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EMPLOYEE
ENGAGEMENT SURVEY

UKZN Employee Engagement Survey – 2013 Overall Report



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Surveying Methods & Distribution Details

Surveying Methods;

This survey was conducted electronically, using the internet and email as a medium.

The survey was distributed to respondents by the means of an email invite, there was a clickable link within the invite which directed them to the survey which was hosted on Pure Survey's server.

Overall Engagement Score (%)

There were 63 statements with subsequent agreement factors that made use of a 4 point scale, those 63 statements were selected as the base for the Overall Engagement Score (%). All responses given for the questions were converted into a percentage of 33.3% integers.

The actual responses are multiplied by each weighting, this total is then divided by the total sample. Therefore, a satisfaction Index is calculated per statement. Interpretation example: A score of 87% indicates a skew towards strongly agree / agree

Strongly Agree	100%
Agree	66%
Disagree	33%
Strongly Disagree	0%

Distribution Details;

A total of **3510** email invitations were sent out on the 19th August 2013.

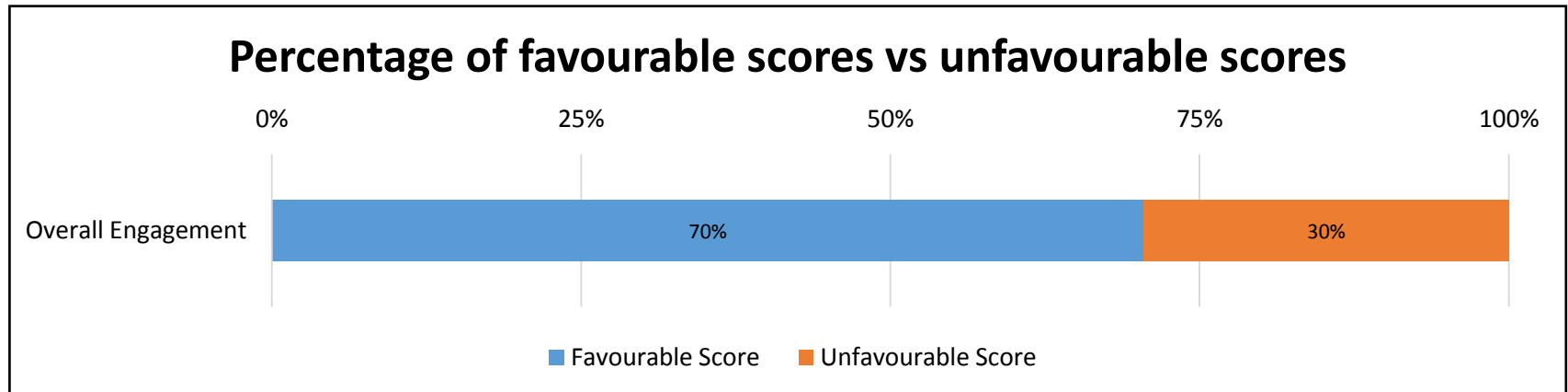
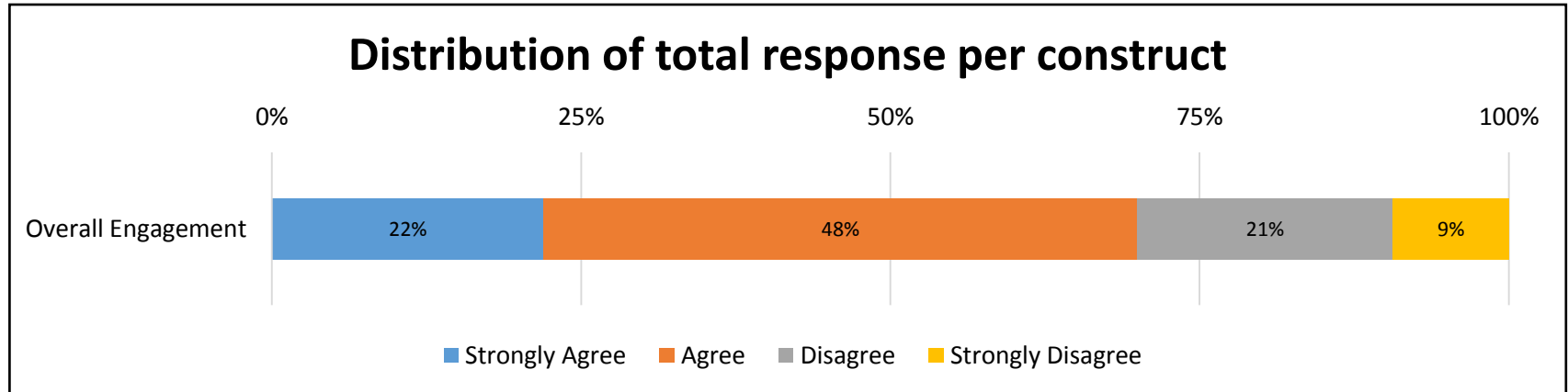
There were **1453** responses to the survey by the time it closed on 1st October 2013.

This equates to a response rate of **41%**.



