Ostfalia University of Applied Sciences

Faculty of Business

Partner University:

NELSON MANDELA UNIVERSITY

THE IMPACT OF ENGAGEMENT ON SUSTAINABILITY OF CAR DEALERSHIPS IN SOUTH AFRICA

MASTER THESIS

Master Thesis submitted in fulfilment of the requirements
for the degree
Master of Arts
In the Faculty of Business,
Ostfalia University of Applied Sciences,
based on a semester abroad at the
Nelson Mandela University

Student:	Stefan Daniel
Student number NMU:	s223514314
Student number Ostfalia:	70465728
Qualification:	Postgraduate
Date of registration:	23.06.2020
First supervisor:	Dr Roger Muller
Second examiner:	Prof. Dr. Mike Hoffmeister

Wolfsburg, 20.05.2021

ACKNOWLEDGEMENTS

The successful completion of this study would not have been possible without the contribution and support of certain individuals and institutions. My sincere thanks and appreciation go to:

- My special gratitude to my supervisor, Dr Roger Muller and my co-supervisor, Prof. Dr. Mike Hoffmeister for their unfailing support, patience, understanding, knowledge and encouragement throughout this research study.

- The Faculty of Business Administration at Ostfalia University of Applied Sciences for the opportunity to write the thesis in English in this way.

- Prof. Dr. Udo Becker, for his support and willingness to help with his experience about South Africa during the planning of my stay abroad.

- My parents, Mr and Mrs Daniel, for their continuous support in various ways. Your love and support gave me the strength to successfully complete my studies.

- My friend, Simone Meyer for her assistance and help with the design and layout.

- To my friend, Valentino Grein for his support and help with the English language.

- To all of the respondents of this study for their valuable time in completing the questionnaires.

- Samantha Greeff, for her assistance with the language editing.

- Thank you to the Nelson Mandela University for the opportunity to participate in the Postgraduate Capacitation Workshop facilitated by Dr Layla Cassim.

- The International Office of the Ostfalia University of Applied Sciences for the support and funding with the DAAD-PROMOS scholarship for my study abroad in South Africa.

ABSTRACT

The automotive industry with its dealerships in South Africa, has the potential to contribute to domestic economic growth, create jobs and stimulate economic competition. However, the industry faces several challenges that affect its long-term viability, organisational outcome and sustainability. Employee exposure to psychological stress and insufficient job resources impact negatively on engagement and organisational outcome. This study examined the influence of job demands and job resources on employee work engagement and work engagement on the sustainability of car dealerships in South Africa. It identified a gap in the literature in the correlation between work engagement and its impact on organisational sustainability outcomes. Against this background, the primary objective of this study was to measure the effect of engagement on the sustainability of car dealerships in South Africa. A quantitative research paradigm was applied and a sample of sales and service employees working in dealerships in South Africa was drawn. An online survey was conducted and a total of 375 usable questionnaires were returned for statistical analysis. The validity of the scales was confirmed using Cronbach's alpha values for the individual study variables. The validity of the scales was confirmed using exploratory factor analysis (EFA). The collected data were also subjected to several statistical analyses. These included descriptive statistics, Pearson's product moment correlations, multiple regression analysis (MRA) and the analysis of variance (ANOVA). The majority of the respondents agreed regarding their experience of work engagement at the dealerships. The regression analyses showed that mental demands, social support and autonomy have significant positive influence on work engagement. A significant positive correlation was also identified between work engagement and sustainability. The results also showed that some of the demographic variables examined in this study had significant impact on the level of work engagement. In light of the findings of this study, several recommendations were made to increase the level of work engagement of employees and the sustainability of the dealerships in order to support the achievement of the company's goals and visions.

KEY WORDS:

Car dealerships, job demands, job resources, mental demands, emotional demands, pace and amount of work, social support, autonomy, development resources, work engagement, Triple Bottom Line, sustainability, community engagement, pollution prevention, profitability, organisational outcome.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS ..... **i**
ABSTRACT ..... **ii**
LIST OF FIGURES ..... **vii**
LIST OF TABLES ..... **viii**
LIST OF ACRONYMS ..... **ix**
CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY
1.1 INTRODUCTION 1
1.2 PROBLEM STATEMENT 2
1.3 RESEARCH OBJECTIVES 3
1.3.1 Primary objective 3
1.3.2 Secondary objectives 3
1.4 RESEARCH QUESTIONS 4
1.5 HYPOTHESES 4
1.6 CLARIFICATION OF KEY CONCEPTS 5
1.6.1 Engagement 6
1.6.2 TBL Approach 6
1.7 SCOPE AND DELIMITATION OF THE STUDY 7
1.8 CONTRIBUTION OF THE STUDY 7
1.9 ETHICS 8
1.10 DIVISION OF CHAPTERS 8
CHAPTER 2: LITERATURE REVIEW
2.1 INTRODUCTION 10
2.2 ENGAGEMENT 10
2.2.1 Importance of engagement 12
2.2.2 Engagement in South Africa 13
2.2.3 Determinants of engagement 13
2.2.4 Dimensions of engagement 18
2.2.5 Outcomes of engagement 19
2.3 CORPORATE SUSTAINABILITY 20
2.3.1 Social performance 22
2.3.2 Environmental performance 23
2.3.3 Economic performance 25
2.4 OVERVIEW OF THE AUTOMOTIVE RETAIL SECTOR 26
2.5 PREVIOUS MODELS SUPPORTING THIS STUDY 28
2.6 THE MEASUREMENT OF ENGAGEMENT AND SUSTAINABILITY 29
2.6.1 Work engagement 29

2.6.2 Sustainability measurements 30
2.7 CONCLUSION 30
CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY
3.1 RESEARCH PARADIGM 31
3.1.1 Positivism 31
3.1.2 Interpretivism 31
3.2 RESEARCH APPROACH 31
3.2.1 Descriptive research approach 32
3.2.2 Explorative research approach 32
3.3 POPULATION 32
3.4 SAMPLING TECHNIQUE 32
3.5 DATA COLLECTION 34
3.6 SECONDARY DATA 34
3.7 PRIMARY DATA 34
3.8 QUESTIONNAIRE DESIGN 35
3.9 PILOT STUDY 36
3.10 RELIABILITY 36
3.11 VALIDITY 36
3.11.1 Face validity 37
3.11.2 Content validity 37
3.11.3 Construct validity 37
3.12 DATA ANALYSIS 37
CHAPTER 4: EMPIRICAL RESULTS
4.1 INTRODUCTION 40
4.2 DESCRIPTION OF STUDY VARIABLES 40
4.2.1 Mental demands 41
4.2.2 Emotional demands 41
4.2.3 Pace and amount of work 41
4.2.4 Social support 41
4.2.5 Autonomy 42
4.2.6 Development resources 42
4.2.7 Work engagement 42
4.2.8 Sustainability 42
4.3 HYPOTHETICAL MODEL AND HYPOTHESES OF THE STUDY 43
4.4 DATA ANALYSIS STAGES 44
4.5 RESULTS OF THE VALIDITY AND RELIABILITY ANALYSIS: THEORETICAL 45
4.5.1 Reliability results 46
4.5.2 Validity results 50

4.5.3 Final reliability results 55
4.6 DESCRIPTIVE STATISTICS RESULTS 57
4.7 REFORMULATION OF HYPOTHESIS AND ADAPTION OF THEORETICAL MODEL 58
4.8 PEARSON'S PRODUCT MOMENT CORRELATION RESULTS 60
4.9 MULTIPLE REGRESSION ANALYSES RESULTS 62
4.9.1 Influence of the independent variables on work engagement 62
4.9.2 Influence of work engagement on sustainability 63
4.10 ANOVA ANALYSIS OF THE INFLUENCE OF DEMOGRAPHIC VARIABLES 64
4.11 DEMOGRAPHIC PROFILE OF RESPONDENTS 67
4.12 EMPIRICAL RESULTS 69
4.13 CONCLUSION 72
CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS
5.1 INTRODUCTION 73
5.2 OVERVIEW OF THIS STUDY 73
5.3 ACHIEVEMENT OF RESEARCH OBJECTIVES 73
5.3.1 Secondary objectives of the study achieved and relevant chapters 74
5.3.2 Empirical results 76
5.4 CONCLUSION ON THE PROBLEM STATEMENT AND RESEARCH QUESTIONS OF THE STUDY 77
5.4.1 Conclusions on the research problem of the study 77
5.4.2 Conclusions on the research questions of the study 77
5.5 SUMMARY OF EMPIRICAL FINDINGS OF THE STUDY 78
5.5.1 Mental demands and work engagement 79
5.5.2 Pace and amount of work and work engagement 79
5.5.3 Social support and work engagement 79
5.5.4 Autonomy and work engagement 80
5.5.5 Development resources and work engagement 80
5.5.6 Work engagement and sustainability 80
5.6 CONCLUSIONS AND RECOMMENDATIONS FOR STATISTICALLY SIGNIFICANT RELATIONSHIPS 80
5.6.1 The influence of Job Demands and Job Resources on work engagement 80
5.6.2 The influence of work engagement on sustainability 86
5.7 CONCLUSIONS AND RECOMMENDATIONS FOR STATISTICALLY INSIGNIFICANT RELATIONSHIPS 89
5.8 CONCLUSIONS AND RECOMMENDATIONS FOR THE SIGNIFICANT INFLUENCES OF THE DEMOGRAPHIC VARIABLES 92
5.8.1 Gender 92
5.8.2 Age 93

5.8.3 Department 94
5.8.4 Length of employment 94
5.8.5 Level of monthly income 95
5.9 SIGNIFICANCE OF THE STUDY 96
5.10 LIMITATIONS OF THE STUDY AND RECOMMENDATIONS FOR FUTURE RESEARCH 97
5.11 SELF-REFLECTION BY THE RESEARCHER 98
5.12 CONCLUDING REMARKS 99
LIST OF SOURCES 100
APPENDIX A: MARKET SHARES AND CAR BRANDS 123
APPENDIX B: MEASURES 124
APPENDIX C: ONLINE SURVEY 129
APPENDIX D: RESULTS OF THE PILOT STUDY ON RELIABILITY 139
APPENDIX E: ADDITIONAL ANOVA RESULTS 142
DECLARATION 144

LIST OF FIGURES

Figure 1: Hypothetical model – The impact of engagement on sustainability....4
Figure 2: JD-R Model 11
Figure 3: Triple Bottom Line (TBL)....21
Figure 4: Automotive Value Chain 27
Figure 5: Hypothetical model - The impact of engagement on sustainability....43
Figure 6: Hypothetical model - Empirical results 70
Figure 7: Hypothetical model - Empirical results 79

LIST OF TABLES

Table 1: Employee outcomes....19
Table 2: Reliability of work engagement....46
Table 3: Reliability of sustainability....46
Table 4: Reliability of mental demands....47
Table 5: Reliability of emotional demands....47
Table 6: Reliability of pace and amount of work....48
Table 7: Reliability of social support....49
Table 8: Reliability of autonomy....49
Table 9: Reliability of development resources....50
Table 10: KMO and Bartlett's Test for work engagement and sustainability....50
Table 11: Rotated factor matrixa for work engagement and sustainability....51
Table 12: KMO and Bartlett's test for work engagement....52
Table 13: Factor matrixa for work engagement....52
Table 14: KMO and Bartlett's test for sustainability....52
Table 15: Factor structure for sustainability....53
Table 16: KMO and Bartlett's Test....53
Table 17: Rotated factor matrixa for the independent variables....54
Table 18: Detailed final reliability results....55
Table 19: Overview of the final reliability results....56
Table 20: Descriptive statistics....57
Table 21: Reformulated operational definitions....59
Table 22: Pearson's product moment correlation coefficients....61
Table 23: Collinearity statistics....62
Table 24: Influence of the independent variables on work engagement....63
Table 25: Influence of work engagement on sustainability....64
Table 26: Demographic variables and work engagement....64
Table 27: Scheffé test for age and work engagement....65
Table 28: Scheffé test for length of employment and work engagement....66
Table 29: Scheffé test for level of monthly income and work engagement....66
Table 30: Demographic information pertaining to the respondents as individuals....67
Table 31: Summary of hypotheses....71
Table 32: Summary of alternative hypotheses....72
Table 33: Secondary objectives of the study achieved and relevant chapters....75
Table 34: Conclusions on the research questions of the study....78
Table 35: Market shares and car brands....123
Table 36: Measures....124
Table 37: Results of the pilot study on reliability....139
Table 38: Additional ANOVA results....142

LIST OF ACRONYMS

A	Autonomy
ANOVA	Analysis of Variance
CE	Community engagement
CSR	Corporate social responsibility
DR	Development resources
ED	Emotional demands
EE	Employee engagement
EFA	Exploratory factor analysis
JD-R	Job Demands Resources
KMO	Kaiser-Meyer-Olkin Test
MD	Mental demands
MRA	Multiple linear regression analysis
PAW	Pace and amount of work
P	Profitability
PP	Pollution prevention
SBPs	Sustainable business practices
SUP	Social support
SUST	Sustainability
TBL	Triple Bottom Line
UN	United Nations
UWES	Utrecht Work Engagement Scale
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

This chapter serves as an introduction and overview of the structure of the study. The chapter includes the problem statement, research objectives, research questions and the contribution of the study. In this chapter, the main concepts of the study are briefly introduced, and the sampling procedures used for the primary and secondary data are explained. Finally, the delimitation and significance of the study are discussed.

1.1 INTRODUCTION

With the help of a survey, this study deals with the influence of employee engagement on the organisational sustainability outcome of car dealerships in South Africa. Based on the automotive value chain, car dealerships are situated in the downstream sector with main business areas like new and used vehicle sales, services and replacement parts (Diez, 2015: 3).

According to the latest statistics at the time of this study, the South African automotive sector is undergoing a complex process of economic transformation (NAAMSA, 2020a: 7). Technological change and the COVID-19 pandemic have complicated the situation (Sooknanan Pillay, Brent, Musango & van Geems, 2020: 1; Wyman & VDA, 2018: 1; Seba, 2014: 1). Research indicates that macroeconomic changes can cause organisations to miss sales targets and in turn this can lead to employee exposure to further psychological stress and burnout and therefore less engagement (Gautam & Enslin, 2019: 133; Meyer & Hünefeld, 2018: 1). Employees in South Africa have shown that work-related stress has a negative impact on engagement and organisational performance (Ruzungunde, Murugan & Hlatywayo, 2016: 223).

It is often claimed that engaged employees can achieve business goals more effectively, perform better on the job, display higher levels of work commitment and be less absent from their jobs (Bakker & Demerouti, 2017: 274; Osborne & Hammoud, 2017: 53). Job demands (for example mental or emotional) and job resources (for example social support or autonomy) have great influence on the formation of engagement (Bakker & Albrecht, 2018: 5; D'Emiljo & Du Preez, 2017: 78; Rothmann & Jordaan, 2006: 88). Bakker and Demerouti (2017: 274) describe work engagement based on the dimensions of vigour, dedication and absorption. In detail, this means employees feel like bursting with energy, are enthusiastic about the job and are immersed in work (Willmer, Westerberg Jacobson & Lindberg, 2019: 2). Maslach (2018: 11) in contrast describes burnout as an excessive level of exhaustion with negative thoughts towards work, feelings of uselessness and a lack of success. In order to consider a holistic organisational sustainability

outcome, this study uses the Triple Bottom Line (TBL) approach, which is part of Corporate Social Responsibility (CSR) and includes the three core aspects of social, ecological and economic performance (Kealy, 2019: 108; Braccini & Margherita, 2018: 2; ANU, 2015: 45; Wendt, 2015: 967). The study is based on whether car dealerships with engaged sales and service employees can achieve better community engagement, environmental awareness and profitability.

Finally, this study will discuss the influence of job resources and job demands on work engagement and the influence of work engagement on the sustainability of car dealerships in South Africa (Kaiser, Patras, Adolfsen, Richardsen & Martinussen, 2020: 3; D'Emiljo & Du Preez, 2017: 72).

1.2 PROBLEM STATEMENT

Research reveals that disengaged employees do not meaningfully contribute towards the full potential of a company's outcomes (Gallup, 2017: 22; Osborne & Hammoud, 2017: 50). Disengagement at work results in lower morale, more staff lateness and higher absenteeism that lead to reduced productivity, quality of work and a decline in overall job satisfaction experienced by the employees (Bellet, De Neve & Ward, 2020: 1). According to the Gallup's study *"*State of the Global Workplace*"* (2017: 24), 85% of employees worldwide were disengaged and unhappy at work. In Sub-Sahara Africa, this rate was at 83% and in South Africa the rate was at 85% at the time of the study (Gallup, 2017: 24). In addition, previous studies indicate a need for action to improve employee engagement in South Africa (Gauche, De Beer & Brink, 2017: 11; Ruzungunde *et al.*, 2016: 223; Banhwa, Chipunza & Chamisa, 2014: 61; Charles & Chucks, 2012: 1). Ruzungunde *et al.* (2016: 223) have found that job stress has a negative impact on the organisational performance of employees in South Africa. Charles and Chucks (2012: 5), have also recognised that there is great potential for improving employee engagement in the South African automotive sector. To best support the corporate sustainability idea of the TBL, companies need employees who put a high level of mental and physical passion into their work (Meintjes & Hofmeyr, 2018: 3). Disengaged employees focus on potential stressors and thus experience more stress at work (Ruzungunde *et al.*, 2016: 223). Maslach (2018: 12) states that long-term stress at work can lead to burnout. Counterproductive behaviour is often found among emotionally exhausted employees (Chen, Richard, Dorian Boncoeur & Ford Jr., 2020: 31). A survey carried out by Hoffmeister (2015: 12), has identified a high proportion of burnout symptoms among sales and service people of car dealerships in the USA and Germany. This has a negative influence on organisational sustainability outcomes (Maslach, 2018: 11). This study is also limited to sales and service employees of car dealerships and looks at the market in South Africa. Sales and service employees are best at creating customer loyalty, in which high engagement is important (Scherpen, Draghici & Niemann, 2018: 374; Hoffmeister, 2015: 5). Car dealers with a

low level of employee engagement achieve a US$ 275 lower gross profit per new car compared to employees with the highest engagement level (Gallup, 2017: 24; Hoffmeister, 2009: 4). In conclusion, poor sustainability outcomes can have a negative impact on the costs and competitiveness of companies (Magrizos, Apospori, Carrigan & Jones, 2020: 1; Chen & Huang, 2019: 61; Kealy, 2019: 132; Yadav, Han & Kim, 2017: 345).

1.3 RESEARCH OBJECTIVES

This section presents the primary and secondary objectives of this study.

1.3.1 Primary objective

The primary objective of this study is to measure the effect of engagement on the sustainability of automotive dealerships in South Africa.

1.3.2 Secondary objectives

To achieve the primary objective, the following secondary objectives are pursued:

SO_1: To conduct a literature review on work engagement, car dealerships and the factors influencing sustainability;

SO_2: To develop a valid instrument to measure job demands and job resources, work engagement and sustainability;

SO_3: To provide an explanation and description of the research design and methodology for this study;

SO_4: To empirically assess perceptions regarding the impact of engagement on sustainability;

SO_5: To evaluate the data sets collected using suitable statistical techniques;

SO_6: To determine the influence of demographics on work on the engagement of sales and service people; and

SO_7: To formulate a set of managerial guidelines and recommendations for car dealerships.

