



Data Management & Statistical Analysis

**GENERIC HIGH LEVEL EMPLOYEE  
ENGAGEMENT SURVEY  
FOR A PARTICULAR BUSINESS UNIT  
OR REGION**

**for**

**MY LOGO**

**Prepared by  
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## 1. Introduction

This report provides highlights of the key findings from the Organizational Effectiveness survey for the MY LOGO ABC Function.

## 2. Overall

- The overall score for this Function is **66%**.
- This is higher than the MY LOGO average score of **63%**.

## 3. Dimensions

- The 3 Highest Scoring dimensions for MY LOGO ABC Function are:
  - Employee Brand Image
  - Job Satisfaction
  - Customer Orientation
- The 3 Lowest Scoring dimensions for MY LOGO ABC Function are:
  - Career Development Opportunities
  - Physical Work Environment
  - Company X Merger



#### 4. Overall Lowest and Highest Scoring Items

3 Lowest Scoring Dimensions	Dimension
I am satisfied with the training and development opportunities I have in this company	Career Development Opportunities
I have a career development plan	Career Development Opportunities
There is a clear succession plan in this organisation	Career Development Opportunities

3 Highest Scoring Dimensions	Dimension
I believe my work is important	Job Satisfaction
I am proud to be associated with my company's brand/s	Employee Brand Image
I am committed to delivering on our company brand promise	Employee Brand Image



## 5. Key issues in relation to demographics

In this section, the data is cut into many different 'slices' e.g. by race, gender or region etc.

For each slice:

- comment is given on whether there are statistically significant differences between the scores of employees within that group, and
- the highest and lowest scores are presented.

The highest scores highlight positive issues and the lowest scores highlight negative issues.

This achieves two purposes:

- Highlights positive or negative issues that are specific to a particular 'slice' (for example a negative issue that is only experienced by female employees and that doesn't apply to any one else)
- Highlights positive or negative issues that surface consistently.

Sometimes specific issues (either positive or negative issues) can then be taken up by the managers concerned and actioned accordingly (following our example the Human Resources Department can take an action to address the negative issue experienced by females).

The more pervasive issues are likely to be more difficult to address and usually require further investigation and analysis before corrective actions can be taken. However, the importance of conducting surveys of this nature is that they draw our attention to the important issues.



## 5.1 Race

- Whites scored significantly lower than Africans for the dimensions: Career Development Opportunities and Organizational Culture.
- Whites scored significantly lower than Africans and Coloureds for the dimension Onboarding.
- Africans scored significantly higher on the Physical Work Environment dimension than both Coloureds and Whites
- For Company X Merger: Whites scored significantly less than Africans; Indians scored significantly less than Africans and Coloureds.
- Whites significantly higher than Africans for Employment Equity.
- Highest and lowest scores by Race:

African			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	47	I believe my work is important	80
My manager develops me in line with an agreed development plan	55	I am proud to be associated with my company's brand/s	80
I understand why the business units have been restructured into functional units.	57	I am committed to delivering on our company brand promise	77

Coloured
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## High Level Generic Employee Engagement Report

Coloured			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	47	I am proud to be associated with my company's brand/s	83
I am satisfied with the physical work environment at the MY LOGO office in Midrand.	54	I believe my work is important	82
I am satisfied with the geographical location (Midrand) of MY LOGO's head office	55	Our leadership (senior management/executives) are passionate about our brand/s	82

Indian			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	46	I believe my work is important	88
There is a clear succession plan in this organisation	48	I am proud to be associated with my company's brand/s	80
The MY LOGO and Company X cultures have been merged successfully	48	I enjoy my job	78



## High Level Generic Employee Engagement Report

White			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	48	I believe my work is important	81
I have a career development plan	53	I am proud to be associated with my company's brand/s	78
There is a clear succession plan in this organisation	54	I am committed to delivering on our company brand promise	77



### 5.2. Gender

- On only one dimension was there a significant difference between scores: Management Style - Supports, where females scored significantly higher than males.
- Highest and lowest scores by Gender:

Female			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	48	I believe my work is important	81
The MY LOGO and Company X cultures have been merged successfully	56	I am proud to be associated with my company's brand/s	80
I am satisfied with the geographical location of MY LOGO's head office	57	I am committed to delivering on our company brand promise	79



## High Level Generic Employee Engagement Report

Male			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	46	I believe my work is important	81
There is a clear succession plan in this organisation	55	I am proud to be associated with my company's brand/s	79
I have a career development plan	55	I am committed to delivering on our company brand promise	77