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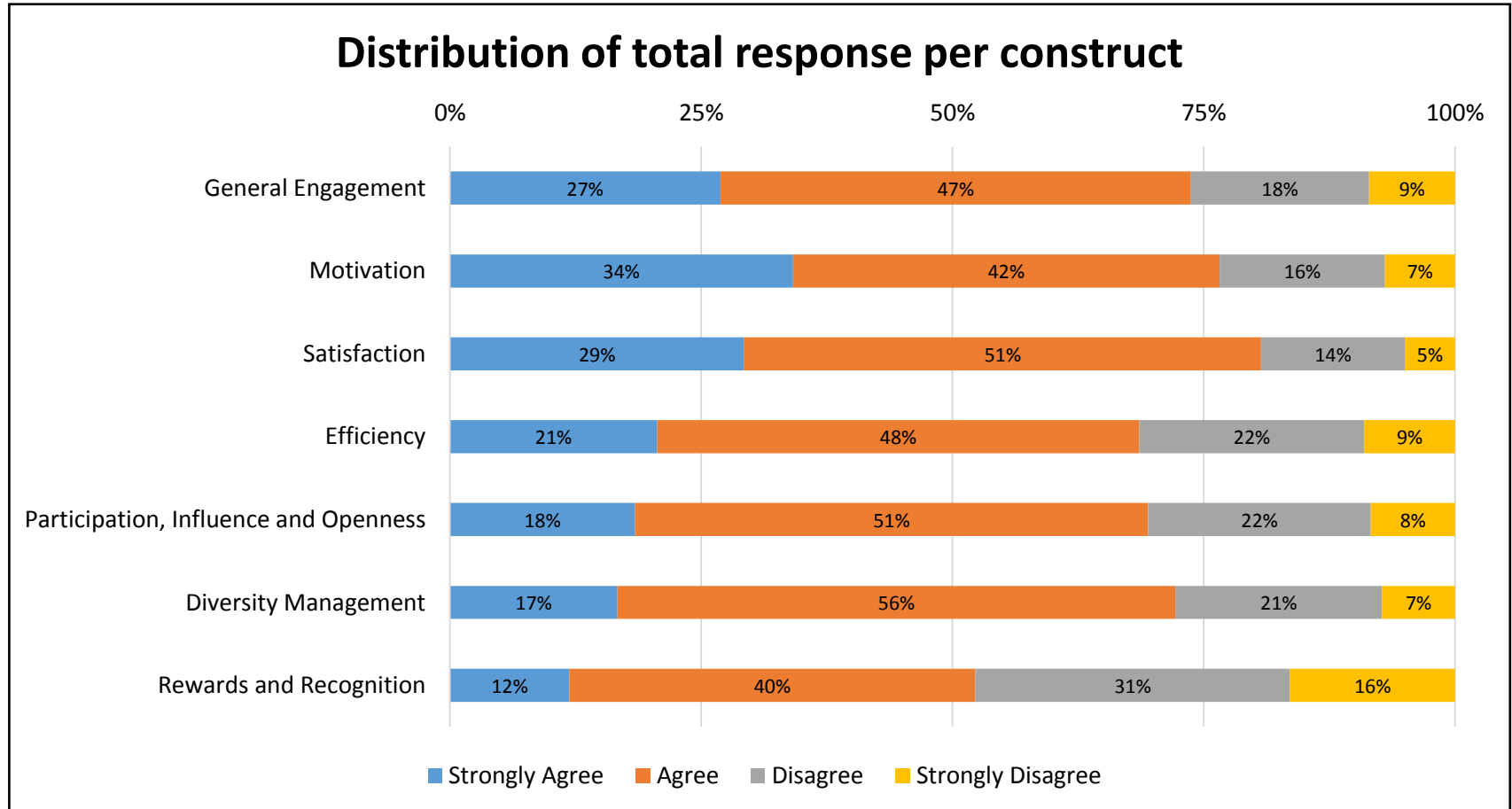
Overall Engagement Score





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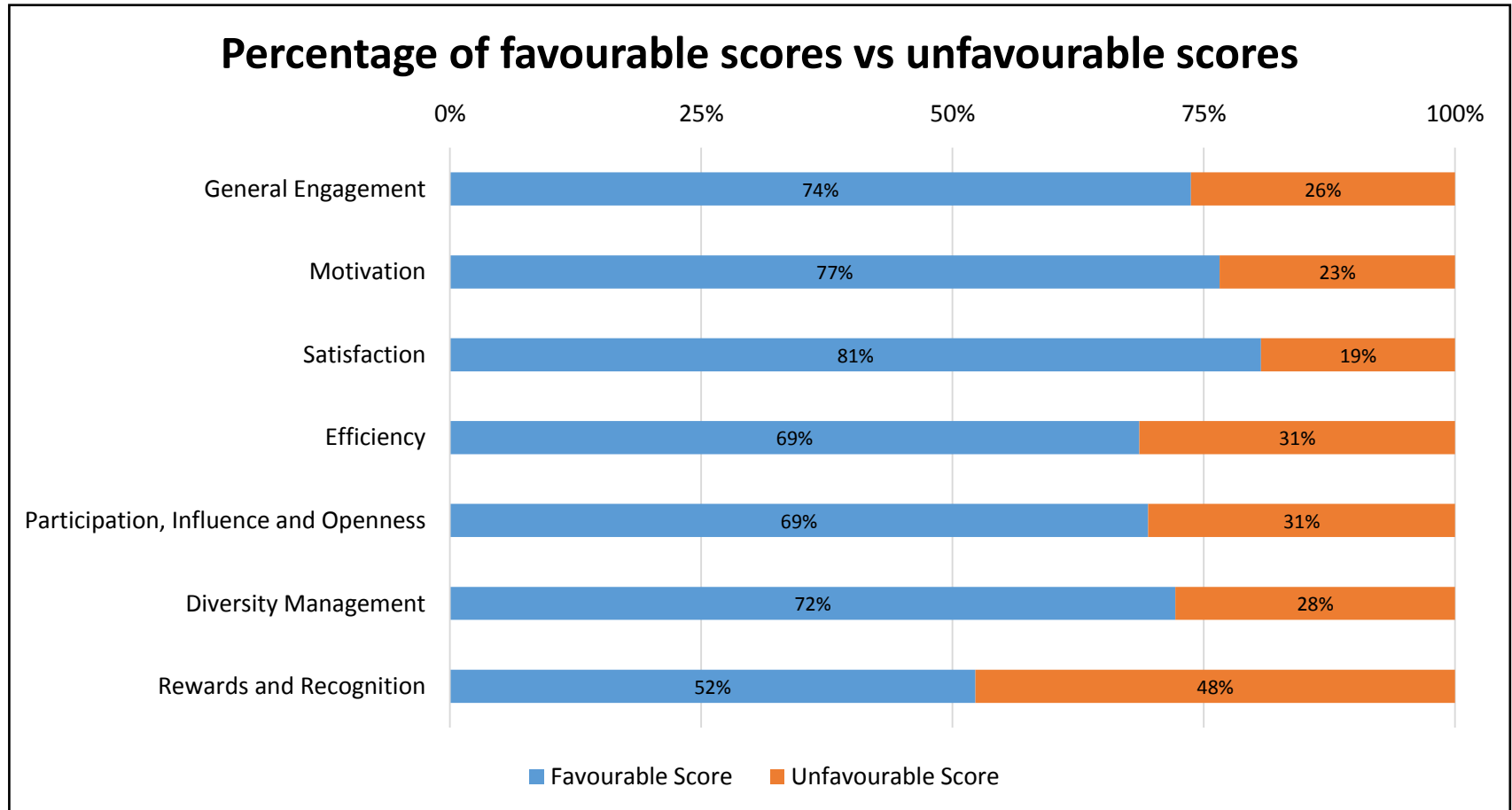
Comparison of Survey Elements