1.4 RESEARCH QUESTIONS

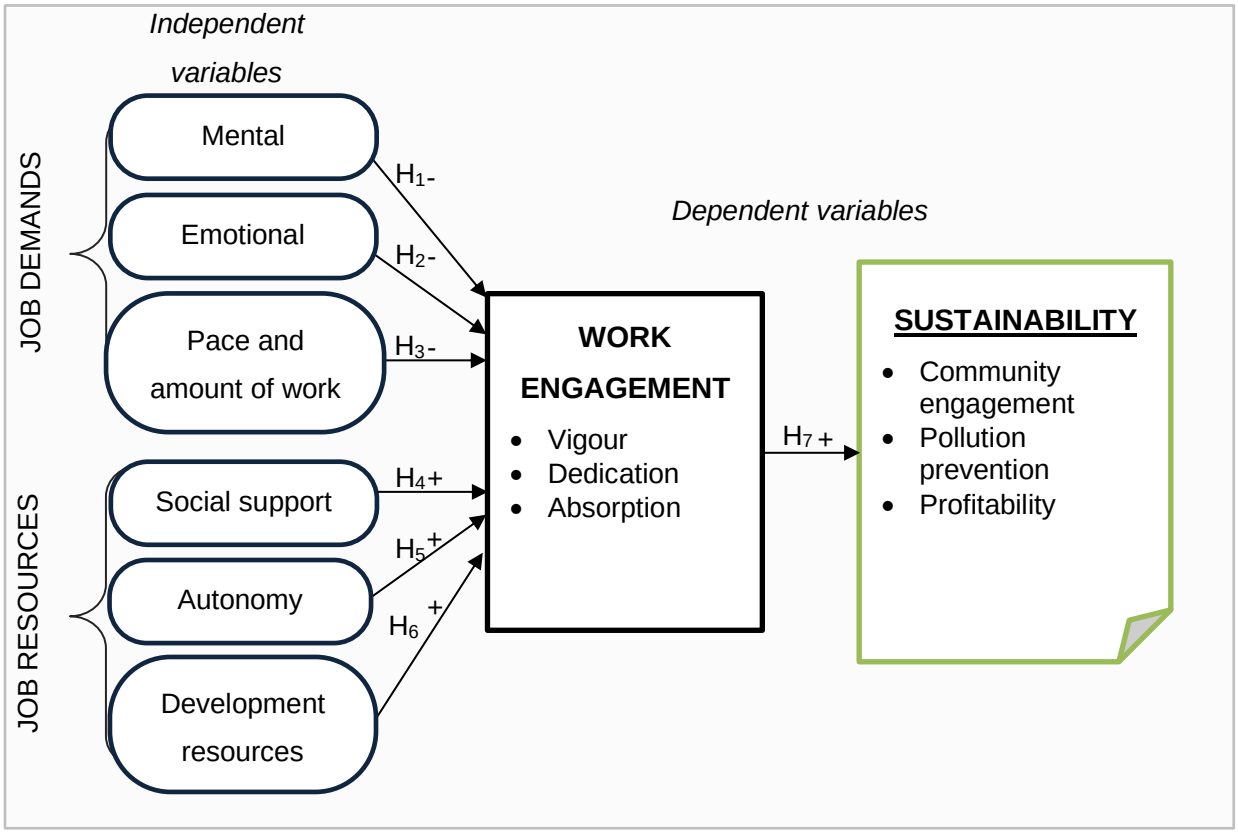
This chapter presents the following research questions:

1. *What is the impact of engagement on the sustainability of car dealerships in South Africa?*
   - *1.1. Which job demands and job resources impact work engagement?*
   - *1.2. How strong is the work engagement of the employees?*
   - *1.3. To what extent do demanding work conditions influence the employees?*

1.5 HYPOTHESES

This section presents and explains the proposed hypothetical model and the different hypotheses of this study. The relationship between the independent and dependent variables is examined. These variables were used to develop the following hypothetical model and is shown in Figure 1.

Figure 1: Hypothetical model – The impact of engagement on sustainability



Source: Constructed by the author based on Radic, Arjona-Fuentes, Ariza-Montes, Han and Law (2020: 4); Miemczyk and Luzzini (2019: 239); Bakker and Demerouti (2007: 313); Elkington (1998: 37).

The primary objective of this study is to measure the effect of engagement on the sustainability of car dealerships in South Africa. The proposed hypothetical model is based on the job demands-resources model (JD-R) for engagement and the TBL approach for sustainability outcomes (Radic *et al.*, 2020: 4; Kealy, 2019: 107). Job resources and job demands are used to measure the impact on engagement and organisational outcomes (Radic *et al.*, 2020: 1). The job demands and resources are broken down into six individual independent variables and hypotheses that impact engagement in this study (Radic *et al.*, 2020: 4; Bakker & Demerouti, 2007: 313). It is necessary to verify whether mental and emotional demands as well as the scope and the amount of work negatively impact engagement and whether social support, autonomy and development resources positively impact engagement (Radic *et al.*, 2020: 6; Wu, Luksyte & Parker, 2015: 919). The seventh and final hypothesis verifies whether there is a positive correlation between the engagement and the sustainability outcomes of organisations by using the TBL approach to measure sustainability.

For the construct of this study, the TBL approach with its social, environmental and economic pillars is used as a unidimensional and dependent construct to measure sustainability (Kealy, 2019: 107; Sukhdeo & Arnolds, 2016: 87). The selected criteria for this study are community engagement, pollution prevention and profitability. Based on the above statements, this study suggests the following seven hypotheses:

H_1: Mental job demands have a negative influence on engagement.

H_2: Emotional job demands have a negative influence on engagement.

H_3: Pace and amount of work have a negative influence on engagement.

H_4: Social job support has a positive influence on engagement.

H_5: Job autonomy has a positive influence on engagement.

H_6: Job development resources have a positive influence on engagement.

H_7: Engagement has a positive influence on sustainability.

1.6 CLARIFICATION OF KEY CONCEPTS

The focus of this study is on the impact of engagement on the sustainability of car dealerships in South Africa. The literature contains a variety of approaches and definitions of engagement as

well as different organisational versions (Kavya & Padmavathy, 2017: 871-876). Some suitable approaches are presented in this study.

1.6.1 Engagement

The definition of work engagement according to Bakker and Demerouti (2017: 274) is divided into vigour, dedication and absorption. It observes the level of energy employees have, the strength of commitment towards the company and employee involvement, while changes in the perception thereof can arise over time (Bakker & Demerouti, 2017: 274). Osborne and Hammoud (2017: 52) describe employee engagement as a multidimensional learning process for employees and the company to enhance productivity and profitability. The terms “work engagement” and “employee engagement” are used in literature partly for the same concept and are not always used uniformly (Maleka, Mpofu, Hlatywayo, Meyer, Carr & Parker, 2019: 393; Bakker & Albrecht, 2018: 5). In this study, the meaning of engagement primarily implies the further developed definition of work engagement (vigour, dedication and absorption) according to Bakker and Demerouti (2017: 275) (part of the JD-R model), but also the definition of employee engagement from Osborne & Hammoud (2017: 52).

1.6.2 TBL Approach

The Triple Bottom Line (TBL) is a unified sustainability approach and offers a wide perspective towards future goals as it consists of measurements of the social, economic and ecological performance of organisations (Kealy, 2019: 108). Each of these three pillars of sustainability have great importance for the achievement of objectives within the framework of a long-term orientation (Agrawal, Singh & Murtaza, 2016: 292). The approach is based on sustainable business practices (SBPs) and goes beyond purely business performance (Sukhdeo & Arnolds, 2016: 87). The economic dimension contains variables that deal with the overall financial outcome and liquidity of a company (Sukhdeo & Arnolds, 2016: 87). The environmental dimension contains goals and procedures that help to reduce the ecological footprint of companies (Miemczyk & Luzzini, 2019: 238; Sukhdeo & Arnolds, 2016: 87), whereas the social equity dimension includes policies and practices related to fair conduct at work and dealing with stakeholders (Miemczyk & Luzzini, 2019: 241). This holistic sustainability approach helps organisations to expand performance goals and is important in research (Miemczyk & Luzzini, 2019: 243; Agrawal *et al.*, 2016: 297; Sukhdeo & Arnolds, 2016: 87). The individual pillars are examined in more detail in section 2.3.

1.7 SCOPE AND DELIMITATION OF THE STUDY

This study is geographically limited to South Africa. Originally, the restriction was only to the Eastern Cape Province. After the pilot study failed to reach enough subjects, the study was expanded to include all of South Africa. The inclusion of sales and service dealership employees in this region is another limitation. The restriction to the sales and service departments was made because questions on customer contact are part of the questionnaire and these departments are best suited for this purpose. Sales and service staff are best at creating customer loyalty and building quality relationships, for which high engagement is important (Scherpen *et al.*, 2018: 374; Hoffmeister, 2015: 5). Of a total of 5931 questionnaires viewed, 375 were completed and returned. This means that a response rate of 6.33% was achieved for this study. However, as an acceptable response rate is 50%, the generalisability of the results is limited with the deviation of this study to the larger population (Quinlan, Babin, Carr & Griffin, 2019: 278; Baruch & Holtom, 2009: 1153).

Based on the JD-R model, this study is limited to job demands and resources in the context of engagement and its influence on sustainability outcomes of car dealerships in South Africa. In the context of CSR goals and sustainability, TBL is limited to the social, economic and ecological goals for employees and the company (Kealy, 2019: 108; Braccini & Margherita, 2018: 2). A wider view enables better statements on productivity and engagement (Bellet *et al.*, 2020: 1; Wach, Stephan & Gorgievski, 2016: 1112). The scope of the TBL is used to provide a comprehensive overall picture on sustainability outcomes of the car dealerships.

1.8 CONTRIBUTION OF THE STUDY

The purpose of this study is to create an additional benefit for the car dealerships analysed in this study, with its employees and sustainability outcomes. This can be achieved by solving identified problems. The study examines how the engagement of employees affects the different tiers of sustainability with the help of the TBL approach and which factors can help to improve the level of engagement. It looks at the ways in which companies support employees in job demands and job resources. The findings of this study can facilitate additional research in the South African context, especially among the research community in the field of engagement and its influence on organisational sustainability outcomes. The purpose of this study is to evaluate the impact of engagement on the sustainability of car dealerships in South Africa. This research aims to identify which job demands and job resources have the greatest impact on TBL and to which extent work engagement and burnout influence the employees. This study also intends to stimulate further research on engagement and long-term business continuity. A further contribution is further

intensive cooperation between the *Nelson Mandela University* and the *Ostfalia University of Applied Sciences*.

1.9 ETHICS

For the survey in this study, particular care was taken to ensure that the respondents were only asked questions that served to test the hypotheses and answer the research questions. These questions were developed to serve the purpose of the study, which is to gain insight into the impact of engagement on the sustainability of car dealerships in South Africa. Confidentiality is guaranteed by the digital anonymisation of the answers of the respondents. At the beginning of the survey, the respondent had to give his or her consent to the use of the data in anonymised form. In the cover letter, the respondent was informed honestly about the purposes of the research and the affiliation of the researcher regarding his course of study. Contact details were provided in case the respondent had further questions. This study was conducted honestly and with integrity respecting human rights, cultural and religious differences and the customs of all of the participants. Demographic criteria were taken into account in the planning and conduct of the research. The research tools and techniques used in this study are presented in a transparent manner. In ensuring objective documentation, the reliability and validity of the measuring instruments described (section 3.11) were applied in this study. The use of scientific literature only involved the use of the sources indicated, and the places taken literally or in terms of content from the sources used were indicated as such.

1.10 DIVISION OF CHAPTERS

Chapter 1: Introduction and background to the study

Chapter 1 serves as an introduction and overview of the structure to the study. The main concepts of the study are briefly introduced. This includes the problem statement, research objectives, research questions, hypotheses, contribution of the study and the ethics employed. The delimitation and significance of the study are also discussed in this chapter.

Chapter 2: Literature Review

This chapter creates an understanding of the importance of work engagement in both the international and the South African contexts. Furthermore, the determinants, dimensions and outcomes of engagement are discussed. The job demands and job resources used in this study are broken down. This chapter also deals with three levels of sustainability using the TBL approach. The different levels of TBL (social, environmental, and economic performance) are defined in terms of commitment to the community, pollution prevention and profitability. In addition, the reader is offered an overview of the automotive retail sector. The statements made

in this chapter form the basis for the items of the questionnaire. Previous models supporting this study and measurement methods for engagement and sustainability are described. Finally, a conclusion is drawn.

Chapter 3: Research design and methodology

Chapter 3 covers the design and methodology of the research procedures used in this study. The questionnaire used in the survey is examined in terms of population, samples and measurement instrument. The sampling procedures of primary and secondary data are explained. Finally, the methods used for data analysis are described.

Chapter 4: Empirical results

In Chapter 4, the results achieved from the primary data of the empirical study are presented in tabular format, analysed and interpreted. The chapter includes a discussion of the validity and reliability of the study variables as well as the statistical examination of the relationships between the variables in the study.

Chapter 5: Discussion

Chapter 5 concludes this study as a final chapter with a discussion of the results presented. This is followed by a critical review of the limitations of this study and recommendations for further research on engagement at work.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

In the previous chapter the objectives, the hypothetical construct, the hypotheses and the necessary procedure of this study were discussed.

The overall objectives of this chapter are primarily to determine the significance of the main field of study and to provide background information on the individual constructs. This chapter focuses on arguments concerning the need for engagement in the workplace, which are related to entrepreneurial success and sustainability. Procedures that are important for measuring individual job demands and resources as well as employee engagement for this study are covered. Attention is drawn to the importance of research for the research community in the field of engagement. This chapter also provides the basis for the survey of this study.

2.2 ENGAGEMENT

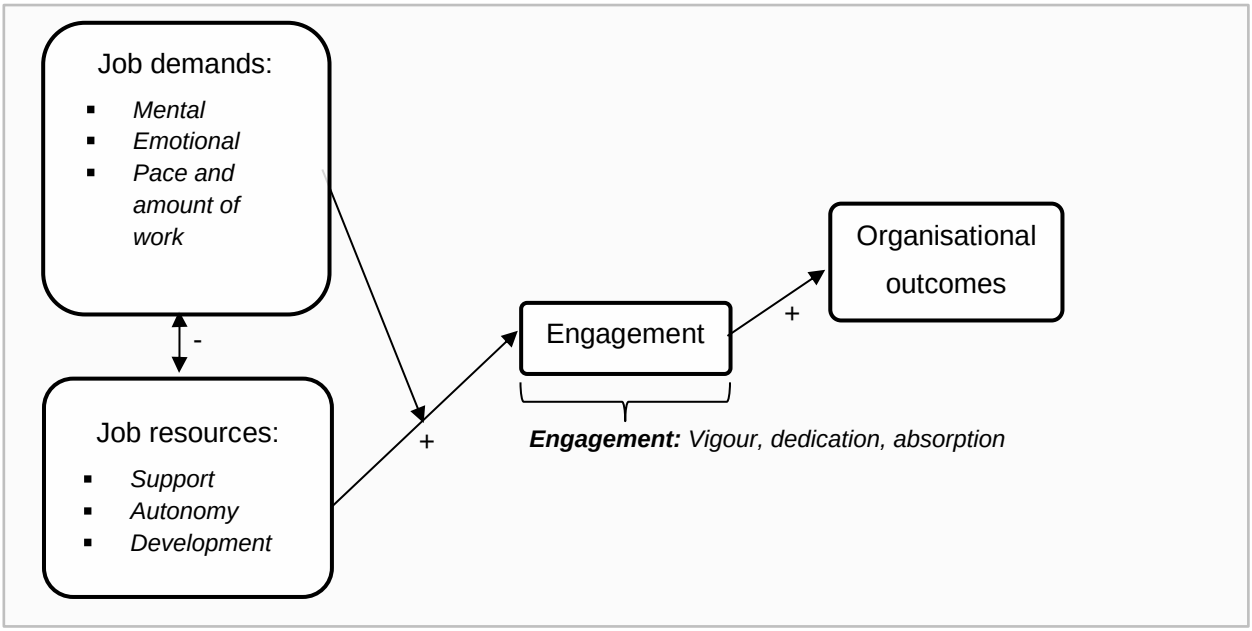
As outlined in Chapter 1, engagement can be divided into the dimensions of vigour, dedication and absorption and can serve as a multidimensional learning process to enhance productivity and profitability (Bakker & Demerouti, 2017: 274; Osborne & Hammoud, 2017: 52). The literature uses a variety of definitions of engagement in terms of productive work, each with a different character, and has not yet produced a uniform definition (Kavya & Padmavathy, 2017: 871). Researchers often point to four main approaches to work engagement that have emerged from previous research (Radic *et al.*, 2020: 3; Muller & Smith, 2018: 24; Nimon, Shuck & Zigarmi, 2016).

As a first approach, the need satisfying nexus (Kahn, 1990) represents the fulfilment of the basic needs at work (Radic *et al.*, 2020: 3). A second approach is the satisfaction-engagement theory (Harter, Schmidt & Hayes, 2002: 268), which refers to satisfaction and pleasure with work (Radic *et al.*, 2020: 3). The third approach describes employee engagement as an important multidimensional learning process for employees and the company to improve productivity and profitability (Radic *et al.*, 2020: 3; Osborne & Hammoud, 2017: 52). Finally, the fourth approach is the antithesis to burnout, which focuses on positive working conditions (Maslach, Schaufeli & Leiter, 2001: 417). From this approach, the three aspects of vigour (employees look forward to work with energy and mental flexibility), dedication (employees are enthusiastic about work and identify strongly with it) and absorption (employees are fully concentrated and the working time

passes quickly) have emerged under the term work engagement (Radic *et al.*, 2020: 3; Bakker & Demerouti, 2017: 274; Nimon *et al.*, 2016: 1158).

These approaches are all applicable to the understanding of engagement for this study. However, this study mainly refers to the definition that emerged from the antithesis of burnout by Maslach *et al.* (2001: 417) as to the work engagement definition by Bakker and Demerouti (2017: 274). The work engagement definition (vigour, dedication and absorption) is based on different job demands and resources that influence each other (Bakker & Demerouti, 2017: 274; D'Emiljo & Du Preez, 2017: 78; Rothmann & Jordaan, 2006). The hypothetical construct of this study (section 1.5) refers to engagement in the context of the JD-R model in Figure 2 (Radic *et al.*, 2020: 4; Bakker & Demerouti, 2017: 275; D'Emiljo & Du Preez, 2017: 78).

Figure 2: JD-R Model



Source: Constructed by the author based on Kaiser *et al.* (2020: 3); Bakker and Demerouti (2017: 275; 2007: 313); D'Emiljo and Du Preez (2017: 72); Dwivedi, Purohit and Bhambal (2016: 1); Rothmann and Jordaan (2006: 88).

Figure 2 states that the fulfilment of different job demands with the help of different job resources create engagement (Bakker & Albrecht, 2018: 5). First, all of the characteristics of a workplace (for example mental demands and job support) are divided into the categories of job demands and job resources (Radic *et al.*, 2020: 2). In theory, there is a negative correlation between job demands and job resources since job demands assist coping with job resources and vice-versa (Bakker & Demerouti, 2017: 278; 2007: 313). At a high level of job demands, workloads and health problems increase and with a high level of job resources, motivation increases (Radic *et al.*, 2020: 2; Bakker & Demerouti, 2017: 278;). According to research by D'Emiljo and Du Preez, (2017: 78) and Rothmann and Jordaan (2006: 88) in Figure 2, job demands and resources are

directly related to work engagement (vigour, dedication and absorption). Finally, the JD-R model states that high job demands can cause burnout (emotional fatigue, personal unfulfillment and depersonalisation) and negatively influence the organisational outcome, while high job resources increase engagement and thus positively influence the organisational outcome (Radic *et al.*, 2020: 2; Bakker & Demerouti, 2017: 273; Gauche *et al.*, 2017: 3; Dwivedi *et al.*, 2016: 1). For the purpose of the survey of this study, the middle part of Figure 2 refers only to work engagement. The individual variables of job demands and job resources in this study are explained in more detail in section 2.2.3.

2.2.1 Importance of engagement

According to Bakker and Albrecht (2018: 5), engagement includes a number of variables that influence positive employee attitudes, the achievement of individual and company goals, and the emotional states associated with daily work. Other important aspects are the ability and willingness to put hard work into tasks and the state of flow in which employees focus on the moment (Chen *et al.*, 2020; Kun, Balogh & Krasz, 2017: 57). According to Koekemoer, de Beer, Govender and Brouwers (2021: 2) and Maleka *et al.* (2019: 393), engagement plays an important role in research about the global economy and that of South Africa, especially during the COVID-19 lockdown. Knowledge of engagement is therefore of great importance for the future of the national economy, companies and its stakeholders.