### 5.3. Level

- Dimension: Leadership – Levels 8 scored significantly lower than Levels 7.
- Dimension: Management Style – Communicates – Levels 3 scored significantly higher than Levels 6 through 10; Levels 5 scored significantly higher than Levels 6 and 10.
- Dimension: Management Style – Provides Clarity – Levels 3 scored significantly higher than Levels 6 through 10.
- Dimension: Management Style – Supports – Levels 3 scored significantly higher than Levels 6, 8 and 10.
- Dimension: Performance Management: Levels 3 scored significantly higher than Levels 6 through 10; Levels 5 scored significantly higher than Levels 6, 8 and 10.
- Dimension: Employment Equity – Both Levels 3 and Levels 5 scored significantly higher than Levels 6 and 10.
- Dimension: Employee Brand Image – Levels 8 scored significantly lower than Levels 3 and Levels 5 through 7; Levels 10 scored significantly lower than levels 5 and 7.
- Dimension: Onboarding – Levels 7 scored significantly higher than Levels 8.
- Dimension: Company X Merger – Levels 6 scored significantly lower than Levels 5 and Levels 7.
- Dimension: Change in Company Y's Shareholding – Levels 4, 8 and 10 scored significantly lower than Levels 3, 5 and 7; Levels 5 and 5 and Levels 3, 5, 6 and 7 respectively.
- Dimension: Organizational Culture – Levels 6 scored significantly lower than Levels 7.
- Dimension: Physical Work Environment – Levels 10 scored significantly lower than Levels 5, 6 and 7.
- Highest and lowest scores by Level:



## High Level Generic Employee Engagement Report

Levels 3			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
There is a clear succession plan in this organisation	36	I believe my work is important	93
The MY LOGO and Company X cultures have been merged successfully	50	My leader/manager provides me with regular feedback on how the department is performing	89
I am satisfied with the physical work environment at the MY LOGO office in Midrand.	50	My leader/manager keeps me informed about changes in the business that affect my work	89

Levels 4			
Lowest Scoring Item	Mean	3 Highest Scoring Items	Mean
I have opportunities for career development in this company	46	My leader/manager creates a climate that makes it possible for me to perform successfully.	79
		I am doing something I consider satisfying and worthwhile in my job	79
		I believe my work is important	79

Levels 5
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## High Level Generic Employee Engagement Report

3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	53	I am proud to be associated with my company's brand/s	83
There is a clear succession plan in this organisation	56	My direct manager/supervisor is passionate about our brand/brands	81
The MY LOGO and Company X cultures have been merged successfully	57	Our leadership (senior management/executives) are passionate about our brand/s	80

Levels 6			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	45	I believe my work is important	81
The MY LOGO and Company X cultures have been merged successfully	52	I am proud to be associated with my company's brand/s	78
I have a career development plan	55	I am committed to delivering on our company brand promise	78



## High Level Generic Employee Engagement Report

Levels 7			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	44	I am proud to be associated with my company's brand/s	82
I am satisfied with the physical work environment at the MY LOGO office in Midrand.	56	I believe my work is important	82
My manager develops me in line with an agreed development plan	57	I am committed to delivering on our company brand promise	78

Levels 8			
2 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
Our leadership are visible and approachable	45	I believe my work is important	75
Our leadership have a passion for people	45	My job makes good use of my skills and abilities	73
		I am committed to delivering on our company brand promise	71



#### 5.4 Age

- Employees in the 50+ age bracket scored significantly lower than those in the 25 – 34 years age bracket for the Leadership dimension.
- Employees in the 25 – 34 years age bracket scored higher than all groups in a number of dimensions: Career Development Opportunities; Employee Brand Image; Onboarding; Organizational Culture and Physical Work Environment.
- Employees in the 34 - 49 years age bracket scored significantly lower than all other groups for the Management Style - Communicates dimension.
- Employees in the 34 - 49 years age bracket scored significantly lower than those in the 25 – 34 years age bracket on the dimensions: Management Style - Provides Clarity; Management Style – Supports and Customer Orientation.
- Employees in the 34 - 49 years age bracket scored significantly lower than those in the 50+ age bracket for the Restructuring dimension.
- Highest and lowest score by Age:



## High Level Generic Employee Engagement Report

25 – 34 Years			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
The Company X merger was a positive development for both employees originally from Company X and those from MY LOGO	52	I am proud to be associated with my company's brand/s	85
The MY LOGO and Company X cultures have been merged successfully	54	I am committed to delivering on our company brand promise	82
I am satisfied with the training and development opportunities I have in this company	54	My direct manager/supervisor is passionate about our brand/brands	81

35 – 49 Years			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	44	I believe my work is important	80
I have a career development plan	52	I am proud to be associated with my company's brand/s	79
There is a clear succession plan in this organisation	53	Our leadership (senior management/executives) are passionate about our brand/s	76



50+ Years			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	49	I believe my work is important	83
Our leadership have a passion for people	55	I am committed to delivering on our company brand promise	78
I have a career development plan	56	I am proud to be associated with my company's brand/s	77