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Comparison of Survey Elements





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Comparison of Survey Elements

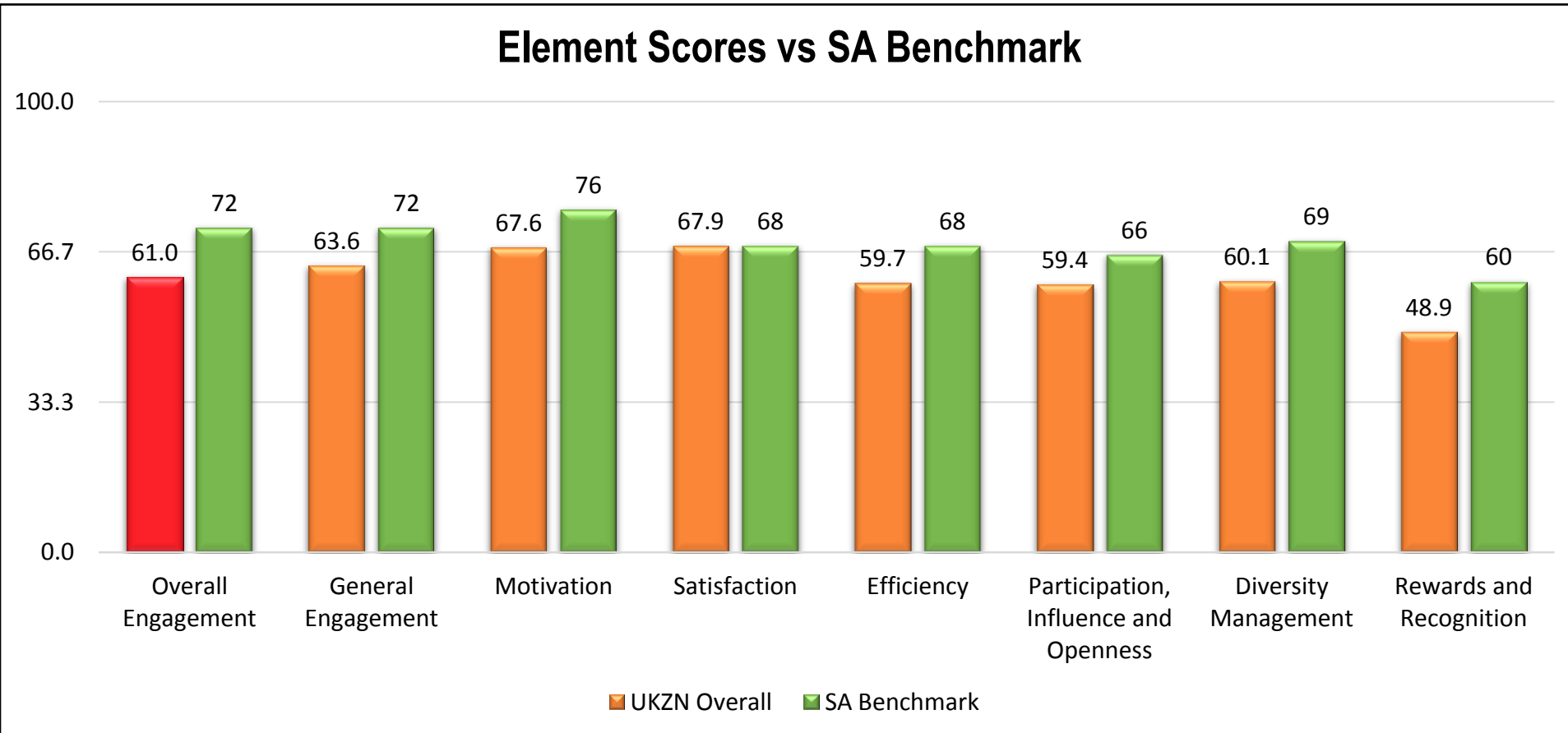




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Comparison of Survey Elements vs SA Benchmark

Element Scores vs SA Benchmark



The Benchmark contains responses from 76 000 staff across 13 different companies, the industries include banking and finance, retail, mining and fishing in the last 12 months. note: survey items differ slightly per construct.