Research reveals that the level of work input significantly influences the long-term success of companies (Wu & Wu, 2019: 3210; Bakker & Albrecht, 2018: 5; Osborne & Hammoud, 2017: 52). Bakker and Demerouti (2017: 275) find that engagement plays an important role in creating positive work performance and can be the result of a balance between job demands and job resources.

Studies reveal that disengagement at work results in numerous problems, such as loss of productivity, excessive demands and a higher risk of burnout (Bellet *et al.*, 2020: 1; Maslach, 2018: 11; Gauche *et al.*, 2017: 3). Burnout is defined as the impairment of employee health, expressed in the three components of chronic exhaustion, rejection and a negatively detached attitude to work and poor performance (Maslach, 2018: 11; Bakker & Demerouti, 2017: 277). Exhaustion is caused by a heavy strain on mental and physical resources and causes avoidable high personal, social and economic costs for the employer (Maslach, 2018: 11). In response only the essential work is done, as a form of emotional self-protection (Maslach, 2018: 11).

Engagement can be used as a predictive tool for organisations and for significant insights to identify fluctuations in the daily form of employees. It is used to predict and improve job

performance of employees and teams and to avoid negative work influences like detachment from the job, feelings of cynicism, poor health, conflicts, disrupting job tasks and increased absenteeism or turnover (Bakker & Albrecht, 2018: 5; Maslach, 2018: 11).

2.2.2 Engagement in South Africa

Several studies have investigated engagement in South Africa (Jacobs & Roodt, 2019: 14; Ruzungunde *et al.*, 2016: 223; Rothmann & Rothmann Jr, 2010: 1). According to a South African study by Rothmann and Rothmann Jr (2010: 1), job support and opportunities to learn can best generate work engagement (vigour, dedication and absorption). It was also found that the psychological sense of work has the strongest positive influence on employee engagement (Rothmann & Rothmann Jr, 2010: 1). Jacobs and Roodt (2019: 14) found that job resources help employees in South Africa to cope with job demands, create work engagement and have positive impact on organisational performance in the short and long term.

According to a study by Ruzungunde *et al.* (2016: 223), workers in South Africa have also shown that stress at the workplace negatively affects engagement and business performance. Working conditions in South Africa contribute to occupational stress, which can be alleviated with career development programmes to generate engagement (Ruzungunde *et al.*, 2016: 223). Gautam and Enslin (2019: 140) also conclude that employers in South Africa's automotive retail sector generate higher levels of engagement among employees by assigning tasks that contribute to professional and personal growth.

2.2.3 Determinants of engagement

This section describes what causes employees to become engaged and disengaged.

(a) Engagement

A state that is positive and fulfilling for professional well-being and is associated with meaning and security drives employees to be engaged (Rastogi, Pati, Krishnan & Krishnan, 2018: 72; Kataria, Garg & Rastogi, 2014: 39). This can be achieved by providing the required job resources (such as autonomy and professional development) to generate feelings of enthusiasm, psychological attachment to work, strength and energy to handle the job demands (Radic *et al.*, 2020: 2; Bakker & Albrecht, 2018: 5; Bakker & Demerouti, 2017: 278; Kataria *et al.*, 2014: 39).

(b) Disengagement

The main cause of disengagement, however, is a lack of job resources (Rastogi *et al.*, 2018: 74; Bakker & Demerouti, 2017; Demerouti, Nachreiner, Bakker & Schaufeli, 2001: 502). Disengagement can occur when psychological sense and safety in the job is lacking (Rastogi *et al.*, 2018: 72; Rothmann & Rothmann Jr, 2010: 2; Kahn, 1990: 703). Psychological safety includes for example, support in the workplace and the psychological sense of purpose, as well as varied, challenging and creative job resources (Rastogi *et al.*, 2018: 72). Furthermore, disengagement can arise when working conditions are uncertain, unpredictable or dangerous and if fear of gaining new experiences exists (Rothmann & Rothmann Jr, 2010: 2).

The JD-R variables are of great importance in workplaces with a high requirement profile for the work engagement of international and South African employees (Radic *et al.*, 2020: 2; Jackson, 2018: 733; Gauche *et al.*, 2017: 3). The work requirements and resources relevant for this study are discussed below.

(c) Job demands

Job demands are defined as the organisational, social, psychological or physical elements of work that require sustained cognitive or physical effort and are therefore associated with certain psychological and physiological costs (Radic *et al.*, 2020: 2; Bakker & Demerouti, 2017: 274; Schaufeli & Taris, 2014: 56; Bakker, Demerouti & Euwema, 2005: 170). In previous studies, job demands included mental and emotional demands and pace and amount of work (Bakker & Demerouti, 2017: 313; D'Emiljo & Du Preez, 2017: 78; Lequeurre, Gillet, Ragot & Fouquereau, 2013: 100). These variables are proven and relevant to this study for the association with psychological costs and high work pressure according to economic effects and health (Bakker & Demerouti, 2017: 274). These three job demands are discussed as follows.

(i) Mental demands

Mental demands are work demands associated with cognitive information processing and contribute to maximising performance outcomes (Babalola *et al.*, 2020: 5; Kirchberg, Roe & Van Eerde, 2015: 112; Lequeurre *et al.*, 2013: 100). Changing attention between different work tasks with varying priorities or multitasking require increased cognitive skills and is associated with work stress, as it is more challenging to stay with one activity (Bellet *et al.*, 2020: 24; Zahlquist, Hetland, Skogstad, Bakker & Einarsen, 2019: 5; Jackson, 2018: 740; Kirchberg *et al.*, 2015: 112; Macdonald, 2003: 5). The frequent use of the ability to concentrate on a task is also mentioned as a mental effort at work (Hussenoeder, Riedel-Heller, Conrad & Rodriguez, 2019: 1203;

Lequeurre *et al.*, 2013: 103; Macdonald, 2003: 8). Remembering many things and tasks that still need to be done is a way of repeating and completing work tasks (Jackson, 2018: 740; Phillips, 2016: 375; Macdonald, 2003: 5). Paying full attention and maintaining this constantly (for example for the care of customer relations) is important at work (Jackson, 2018: 740; Bhattacharjee, Moitra, Kumar & Vardhan, 2017: 29; Lequeurre *et al.*, 2013: 103). A mental or cognitive state is also described as continuous and work-related thinking and planning (Eib, Bernhard-Oettel, Magnusson Hanson & Leineweber, 2018: 6; Lequeurre *et al.*, 2013: 103; Macdonald, 2003: 5).

(ii) Emotional demands

Emotional demands arise from interactions with work contacts such as customers or colleagues and relate to the efforts required to cope with professional and organisational desired emotions (Jackson, 2018: 734; Scheibe, Stamov-Roßnagel & Zacher, 2015: 1; Lequeurre *et al.*, 2013: 100). Emotionally upsetting and disturbing work situations are associated with negative emotional attitudes (emotional anger, hostility and frustration), conflict potential and signs of burnout (Maslach, 2018: 12; Kadian & Ahlawat, 2017: 4290). A friendly and empathetic approach (for example politeness and sympathy) to customers is an often expected emotional demand of the employer (Calvert, Pathak, Ching, Trufil & Fulcher, 2019: 1; Scheibe *et al.*, 2015: 1; Totterdell & Holman, 2003: 59). Coping with difficult customer interactions makes work more difficult, as additional emotional effort is required (Grandey, Rupp & Brice, 2015: 776; Sayers & Fachira, 2015: 130; Bakker, van Veldhoven & Xanthopoulou, 2010: 6). In personal customer contact, a high degree of convincing skills are required to positively influence sales (Hussenoeder, Conrad, Riedel-Heller & Rodriguez, 2020: 5; Yousif, 2016: 128; Singh & Venugopal, 2015: 597). Employees who are personally affected by things like customer mistreatment, bullying or incivility often experience sleep difficulties and negative thoughts that can lead to adverse work outcomes (Dhanani & LaPalme, 2019: 2; Park & Kim, 2019: 3; Zahlquist *et al.*, 2019: 1).

(iii) Pace and amount of work

Pace and amount of work express feelings of having too much work to do (workload) to complete in the allocated time (Prasad *et al.,* 2020: 466; Lequeurre *et al.,* 2013: 100; Bakker *et al.,* 2010: 6). Lequeurre *et al.* (2013: 103) and Kristensen, Bjorner, Christensen and Borg (2004: 307) state that extra hard work can be a method of achieving work objectives or completing tasks. Another characteristic of the pace of work is the rush and hurry to complete tasks (Lequeurre *et al.*, 2013: 103; Kristensen *et al.*, 2004: 307; Van Yperen & Snijders, 2000: 184). Work pace can also be classified from calm and easy to chaotic (Prasad *et al.*, 2020: 465; Lequeurre *et al.*, 2013: 103; Van Yperen & Snijders, 2000: 184). Hours worked in excess of normal working hours are referred to as overtime (Parkes, 2017: 384; Kristensen *et al.*, 2004: 310). Since the pilot study was

originally limited to the Eastern Cape and only a few results were obtained, the study was extended to the entire South Africa. Cronbach's alpha was used to exclude two items from profitability and to adjust the wording of others. Parkes (2017: 383) associates overtime with health and safety consequences.

(d) Job Resources

Job resources are defined as organisational, social, psychological or physical elements of work that reduce job demands, enhance personal development and learning and are related to psychological costs (Radic *et al.*, 2020: 2; Bakker & Demerouti, 2017: 274; D'Emiljo & Du Preez, 2017: 71). The literature lists social support, autonomy and development resources as examples of job resources (Bakker & Demerouti, 2017: 274, 2007: 313; Wu *et al.*, 2015: 919; Rothmann & Jordaan, 2006: 87). These variables help to achieve goals and encourage personal development (Bakker & Demerouti, 2017: 274).

(i) Social support

Social support is defined as a way of coping with work-related stress through interpersonal relationships that can serve at work (for example emotional or consultative support) (Jackson, 2018: 743; Kadian & Ahlawat, 2017: 4293; Schmidt, 2017: 67). Social support also enables self-effectiveness through positive experiences of success (Kerksieck, Bauer & Brauchli, 2019: 2). In professional contexts, this is possible above all, through support from colleagues and superiors (Kerksieck *et al.*, 2019: 3; Dicke, Marsh, Riley, Parker, Guo & Horwood, 2018: 5; Kadian & Ahlawat, 2017: 4293; Bakker *et al.*, 2010: 4). One way to measure social support is to examine how often employees get help from colleagues when necessary (Jacobs & Roodt, 2019: 7; Rothmann, Mostert & Strydom, 2006: 79). Employees who have good working relationships or feel comfortable with colleagues benefit from support (Jackson, 2018: 740; Martinussen, Kaiser, Adolfsen, Patras & Richardsen, 2017: 490; Rothmann *et al.*, 2006: 79). This also creates trust and feelings of psychological security (Rothmann & Rothmann Jr, 2010: 3). A harmonious relationship with superiors is also an essential element in supporting employees (Jackson, 2018: 740; Lequeurre *et al.*, 2013: 106; Rothmann *et al.*, 2006: 79). When workers encounter difficulties in daily work, reliable employers who offer support and assistance are indispensable (Jackson, 2018: 740; Kim & Wang, 2018: 10; Lequeurre *et al.*, 2013: 106; Rothmann *et al.*, 2006: 79). Expressing acceptance, praise and respect by the employer for the work performed gives recognition and appreciation to employees (Jackson, 2018: 740; Schaufeli, 2015: 461; Lequeurre *et al.*, 2013: 106). Employees can reduce job stress and thus the risk of burnout by taking advantage of social support from colleagues and supervisors (Kadian & Ahlawat, 2017: 4293).

(ii) Autonomy

Autonomy can be described as responsibility, independence and acting with conviction (Radic *et al.*, 2020: 5; Motloba, 2018: 418). Employees who experience professional autonomy can make decisions that are important for the work (Radic *et al.*, 2020: 5). Autonomy is also associated with freedom to carry out work tasks with one's own ideas (Lee, Shin & Baek, 2017: 834; Tayyasar & Waheed, 2017: 452; Wach *et al.*, 2016: 1103; Sia & Appu, 2015: 774). In addition, autonomy has a major influence on the planning and implementation of individual work activities and work engagement (Maslach, 2018: 14; Meyer & Hünefeld, 2018: 4; Lee *et al.*, 2017: 774; Sia & Appu, 2015: 1248). With more autonomy, the influence on work pace increases and leads to higher well-being outcomes (Pichault & McKeown, 2019: 60; Cullen & Calitz, 2018: 4; Helliwell, Layard & Sachs, 2017: 170; Lee *et al.*, 2017: 834; Lequeurre *et al.*, 2013: 103;). Independence and autonomy is also represented by the fact that the employees decide independently how the work is carried out (Mache, Servaty & Harth, 2020: 4; Väänänen & Toivanen, 2018: 3; Lee, Patterson & Ngo, 2017: 1839; Birtch, Chiang & Van Esch, 2016: 1220; Güntert, 2014: 79). In addition, with greater autonomy comes greater freedom of choice over the content of work tasks (Porter & van den Hooff, 2020: 174; Pichault & McKeown, 2019: 60; Lee *et al.*, 2017: 834). In addition, the convictions of autonomously acting employees are important, as the employees feel that the work and their opinions expressed are also important for the company's objectives (Motloba, 2018: 418; Brachat, 2016: 116).

(iii) Development resources

Development resources are described as challenging opportunities for learning on the job and as benefits for professional and personal development of employees (Jackson, 2018: 736; Brachat, 2016: 120; Van Ruysseveldt & Van Dijke, 2011: 470). A distinction is also made between performance feedback, learning and development opportunities and career prospects (Schaufeli, 2017: 123; 2015: 462). If performance feedback is supportive for employees, work carried out can be improved by learning from constructive feedback from customers, colleagues and superiors (Radic *et al.*, 2020: 3; Hecker, 2019: 101; Sayers & Fachira, 2015: 138; Schaufeli, 2015: 462). Learning opportunities in the workplace can also enable personal growth and development (Kim & Wang, 2018: 4; Schaufeli, 2017: 121; Rothmann *et al.*, 2006: 80). Training courses offer the opportunity for employees to learn about new fields and work changes (Braccini & Margherita, 2018: 8; Jackson, 2018: 740; Rothmann *et al.*, 2006: 80). Personal work performance provides the opportunity to achieve certain work goals and to experience feelings of success (Jackson, 2018: 740; Kim & Wang, 2018: 4; Poalses & Bezuidenhout, 2018: 175; Martinussen *et al.*, 2017: 489). Career perspectives such as opportunities for promotion also have a positive effect on employees (Jackson, 2018: 740; Kim & Wang, 2018: 14; Rothmann *et al.*, 2006: 8). Finally,

opportunities for professional advancement are a reason, especially for talented and ambitious employees, to not change jobs and to instead put their own strengths into the company (Brachat, 2016: 119).

2.2.4 Dimensions of engagement

A number of different engagement models can be found in the literature to identify and classify engagement into individual variables. These include, for example the nine-category model of Warr (1988: 62), Maslow's hierarchy needs theory applied to employee engagement (EE) (Kavya & Padmavathy, 2017: 872), the PERMA model (Seligmann, 2011: 24) and the JD-R model (Bakker & Demerouti, 2017: 273).

Compared to the above models, the most often used theory to explain engagement at work is the job demands-resources (JD-R) model (Bakker & Albrecht, 2018: 5; Bakker & Demerouti, 2017: 273). This model is an indirect part of the hypothetical construct of this study. From previous research conducted, the JD-R model is established as a scientifically recognised and consistent approach to supporting professional engagement that directly leads to positive organisational outcomes (Radic *et al.*, 2020: 2; Bakker & Demerouti, 2017: 277). Independently of the business sector and the differences in work processes, the JD-R model is divided into two main components - job demands and job resources - and can be applied universally to work with people, things or information (Bakker & Demerouti, 2017: 274).

In several studies, the model is used to investigate the interrelationship between job demands and job resources (Radic *et al.*, 2020: 1; Jacobs & Roodt, 2019: 1; Jackson, 2018: 713; D'Emiljo & Du Preez, 2017: 70; Gauche *et al.*, 2017: 2). In theory, there is a negative correlation between job demands and job resources since job demands help one to cope with job resources and vice-versa (Bakker & Demerouti, 2017: 278, 2007: 313). In engagement research, there are several scientific indications that an employee who can successfully combine job resources and job demands is the best performer to accomplish tasks (Radic *et al.*, 2020: 2; Bakker & Albrecht, 2018: 5; Bakker & Demerouti, 2017: 278).

It is anticipated that all occupational attributes of daily work are associated with job demands and job resources and influence health, motivation and performance (Radic *et al.*, 2020: 2). As employees' professional and personal resources are closely linked, disengagement can arise from a lack of work or work overload in terms of job resources and work demands (Radic *et al.*, 2020: 7; Bakker & Demerouti, 2017: 275). Finally, the JD-R model states that high job demands cause strain and exhaustion and negatively influence the organisational outcome, while high job resources increase employee satisfaction and engagement and thus positively influence the

organisational outcome (Radic *et al.*, 2020: 2; Bakker & Demerouti, 2017: 273; Gauche *et al.*, 2017: 3).

2.2.5 Outcomes of engagement

(a) Employee outcomes

As indicated in Table 1, work engagement generates a variety of outcomes such as increased employer loyalty and job performance that are positive for the company and its employees (Chen *et al.*, 2020: 32; Bakker & Albrecht, 2018: 5; Jackson, 2018: 734; Gallup, 2017: 37; Gutermann Lehmann-Willenbrock, Boer, Born & Voelpel, 2017: 310).

Table 1: Employee outcomes

Employee outcomes	References
Employee loyalty: Employee loyalty is described as long-term trust, commitment to the success of the company, willingness to take on more responsibility and acting with conviction and quality.	(Hidayati, Lestari, Maria & Zainurossalamia, 2019: 258; Tomic, Tesic, Kuzmanovic & Tomic, 2018: 828)
Job performance: Individual job performance is described as defined goals and performance standards (for example financial and material assets and efficient use of resources) and can be increased through engagement.	(Jacobs & Roodt, 2019: 4; Taylor, Vithayathil & Yim, 2018: 1; Bakker *et al.*, 2008: 189)
Creativity/Innovativeness: Engaged employees are more creative and innovative. Creativity/innovativeness is described with the openness for new challenges, creative ideas and the willingness to be innovative and entrepreneurial.	(Bakker & Albrecht, 2018: 5; Orth & Volmer, 2017: 605)
Team work: Teamwork is the social capital of the company. It describes the connection between the individual self and the group self. Both form the process of team identity.	(Kaiser *et al.*, 2020: 2; Hecker, 2019: 155; Meng, Clausen & Borg, 2018: 199; Gutermann *et al.*, 2017: 310)
Intention to stay/quit: Engaged employees have a stronger intention to stay and a lower intention to quit, which is defined as voluntary termination of employment.	(Piartrini & Nugraha, 2020: 35; Jackson, 2018: 731; Ghadi, Fernando & Caputi, 2013: 545)
Service quality: Engagement is reflected in the quality of services. A good quality of service includes objectivity, reliability, responsiveness, safety and empathy.	(Kaiser *et al.*, 2020: 2; Tomic *et al.*, 2018: 835)
Job satisfaction: Engagement leads to high levels of job satisfaction. Job satisfaction is defined as a pleasant emotional feeling resulting from achieving work goals and values.	(Chen *et al.*, 2020: 31; Kaiser *et al.*, 2020: 3; Tee, 2020: 2; Martinussen *et al.*, 2017: 487)

(b) Organisational outcomes

The aforementioned outcomes have a positive effect on employee state of health, and the performance and innovation with which the company members advance the organisation as individuals and as a team (Bakker & Albrecht, 2018: 5; Maslach, 2018: 14; Gallup, 2017: 22). The employee outcomes further impact indirectly on organisational performance and outcomes (Ogbonnaya & Valizade, 2018: 240). Organisational outcomes also include productivity, return on investment, profits and shareholder value (Rothmann & Rothmann Jr, 2010: 1). Outcomes in terms of sustainability are for example community engagement, pollution prevention and profitability (Fairfield, 2019: 278). These organisational outcomes can be distinguished further with corporate sustainability in terms of social, environmental and economic outcomes (Kealy, 2019: 108; Miemczyk & Luzzini, 2019: 241; Braccini & Margherita, 2018: 2; Sukhdeo & Arnolds, 2016: 88). One possibility is the Triple Bottom Line (TBL) approach of Elkington (1998: 37) which is related to the social (people) impact, the environmental (planet) impact and the financial output (profit) of organisations and is discussed below in detail.

