vigorous																	
I am enthusiastic about my job	D5	2	3.6 %	1	1.8 %	4	7.1 %	13	23.2 %	4	7.1 %	11	19.6 %	21	37.5 %	< 0.001	
When I am working, I forget everything around me	D6	3	5.4 %	0	0.0 %	11	19.6 %	8	14.3 %	11	19.6 %	10	17.9 %	13	23.2 %	0.255	
My job inspires me	D7	2	3.6 %	2	3.6 %	6	10.7 %	10	17.9 %	5	8.9 %	12	21.4 %	19	33.9 %	< 0.001	
When I get up in the morning, I feel like going to work	D8	3	5.4 %	3	5.4 %	6	10.7 %	12	21.4 %	7	12.5 %	14	25.0 %	11	19.6 %	0.025	
I feel happy when I am working intensely	D9	1	1.8 %	2	3.6 %	7	12.5 %	10	17.9 %	5	8.9 %	16	28.6 %	15	26.8 %	< 0.001	
I am proud of the work that I do	D10	2	3.6 %	0	0.0 %	6	10.7 %	10	17.9 %	3	5.4 %	11	19.6 %	24	42.9 %	< 0.001	

Table 05 (2)





**Table 05 (3)**

		Never		Almost Never		Rarely		Sometimes		Often		Very Often		Always		Chi Square p-value
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	
I am immersed in my work	D1 1	1	1.8 %	3	5.4 %	5	8.9 %	11	19.6 %	5	8.9 %	13	23.2 %	18	32.1 %	< 0.001
I can continue working for very long periods at a time	D1 2	2	3.6 %	1	1.8 %	6	10.7 %	9	16.1 %	10	17.9 %	12	21.4 %	16	28.6 %	0.001
To me my job is challenging	D1 3	3	5.4 %	5	8.9 %	11	19.6 %	7	12.5 %	10	17.9 %	9	16.1 %	11	19.6 %	0.298
I get carried away when I'm working	D1 4	3	5.4 %	3	5.4 %	12	21.4 %	5	8.9 %	10	17.9 %	10	17.9 %	13	23.2 %	0.036
At my job I am very resilient	D1 5	1	1.8 %	2	3.6 %	12	21.4 %	4	7.1 %	10	17.9 %	10	17.9 %	17	30.4 %	< 0.001

mentally																
It is difficult to detach myself from my job	D16	3	5.4 %	6	10.7 %	11	19.6 %	6	10.7 %	8	14.3 %	11	19.6 %	11	19.6 %	0.277
At my work I always persevere, even when things do not go well	D17	4	7.1 %	1	1.8 %	9	16.1 %	7	12.5 %	5	8.9 %	12	21.4 %	18	32.1 %	0.001

Table 05 (4) Extraction Method / Source / Developed by Researcher

D	Component	
	I love my job	My job is challenging
At my work I feel bursting with energy	0.781	0.393
I find the work that I do full of meaning and purpose	0.795	0.473
Time flies when I'm working	0.716	0.561
At my job, I feel strong and vigorous	0.874	0.300
I am enthusiastic about my job	0.821	0.342
When I am working, I forget everything around me	0.639	0.353
My job inspires me	0.861	0.341
When I get up in the morning, I feel like going to work	0.772	0.382
I feel happy when I am working intensely	0.672	0.598
I am proud of the work that I do	0.741	0.563
I am immersed in my work	0.623	0.656
I can continue working for very long periods at a time	0.533	0.765
To me my job is challenging	0.465	0.521
I get carried away when I'm working	0.406	0.806
At my job I am very resilient mentally	0.513	0.798
It is difficult to detach myself from my job	0.230	0.831
At my work I always persevere, even when things do not go well	0.357	0.867

Extraction Method employed is the Principal Component Analysis.

Rotation Method employed is the Varimax with Kaiser Normalization.

a. Rotation was successfully converged in 3 (three) iterations.

**4.1.1 Extraction Method Employed**

The foremost component analysis employed was the extraction method, where the number of variables with higher loadings are minimised through the orthogonal rotation

method, in an attempt to further simplify the interpretation of the factors. Inter-correlations between the variables are displayed by the Factor analysis. Curwin and Slater, (2006) posit that an implicit interpretation can be drawn from items

of questions that loaded similarly. The implication is that their measurement was along a similar factor.