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Element Breakdown – General Engagement





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Element Breakdown – Motivation





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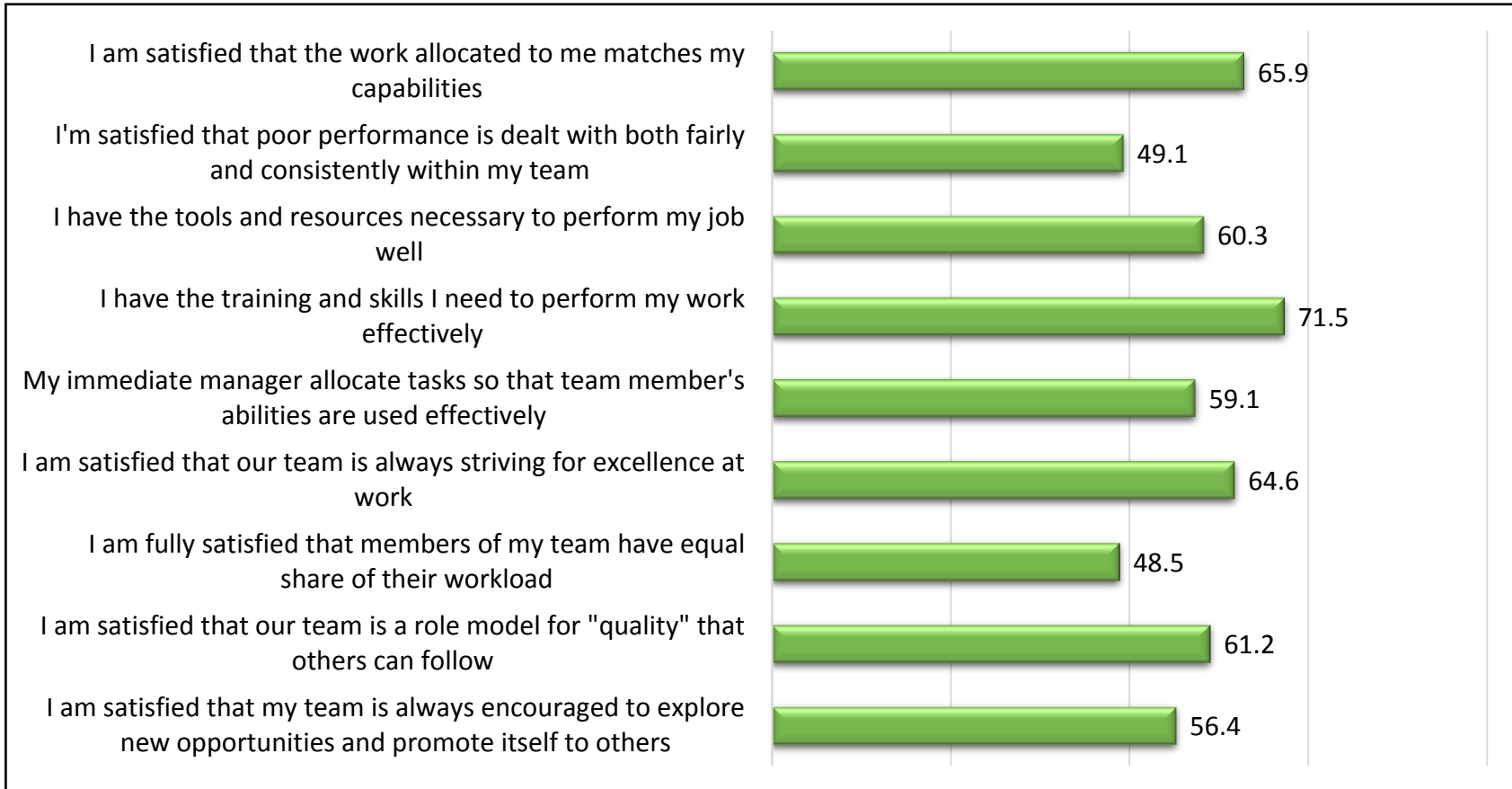
Element Breakdown – Satisfaction





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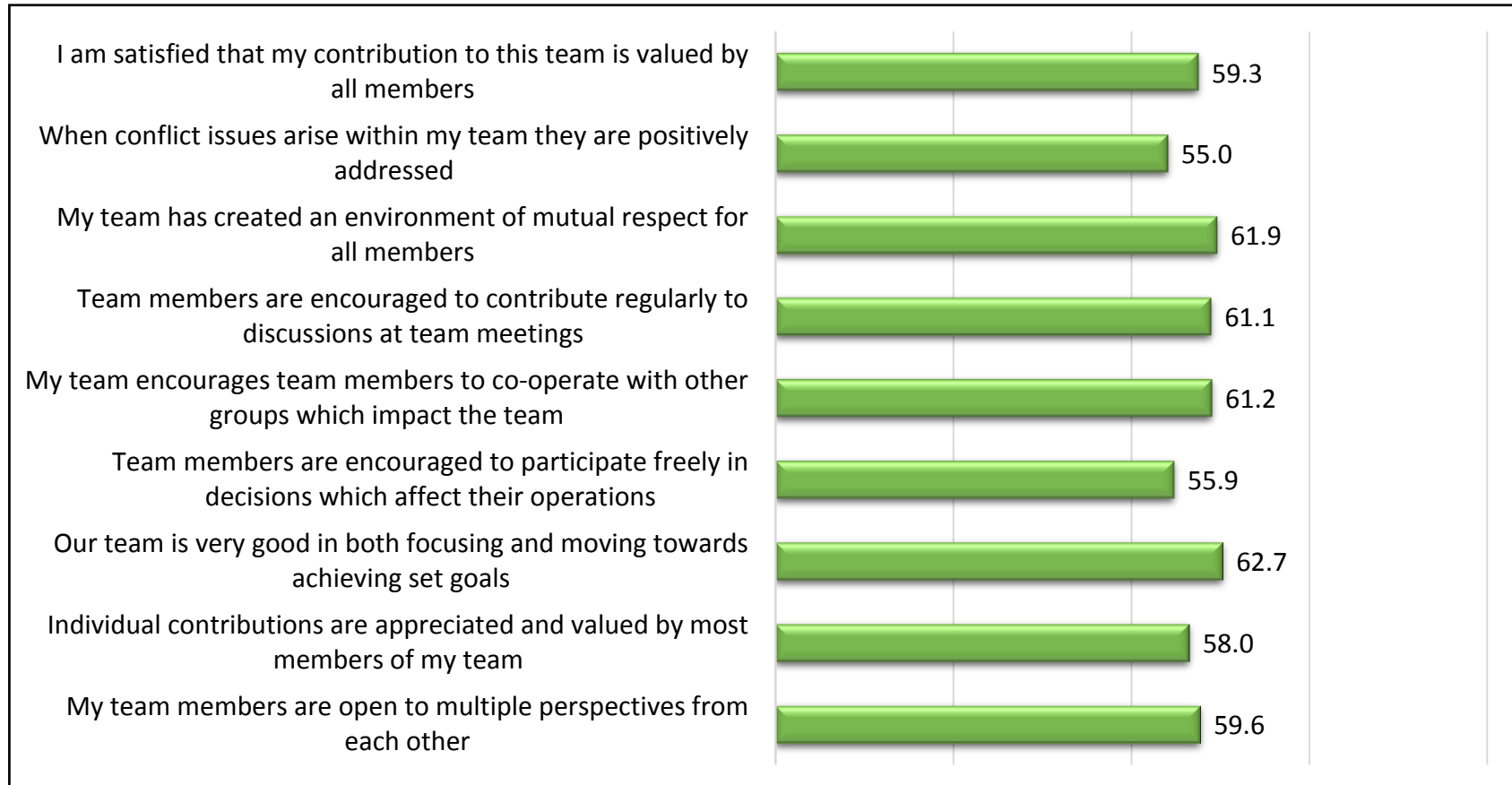
Element Breakdown – Efficiency