2.3 CORPORATE SUSTAINABILITY

Corporate Social Responsibility (CSR) offers companies an orientation for long-term and value-based management, focusing on human needs (Jorberg, 2018: 217). A central component of CSR is the idea of sustainability to achieve sustainable business objectives and to improve the long-term economic performance of organisations (Kreipl, 2020: 237; Agan, Kuzey, Acar & Açikgöz, 2016: 1873; Schneider & Schmidtpeter, 2015: 27).

Approaches towards a sustainable organisational outcome include, for example, the balanced scorecard approach, the Quadruple Bottom Line approach and the Triple Bottom Line (TBL) approach (Kealy, 2019: 108; Pizzirani, McLaren, Forster, Pohatu, Porou & Warmenhoven, 2018: 668; Lotter, 2017: 22; Fonseca, 2015: 136; Elkington, 1998: 3). Since this study is based less on tangible results and the concrete querying of key financial ratios, but rather on employee perceptions of organisational outcomes, the TBL approach is suitable for this study as a measure of sustainability and to gain a holistic view (Lotter, 2017: 23).

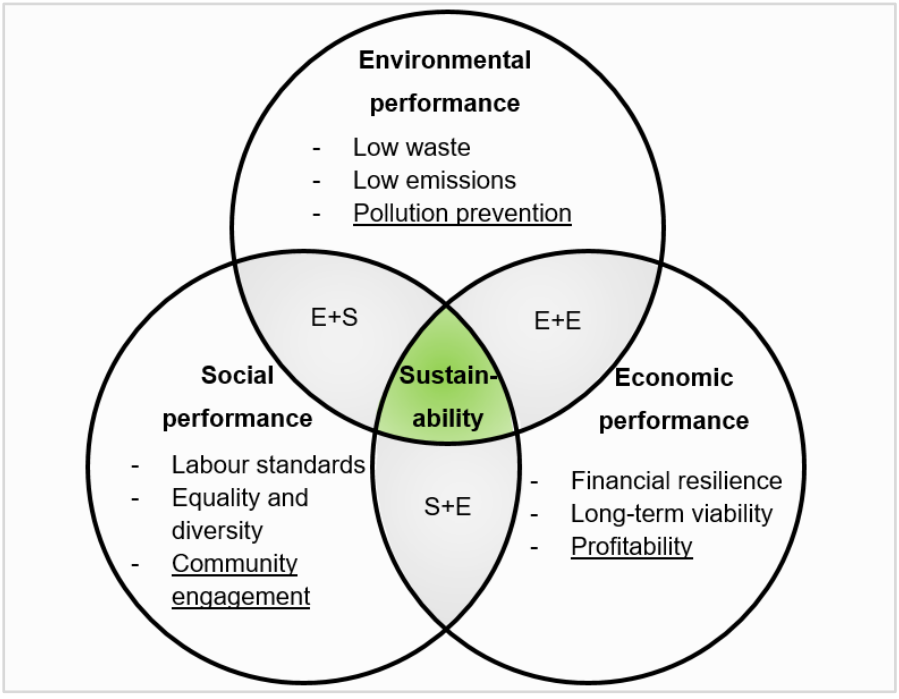
Wolfe (1988: 140) described for the first time the bottom line in association with financial outcomes such as the profit achieved by companies. The Triple Bottom Line (TBL) approach is a holistic and sustainable approach, divided into three areas of people, planet and profit and considers the social, ecological and economic performance of companies (Kealy, 2019: 108; Braccini & Margherita, 2018: 2; Jorberg, 2018: 218; Sukhdeo & Arnolds, 2016: 84; Wendt, 2015: 967). These three areas together form the TBL approach, which represents the orientation towards corporate

long-term goals (Jorberg, 2018: 218; Fonseca, 2015: 136). The approach has been developed based on sustainable business practices (SBPs) and goes beyond pure business performance (Sukhdeo & Arnolds, 2016: 87).

Within the framework of the long-term and holistic orientation of companies, each of the three pillars of sustainability is of great importance for the achievement of value-based targets (Agrawal *et al.*, 2016: 292). Optimally, the performance measures of the three levels are weighted equally, without prioritising a particular level (Henry, Buyl & Jansen, 2019: 173). In practice, however, it can often be observed that the economic level is weighted more heavily, since the competence to set targets ultimately lies with the owner of the company (Henry *et al.*, 2019: 173; Günther & Steinke, 2016: 43).

Previous investigations have shown that an exclusive focus on financial performance objectives is negative for both the company and the employees and can lead to lower revenues (Babalola *et al.*, 2020: 1; Wach *et al.*, 2016: 1112). The use of the TBL approach is also oriented towards the sustainability goals of the United Nations (UN) (Chetty, 2018: 54; Enders & Weber, 2017: 198). This sustainability approach helps companies to expand performance targets and is accepted and relevant in research (Miemczyk & Luzzini, 2019: 243; Agrawal *et al.*, 2016: 297; Sukhdeo & Arnolds, 2016: 87). Based on Figure 3, the relevant parts of the TBL as a measure of sustainability for this study are examined in more detail below.

Figure 3: Triple Bottom Line (TBL)



Source: Constructed by the author based on Kealy (2019: 108); Braccini and Margherita (2018: 2); Elkington (1998: 37).

As Figure 3 illustrates, the three fields of TBL intersect each other, as TBL targets and outcomes can overlap and complement each other, and the overall focus is on sustainability (Kealy, 2019: 108; Braccini & Margherita, 2018: 2). This results in a close interdependence of the levels. Compared to the Balanced Scorecard, this is an advantage as the TBL can be used as a single overall variable for the model of this study and its statistical analyses, and still provides a multidimensional view of the organisational outcome of car dealerships (Miemczyk & Luzzini, 2019: 239; Lotter, 2017: 23).

2.3.1 Social performance

As shown in Figure 3, the social performance dimension includes the aspects of community engagement, labour standards and equality and diversity (Braccini & Margherita, 2018: 2; Sukhdeo & Arnolds, 2016: 87).

(a) Labour standards

Labour standards are described as safe and healthy working conditions and the involvement of union organisations (Pike, 2020: 920; Maggioni, Santangelo & Koymen-Ozer, 2019: 948). A code of conduct sets out certain ethical labour standards in order to avoid non-compliance and to provide internal and external stakeholders with guidance for action (Miemczyk & Luzzini, 2019: 241).

(b) Equality and diversity

Equality and diversity are defined as healthy employee relations, equal opportunities and fairness in terms of ethnicity, nationality, gender or sexual orientation (Sukhdeo & Arnolds, 2016: 102; Lourens & Phaho, 2015: 635; Jindra, 2014: 317). Avoidance of discrimination, modern workplaces, health management and work-family balance are just a few examples of equality and workforce diversity that are important for employee retention and satisfaction (Günther & Steinke, 2016: 208).

(c) Community engagement

Community engagement can be defined as working with groups of people sharing common interests or geographical proximity to reduce problems of social well-being (Ajide, Strachan, Russell & Jones, 2017: 61; Cyril, Smith, Possamai-Inesedy & Renzaho, 2015: 1). For companies, it is a way to contribute to the ambitions and development goals of the local community (Mayes, McDonald & Pini, 2014: 403). These efforts by companies to be good citizens serve to maintain

reputation (Bajic & Yurtoglu, 2018: 57). Community engagement is selected in this study to measure the social performance. This brings the focus to the superordinate area in which companies generate wealth, in which values such as equality, diversity and labour standards are important (Braccini & Margherita, 2018: 3; Ajide *et al.*, 2017: 61).

It can be measured whether companies underline the importance of social responsibility in the community (Magrizos *et al.,* 2020: 6; Kim, Woo, Uysal & Kwon, 2018: 1594; Turker, 2009: 422). The economic responsibility of business goes hand in hand with the creation of jobs for residents of the local community (Bastič, Mulej & Zore, 2020: 7; Kanji & Chopra, 2010: 132). In addition, community engagement is demonstrated by the efforts of companies that contribute to a better well-being of society through initiatives and social projects (Magrizos *et al.*, 2020: 6; Kim *et al.*, 2018: 1594; Turker, 2009: 422). Another contribution is the provision of a selection of donations for charitable purposes (Kim *et al.*, 2018: 1594; Chang & Yeh, 2017: 44; Agrawal *et al.*, 2016: 302; Jain, Vyas & Chalasani, 2016: 640; Panwar, Nybakk, Hansen & Pinkse, 2016: 583). Companies also support the community by encouraging employees to participate in volunteer programmes (Magrizos *et al.*, 2020: 6; Kim *et al.*, 2018: 1594; Jain *et al.*, 2016: 640; Turker, 2009: 422).

2.3.2 Environmental performance

The environmental performance dimension in Figure 3 shows the integration of different environmental standards of companies regarding low waste, low emissions and pollution prevention to reduce the ecological footprint of companies (Braccini & Margherita, 2018: 2; Sukhdeo & Arnolds, 2016: 87). According to Sukhdeo and Arnolds (2016: 88), environmental targets can be achieved without negatively influencing the economic outcome. This for example, is shown by the interface “E+E” in Figure 3.

(a) Low waste

Low waste is defined as the reduction of unwanted or useless materials, by-products or substances (Bugge, Bolwig, Hansen & Tanner, 2019: 51; Amasuomo & Baird, 2016). In a certified environmental management system, measures for the reduction of waste such as packaging waste, for the proper disposal of toxic waste such as waste oils and for recycling can be regulated (Miemczyk & Luzzini, 2019: 238; Sukhdeo & Arnolds, 2016: 88).

(b) Low emissions

Low emissions are associated with measures to improve energy efficiency, the use of renewable energy sources and lower use of carbon fuels (Klitkou, Fevolden & Capasso, 2020: 65; Rehmatulla, Calleya & Smith, 2017: 184; Agrawal *et al.*, 2016: 291). Products for sale (for example low-emission vehicles) may also be subject to certain environmental standards and include eco-friendly technologies (Braccini & Margherita, 2018: 5; Sukhdeo & Arnolds, 2016: 88).

(c) Pollution prevention

Pollution prevention can be described as eliminating pollution at the source and modifying existing processes for the reduction of hazardous materials, thus preventing discharge into the environment (Basu, Roy & Pal, 2019: 1605; Ngwakwe, 2011: 952). Pollution prevention is selected for the environmental performance investigation, as it already includes low waste and emissions and aims to prevent pollution in advance for a better environment (Basu *et al.*, 2019: 1605; Ngwakwe, 2011: 953). Reducing environmental pollution helps companies to achieve a competitive advantage in the economy and is a benefit for the environment (Basu *et al.*, 2019: 1605; Yadav *et al.*, 2017: 347). Pollution prevention is a proactive, strategic corporate approach to environmental management (Basu *et al.*, 2019: 1604; Ngwakwe, 2011: 935). Different environmental management practices are described in the literature in association with CSR (Bastič *et al.*, 2020: 7; Magrizos *et al.*, 2020: 6; Tran & Nguyen, 2020: 9; Chang & Yeh, 2017: 38; Agan *et al.*, 2016: 1877; Turker, 2009: 422).

It can be examined whether companies are implementing specific programs (for example energy efficiency) to minimize their own negative impact on the environment (Magrizos *et al.*, 2020: 6; Tran & Nguyen, 2020: 14; Ng, Yam & Aguinis, 2019: 135; Agan *et al.*, 2016: 1877; Turker, 2009: 419). Preventive measures also include participation in programs aimed at raising people's awareness of environmental targets in order to improve or maintain the quality of the natural environment (Tran & Nguyen, 2020: 14; Agan *et al.*, 2016: 1877; Turker, 2009: 422). Preventive and sustainable corporate behaviour towards the environment can also be measured by employers' investments and efforts to create a better life for future generations (Bastič *et al.*, 2020: 7; Magrizos *et al.*, 2020: 6; Turker, 2009: 422). The existence of a clear environmental protection policy gives an indication of the extent to which companies feel responsible for monitoring and controlling the impact of activities on the environment (Tran & Nguyen, 2020: 14; Chang & Yeh, 2017: 38). Furthermore, efforts to minimize negative impact of corporate activities (for example with greener products and services) are preventive in terms of sustainability (Tran & Nguyen, 2020: 14; Chang & Yeh, 2017: 38; Agan *et al.*, 2016: 1877).

2.3.3 Economic performance

As shown in Figure 3, the economic performance dimension includes financial variables such as financial resilience, long-term viability and profitability (Braccini & Margherita, 2018: 2; Sukhdeo & Arnolds, 2016: 87).

(a) Financial resilience

Financial resilience refers to the ability to recover from sudden unwanted economic impact and experiences, to successfully cope with external stress and adapt to changing circumstances to achieve financial stability (Nkundabanyanga, Mugumya, Nalukenge, Muhwezi & Najjemba, 2019: 49; Salignac, Marjolin, Reeve & Muir, 2019: 18).

(b) Long-term viability

Long-term viability can be described as survival, adaptability, innovation, growth and the achievement of long-term goals and profits (Abuzeinab, Arif, Qadri & Kulonda, 2017: 30; Costanza, Blacksmith, Coats, Severt & DeCostanza, 2016: 361).

(c) Profitability

Profitability can be defined as the generation of profits due to the difference between costs and revenues when an organisation offers products or services (Krause & Dayanand, 2020: 11; Tulsian, 2014: 19; Harter *et al.*, 2002: 271; Porter, 1986: 11). Profitability is used to measure corporate performance and is considered the most important parameter for making business decisions (Krause & Dayanand, 2020: 11). In this context, cost reduction and efficiency (for example increased transparency and optimised planning) also play an important role for companies (Tomic *et al.*, 2018: 835; Kovács & Kot, 2017: 65). In general, these tangible parameters are measured with key figures on costs, return on investment and profit, and competitive advantages with intangible parameters such as image or firm value (Agan *et al.*, 2016: 1875). The higher the profitability, the better the company's ability to generate income and the better the company's financial resilience (Krause & Dayanand, 2020: 11). This study, however, refers to employees' perceptions of the following statements about profitability.

The profitability indicators of competitors within the same sector can be used as a benchmark for guidance and comparison (Bastič *et al*., 2020: 6; Krause & Dayanand, 2020: 352; Kroll & Proeller, 2013: 27; Erichsen, 2011: 256). Revenue growth is an important component for measuring profitability and is verifiable with return on investment (shows revenue generated as a result of

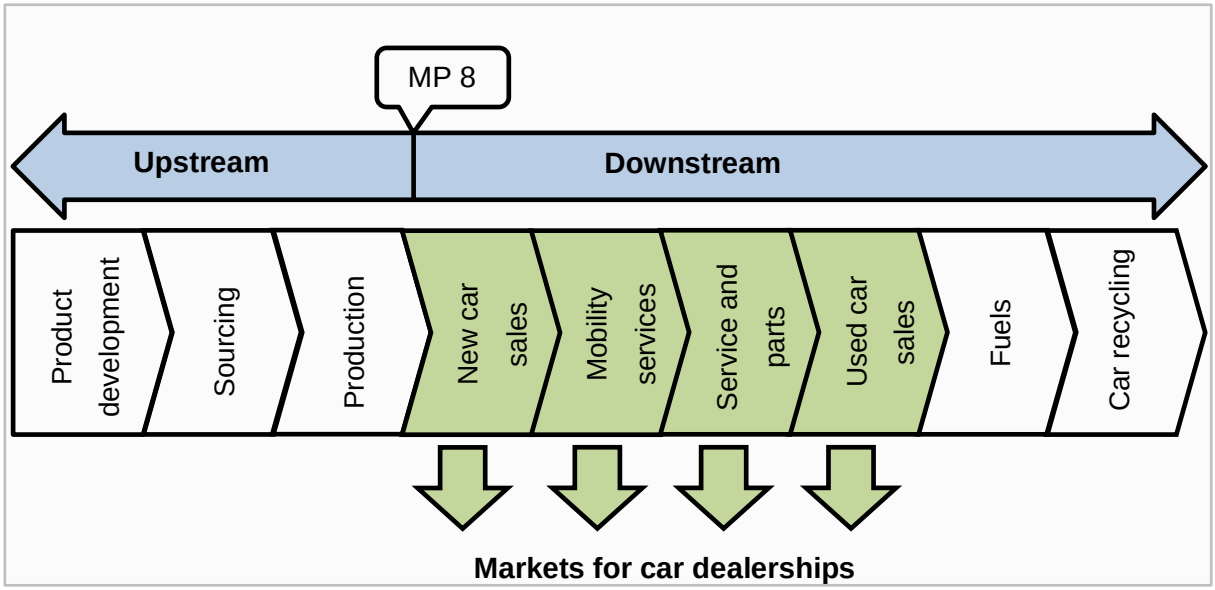
the investments made) (Bastič *et al.*, 2020: 6; Krause & Dayanand, 2020: 44; Erichsen, 2011: 203). The working capital turnover ratio is an indicator that can be used to determine how effectively a company operates assets that have an impact on turnover and sales (Krause & Dayanand, 2020: 58; Agan *et al.*, 2016: 1877; Panwar *et al.*, 2016: 582; Warrad & Al Omari, 2015: 78). Continuous monitoring of cost targets and efforts for cost savings (for example energy efficiency) can have a positive impact on the company's profitability (Nurunnabi, Esquer, Munguia, Zepeda, Perez & Velazquez, 2020: 370; Tran & Nguyen, 2020: 5; Kim *et al.*, 2018: 1594; Wolke, 2017: 231; Panwar *et al.*, 2016: 583; Erichsen, 2011: 203). In addition to energy costs, other important cost items where savings are theoretically possible are personnel costs, amortisations, rent for premises, interest and transport costs (Krause & Dayanand, 2020: 176). The company's working capital, which is part of the current assets and serves to finance the daily activities of the company, is also important for profitability (Yamin & Pratiwi, 2020: 27). Activities in the field of CSR can significantly strengthen the long-term viability of organisations and can increase the added value for employees and society (Kumar, 2016: 20; Kanji & Chopra, 2010: 122). Defining sustainable strategies for long-term profit is an important element for the profitability and viability of companies (Kim *et al.*, 2018: 1594; Abuzeinab *et al.*, 2017: 30; Agan *et al.*, 2016: 1877).

2.4 OVERVIEW OF THE AUTOMOTIVE RETAIL SECTOR

The global automotive industry is a growing sector of the economy and an important employer (Wyman & VDA, 2018: 1). In addition, the South African industry has developed into a competitive global player in recent years, serving both, the domestic and international demand for right hand drive vehicles (DEDAT, 2017: 71).

Figure 4 displays the value chain of the developed market for mobility.

Figure 4: Automotive Value Chain



Source: Constructed by the author based on Diez (2015: 4).

In Figure 4, the first level is the upstream area, which includes steps for engineering services, procurement of individual aggregates, components, parts and final assembly (Diez, 2015: 5). The "Metering point 8 (MP 8)" represents the area where the products (vehicles) pass from final inspection to the sale of the car dealerships (Diez, 2015: 5). The green area indicates the individual market fields of car dealerships in the downstream area, in which the daily business of the employees of this study can be classified. Further markets for fuels and recycling are located afterwards. Car dealerships operate in markets for new and used cars, mobility services, equipment and workshop services, which are operated to a full or limited extent (Diez, 2015: 4). In this context, car dealerships act as authorised dealers, commercial agents or in the own name and on behalf of third parties (Diez, 2015: 185).

Traditional car dealerships are further specialised in certain brands and are characterised by a narrow and deep product range and a high service intensity in the medium to upper price range (Diez, 2015: 220). The business operates in an area of tension between original equipment manufacturers (OEMs), employees, customers, suppliers, government and other competitors (Brachat, 2016: 144). Depending on the business model of the car dealership, premium car brands (for example Audi, BMW and Mercedes) or volume car brands (for example Ford, Renault and VW) are sold under contract (Proff, 2019: 212).