#### 4.2 Descriptive Statistics

Section D of the study deals with Work Engagement. The areas of interest was to determine personal engagement attitudes of the employees in relation to their occupation. Additionally, how that engagement impacts performance and well-being. In other words, are employees in a general state of happiness where their employment is concerned. The outcome from respondents was that all responses show significant differences except D1 and D6. These two indices address the specific feelings of respondents in relation to internal motivational feelings related to work, work conditions and or specific to well-being. The motivation for this outcome remains unclear and provides an opportunity for further research.

##### 4.2.1 At my work I feel bursting with energy

This point deals with employee energy levels. 56 responses were received. The respondents scored vastly differently, and the differences were significant. This indicates a marked difference in the perceptions that employees have towards this point. This in essence indicates that some employees feel motivated whilst others don't, however these differences are so significant that it is almost impossible to isolate what the emotive influences on these significant differences would be. Medvedev and Landhuis, (2018) argue that the construct of well-being, happiness and quality of work life is premised on subjective qualities. In other words, some of the qualities are so divergent that it makes it almost impossible to determine which constructs define happiness and which don't. Feelings, for example, could be influenced by various factors, dependent on whether the respondent is male or female, the time of day, the questions are fielded and whether there were immediate incidences which influenced the outcome of that question and had those incidences been removed, there rests no certainty that the response would be consistent. It, therefore, amidst these many unanswered questions, provides room for additional and more specific further investigation.

##### 4.2. When I am at work, I forget everything around me

56 responses were received, with 23.2% scoring that they always feel that they are immersed in their work to the extent that other matters are of a lesser significance. The balance of almost 72% is split between a range of "never" and "very often" For an environment which seeks to keep employees motivated, this could indicate significant differences in employee attitudes in their perception of factors supporting their high or low motivational levels. This point, to a lesser extent indicates a similar pattern to the point addressed above. What variables contribute to the feeling that one, being immersed in their work feels satisfied as a result, to the extent that it could be associated with feelings of well-being?

#### Discussion

Well-being as a construct remains rather elusive. Medvedev and Landhuis, (2018) rightfully question factors which contribute to well-being, emphasising historical

interpretations of well-being, amongst which are: striving for happiness at work against other individual values such as love, wealth, or physical health. Therefore, when attempting to understand this matter, the absence of clearly defined questions seeking to unearth deeper meaning to respondents' responses, leaves much to be desired in terms of the quality of the responses. Whilst the responses may point to established definitions, they lack deeper and clearer meaning as to the influence's resident in the responses to the questions provided.

Further elaborations of the complexity of this question were enunciated by Medvedev and Landhuis, (2018), where it was clearly identified that happiness, as a construct was often mistakenly identified as feelings of great pleasure and that that interpretation equates to a state of employee well-being. Equally a clear distinction is made in the limitation of this interpretation. That distinction: is determining the difference between the feeling of "being happy", which they associate with an enduring internal condition, whereas "feeling happy" they associated with a momentary experience of pleasure. This, of course would make a marked difference if the researcher, in the questions formulated is unable to provide the respondent with this distinction to draw the most insightful data from their responses.

In the paper titled, "Understanding subjective well-being: perspectives from psychology and public health.", Das et al., (2020) painstakingly conclude, from their study of wellbeing; that the bulk of the theories associated with wellbeing tend to emanate from psychology focusing on the individual and influences on the individual at a personal and social level. These measures can produce remarkably variant outcomes individual to individual, simply because of other unknown underlying influences. They posit that social, cultural, emotive factors all play a significant role in how respondents perceive themselves, in relation to their work and that itself has a bearing on how they would interpret wellbeing.

The aim of the study was to determine how transformational leadership, decision-making and style of leadership had impacted work engagement for employees in the energy sector; and how those factors had an influence over employee perception of wellbeing. The data reflects sparse response to this question in that the questions related to this matter may have been far too broad and did not solicit responses which were adequate to determine a firm position as to the attributes and qualities contributing to employee or respondents' feelings in this respect. Whilst the findings are indicative of a general sense of wellbeing the data does not dig deep enough to make conclusive assumptions as to the general state of wellbeing of the entire population.

#### Future Directions

Further research must direct questions to solicit specific responses to the developed constructs. The narrower the question structure, the more likely it is to produce a more acceptable scientific result. Considerations such as socio-economic background, culture, the timing of the study etc. are

suggested for inclusion in the formulation of the study questionnaire.

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