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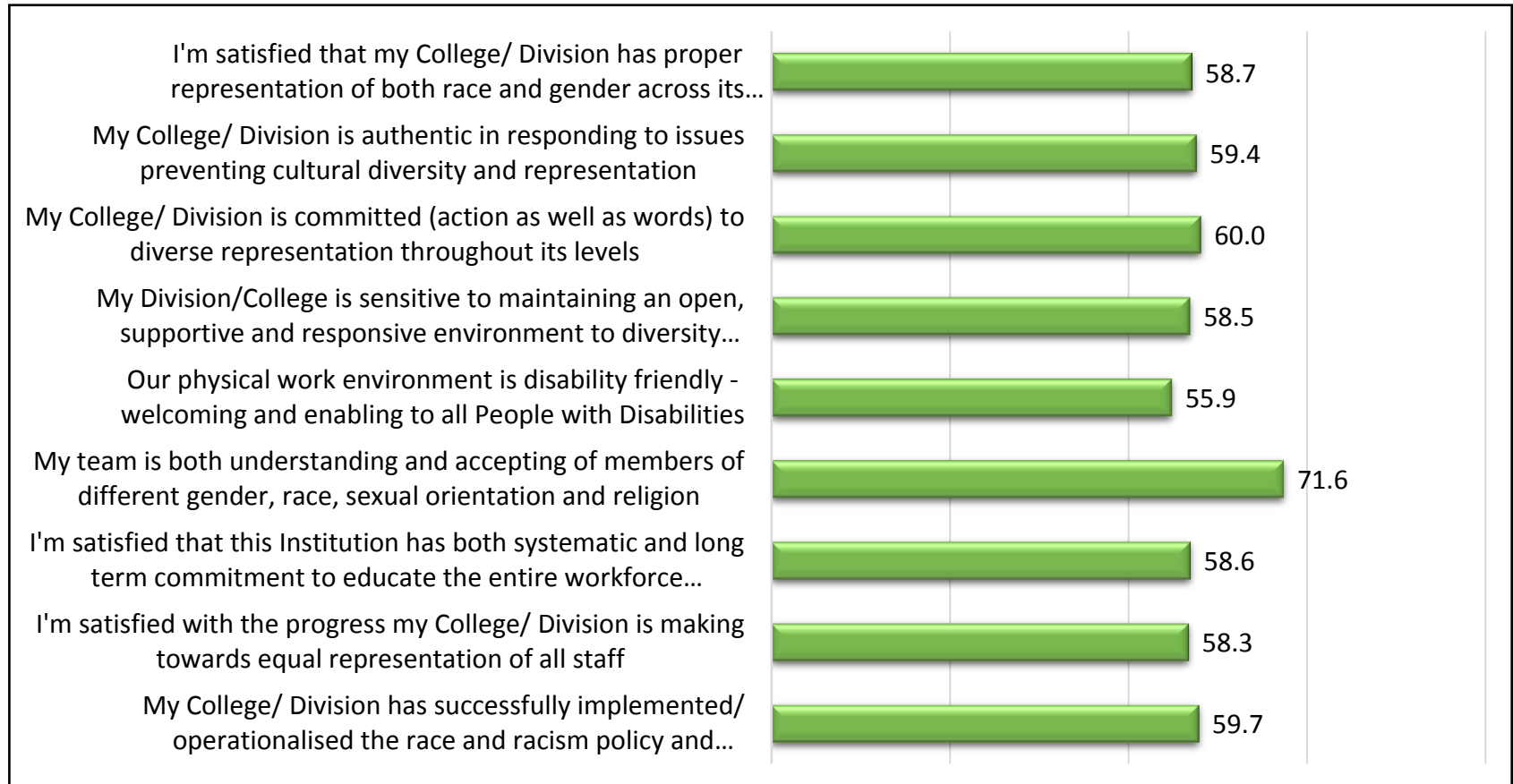
Element Breakdown – Participation, Influence and Openness