In comparison to practice, it is often assumed that car dealerships see volume and customer satisfaction as top objectives and thereby strongly neglect employee satisfaction and cause unwanted deficits (Chen *et al.*, 2020: 31; Block, 2019: 8). The macroeconomic situation of the car retail market in South Africa, in particular the decline in long-term GDP, the risk of shortages due

to power cuts or current import restrictions and concerns due to COVID-19, may put psychological pressure on employees (Fourie, 2020: 8; DEDAT, 2017: 1). Managers in the South African automotive industry often use transactional leadership based purely on business performance rather than employee development, and this contributes significantly to the problem of disengagement (Gautam & Enslin, 2019: 139).

Since car dealerships mainly provide tangible goods and intangible services, a high level of engagement in customer service is necessary for the success of the business (Hecker, 2019: 85). According to Diez (2015: 32), this human capital as a unique selling point of the stationary car retail trade, is becoming increasingly important in constant processes of economic change and digitalisation. For this reason, this study uses a questionnaire to survey sales and service people who, through their direct contact with customers, have a decisive influence on customer satisfaction, customer loyalty and business outcomes (Block, 2019: 9; Hecker, 2019: 85).

2.5 PREVIOUS MODELS SUPPORTING THIS STUDY

Previous research used the JD-R model to influence organisational outcomes (Kaiser *et al.*, 2020: 1; D'Emiljo & Du Preez, 2017: 78; Schaufeli, 2015: 446; Bakker, Demerouti & Verbeke, 2004: 83). In previous research, the use of job resources and job demands as individual variables in terms of the influence on the organisational outcome has proven successful (Jenny, Bauer, Füllemann, Broetje & Brauchli, 2020: 3). Studies on the influence of engagement on different aspects of corporate sustainability are presented below. Together, these aspects also form part of the TBL (Braccini & Margherita, 2018: 2).

Chaudhary & Akhouri (2018: 809) discovered that CSR activities are positively linked to work engagement by companies. Both examined the level of work engagement associated with the existence of social responsibility initiatives to help the community, moral obligations and profit (Chaudhary & Akhouri, 2018: 816). Fairfield's study (2019: 278) showed how different industries operate on various levels of dedication to sustainability and the results for those companies. Gorgievski, Moriano and Bakker (2014: 109) discovered a positive impact of engagement on innovative behaviour, business growth and business performance. D'Emiljo and Du Preez (2017: 84) found that work engagement has a significant impact on the sustainability of the South African health care system. The impact of engagement on performance, service productivity and customer satisfaction was addressed in a study by Gupta, Acharya and Gupta (2015: 192) and Lee *et al*. (2017: 1838). Kallioniemi, Kaseva, Lunner Kolstrup, Simola and Kymäläinen (2018: 249) also associated engagement with sustainable food production. In a study by Hoffmeister (2009: 4), it was discovered that car dealerships with the highest level of engagement had a

significantly higher gross profit. Van der Walt (2018: 1) also described the potential of engagement to improve sustainable performance.

Adams and Larrinaga (2019: 2367) highlight the need for more engagement research on the sustainability performance of organizations. Fairfield (2019: 278) also argues that knowledge about how work engagement can precisely drive the implementation of sustainability goals (for example on societal equity, carbon footprint or pollution) remains very limited. This study is therefore intended to advance engagement research on sustainability using the TBL approach.

2.6 THE MEASUREMENT OF ENGAGEMENT AND SUSTAINABILITY

The following scales provide verifiable levels of work engagement through a survey and subsequent factor analysis (Willmer *et al.*, 2019: 4; Dwivedi *et al.*, 2016: 1).

2.6.1 Work engagement

According to Schaufeli and Bakker (2004: 296), engagement is influenced by two main processes. These are the motivational process and the opposite energetic or health impairment process of the JD-R model (Schaufeli & Taris, 2014: 45). The motivational process focuses on well-being and engagement, which is described by vigour, dedication and absorption (Schaufeli & Taris, 2014: 46; Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002: 74). In contrast, the energetic or health impairment process examines strain and burnout, which are related to the loss of performance, feelings of cynicism and exhaustion (Bakker & Demerouti, 2017: 274; Schaufeli & Taris, 2014: 46).

Both international and South African studies have used the Utrecht Work Engagement Scale (UWES) by Schaufeli, Bakker and Salanova (2006: 701) for empirical studies to measure employee engagement (Rothmann & Rothmann Jr, 2010: 2). Originally, the scale contained 17 items, but reduced versions also provide reliable results (Schaufeli, Shimazu, Hakanen, Salanova & De Witte, 2019: 577; Willmer *et al.*, 2019: 2; Schaufeli, 2018: 3). In this study, the short UWES-3 scale is used as it reduces the demands on the survey participants without showing a significant loss of information in terms of vigour, dedication and absorption (Schaufeli *et al.*, 2019: 577; Schaufeli, 2018: 3). The UWES-3 contains a total of three items, of which one item each is used for vigour (“At my work I feel full of energy”), dedication (“I am enthusiastic about my job”) and absorption (“Time flies when I am working”) (Schaufeli *et al.*, 2019: 577; Schaufeli, 2018: 3). The seven-point Likert scale is used for the measurement, which ranges from 1 (“strongly disagree”) to 7 (“strongly agree”) (Willmer *et al.*, 2019: 2; Schaufeli *et al.*, 2006: 705). With this scale, the

level of work engagement can be verified in a survey and a subsequent exploratory factor analysis (EFA) (Willmer *et al.*, 2019: 4).

2.6.2 Sustainability measurements

The 17 sustainability goals of the United Nations provide only a general overview for companies (Chetty, 2018: 54; Enders & Weber, 2017: 198). Studies on CSR, however, focus specifically on environment, community welfare, financial performance and competitive advantages (Ehsan, Nazir, Nurunnabi, Khan, Tahir & Ahmed, 2018: 14; Agan *et al.*, 2016: 1877; Kanji & Chopra, 2010: 121). To measure the sustainability results for this study, the TBL approach helps with its compact breakdown into environmental, economic and social performance (Kealy, 2019: 108; Braccini & Margherita, 2018: 2). As TBL studies do not use a uniform instrument for measuring sustainability with uniform variables, this study uses statements and investigations from various CSR studies and assigns those to the three sub-areas of TBL by adapting to the context of the study (Miemczyk & Luzzini, 2019: 245; Agrawal *et al.*, 2016: 302; Sukhdeo & Arnolds, 2016: 96). The measurement of financial performance is usually based on concrete knowledge of the results of key financial figures of companies, which cannot be expected from the participants in this study beyond the field of work (Bastič *et al.*, 2020: 6; Malbasic & Marimon, 2019: 46; Agan *et al.*, 2016: 1877). This study therefore only asks about the perceptions of employees regarding the sustainability of the companies. This study compiles a total of 15 items on sustainability (community engagement, pollution prevention and profitability), which fit into the framework of TBL. Adjustments are made for the automotive retail sector. For a better comparability of the results with the UWES-3 scale, a seven-point Likert scale (from 1 “strongly disagree” to 7 “strongly agree”) is also used for the sustainability measurements of this study (Willmer *et al.*, 2019: 2; Schaufeli *et al.*, 2006: 705).

2.7 CONCLUSION

In conclusion, engagement is of importance to avoid negative work influences (Bakker & Albrecht, 2018: 5). Mental and emotional demands and pace and amount of work are associated with physical or psychological costs and high work pressure (Bakker & Demerouti, 2017: 274). Social support, autonomy and development resources, in contrast, help to achieve corporate goals and reduce these costs (Bakker & Demerouti, 2017: 274). Engagement has a strong influence on organisational outcomes, which in this study is related to sustainability (community engagement, pollution prevention and profitability) of car dealerships (Radic *et al.*, 2020: 1; Bakker & Demerouti, 2017: 277). The constructs discussed in this chapter form the foundation upon which the conceptual model of this study is built. The following chapter focuses on the research design and methodology that is used to test the stated hypotheses to achieve the objectives of the study.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

This chapter covers the research design and methodology used in this study. The questionnaire required for the survey is highlighted in terms of population, samples and measurement instruments. Finally, the methods used for data analysis are described.

3.1 RESEARCH PARADIGM

Collis and Hussey (2014: 47) distinguish primarily between the two research paradigms of positivism and interpretivism. These are the two approaches which are regarded as the main paradigms for scientific enquiry (Ang, 2014: 71).

3.1.1 Positivism

Positivism focuses on the fact that research in the social sciences achieves the same degree of prediction and description as the natural sciences (Ang, 2014: 52). Generalisations are used for predictions and a better understanding. A deductive approach is used to draw conclusions from the general to the individual case and researchers are independent of the investigations as the results are objective (Collis & Hussey, 2014: 47).

3.1.2 Interpretivism

Interpretivism or constructivism, however, deals with the deficits of positivism, and the connections between the individual actors, relationships and aspects are examined more closely (Ang, 2014: 53). According to Collis and Hussey (2014: 47), research is subjective and influenced by values and an inductive approach is pursued, which concludes from individual to general results. Interpretivism uses qualitative research methods that are less suitable for experiments or surveys (Ang, 2014: 8; Collis & Hussey, 2014: 49). Positivism uses quantitative methods, which are intended to reflect the reality and require a large sample size for questionnaires and an objective view of the investigation (Collis & Hussey, 2014: 49).

3.2 RESEARCH APPROACH

As surveys are carried out and hypotheses are developed, the descriptive and explorative research approach is relevant to this study (Quinlan *et al.*, 2019: 127).

3.2.1 Descriptive research approach

The descriptive research approach uses statistical methods to describe, summarise and present the quantitative results (Collis & Hussey, 2014: 341). The use of descriptive statistics for this study is necessary because the survey is that of a quantitative study (Ang, 2014: 181). The data collected are summarised to describe the characteristics of the sample (Collis & Hussey, 2014: 341).

3.2.2 Explorative research approach

The explorative research approach serves for studies in which the aim is to investigate the phenomena for which little or no information is available, resulting in the generation of qualitative data (Quinlan *et al.*, 2019: 127). The approach helps to gain knowledge by identifying patterns and developing studies (Collis & Hussey, 2014: 341). In this study, the explorative research approach is used in the context of hypotheses that consider the impact of engagement on sustainability. The results are then interpreted qualitatively.

As surveys are carried out and hypotheses are developed, the descriptive and explorative research approaches are both relevant to this study (Quinlan *et al.*, 2019: 127).

3.3 POPULATION

Quinlan *et al.* (2019: 169) describe a population as any closed cluster of entities that share certain attributes and the population elements are separate members of an entire population. According to Collis and Hussey (2014: 51), a population also serves the purpose of statistical research.

The right definition of the population is important to get the correct data from the right source (Quinlan *et al.*, 2019: 170). The target population for this study are sales and service people of car dealerships in South Africa.

3.4 SAMPLING TECHNIQUE

A sample size consists of data belonging to a population and from which individual samples can be taken, while a sample is a subset of the population (Collis & Hussey, 2014: 197).

The two main sampling techniques are probability sampling and non-probability sampling (Quinlan *et al.*, 2019: 170; Ang, 2014: 128). Probability sampling is a sampling technique where each member of the population has the same known probability, greater than zero, of being

selected (Quinlan *et al.*, 2019: 177). Non-probability sampling is a sampling technique where the individual sampling elements do not have the same selection probability (Ang, 2014: 131). According to Quinlan *et al.* (2019: 177), conveniences or subjective perceptions may influence the sample selection with this method and the probability with which an individual member is drawn from the population is therefore not known. Probability sampling includes methods such as simple random sampling, stratified sampling, cluster sampling and systematic sampling (Quinlan *et al.*, 2019: 178). Non-probability sampling uses quota sampling, convenience sampling or snowball sampling (Quinlan *et al.*, 2019: 180). For this study, simple random sampling was primarily used within the concept of probability sampling, as the sample selection is random and every employee had the same probability of being selected (Quinlan *et al.*, 2019: 178; Ang, 2014: 129). In addition, snowball sampling was used in this study to achieve a wider distribution by asking participants who had already participated, to recommend the study to colleagues to whom it also applied (Quinlan *et al.*, 2019: 180).

As the problem definition of this work represents a comprehensive overall evaluation of the influence of engagement on the sustainability outcomes of car dealerships, the positivistic approach is considered useful in obtaining meaningful results (Collis & Hussey, 2014: 49). Survey methodology is used, and aims to make generalised statements about the automotive retail industry in South Africa (Quinlan *et al.*, 2019: 271).

This study required an adequate sample size to achieve a representative result of employees of car dealerships in South Africa. The collection and statistical analysis of the data are in the form of surveys conducted at the dealerships. A large sample size is generally regarded as an indicator of the accuracy of the displayed population (Collis & Hussey, 2014: 198). According to Hahs-Vaughn (2017: 377), the case-to-item ratio of five times the number of questionnaire items can be used to determine the sample size with a proposed minimum of 100 cases. Due to the scope and financial limitations, the sample size of this study is adapted to the number of about 45 items in the questionnaire (Ang, 2014: 125). In achieving the best possible representative results, the sample size of employees in car dealerships in South Africa was therefore 225 completed questionnaires. Only publicly available e-mail addresses were used for the distribution of the questionnaires and this information was collected and sorted in a MS Excel list, according to the market shares of the car brands, in descending order. These email addresses were then integrated into the QuestionPro distribution list. In addition, a QR code was shared on social media platforms via QuestionPro.

3.5 DATA COLLECTION

For the gathering of the primary data, a suitable collecting instrument is used which allows for effective data collection (Collis & Hussey, 2014: 196). For a quantitative study such as this, the use of questionnaires is chosen as the data collecting instrument (Quinlan *et al.*, 2019: 102). Of a total of 5931 questionnaires sent out, 375 were completed and returned. This means that a response rate of 6.33% was achieved for this study. However, as an acceptable response rate is 50%, the generalisability of the results is limited with the deviation of this study to the larger population (Quinlan *et al.*, 2019: 278; Baruch & Holtom, 2009: 1153).

3.6 SECONDARY DATA

Secondary data are described by Quinlan *et al.* (2019: 348) and Collis and Hussey (2014: 76) as collections of data from existing sources relevant to the literature review. Some of these are, for example government statistics, company reports, e-resources, books on the topic and the methodology, articles, conference papers and reports (Quinlan *et al.*, 2019: 76; Ang, 2014: 123). International and national sources were used for this study. Online databases of the *Nelson Mandela University* and the *Ostfalia University of Applied Sciences* were used in combination for this study. The different *OPAC* systems were used to search for analogue and digital sources. *Find plus, EBSCOhost, Emerald, SAGE, JSTOR* and *Sabinet-Online* were used primarily. *Google Scholar* was used in addition. For this study, the collected sources were evaluated and used to provide background information. This served the purpose of preparing and informing the development of the questionnaire.

3.7 PRIMARY DATA

Primary data are acquired from a primary source (Collis & Hussey, 2014: 196). Primary sources are, for example surveys, own experiments, focus groups, interview transcripts, field notes, audio records, images or diagrams (Collis & Hussey, 2014: 154). According to Ang (2014: 122), primary data are based on data collection that are relevant to the research objective. In this study, a questionnaire was used, because it was suitable for the intended quantitative approach (Quinlan *et al.*, 2019: 318). The primary data of this study was gathered by using digital-based survey methodology (Quinlan *et al.*, 2019: 271). Online questionnaires are digitally managed with web-based tools (Collis & Hussey, 2014: 206). For this study, sales and service people of car dealerships in South Africa were invited by email with an access link and the survey was conducted with the *QuestionPro* software (Quinlan *et al.*, 2019: 156; Collis & Hussey, 2014: 206).

3.8 QUESTIONNAIRE DESIGN

This chapter provides an overview of the structure of the questionnaire which was designed in digital form. The self-structured questionnaire was divided into the following four main sections:

- *Section A:* Items on the employee position regarding work engagement (UWES-3).
- *Section B:* Items on the employee position regarding job resources and job demands.
- *Section C:* Items on the perception of employees regarding the sustainability outcomes of the car dealership.
- *Section D:* General information on employee demographics and career development up to date.

The design of the questionnaire was based on the use of measuring instruments that assign valid and reliable figures to the individual characteristics of the field of interest (Quinlan *et al.*, 2019: 102). Measuring instruments of this study are based on ordinal and nominal scales (Quinlan *et al.*, 2019: 104). An ordinal seven-point Likert scale was used for sections A to C, while a nominal scale was used for the demographic information in section D (Quinlan *et al*., 2019: 106; Collis & Hussey, 2014: 215).

The participants were introduced to the study by means of a cover letter about the study. The letter covered information on the purpose and use of this study and details on the data collection. The introduction explained the purpose of the study to the respondent. The participant further learned, via the cover letter, about the anonymity and confidentiality of the collected data and how to complete and return the questionnaire (Quinlan *et al.*, 2019: 277). Additionally, information was provided about the seven-point Likert scale used in sections A, B and C with instructions about how the questions had to be marked with either “Strongly disagree - Disagree - Disagree somewhat - Neutral - Agree somewhat - Agree or Strongly agree” (Quinlan *et al.*, 2019: 293; Ang, 2014: 136). Section D was used to determine the demographic information of the respondents and was examined by means of the ANOVA analysis (Quinlan *et al.*, 2019: 364).

The aim of this survey is to measure and investigate the employee position regarding work engagement, job resources and job demands and the perception of employees regarding organisational sustainability by analysing the possible effects and correlations.

3.9 PILOT STUDY

A pilot study is a test carried out with the help of test persons to gain a better understanding of the operation of the research design and data collection tools designed and, if required, to improve the stringency and validity of the study (Quinlan *et al.*, 2019: 237).

Before the survey was carried out, a pilot study was undertaken to ensure the validity of this study. Important changes to the questionnaire were adapted with the help of the findings to ensure that respondents could correctly interpret the questions in the questionnaire (Quinlan *et al.*, 2019: 279). Since the pilot study was originally limited to the Eastern Cape and only a few results were obtained, the study was extended to the entire South Africa. Cronbach's alpha was used to exclude two items from profitability and to adjust the wording of different items (Appendix D).

3.10 RELIABILITY

Reliability indicates if the measurements obtained are free of errors and if there is a consistency within the data in case of repetitions (Quinlan *et al.*, 2019: 112; Ang, 2014: 176). To test internal consistency, this study used the Coefficient-Alpha measuring instrument (Cronbach's alpha), which is the most commonly used instrument to examine the reliability of data (Quinlan *et al.*, 2019: 114; Collis & Hussey, 2014: 275). As a basis for the statistical calculation, positive and negative wording in the questionnaire was used to avoid response bias (Collis & Hussey, 2014: 275). The calculation was performed with the mean values of potential half-split probabilities for a multiple-item scale, for which the coefficient **α** symbolises the result of internal consistency (Quinlan *et al.*, 2019: 113). The scaling extends from 0 (no consistency) to 1 (completely consistent) (Quinlan *et al.*, 2019: 114; Ang, 2014: 176). A coefficient **α** between 0.80 and 0.95 refers to a very reliable scale, between 0.70 and 0.80 to a good reliability and between 0.60 and 0.70 to a reasonable scale (Quinlan *et al.*, 2019: 114). For a poor **α** well below, all low item-total correlations should be excluded (Collis & Hussey, 2014: 276). For measuring the consistency, convergence of job demands and job resources are examined with the TBL.

3.11 VALIDITY

The test of face, content and construct validity investigates whether an examination carried out correctly evaluates the values that are to be measured and whether the values are truthfully represented (Quinlan *et al.*, 2019: 115; Ang, 2014: 177).

3.11.1 Face validity

Face validity for the concept of the study is achieved by measuring the desired content with the right questionnaire items and convincing an expert in the field (Quinlan *et al.*, 2019: 115).

3.11.2 Content validity

Content validity ensures the measurement of the area of interest (Quinlan *et al.*, 2019: 115). This was achieved in this study by having an expert assess whether the questionnaire covered only the aspects of the engagement relevant to sales and service people in car dealerships.