## 5.5 Region

- The Johannesburg region scored significantly higher than all other regions for the dimensions: Leadership; Career Development Opportunities, Customer Orientation; Employee Brand Image, Onboarding; Organizational Culture and Physical Work Environment.
- The Johannesburg region scored significantly higher than the Durban regions for the dimensions: Employee Equity; Company X Merger and Restructuring.
- The Johannesburg region scored significantly higher than the Cape Town region for the Job Satisfaction dimension.
- Change in Company Y's Shareholding: Durban scored significantly lower than all other regions.
- Highest and lowest scores per Region:



Cape Town (Western Cape)			
3 Lowest Scoring Item	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	42	I believe my work is important	78
I have a career development plan	53	I am proud to be associated with my company's brand/s	77
There is a clear succession plan in this organisation	54	I am committed to delivering on our company brand promise	76

Durban (Natal)			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	43	I believe my work is important	81
The MY LOGO and Company X cultures have been merged successfully	50	I am proud to be associated with my company's brand/s	77
There is a clear succession plan in this organisation	51	I enjoy my job	76



## High Level Generic Employee Engagement Report

Johannesburg (Gauteng)			
3 Lowest Scoring Items	Mean	3 Highest Scoring Items	Mean
I am satisfied with the training and development opportunities I have in this company	52	I believe my work is important	83
My manager develops me in line with an agreed development plan	58	I am proud to be associated with my company's brand/s	82
I have a career development plan	59	Our leadership (senior management/executives) are passionate about our brand/s	81



## 6. Conclusion and recommendations

The overall score for the ABC Function is **66%** which is higher than the MY LOGO average score of **63%**.

There are some notable positives:

- Employee Brand Image - Employees clearly indicate their endorsement of and commitment to the MY LOGO brand.
- Job Satisfaction – Employees feel that their work is important.
- Employees also demonstrate pride to be associated with the organization and respect for the example set by leadership.

Negative issues that were highlighted:

- Career Development Opportunities – there are perceptions of inadequate training and development opportunities, career planning and succession planning.
- Physical Work Environment – dissatisfaction was expressed with working conditions at Head Office.
- Company X Merger – there is discomfort around the MY LOGO / Company X merger.

The demographic analysis highlighted some issues:

- |               |   |
|---------------|---|
| <b>Race</b>   | <ul style="list-style-type: none"><li>• <b>Whites' low score on <u>Career Development Opportunities</u> may indicate their anxiety over their long term prospects in the organization.</b></li><li>• <b>The inequity in scores for <u>Employment Equity</u> is cause for concern (Whites scored significantly higher than Africans).</b></li><li>• <b>Generally it appears that Whites are less positive about the merger as indicated by their low scores in the <u>Company X Merger</u> and <u>Organizational Culture</u> dimensions.</b></li></ul> |
| <b>Gender</b> | <ul style="list-style-type: none"><li>• It is interesting to note that females scored significantly higher than males on <u>Management Style – Supports</u> dimension. This was the</li></ul>   |



## High Level Generic Employee Engagement Report

only dimension that had any variability for this demographic. It is difficult to comment further without knowing more about the organization.

- |        |  |
|--------|--|
| Level  | <ul style="list-style-type: none"><li>• This demographic revealed the most variability but certain trends did emerge: Levels 3 and Levels 5 scored the most positively in general.</li></ul>   |
| Age    | <ul style="list-style-type: none"><li>• The 25 - 34 years employees appear to be the most positive.</li><li>• It should be noted however that although this age group scored significantly higher on the dimensions of <u>Employee Brand Image</u> and <u>Onboarding</u>, the overall scores for these dimensions were 76 and 70 respectively – which are very good scores. This indicates that there is an overall positive response to these dimensions, for this function, across all age groups.</li></ul> |
| Region | <ul style="list-style-type: none"><li>• Johannesburg region scored the most positively.</li></ul>  |

### Recommendations

There appear to be some clear process-related issues regarding Career Development (training, career development planning, and succession planning).

There also appears to be some organizational 'discomfort' and anxiety resulting from the merger. Post-merger periods can be as traumatic as the merger itself and often the mistake is made by thinking that the change management component is over after the first financial year end. Ongoing internal communication campaigns can be just as vital as external brand image and advertising campaigns.

#### Suggested actions:

- Review career development, training and succession planning processes and refresh and re-communicate where necessary. Ensure that these processes are being consistently applied.
- Conduct small focus groups to further explore some of the more contentious issues. This can demonstrate the organization's commitment to their employees and their willingness to deal with issues honestly and openly. Getting an external facilitator can add objectivity to this process.



- Plan and implement post-merger change management activities.
  - These could include ongoing communication and feedback sessions that provide opportunities and a channel for employees to constructively give their input.
  - This function has many positives to 'celebrate' – these 'success stories' should be communicated.
  - Feedback from the focus groups can provide valuable input as to what change management activities are necessary and appropriate.