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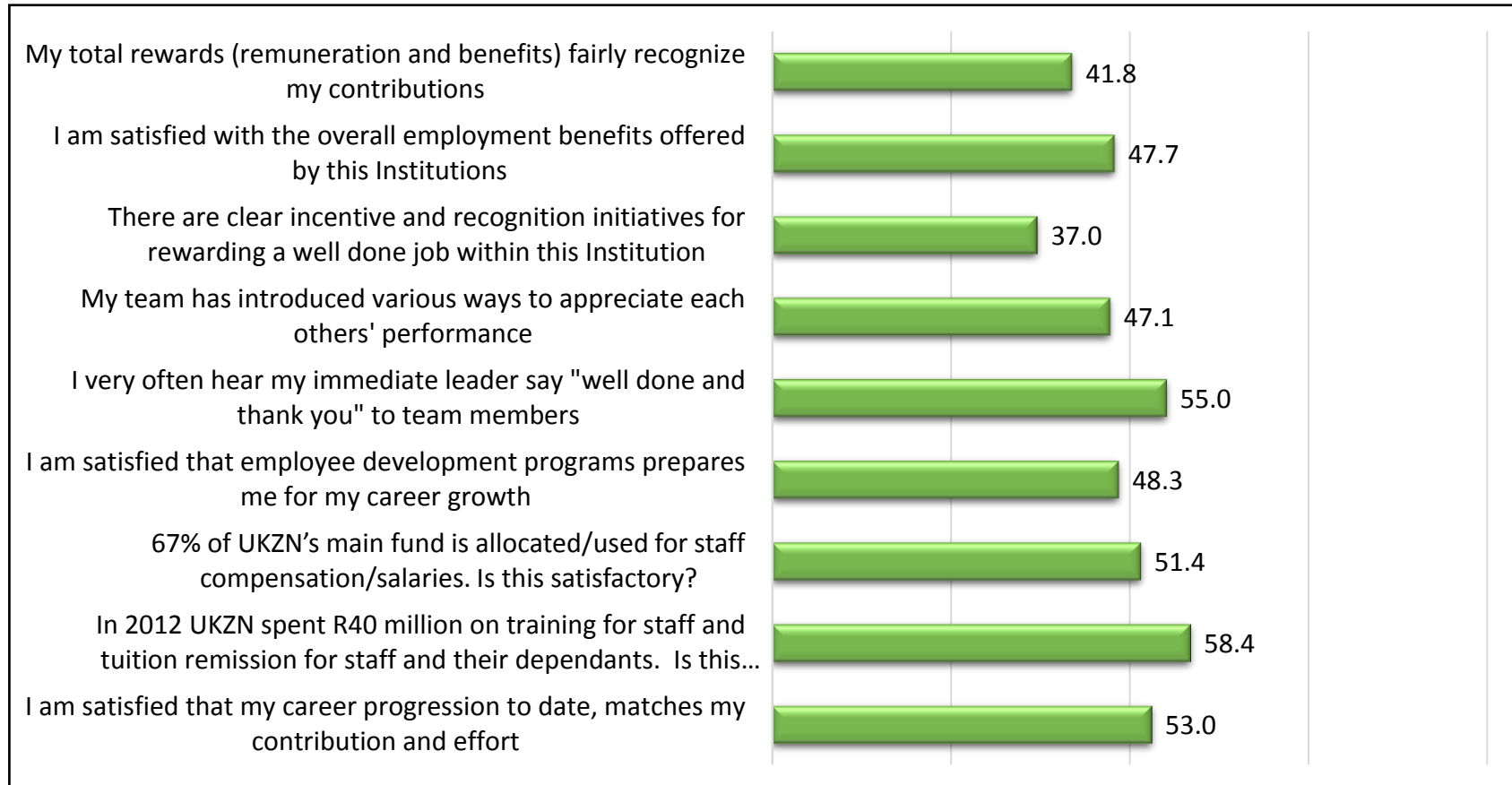
Element Breakdown – Diversity Management





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Element Breakdown – Rewards and Recognition





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Highest and Lowest Scoring Statements

Statements with Strongest Agreement

The statements with the report group's strongest agreement across all the administered survey statements are displayed.

Element	Statement	Rank	Avg (%)
Motivation	I am fully engaged in doing my best at work	1	89.4
Motivation	I understand the importance of my role to the success of the University	2	78.2
General Engagement	I feel my job makes meaningful impact to the University	3	75.2
Motivation	I am willing to work beyond what is required to help UKZN achieve it's goals	4	74.6
Satisfaction	I feel my work is both challenging and fulfilling	5	71.8

Statements with Weakest Agreement

The statements with the report group's weakest agreement across all the administered survey statements are displayed.

Element	Statement	Rank	Avg (%)
Rewards and Recognition	There are clear incentive and recognition initiatives for rewarding a well done job within this Institution	1	37.0
Rewards and Recognition	My total rewards (remuneration and benefits) fairly recognize my contributions	2	41.8
Rewards and Recognition	My team has introduced various ways to appreciate each others' performance	3	47.1
Rewards and Recognition	I am satisfied with the overall employment benefits offered by this Institutions	4	47.7
Rewards and Recognition	I am satisfied that employee development programs prepares me for my career growth	5	48.3



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Element Results by College / Division (Page 1 of 2)

Key:

- Problem Area - Scores between 0 and 50%
- Development Opportunity - Scores between 50 and 70%
- Area of Strength - Scores greater than 70%

	n	Overall Engagement	General Engagement	Motivation	Satisfaction	Efficiency	Participation, Influence and Openness	Diversity Management	Rewards and Recognition
Overall	1453	61.0	63.6	67.6	67.9	59.7	59.4	60.1	48.9
College of Agriculture, Engineering & Science	368	57.8	57.7	64.0	65.5	58.2	56.5	58.0	44.6
College of Health Sciences	248	63.9	69.3	71.1	70.9	61.0	60.9	61.8	52.1
College of Humanities	280	59.8	60.4	65.6	67.3	58.1	59.3	58.8	48.3
College of Law & Management Studies	158	61.1	64.2	68.1	69.4	59.1	57.6	61.1	48.1
Corporate Relations Division	25	63.7	71.8	75.3	68.8	59.4	60.8	58.1	52.7
Finance Division	35	57.9	63.1	65.5	61.7	59.5	58.0	55.4	46.5
Human Resources Division	24	59.7	61.2	62.8	62.7	56.5	62.5	58.2	53.9
Office of the Registrar	61	62.7	65.8	71.0	68.9	61.3	61.4	63.3	47.2



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Element Results by College / Division (Page 2 of 2)

Key:

- Problem Area - Scores between 0 and 50%
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- Area of Strength - Scores greater than 70%

	n	Overall Engagement	General Engagement	Motivation	Satisfaction	Efficiency	Participation, Influence and Openness	Diversity Management	Rewards and Recognition
Overall	1453	61.0	63.6	67.6	67.9	59.7	59.4	60.1	48.9
Physical Planning & Operations Division	74	62.2	69.0	69.9	67.1	59.5	59.7	59.2	50.7
Research Office	74	64.3	68.5	71.8	70.5	60.7	59.4	60.5	52.8
Student Services Division	76	69.5	73.6	74.5	73.3	68.4	69.0	69.0	57.8
Teaching & Learning Office (UTLO)	20	54.3	57.4	61.5	56.9	55.0	54.3	53.6	41.1
The Research Office	1								
Vice-Chancellor's Office	9	72.1	77.4	76.7	74.6	75.9	72.1	62.2	59.3



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Element Results by Age

Key:

- Problem Area - Scores between 0 and 50%
- Development Opportunity - Scores between 50 and 70%
- Area of Strength - Scores greater than 70%

	n	Overall Engagement	General Engagement	Motivation	Satisfaction	Efficiency	Participation, Influence and Openness	Diversity Management	Rewards and Recognition
Overall	1453	61.0	63.6	67.6	67.9	59.7	59.4	60.1	48.9
18-24 years	19	68.2	72.4	73.6	72.0	67.1	66.5	68.1	57.7
25-34 years	277	62.7	65.6	68.0	67.9	61.7	62.5	62.9	50.0
35-44 years	441	60.9	64.5	67.1	67.4	59.5	59.8	59.9	48.1
45-54 years	495	60.2	63.2	67.5	67.5	58.3	57.4	58.9	48.1
55+ years	221	60.5	59.5	67.4	69.4	59.8	58.5	58.8	49.9



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Element Results by Grade (Page 1 of 2)

Key:

- Problem Area - Scores between 0 and 50%
- Development Opportunity - Scores between 50 and 70%
- Area of Strength - Scores greater than 70%

	n	Overall Engagement	General Engagement	Motivation	Satisfaction	Efficiency	Participation, Influence and Openness	Diversity Management	Rewards and Recognition
Overall	1453	61.0	63.6	67.6	67.9	59.7	59.4	60.1	48.9
Grade 1	11	53.0	54.1	58.9	60.6	56.7	49.7	52.3	38.6
Grade 2	7	65.5	65.9	68.5	66.9	65.2	70.5	70.0	51.6
Grade 3	12	70.2	75.0	76.9	76.8	67.2	69.7	57.6	68.4
Grade 4	28	67.6	76.0	76.0	74.4	63.8	63.9	64.7	54.6
Grade 5	75	54.4	50.6	60.7	65.6	55.0	50.4	54.2	44.5
Grade 6	109	61.8	60.9	69.2	73.2	60.7	59.3	58.9	50.2
Grade 7	172	57.0	58.2	63.8	64.6	55.4	54.7	57.8	44.6
Grade 8	302	59.6	61.6	65.5	68.2	58.3	57.6	59.0	47.4



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Element Results by Grade (Page 2 of 2)

Key:

- Problem Area - Scores between 0 and 50%
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- Area of Strength - Scores greater than 70%

	n	Overall Engagement	General Engagement	Motivation	Satisfaction	Efficiency	Participation, Influence and Openness	Diversity Management	Rewards and Recognition
Overall	1453	61.0	63.6	67.6	67.9	59.7	59.4	60.1	48.9
Grade 9	189	59.4	62.0	66.0	66.3	58.1	57.8	58.6	46.9
Grade 10	237	63.8	67.6	71.0	69.9	61.8	63.1	62.4	51.0
Grade 11	170	63.0	66.7	68.2	63.3	58.3	59.1	59.9	49.9
Grade 12	64	66.3	70.3	72.6	67.7	65.7	68.4	66.8	52.8
Grade 13	28	57.6	63.1	64.8	57.0	55.0	56.8	59.6	46.7
Grade 14	19	73.1	75.7	80.6	74.8	72.1	72.2	70.9	65.4
Grade 15	8	72.4	72.2	78.8	76.4	76.0	75.9	67.9	59.3
Grade 16	7	70.7	72.8	79.1	79.0	70.6	67.9	67.9	57.3
Grade 17	15	56.7	57.9	62.1	66.5	57.7	56.4	52.2	44.3

**** Results from groups with less than 5 responses are not shown



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Statements ranked from Strongest to Weakest agreement levels (Page 1 of 3)