3.11.3 Construct validity

To achieve construct validity, exploratory factor analysis (EFA) is applied. This is justified by the fact that there is no prior expectation about the hypothetical construct (Chapter 2) or certain patterns between the survey elements and thus an unknown correlative structure exists (Ang, 2014: 178; Klopp, 2010: 1). According to Klopp (2010: 3), first an examination of the survey data is carried out to prove the suitability of performing an EFA, which is then followed by the identification of data that can be meaningfully extracted and the interpretation of the content of the factors using a suitable factor rotation. Then the Kaiser-Meyer-Olkin (KMO) and Bartlett's tests are used to check whether the data are suitable for EFA (Collis & Hussey, 2014: 277). It is important that KMO values do not exceed the critical value of 0.6 and Bartlett's test values should have a significance level of $p<0.01$ to indicate appropriate data for the application of EFA (Collis & Hussey, 2014: 280). Finally, the level of factor loadings, which can range from -1 to +1, is interpreted (Klopp, 2010: 3). Factor loadings above 0.4 are considered to be minimally acceptable and values greater than 0.5 are considered to be practically significant (Hair, Black, Babin & Anderson, 2014: 115). Particular care is taken to ensure that meaningful relationships are used for the investigation (Ang, 2014: 178).

3.12 DATA ANALYSIS

According to Quinlan *et al.* (2019: 8), data analysis is a process that describes and interprets the data, combining it with the theory from the literature review. The primary data are collected and transformed with the application of a statistical analysis, after sorting out more than three incorrect or incomplete items (Quinlan *et al.*, 2019: 368). In this study, MS Excel and the SPSS Statistics (Version 25.0) software were the tools used for the statistical data analysis. Further steps in the research process followed with the conclusions and theorisation (Quinlan *et al.*, 2019: 323). The

reliability and validity of measuring instruments, as prerequisites for data analysis, were presented in sections 3.10 and 3.11.

According to Collis and Hussey (2014: 4), explorative statistical methods are used to form hypotheses about the origin of the observed data and to explain how the data, of which only a limited knowledge is available, are related. Unstructured observations of telephone conversations assist to make additional statements for further studies (Collis & Hussey, 2014: 4).

The main focus of this study lies in descriptive statistical methods that are initially used to define measures of central tendency of data (mean, standard deviation, variance and frequency distributions) to first describe the sample and verify differences in the data (Quinlan *et al.*, 2019: 359). For example, mode is used to determine the value that occurs most frequently in the sample (Ang, 2014: 183). Correlation tests can be used to analyse the relationship between two or more variables (Quinlan *et al.*, 2019: 362). For this purpose, this study used the Pearson's product moment correlation test and multiple linear regression analysis (MRA), as the Likert scaling is part of the questionnaire (Quinlan *et al.*, 2019: 362; Ang, 2014: 362; Collis & Hussey, 2014: 275). Furthermore, ANOVA is used to examine demographic variables for significant differences from mean values of independent samples (Quinlan *et al.*, 2019: 362).

The Pearson's product moment correlation test is a measurement of observations of the linear relationship between two continuous variables with parametric data (for example, between a single job demand or job resource and work engagement) (Collis & Hussey, 2014: 275). The correlation coefficient (r) is based on the product of the standard deviations of the x and y distribution and can have positive and negative values between -1 and +1 (Schuster & Liesen, 2017: 189; Zikmund, Babin, Carr & Griffin, 2013: 564). In contrast to covariance, this approach also allows assessment of the strength of the positive or negative correlation by measuring the concentration of the data point cluster around a straight line (Schuster & Liesen, 2017: 189). The findings gained, intend to help identify significant dependencies of the single job demand or job resource on work engagement and of work engagement on sustainability. In addition, the results have to be examined for collinearity, as it is significant whether there is no overlap in the predictive power of the variables (Collis & Hussey, 2014: 274). Collinearity can be measured using the two indicators: tolerance and variance inflation factor (VIF) (Schmidt, 2017: 87; Bühner & Ziegler, 2010: 7). Tolerance should not be below the critical value of 0.25 and VIF should not be above the value of 5 (Schmidt, 2017: 87; Bühner & Ziegler, 2010: 7).

These results are supported by the MRA, as it measures how several independent variables influence the value of the dependent variable (Quinlan *et al.*, 2019: 362). For this purpose, all job demands and job resources of the hypothetical construct are linked simultaneously to the TBL.

According to Schuster and Liesen (2017: 219), all independent variables are important for the result. For the estimation of the regression parameters, the computer program MS Excel and the SPSS Statistics (Version 25.0) software are used (Schuster & Liesen, 2017: 215). The aim is to establish a linear functional relationship between work engagement and the independent characteristics of job demands and job resources to draw further conclusions about the influence of engagement on sustainability. A coefficient of determination (r^2) close to 0 indicates a poor quality of regression and close to 1 indicates a good quality of regression (Schuster & Liesen, 2017: 227). Finally, the significance of the linear relationship is assessed using the software (Schuster & Liesen, 2017: 229).

This study examines whether employee perceptions are influenced by demographic variables. As ANOVA can examine more than two groups simultaneously, several demographic variables such as age, gender or company size are addressed at the same time (Quinlan *et al.*, 2019: 362; Ang, 2014: 195). Since several sample groups in this study are independent of each other, one way ANOVA is useful is to compare the engagement of, for example, three different demographic groups of employees (Ang, 2014: 195). The hypotheses to be tested verify whether the selected groups achieve the same results or whether one group deviates from the other and needs to be assessed in more detail (Ang, 2014: 196). To identify significant differences between the means of work engagement in the different categories of demographic variables, additional post hoc Scheffé tests are used. These tests serve to avoid erroneous decisions regarding the acceptance and rejection of the hypotheses (Aslam & Albassam, 2020: 2728).

These statistical tools are used to provide the literature with a meaningful insight into the impact of engagement on sustainability, followed by conclusions and summary.

CHAPTER 4

EMPIRICAL RESULTS

4.1 INTRODUCTION

Chapter 3 provided an overview of the research design and the methodology used to investigate the impact of employee engagement on the sustainability of car dealerships in South Africa. The sample, the sampling and the data collection procedure, as well as the statistical instruments used to test the validity and reliability of the measurement instruments in this study were described and justified. The results of these statistical analyses are presented in this chapter.

This chapter begins with a description of the study variables, the hypotheses, the hypothesised model and the individual steps for data analysis. Thereafter, the results of the measurement instruments for validity and reliability calculation are presented. In this study, validity was assessed by factor analysis and reliability was assessed by calculating the Cronbach's alpha coefficients. Based on these results, the hypothesis model was revised and the hypotheses were reformulated. The results of the Pearson's product-moment correlations are presented and the relationships among the variables in this study are discussed in Chapter 4. This is followed by a test for collinearity. The results of the regression analyses are presented, showing the influence of job demands and job resources on work engagement and its effect on the sustainability of car dealerships in South Africa. Descriptive statistics or measures of key trends are calculated and presented in tabular format, which provides a summary of the data from the sample. Following this, the results of hypothesised relationships are described. Then, the demographic information collected from the respondents participating in the study is presented and described. An analysis of variance (ANOVA) follows to determine if relationships exist between selected demographic variables and work engagement and the independent variables examined in this study. Finally, a conclusion is drawn.

4.2 DESCRIPTION OF STUDY VARIABLES

The following sections contain an overview of the variables of this study, with comprehensive description. Three variables are assigned to job demands and job resources. Commitment and sustainability are independent variables.

4.2.1 Mental demands

Mental demands are work demands associated with cognitive information processing (Babalola *et al*., 2020: 5; Kirchberg *et al*., 2015: 112; Lequeurre *et al*., 2013: 100). This includes paying attention, carrying out multiple tasks at the same time, always remaining focused on the task at hand, and remembering many things and tasks (Bellet *et al*., 2020: 34; Hussenoeder *et al*., 2019: 1203; Jackson, 2018: 740). Furthermore, this study variable takes into account continuous attention and the requirement of continuous thinking and planning (Eib *et al*., 2018: 6; Bhattacharjee *et al*., 2017: 29).

4.2.2 Emotional demands

Emotional demands arise from interactions with work contacts such as customers or colleagues and relate to the efforts required to cope with professional and organisational desired emotions (Jackson, 2018: 734; Scheibe *et al.*, 2015: 1; Lequeurre *et al.*, 2013: 100). This includes, among other things, confrontations with emotionally upsetting and disturbing situations, showing pleasant emotions toward customers and dealing with difficult customers (Calvert *et al.*, 2019: 1; Maslach, 2018: 12; Grandey *et al.*, 2015: 776). Confrontation with things that affect people personally and the ability to convince customers are also assigned to this variable (Hussenoeder *et al.*, 2020: 5; Dhanani & LaPalme, 2019: 2).

4.2.3 Pace and amount of work

The pace and amount of work variable includes whether there are too many tasks to complete, extra hard work needed to achieve goals, and the need to hurry in daily tasks (Prasad *et al.*, 2020: 466; Lequeurre *et al.*, 2013: 103). It also includes preferences for a quieter pace of work and overtime (Prasad *et al.*, 2020: 465; Parkes, 2017: 384).

4.2.4 Social support

Social support is defined as a way of coping with work-related stress through interpersonal relationships that can serve at work (for example emotional or consultative support) (Jackson, 2018: 743; Kadian & Ahlawat, 2017: 4293; Schmidt, 2017: 67). This includes the ability to ask colleagues for support and help and to feel comfortable with colleagues and the supervisor (Jacobs & Roodt, 2019: 7; Jackson, 2018: 740; Martinussen *et al.*, 2017: 490). In addition, this variable looks at whether employees can count on the supervisor for occurring difficulties and whether the team members feel totally valued by the supervisor (Kim & Wang, 2018: 10; Schaufeli, 2015: 461).

4.2.5 Autonomy

Autonomy can be described as responsibility, independence and acting with conviction (Radic *et al.*, 2020: 5; Motloba, 2018: 418). This study variable describes, among other things, freedom in performing and planning one's own work activities and control over the pace of work (Pichault & McKeown, 2019: 60; Meyer & Hünefeld, 2018: 4; Lee *et al.*, 2017: 774; Tayyasar & Waheed, 2017: 452). It also involves making decisions about how to carry out one's own work independently and choosing the content of one's work activities (Väänänen & Toivanen, 2018: 3; Lee *et al*., 2017: 834).

4.2.6 Development resources

Development resources include challenging opportunities for learning on the job and benefits for the professional and personal development of employees (Jackson, 2018: 736; Brachat, 2016: 120; Van Ruysseveldt & Van Dijke, 2011: 470). This study variable looks at, among other things, whether feedback is given on job performance, if opportunities for personal growth and development exist and if training opportunities are offered (Radic *et al*., 2020: 3; Braccini & Margherita, 2018: 8; Kim & Wang, 2018: 4). In addition, there is the feeling of being able to achieve something and the possibility of career advancement (Braccini & Margherita, 2018: 8; Jackson, 2018: 740).

4.2.7 Work engagement

The study variable of work engagement is a dependent variable based on the short UWES-3 scale (Schaufeli *et al.*, 2019: 577; Schaufeli, 2018: 3). It contains the three components: vigour ("At my work I feel full of energy"), dedication ("I am enthusiastic about my job") and absorption ("Time flies when I am working") (Schaufeli *et al.*, 2019: 577; Schaufeli, 2018: 3).

4.2.8 Sustainability

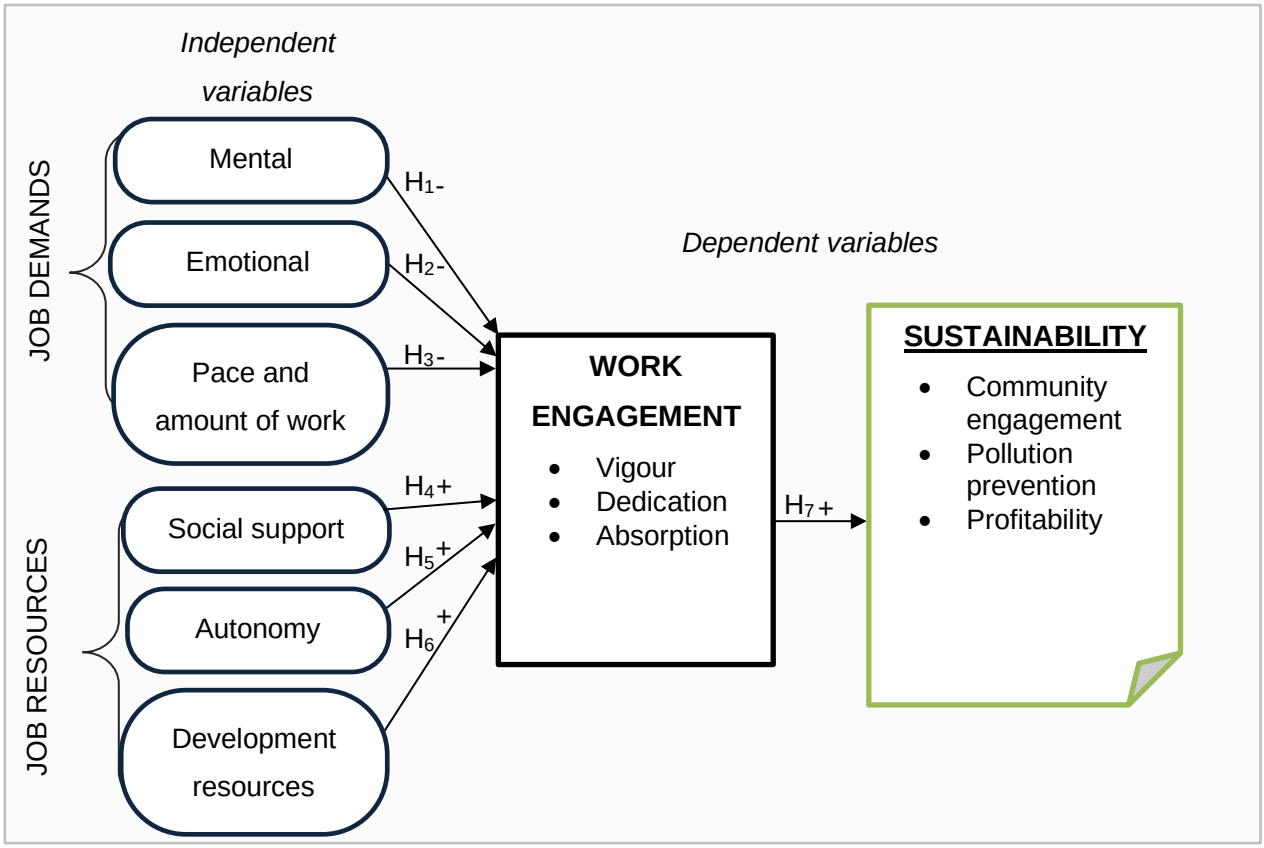
The study variable of sustainability is a dependent variable and looks at employee perceptions of the three areas: community engagement, profitability and pollution prevention. Community engagement involves the responsibility for the community in which the company operates. This includes employment opportunities for the local population, support for social campaigns, fundraising events and donations to charities (Bastič *et al.*, 2020: 7; Magrizos *et al.*, 2020: 6; Kim *et al.*, 2018: 1594; Agrawal *et al.*, 2016: 302). In addition, it is considered whether the company encourages its employees to participate in voluntary activities (Magrizos *et al.*, 2020: 6; Kim *et al.*, 2018: 1594). Profitability can be defined as the generation of profits due to the difference

between costs and revenues when an organisation offers products or services (Krause & Dayanand, 2020: 11; Tulsian, 2014: 19; Harter *et al.*, 2002: 271; Porter, 1986: 11). Components are performance compared to competitors, efficient use of the company's capital and sustainable strategies for long-term economic growth (Krause & Dayanand, 2020: 352; Nurunnabi *et al.*, 2020: 370; Abuzeinab *et al.*, 2017: 30; Agan *et al.*, 2016: 1877). Pollution prevention is a proactive, strategic corporate approach to environmental management (Basu *et al.*, 2019: 1604; Ngwakwe, 2011: 935). This study reviewed programs to minimise negative impacts on the environment, participation in programs to promote environmental awareness and investments to create a better life for future generations (Bastič *et al.*, 2020: 7; Magrizos *et al.*, 2020: 6; Tran & Nguyen, 2020: 14; Chang & Yeh, 2017: 38). Furthermore, it assessed whether companies have a clear environmental protection policy and if they tried to reduce the environmental impact of business activities (Chang & Yeh, 2017: 38; Agan *et al.*, 2016: 1877).

4.3 HYPOTHETICAL MODEL AND HYPOTHESES OF THE STUDY

In Figure 5, the hypothetical model is presented, and the hypotheses of the study from section 1.5 are provided.

Figure 5: Hypothetical model - The impact of engagement on sustainability



Source: Constructed by the author based on Radic, Arjona-Fuentes, Ariza-Montes, Han and Law (2020: 4); Miemczyk and Luzzini (2019: 239); Bakker and Demerouti (2007: 313); Elkington (1998: 37).

Based on the above discussions and the hypothetical model presented in Figure 5, the following seven hypotheses were formulated:

H_1: Mental job demands have a negative influence on engagement.

H_2: Emotional job demands have a negative influence on engagement.

H_3: Pace and amount of work have a negative influence on engagement.

H_4: Social job support has a positive influence on engagement.

H_5: Job autonomy has a positive influence on engagement.

H_6: Job development resources have a positive influence on engagement.

H_7: Engagement has a positive influence on sustainability.

4.4 DATA ANALYSIS STAGES

Data analysis was conducted by using the SPSS Statistics (Version 25.0) software. The analysis was conducted in five phases as follows:

- PHASE ONE. The first phase aimed to establish the quality of the research instrument by providing the internal reliability. The Cronbach's alpha coefficient was used to measure the internal reliability of each questionnaire scale (Quinlan *et al.*, 2019: 114; Hair *et al.*, 2014: 123).

- PHASE TWO. The second phase of data analysis determined the construct validity of the variables. The exploratory factor analysis (EFA) method was used to assess each item's ability to be a valid measure of the construct it intended to measure.

- PHASE THREE. In the third phase of the data analysis process, the descriptive statistics of the empirical data were calculated. The measures of central tendency and dispersion were used to calculate the mean and standard deviation of the data.

- PHASE FOUR. In the fourth phase, the Pearson's product moment correlation was tested to see if there is an association between the variables of this study. In addition, it was investigated whether there was collinearity between the independent variables. Next, the

relationships between the independent variables (MD, PAW, SUP, A, DR) and the dependent variables (WE and SUST) were considered using simple and multiple regression analyses.

- PHASE FIVE. In the final phase of data analysis, the impact of demographic variables on work engagement was evaluated using ANOVA analysis.

4.5 RESULTS OF THE VALIDITY AND RELIABILITY ANALYSIS: THEORETICAL

First, the results of the validity and reliability of the dependent variables are described and presented together. The Cronbach's alpha coefficient was used in a first test to assess the reliability and factor analyses used for validity. Only Cronbach's alpha coefficients of 0.60 or higher were considered sufficient evidence of reliability in this study (Quinlan *et al.*, 2019: 114; Hair *et al.*, 2014: 123). Since exploratory factor analysis was used for the independent variables, validity and reliability are considered separately to better illustrate the results.

Cronbach's alpha coefficients were calculated to assess the reliability of the scales measuring the independent and dependent variables in the study. Only Cronbach's alpha coefficients of 0.60 or higher were considered sufficient evidence of validity and fair scale in this study (Quinlan *et al.*, 2019: 114; Hair *et al.*, 2014: 123).

Three exploratory factor analyses were conducted. Two tests were used to examine the variables of engagement and sustainability in more detail. Test 1 considered engagement as the independent variable and sustainability as the dependent variable. In Test 2, both engagement and sustainability were set as dependent variables. A third EFA examined only the independent variables of this study. In conducting EFA for test 1 and test 3, the maximum likelihood method was set as the extraction method and varimax rotation was set as the rotation method. Only factors that loaded with more than three items were considered for further statistical analysis, and items that cross-loaded were eliminated. Factor loadings between 0.3 and 0.4 are deemed statistically significant if the sample size is greater than 350, thus providing the minimum acceptable level for interpretation of the structure. Furthermore, factor loadings greater than 0.5 are regarded as practically significant (Hair *et al.*, 2014: 115). For this study, the sample size was 375 and a criterion of 0.40 was used as the cut-off point for valid factor loadings to determine construct validity (Ang, 2014: 178; Hair *et al.*, 2014: 115). A reassessment of the reliability took place after the EFA was conducted. The results of the validity and reliability assessments for both the dependent and independent variables are presented below.

4.5.1 Reliability results

In the following section, the results of the reliability of the dependent variables and the independent variables are presented and explained below.

Table 2 shows the reliability results for the dependent variable of work engagement.

Table 2: Reliability of work engagement

Work engagement		**Cronbach's alpha: 0.819**	
Item	When I am working...	**Item-total correl.**	**CA after deletion**
WE1 (1)	I feel full of energy.	0.690	0.733
WE2 (3)	I am enthusiastic about my job.	0.679	0.744
WE3 (2)	Time passes quickly.	0.649	0.777

Source: Calculated by the author.

From Table 2, it is evident that the three items of the scale measuring work engagement loaded together as expected (WE1 (1), WE2 (3), WE3 (2)). Work engagement showed a Cronbach's alpha coefficient of 0.819 and thus above the level of 0.6 (Quinlan *et al.*, 2019: 114; Hair *et al.*, 2014: 123). These results indicated reliability of the scale.

Table 3 provides an overview of reliability results for the dependent variable of sustainability.

Table 3: Reliability of sustainability

Sustainability		**Cronbach's alpha: 0.958**	
Item	My company...	**Item-total correl.**	**CA after deletion**
CE1 (11)	Is aware of its responsibility to contribute to the community in which it operates.	0.821	0.953
CE2 (10)	Creates employment possibilities for the local community.	0.749	0.955
CE3 (13)	Is committed to building a better community through social campaigns.	0.869	0.952
CE4 (7)	Donates to charities.	0.767	0.955
CE5 (1)	Encourages its employees to participate in voluntary community activities.	0.712	0.957
PP1 (6)	Strives to minimise the negative impact on the environment.	0.823	0.953
PP2 (8)	Is involved in programmes that promote environmental awareness.	0.819	0.953
PP3 (4)	Invests in creating a better life for future generations.	0.843	0.953
PP4 (12)	Follows a clear environmental protection policy.	0.780	0.954

Item	My company...	Item-total correl.	CA after deletion
PP5 (2)	Tries to reduce the negative environmental impact of its corporate activities.	0.796	0.954
P1 (3)	Performs well financially compared to other dealerships in the sector.	0.550	0.960
P3 (5)	Uses its capital efficiently to generate turnover/sales.	0.763	0.955
P5 (9)	Sets out sustainable strategies for long-term economic growth.	0.852	0.953

Source: Calculated by the author.

In Table 3, the reliability results for sustainability showed a Cronbach's alpha coefficient of 0.958, above the level of 0.6 (Quinlan *et al*., 2019: 114; Hair *et al*., 2014: 123). Overall, these results thus indicated reliability.

Table 4 shows the results for the reliability of mental demands.

Table 4: Reliability of mental demands

Mental demands		Cronbach's alpha: 0.679	
Item	When I am working...	**Item-total correl.**	**CA after deletion**
MD1 (29)	I attend to many tasks at the same time.	0.425	0.652
MD2 (21)	I remain focussed on the task at hand.	0.288	0.689
MD3 (19)	I have to remember many things and tasks.	0.499	0.600
MD4 (17)	Customer care needs continuous attention.	0.419	0.637
MD5 (28)	Continual thinking and planning are required.	0.635	0.563

Source: Calculated by the author.

In Table 4, Cronbach's alpha for mental demands was 0.679. Since the variable of mental demands is above the cut-off level of 0.6, it was retained for the study and classified as reliable (Quinlan *et al.*, 2019: 114; Hair *et al.*, 2014: 123).

Table 5 shows the results for the reliability of the emotional demands.

Table 5: Reliability of emotional demands

Emotional demands (1)		Cronbach's alpha: 0.518	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
ED1(8)	I am confronted with emotionally upsetting and disturbing situations.	0.368	0.408
ED2 (27)	I remain courteous towards customers.	0.221	0.501

Emotional demands (1)		Cronbach's alpha: 0.518	
ED3 (23)	I deal with demanding customers.	0.331	0.447
ED4 (6)	I can persuade my customers.	0.154	0.528
ED5 (20)	I am confronted with things that affect me personally.	0.407	0.369
Emotional demands (2)		**Cronbach's alpha: 0.528**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
ED1(8)	I am confronted with emotionally upsetting and disturbing situations.	0.429	0.342
ED2 (27)	I remain courteous towards customers.	0.127	0.573
ED3 (23)	I deal with demanding customers.	0.278	0.493
ED5 (20)	I am confronted with things that affect me personally.	0.473	0.284
Emotional demands (3)		**Cronbach's alpha: 0.573**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
ED1(8)	I am confronted with emotionally upsetting and disturbing situations.	0.480	0.307
ED3 (23)	I deal with demanding customers.	0.226	0.663
ED5 (20)	I am confronted with things that affect me personally.	0.495	0.275

Source: Calculated by the author.

In Table 5, Cronbach's alpha was initially 0.518. As the variable of emotional demands was below the cut-off level of 0.6, the item ED 4 (6) was excluded in the first step and the item ED2 (27) in the second step. As Cronbach's alpha remained below 0.6 after these adjustments and the use of less than three items for a scale is not recommended, the variable of emotional demands was completely excluded from the study for further calculations (Hair *et al*., 2014; Raubenheimer, 2004: 60).

Table 6 shows the results for the reliability of pace and amount of work.

Table 6: Reliability of pace and amount of work

Pace and amount of work		Cronbach's alpha: 0.691	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
PAW1 (1)	I have too many tasks to accomplish.	0.542	0.597
PAW2 (10)	I have to work extra hard to achieve my targets.	0.407	0.662
PAW3 (7)	I have to hurry to complete my daily tasks.	0.579	0.584
PAW4 (4)	I would prefer a calmer work pace.	0.396	0.667
PAW5 (18)	I have to stay longer than my regular working hours.	0.348	0.687

Source: Calculated by the author.

In Table 6, Cronbach's alpha is 0.691 and is thus retained, as it is classified as reliable (Quinlan *et al*., 2019: 114; Hair *et al*., 2014: 123).

The results on the reliability of social support are presented in Table 7.

Table 7: Reliability of social support

Social support		**Cronbach's alpha: 0.852**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
SUP1 (25)	It is easy to ask my colleagues for help and support.	0.531	0.855
SUP2 (3)	I feel comfortable with my colleagues.	0.608	0.837
SUP3 (9)	I feel comfortable with my supervisor.	0.746	0.799
SUP4 (5)	I can rely on my supervisor if I have difficulties.	0.680	0.817
SUP5 (15)	I feel appreciated by my supervisor.	0.770	0.791

Source: Calculated by the author.

In Table 7, Cronbach's alpha in this case was 0.852. The variable is thus retained, as it is classified as reliable (Quinlan *et al*., 2019: 114; Hair *et al*., 2014: 123).

Reliability results for the independent variable of autonomy are shown in Table 8.

Table 8: Reliability of autonomy

Autonomy		**Cronbach's alpha: 0.785**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
A1 (2)	I have freedom in carrying out my work activities.	0.577	0.740
A2 (26)	I influence the planning of my work activities.	0.541	0.754
A3 (11)	I can control the pace at which I work.	0.527	0.758
A4 (13)	I can decide how to accomplish my work independently.	0.675	0.711
A5 (22)	I can choose the content of my work activities by myself.	0.535	0.760

Source: Calculated by the author.

In Table 8, Cronbach's alpha in this case was 0.785 and greater than the cut-off level of 0.6, so the variable can be retained as it is considered reliable (Quinlan *et al.*, 2019: 114; Hair *et al.*, 2014: 123).

Table 9 shows the results for the reliability of development resources

Table 9: Reliability of development resources

Development resources		Cronbach's alpha: 0.815	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
DR1 (30)	I get feedback from others on my performance.	0.533	0.799
DR2 (16)	I have opportunities for personal growth and development.	0.720	0.742
DR3 (12)	My employer offers further training opportunities.	0.605	0.779
DR4 (24)	I feel that I can achieve something.	0.518	0.807
DR5 (14)	I have the opportunity for promotion.	0.686	0.755

Source: Calculated by the author.

In Table 9, Cronbach's alpha was 0.815 and the variable is thus retained, as it is classified as reliable (Quinlan *et al.*, 2019: 114; Hair *et al.*, 2014: 123).

4.5.2 Validity results

Three separate tests were conducted using EFA to determine validity. In the first test, work engagement was examined as an independent variable and sustainability as a dependent variable. In the second test, work engagement and sustainability were both set as dependent variables. The third test examined the validity for the independent variables such as mental demands, pace and amount of work, social support, autonomy and development resources. The results of the EFA conducted are presented below. In determining the factors to be extracted, the percentage of variance explained and the individual factor loadings were taken into account.

Table 10 shows the suitability of the data for a factor analysis using the Kaiser-Meyer-Olkin test (KMO) and Bartlett's test for the data of work engagement set here as the independent variable and sustainability as the dependent variable.

Table 10: KMO and Bartlett's Test for work engagement and sustainability

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.937
Bartlett's Test of Sphericity	Approx. Chi-Square	4993.986
	df	120
	Sig.	0.000

Source: Calculated by the author.

In Table 10, the KMO value for the data of the two variables was 0.937, showing suitable data for the application of EFA (Collis & Hussey, 2014: 280). Bartlett's test looked at the significance of

the work engagement variable data and was therefore deemed suitable for EFA with $p<0.01$ (Collis & Hussey, 2014: 277).

Table 11 shows the results of the EFA for work engagement and sustainability.

Table 11: Rotated factor matrixa for work engagement and sustainability

% of Variance: 63.94	Factor	
	SUST	WE
WE1 (1)	0.211	**0.775**
WE2 (3)	0.174	**0.761**
WE3 (2)	0.178	**0.721**
CE1 (11)	**0.803**	0.256
CE2 (10)	**0.717**	0.306
CE3 (13)	**0.865**	0.208
CE4 (7)	**0.791**	0.125
CE5 (1)	**0.699**	0.205
PP1 (6)	**0.805**	0.236
PP2 (8)	**0.841**	0.127
PP3 (4)	**0.832**	0.216
PP4 (12)	**0.787**	0.158
PP5 (2)	**0.774**	0.203
P1 (3)	**0.501**	0.290
P3 (5)	**0.732**	0.255
P5 (9)	**0.841**	0.225

Extraction method: Maximum likelihood.
Rotation method: Varimax with Kaiser normalisation.
a. The rotation has converged in 3 iterations

Source: Calculated by the author.

In Table 11, the maximum likelihood extraction method and varimax rotation were used for this analysis. Factor loadings between 0.501 and 0.865 were reported for work engagement as an independent variable and sustainability as a dependent variable. No cross-loadings above the cut-off level of 0.4 were identified. The lowest factor loading was 0.501 (P1) and the highest loading was 0.865 (CE3) which further indicated practical significance (Hair *et al*., 2014: 115).

The Table 12 shows the examination of the data for suitability for a factor analysis using the Kaiser-Meyer-Olkin test (KMO) and Bartlet's test for the variable of work engagement data.

Table 12: KMO and Bartlett's test for work engagement

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.717
Bartlett's Test of Sphericity	Approx. Chi-Square	395.734
	df	3
	Sig.	0.000

Source: Calculated by the author.

In Table 12, the KMO value for the independent variable data was 0.717, indicating suitable data for the application of EFA as the value was greater than 0.6 (Collis & Hussey, 2014: 280). Bartlett's test looked at the significance of the data of the variable of work engagement and was therefore deemed suitable with $p<0.01$ to proceed with EFA (Collis & Hussey, 2014: 277).

Table 13 shows the results of the EFA for work engagement.

Table 13: Factor matrixa for work engagement

% of Variance: 63.94	**Factor**
	WE
WE1 (1)	**0.807**
WE2 (3)	**0.787**
WE3 (2)	**0.736**
Extraction method: Maximum Likelihood. a. 1 factors extracted. 3 iterations are needed in 3 iterations.	

Source: Calculated by the author.

In Table 13, the maximum likelihood extraction method was used. Factor loadings between 0.736 and 0.807 were reported for work engagement. These factor loadings are above the cut-off level of 0.4 and because above 0.5 the factors are also practical significant (Hair *et al*., 2014: 115).

Table 14 shows the testing of the data for suitability for factor analysis using the data from the dependent variable of sustainability.

Table 14: KMO and Bartlett's test for sustainability

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.942
Bartlett's Test of Sphericity	Approx. Chi-Square	4479.890
	df	78
	Sig.	0.000

Source: Calculated by the author.

In Table 14, the KMO value for the independent variable data was 0.942, which indicated suitable data for the application of EFA as the value was greater than 0.6 (Collis & Hussey, 2014: 280).

Bartlett's test considered the significance of the sustainability variable to be p<0.01, which was deemed suitable to proceed with EFA (Collis & Hussey, 2014: 277).

Table 15 shows the results of the EFA for sustainability.

Table 15: Factor structure for sustainability

% of Variance: 63.94	Factor
	WE
CE1 (11)	**0.842**
CE2 (10)	**0.771**
CE3 (13)	**0.889**
CE4 (7)	**0.795**
CE5 (1)	**0.728**
PP1 (6)	**0.838**
PP2 (8)	**0.843**
PP3 (4)	**0.860**
PP4 (12)	**0.802**
PP5 (2)	**0.800**
P1 (3)	**0.560**
P3 (5)	**0.774**
P5 (9)	**0.871**
Extraction method: Maximum Likelihood. a. 1 factors extracted. 3 iterations are needed in 3 iterations.	

Source: Calculated by the author.

In Table 15, factor loadings between 0.560 and 0.871 were reported for sustainability. These factor loadings are above the cut-off level of 0.4 and because above 0.5 the values are practical significant (Hair *et al*., 2014: 115). Therefore, construct validity was assumed for the variables of work engagement and sustainability.

Table 16 shows the testing of the data for the suitability of a factor analysis using the Kaiser-Meyer-Olkin test (KMO) and Bartlett's test for the independent variables.

Table 16: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.875
Bartlett's Test of Sphericity	Approx. Chi-Square	3876.627
	df	300
	Sig.	0.000

Source: Calculated by the author.

In Table 16, the KMO value for the independent variable data was 0.875, which is greater than 0.6 or higher and represented suitable data for the application of EFA (Collis & Hussey, 2014: 280). Bartlett's test looked at the significance of the data of the independent variables, which was $p<0.01$, thus indicating suitability (Collis & Hussey, 2014: 277). The significance of the data to proceed with the EFA is thus given for the independent variable of this study.

Table 17 shows the results of the EFA for the independent variables of this study.

Table 17: Rotated factor matrixa for the independent variables

% of Variance: 48.16	Factor				
	MD	**PAW**	**SUP**	**A**	**DR**
MD1 (29)	**0.572**	0.136	0.106	-0.073	0.037
~~MD2 (21)~~	~~0.319~~	~~-0.063~~	~~-0.025~~	~~**0.408**~~	~~0.000~~
MD3 (19)	**0.629**	0.241	0.015	0.032	-0.013
MD4 (17)	**0.472**	0.169	0.021	0.228	0.156
MD5 (28)	**0.705**	0.083	0.009	0.295	0.153
PAW1 (1)	0.237	**0.638**	-0.069	-0.006	0.081
PAW2 (10)	0.300	**0.425**	0.036	0.005	0.037
PAW3 (7)	0.232	**0.693**	0.026	-0.042	-0.054
PAW4 (4)	-0.033	**0.566**	-0.186	-0.019	-0.166
~~PAW5 (18)~~	~~**0.428**~~	~~0.308~~	~~0.021~~	~~-0.166~~	~~0.122~~
~~SUP1 (25)~~	~~0.022~~	~~-0.075~~	~~0.320~~	~~**0.503**~~	~~0.152~~
SUP2 (3)	0.102	-0.029	**0.463**	0.383	0.138
SUP3 (9)	0.076	-0.086	**0.855**	0.200	0.181
SUP4 (5)	0.017	-0.035	**0.725**	0.201	0.254
SUP5 (15)	0.024	-0.085	**0.689**	0.367	0.373
A1 (2)	-0.022	-0.067	0.300	**0.620**	0.175
A2 (26)	0.352	-0.103	0.197	**0.603**	0.084
A3 (11)	0.012	-0.087	0.201	**0.522**	0.208
A4 (13)	0.007	0.043	0.159	**0.695**	0.178
A5 (22)	-0.044	0.143	0.081	**0.606**	0.182
~~DR1 (30)~~	~~0.169~~	~~0.001~~	~~0.296~~	~~0.213~~	~~0.392~~
DR2 (16)	0.162	-0.003	0.234	0.286	**0.743**
DR3 (12)	0.082	-0.073	0.284	0.339	**0.479**
~~DR4 (24)~~	~~0.364~~	~~-0.074~~	~~0.165~~	~~**0.450**~~	~~0.327~~
DR5 (14)	0.084	-0.022	0.264	0.222	**0.756**

% of Variance: 48.16	Factor				
	MD	PAW	SUP	A	DR
Extraction Method: Maximum Likelihood. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 9 iterations.					

Source: Calculated by the author.

In Table 17, five factors were identified among the independent variables that explain a variance of 48.16% of the data. Variables that cross-loaded (MD2 (21), PAW5 (18), SUP1 (25), DR4(24)) were excluded from this study for further calculations. The item DR1 (30) scored a loading of 0.392, which fell below the previously defined cut-off value for factor loadings of 0.4 (Hair *et al*., 2014: 115). Therefore, the item DR1 was also excluded from the study for further calculations. Other factor loadings assigned to the five factors greater than 0.4 were considered significant due to the sample size of 375 (Hair *et al*., 2014: 115). The factor loadings above 0.5 were also considered to be practically significant (Hair *et al*., 2014: 115). Therefore, construct validity was proven for the independent variables.

4.5.3 Final reliability results

After the cross-loadings and low loadings of items were identified and eliminated using the EFA, the reliability of the remaining items of the individual study variables were re-assessed. As there were no changes in the variables of autonomy, work engagement and sustainability, the results of these variables from the original calculation were retained.

Table 18 shows the detailed reliability results of the variables that were affected by the exclusion of items.

Table 18: Detailed final reliability results

Mental demands (2)		Cronbach's alpha: 0.689	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
MD1 (29)	I attend to many tasks at the same time.	0.426	0.696
MD3 (19)	I have to remember many things and tasks.	0.511	0.599
MD4 (17)	Customer care needs continuous attention.	0.423	0.655
MD5 (28)	Continual thinking and planning are required.	0.626	0.556
Pace and amount of work (2)		**Cronbach's alpha: 0.687**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
PAW1 (1)	I have too many tasks to accomplish.	0.516	0.591
PAW2 (10)	I have to work extra hard to achieve my targets.	0.381	0.676

PAW3 (7)	I have to hurry to complete my daily tasks.	0.588	0.543
PAW4 (4)	I would prefer a calmer work pace.	0.426	0.660
Social support (2)		**Cronbach's alpha: 0.855**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
SUP2 (3)	I feel comfortable with my colleagues.	0.526	0.878
SUP3 (9)	I feel comfortable with my supervisor.	0.801	0.771
SUP5 (15)	I feel appreciated by my supervisor.	0.778	0.780
SUP4 (5)	I can rely on my supervisor if I have difficulties.	0.706	0.812
Development resources (2)		**Cronbach's alpha: 0.808**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
DR2 (16)	I have opportunities for personal growth and development.	0.728	0.665
DR3 (12)	My employer offers further training opportunities.	0.569	0.822
DR5 (14)	I have the opportunity for promotion.	0.687	0.709

Source: Calculated by the author.