Element	Statement	Rank	Avg (%)
Motivation	I am fully engaged in doing my best at work	1	89.4
Motivation	I understand the importance of my role to the success of the University	2	78.2
General Engagement	I feel my job makes meaningful impact to the University	3	75.2
Motivation	I am willing to work beyond what is required to help UKZN achieve it's goals	4	74.6
Satisfaction	I feel my work is both challenging and fulfilling	5	71.8
Diversity Management	My team is both understanding and accepting of members of different gender, race, sexual orientation and religion	6	71.6
Efficiency	I have the training and skills I need to perform my work effectively	7	71.5
General Engagement	I have a strong sense of commitment to this Institution	8	69.7
Satisfaction	I find enjoyment in the job that I do	9	69.3
Satisfaction	My job offers me enough variety to keep me engaged	10	69.1
Satisfaction	My work gives me a feeling of personal accomplishment	11	68.9
Satisfaction	I am pursuing the career I have always wanted to do	12	67.9
Satisfaction	My job provides me with a sense of meaning and purpose	13	67.7
Satisfaction	I clearly understand what my immediate leader expects of me	14	67.2
Motivation	I find my work challenging and rewarding	15	66.5
General Engagement	I am able to constantly learn and take calculated risks in my job	16	66.2
Efficiency	I am satisfied that the work allocated to me matches my capabilities	17	65.9
General Engagement	My Institution's purpose is part of the reason I chose to work here	18	65.7
Satisfaction	My job allows me to explore and use my skills where they are needed the most	19	65.4
Motivation	I feel motivated to perform my job to the best of my abilities	20	65.4
General Engagement	I am proud to work for this Institution	21	65.2



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Statements ranked from Strongest to Weakest agreement levels (Page 2 of 3)

Element	Statement	Rank	Avg (%)
General Engagement	I am proud to tell everyone about where I work	22	64.7
Efficiency	I am satisfied that our team is always striving for excellence at work	23	64.6
Satisfaction	My talents and abilities are used well in my current position	24	63.9
Participation, Influence and Openness	Our team is very good in both focusing and moving towards achieving set goals	25	62.7
Participation, Influence and Openness	My team has created an environment of mutual respect for all members	26	61.9
Motivation	I feel my contribution is valued by almost all team members	27	61.9
Participation, Influence and Openness	My team encourages team members to co-operate with other groups which impact the team	28	61.2
Efficiency	I am satisfied that our team is a role model for "quality" that others can follow	29	61.2
Participation, Influence and Openness	Team members are encouraged to contribute regularly to discussions at team meetings	30	61.1
Efficiency	I have the tools and resources necessary to perform my job well	31	60.3
Diversity Management	My College/ Division is committed (action as well as words) to diverse representation throughout its levels	32	60.0
Diversity Management	My College/ Division has successfully implemented/ operationalised the race and racism policy and transformation charter	33	59.7
Motivation	For the most part I wake up looking forward to go to work	34	59.7
Participation, Influence and Openness	My team members are open to multiple perspectives from each other	35	59.6
Diversity Management	My College/ Division is authentic in responding to issues preventing cultural diversity and representation	36	59.4
Participation, Influence and Openness	I am satisfied that my contribution to this team is valued by all members	37	59.3
Efficiency	My immediate manager allocate tasks so that team member's abilities are used effectively	38	59.1
Diversity Management	I'm satisfied that my College/ Division has proper representation of both race and gender across its occupational levels	39	58.7
Diversity Management	I'm satisfied that this Institution has both systematic and long term commitment to educate the entire workforce concerning diversity issues	40	58.6
Diversity Management	My Division/College is sensitive to maintaining an open, supportive and responsive environment to diversity challenges	41	58.5
23 Rewards and Recognition	In 2012 UKZN spent R40 million on training for staff and tuition remission for staff and their dependants. Is this satisfactory?	42	58.4



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Statements ranked from Strongest to Weakest agreement levels (Page 3 of 3)

Element	Statement	Rank	Avg (%)
Diversity Management	I'm satisfied with the progress my College/ Division is making towards equal representation of all staff	43	58.3
Participation, Influence and Openness	Individual contributions are appreciated and valued by most members of my team	44	58.0
Motivation	I feel motivated to do more than expected in my job	45	57.6
General Engagement	I feel my Institution's purpose is clearly conveyed to all employees	46	57.3
General Engagement	My Institution's purpose has influenced my decision to stay in my job	47	57.2
Efficiency	I am satisfied that my team is always encouraged to explore new opportunities and promote itself to others	48	56.4
Diversity Management	Our physical work environment is disability friendly - welcoming and enabling to all People with Disabilities	49	55.9
Participation, Influence and Openness	Team members are encouraged to participate freely in decisions which affect their operations	50	55.9
Rewards and Recognition	I very often hear my immediate leader say "well done and thank you" to team members	51	55.0
Participation, Influence and Openness	When conflict issues arise within my team they are positively addressed	52	55.0
Motivation	I receive regular performance feedback from my immediate manager	53	54.4
Rewards and Recognition	I am satisfied that my career progression to date, matches my contribution and effort	54	53.0
General Engagement	I would recommend my Institution to others as a good place to work	55	51.5
Rewards and Recognition	67% of UKZN's main fund is allocated/used for staff compensation/salaries. Is this satisfactory?	56	51.4
Efficiency	I'm satisfied that poor performance is dealt with both fairly and consistently within my team	57	49.1
Efficiency	I am fully satisfied that members of my team have equal share of their workload	58	48.5
Rewards and Recognition	I am satisfied that employee development programs prepares me for my career growth	59	48.3
Rewards and Recognition	I am satisfied with the overall employment benefits offered by this Institutions	60	47.7
Rewards and Recognition	My team has introduced various ways to appreciate each others' performance	61	47.1
Rewards and Recognition	My total rewards (remuneration and benefits) fairly recognize my contributions	62	41.8
Rewards and Recognition	There are clear incentive and recognition initiatives for rewarding a well done job within this Institution	63	37.0



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