In Table 18, for mental demands, the item MD 2 (21) was excluded, resulting in a new Cronbach's alpha of 0.689. For the variable of pace and amount of work, the item PAW 5 (18) was excluded, resulting in an alpha of 0.687. An alpha of 0.855 was achieved for social support because the item SUP1 (25) was excluded. Finally, for the variable of development resources, items DR1 (30) and DR 4 (24) were excluded and a Cronbach's alpha of 0.808 was achieved.

Table 19 provides an overview of the reliability results of this study.

Table 19: Overview of the final reliability results

Items:	Cronbach's alpha
Mental demands (2)	0.689
Pace and amount of work (2)	0.687
Social support (2)	0.855
Autonomy	0.785
Development resources (2)	0.808
Work engagement	0.819
Sustainability	0.958

Source: Calculated by the author.

In Table 19, it is noticeable that values between 0.687 and 0.958 were achieved. These were all above the cut-off level of 0.6 and ultimately indicated a reliable scale for this study (Quinlan *et al.*, 2019: 114; Hair *et al.*, 2014: 123) .

4.6 DESCRIPTIVE STATISTICS RESULTS

Descriptive statistics such as the mean, standard deviation and frequency distributions were calculated to describe the sample data of this study. The responses of the dependent and independent variables were presented according to the questionnaire results as a percentage using the 7-point Likert scale (Strongly disagree, Disagree, Disagree somewhat, Neutral, Agree somewhat, Agree, and Strongly agree). The results are listed in Table 20 below.

Table 20: Descriptive statistics

Variable	Mean	Standard deviation (SD)	Percentage						
			(1) Strongly disagree	(2) Disagree	(3) Disagree somewhat	(4) Neutral	(5) Agree somewhat	(6) Agree	(7) Strongly agree
MD	6.12	1.04	0.47	1.33	1.40	5.13	10.13	37.27	44.27
PAW	5.05	1.57	3.60	8.07	6.07	17.67	16.13	23.87	24.60
SUP	5.62	1.54	3.40	3.73	3.60	9.40	11.00	34.27	34.60
A	5.48	1.43	2.67	4.16	3.95	9.92	15.31	39.09	24.91
DR	4.96	1.87	8.36	8.27	5.78	12.71	10.22	31.11	23.56
WE	6.01	1.23	1.60	0.98	1.78	6.93	10.67	34.93	43.11
SUST	5.05	1.64	4.45	6.32	4.59	20.35	13.72	30.11	20.45
N = 375									

Source: Calculated by the author.

From Table 20, the variable of work engagement had a mean value of $\bar{x}$ = 6.01, The majority of respondents selected “strongly agree” (43.11%) for the work engagement statements. This meant that for work engagement, the majority of respondents agreed on feeling energised, excited about work and that time flew when the employees worked at the dealership.

Sustainability had a mean score of $\bar{x}$ = 5.05, and the majority of respondents selected “agree” (30.11%). This indicated that the dealerships take responsibility for the community in which it

operates. It also indicated that the dealerships provide employment opportunities for local people, support social campaigns and give donations to charities, as well as perform well relative to competitors in the industry, use the companies' capital efficiently and pursue sustainable strategies for long-term economic growth. Similarly, the majority agreed with the statement that the dealerships implement programmes to minimise negative impact on the environment, participate in environmental awareness programmes and make investments to create a better life for future generations.

With regards to the independent variable of mental demands, the highest mean value ($\bar{x}$ = 6.12) was achieved. The majority of respondents chose "strongly agree" (44.27%). Respondents agreed that the requirements of the employees at the car dealership included being attentive to many tasks at the same time, remembering many things and tasks, being constantly attentive to customers and having to think and plan all of the time.

The second highest mean value ($\bar{x}$ = 5.62) of the independent variables was found for social support. The majority of respondents chose "strongly agree" (34.60%). This shows that respondents feel comfortable with colleagues and supervisors, can rely on the supervisor in case of difficulties and that the respondents feel valued by the supervisor.

For autonomy, the mean value was ($\bar{x}$ = 5.48). The majority of respondents chose "agree" (39.09%). Respondents agreed with having the freedom to perform work activities, influence the planning of work activities, control the pace, decide independently how the work is done and self-select the content work activities.

For development resources, the mean value was $\bar{x}$ = 4.96. The majority of respondents selected "agree" (31.11%). The employees agreed about having opportunities for personal growth and development and that the employer offers opportunities for further training and promotion.

For pace and amount of work, the lowest mean value was achieved ($\bar{x}$ = 5.05). The majority of respondents chose "strongly agree" (24.60%). Thus, the employees agreed that there are too many tasks to manage, extra hard work is needed to achieve goals, hurrying is required to complete daily tasks, and a calmer pace of work is preferred.

4.7 REFORMULATION OF HYPOTHESIS AND ADAPTION OF THEORETICAL MODEL

Based on the factor analyses, the operationalisation of the dependent and independent variables were reformulated. Table 21 shows the reformulated definitions.

Table 21: Reformulated operational definitions

Variable	Operationalisation
Mental demands	Refers to employees who must take care of many tasks at the same time, remember many things and tasks, constantly pay attention to customer service and think and plan continuously.
Pace and amount of work	Refers to employees having too many tasks to accomplish, to work extra hard to achieve targets, to hurry to complete daily tasks and preferring a calmer work pace.
Social support	Refers to employees feeling comfortable with their colleagues and supervisor, feeling appreciated by the supervisor and being able to rely on the supervisor in case of difficulties.
Autonomy	Refers to employees having freedom in carrying out work activities, influencing the planning of work activities, controlling the pace of work, deciding how to accomplish the work independently and choosing the content of the work activities.
Development resources	Refers to employees having opportunities for personal growth and development, being offered training opportunities by the employer and having the opportunity for promotion.
Work engagement	Refers to employees feeling full of energy, being enthusiastic about the job and feeling that time passes quickly.
Sustainability	Refers to employees' perceptions of the employing car dealerships being aware of its responsibility to contribute to the community in which it operates, creating employment possibilities for the local community, being committed to building a better community through social campaigns and donating to charities. Furthermore, the company encourages its employees to participate in voluntary community activities, strives to minimise the negative impact on the environment, is involved in programmes that promote environmental awareness and is creating a better life for future generations. It also includes following a clear environmental protection policy, reducing the negative environmental impact of its corporate activities, performing well financially compared to other dealerships in the sector, using its capital efficiently to generate turnover/sales and setting out sustainable strategies for long-term economic growth.

Source: Constructed by the author.

The hypotheses of this study were also adjusted according to the results of the statistical tests for reliability and validity. The original hypothesis H_2 was removed because the variable of emotional demands no longer formed part of this study. Therefore, the numbering of the hypotheses was adjusted as follows:

H_1: Mental job demands have a negative influence on engagement.

H_2: Pace and amount of work have a negative influence on engagement.

H_3: Social job support has a positive influence on engagement.

H_4: Job autonomy has a positive influence on engagement.

H_5: Job development resources have a positive influence on engagement.

H_6: Engagement has a positive influence on sustainability.

Furthermore, additional hypotheses were added to investigate the relationship between demographic criteria and work engagement.

Additional Hypothesis:

H_7: Department significantly influenced engagement.

H_8: Age significantly influenced engagement.

H_9: Gender significantly influenced engagement.

H_{10}: Dealer ownership by the manufacturer significantly influenced engagement.

H_{11}: Length of employment significantly influenced engagement.

H_{12}: Level of monthly income significantly influenced engagement.

H_{13}: Qualification significantly influenced engagement.

4.8 PEARSON'S PRODUCT MOMENT CORRELATION RESULTS

Table 22 shows an evaluation of Pearson's product moment correlation. This was carried out to determine the relationships between the variables studied. In the following, only those relationships classified as significant were considered for the study.

Except for the variable of PAW, all independent variables were significantly ($p<0.05$) either positively or negatively correlated with the dependent variable of work engagement. WE and SUST also correlated positively with each other. Significant r-values between $r = 0.256$ and $r = 0.439$ were reported for the correlations between work engagement and the independent variables. According to Zikmund *et al.* (2013: 564), the relationship between WE and the independent variables of PAW, SUP, A and DR with r-values ranging from $r = 0.389$ to $r = 0.439$ suggested a weak positive relationship. Little or no association ($r = 0.256$) was found between work engagement and the independent variable of mental demands (Schuster & Liesen, 2017: 189; Zikmund *et al*., 2013: 564).

Little or no association (r = 0.236) was found between sustainability and mental demands (Zikmund *et al*., 2013: 564). Social support, autonomy and development resources correlated with sustainability between r = 0.482 and r = 0.662, showing a weak positive association (Schuster & Liesen, 2017: 189; Zikmund *et al*., 2013: 564).

A weak positive association was also found between work engagement and sustainability with an r-value of r = 0.435 (Zikmund *et al*., 2013: 564). With the exception of pace and amount of work and autonomy (-0.045), significant associations ($p<0.05$) were found between all of the other independent variables. R-values of r = 0.154 to r = 0.232 were found between the independent variable of mental demands and the independent variables of social support, autonomy and development resources. This indicated little or no association (Zikmund *et al*., 2013: 564). Little or no association was also found between pace and amount of work and social support with an r-value of r = -0.132 (Schuster & Liesen, 2017: 189; Zikmund *et al*., 2013: 564).

All of the other independent variables correlated with each other between r = 0.350 and r = 0.628, namely development resources and social support (r = 0.605), autonomy and social support (r = 0.547), autonomy and development resources (r = 0.522), and psychological demands and work pace and quantity (r = 0.350). Those showed a weak positive correlation (Schuster & Liesen, 2017: 189; Zikmund *et al*., 2013: 564).

In the following Table 22, it was important to determine whether no overlap existed in the predictive strength of the variables, as this indicated collinearity (Collis & Hussey, 2014: 274).

Table 22: Pearson's product moment correlation coefficients

Factor	1	2	3	4	5	6	7
1 MD	1	**0.350****	**0.154****	**0.196****	**0.232****	**0.256****	**0.236****
2 PAW	**0.350****	1	**-0.132***	-0.045	-0.065	-0.035	-0.065
3 SUP	**0.154****	**-0.132***	1	**0.547****	**0.605****	**0.433****	**0.602****
4 A	**0.196****	-0.045	**0.547****	1	**0.522****	**0.439****	**0.482****
5 DR	**0.232****	-0.065	**0.605****	**0.522****	1	**0.389****	**0.662****
6 WE	**0.256****	-0.035	**0.433****	**0.439****	**0.389****	1	**0.435****
7 SUST	**0.236****	-0.065	**0.602****	**0.482****	**0.662****	**0.435****	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: Calculated by the author.

For the correlations of the independent variables in Table 22, no r-values greater than r = 0.7 occurred. Therefore, the MRA was continued without removing any variables (Collis & Hussey, 2014: 274).

Table 23 examined the collinearity statistics and indicated that no collinearity was found.

Table 23: Collinearity statistics

Dependent variable: Work engagement		
Model	**Tolerance**	**VIF**
MD	0.803	1.246
PAW	0.840	1.191
SUP	0.552	1.811
A	0.638	1.567
DR	0.568	1.759

Source: Calculated by the author.

In Table 23, the values of the tolerance of the independent variables did not fall below the value of 0.25 and the values for the Variance Inflation Factor (VIF) did not exceed the value of five (Schmidt, 2017: 87; Bühner & Ziegler, 2010: 7). Thus, the critical values, at which linear dependencies would be given, were not reached (Schmidt, 2017: 87; Urban & Mayerl, 2011). It was therefore possible to proceed with the MRA without any problems, as no collinearity was evident (Collis & Hussey, 2014: 274).

4.9 MULTIPLE REGRESSION ANALYSES RESULTS

Multiple regression analyses were conducted to investigate the influence of the different independent variables on the work engagement of employees at car dealerships in South Africa. In addition, the relationship between the dependent variables of work engagement and sustainability was also investigated. The following tables show these relationships.

4.9.1 Influence of the independent variables on work engagement

Table 24 shows that the independent variables explained 26.90% of the variance in work engagement, thus indicating acceptable quality of the regression (Schuster & Liesen, 2017: 227).

Table 24: Influence of the independent variables on work engagement

Dependent variable: Work engagement		**Adjusted R-Square = 0.269**	
Independent variables	**Beta**	**t-value**	**Sig.(p)**
MD	**0.173**	**3.508**	**0.001****
PAW	-0.051	-1.065	0.287
SUP	**0.214**	**3.604**	**0.000***
A	**0.238**	**4.294**	**0.000***
DR	0.092	1.561	0.119
(*p<0.001; **p<0.05)			

Source: Calculated by the author.

In Table 24, a significant positive linear relationship (beta = 0.173; p<0.05) was found between MD and WE. This meant that the more the workers in the dealership were exposed to mental demands, the more likely those were to positively influence WE. A significant positive linear relationship (beta = 0.214; p<0.001) was also found between SUP and WE. This indicated that the more SUP available to the employee, the more likely it was to have a positive influence on WE. Autonomy also had a significant positive relationship (beta = 0.238; p<0.001) with WE. This meant that autonomy at work increased the probability of positive effects on WE.

As indicated by Table 24, no relationship was found between PAW and WE (beta = -0.051; p>0.05). Therefore, whether PAW was high or not, did not affect the workers' level of work engagement. No significant relationship was found between DR and WE either (beta = 0.092; p>0.05). So, whether DR was high or not, did not affect the workers' level of work engagement.

Against this background, the hypothesised relationships between SUP (H_3) and A (H_4) and the dependent variable of WE were confirmed. MD, contrary to the expectation of having a negative effect on WE, ultimately had a positive effect, so that hypothesis (H_1) could not be supported. The hypotheses on the correlations of PAW (H_2) and DR (H_5) and the dependent variable of MD could not be supported for reasons of significance.

4.9.2 Influence of work engagement on sustainability

Table 25 shows that the WE explained 18.90% of the variance in sustainability, indicating acceptable quality of the regression (Schuster & Liesen, 2017: 227).

Table 25: Influence of work engagement on sustainability

Dependent variable: Sustainability		**R-Square = 0.189**	
Independent variable	**Beta**	**t-value**	**Sig.(p)**
WE	**0.435**	**9.336**	**0.000***
(*p<0.001)			

Source: Calculated by the author.

In Table 25, a significant positive linear relationship (beta = 0.435; p<0.01) was found between WE and sustainability. This meant that the stronger the WE of the employees in the dealership, the greater the likelihood of a positive impact on the sustainability of the company.

Based on this, the hypothetical correlation between the dependent variable of WE (H_6) and its dependent variable of sustainability could be confirmed.

4.10 ANOVA ANALYSIS OF THE INFLUENCE OF DEMOGRAPHIC VARIABLES

The results of the analysis of variance (ANOVA) in Table 26 showed significant relationships between the demographic variables of gender, age, department, length of employment and the level of monthly income, and the dependent variable of work engagement.

Table 26: Demographic variables and work engagement

Dependent variable: Work engagement		
Independent variables	**F-values**	**Sig.(p)**
Gender	**8.273**	**0.004****
Age	**3.084**	**0.016****
Qualification	1.610	0.156
Department	**4.489**	**0.035****
Dealer ownership	0.335	0.716
Length of employment	**2.816**	**0.025****
Level of monthly income	**2.942**	**0.020****
(*p<0.001; **p<0.05)		

Source: Calculated by the author.

The results in Table 26 indicated that gender, age, length of employment and the level of monthly income had an influence on the work engagement of employees in car dealerships.

Against this background, the alternative hypotheses (H_7, H_8, H_9, H_{11}, H_{12}) stating that there is a positive linear relationship between the demographic variables (age, department, length of employment and the level of monthly income) of the employees and work engagement, were accepted.

No significant relationship was found between qualification and dealer ownership with the dependent variable of work engagement. As there is no correlation, the two alternative hypotheses of H_{10} and H_{13} could not be accepted.

The Scheffé post hoc test was used to examine significant differences between group means. This was done for the demographic variables that included more than two groups and showed significance. The post-hoc tests for the variables of age, length of employment and the level of monthly income are described below.

Table 27 shows the results of the mean values of the Scheffé test for age and work engagement.

Table 27: Scheffé test for age and work engagement

Age	1	2	3	4	Mean
21-30					5.733
31-40	0.944				5.888
41-50	0.660	0.943			6.013
51-60	0.138	0.285	0.754		6.220
60 +	0.145	0.288	0.561	0.939	6.444
N = 375 SD = 1.055					

Source: Calculated by the author.

The previously obtained results in Table 26 showed a significant ($p<0.05$) relation between the demographic variable of age and the dependent variable of work engagement (Aslam & Albassam, 2020: 2728). These results indicated that age had an influence on work engagement. Table 27 shows that the mean values ($\bar{x} = 5.733$ to $\bar{x} = 6.444$) are arranged in ascending order of age. The group of 21 to 30 years old, with $\bar{x} = 5.733$, had a lower mean value than people in the 60+ group with $\bar{x} = 6.444$. This indicated that the older the employees of the car dealerships, the higher the work engagement.

Table 28 shows the results of the mean values of the Scheffé test for length of employment and work engagement.

Table 28: Scheffé test for length of employment and work engagement

Length of employment	1	2	3	4	Mean
0-5 years					5.924
6-10 years	0.945				5.797
11-15 years	0.549	0.316			6.248
16-20 years	0.465	0.254	1.000		6.268
21 years +	0.458	0.245	1.000	1.000	6.242
N = 375 SD = 1.055					

Source: Calculated by the author.

The results obtained in Table 26 showed a significant ($p<0.05$) relation between the demographic variable of length of employment and the dependent variable of work engagement (Aslam & Albassam, 2020: 2728). These results indicated that the length of employment had an influence on the employees' work engagement. Table 28 shows that the mean values ($\bar{x}$ = 5.924 to $\bar{x}$ = 6.286) differed depending on the length of employment. There is a discernible trend. The group of employees who have been with the company for 0-5 years ($\bar{x}$ = 5.924) had a lower mean value than employees who have been with the company for 16-20 years ($\bar{x}$ = 6.268). This suggested that the likelihood of higher work engagement increased when the length of employment at the dealership also increased.

Table 29 shows the results of the mean values of the Scheffé test for the level of monthly income and work engagement.

Table 29: Scheffé test for level of monthly income and work engagement

Age	1	2	3	4	Mean
< R5001					6.083
R5001 – R10 000	0.979				5.726
R10 001 – R15 000	0.988	0.999			5.776
R15 001 – R20 000	0.988	0.999	0.432		6.177
R20 001 +	1.000	0.263	0.432	0.999	6.133
N = 375 SD = 1.055					

Source: Calculated by the author.

The results obtained in Table 26 showed a significant ($p<0.05$) relation between the demographic variable of level of monthly income and the dependent variable of work engagement (Aslam & Albassam, 2020: 2728). These results indicated that the level of monthly income had an influence on the employees' work engagement. In Table 29, the mean values differed from $\bar{x}$ = 5.726 to $\bar{x}$

= 6.177. A higher level of work engagement could be observed at lower incomes, which then levelled off until it increased again at higher incomes. This suggested that the probability of higher work engagement increased when the level of monthly income increased. However, it also showed that employees with very low incomes (< R5001) can also be very engaged. In addition, a slight decrease was observed for very high monthly incomes (R20 001+).

4.11 DEMOGRAPHIC PROFILE OF RESPONDENTS

Section D of the questionnaire included several questions about demographic information of the respondents and the car dealerships in which the respondents were employed. Table 30 shows the demographic information pertaining to the respondents as individuals.

Table 30: Demographic information pertaining to the respondents as individuals

Gender	**Frequency**	**Percentage %**
Female	99	26.4
Male	276	73.6
Total	375	100.0
Age	**Frequency**	**Percentage %**
21-30	50	13.3
31-40	110	29.3
41-50	103	27.5
51-60	91	24.3
60 +	21	5.6
Total	375	100.0
Qualification	**Frequency**	**Percentage %**
Grade 11 and lower	14	3.7
Grade 12	166	44.3
Diploma or National certificate	119	31.7
Bachelor's degree	43	11.5
Postgraduate degree/ diploma (e.g. Honours/ Masters etc.)	25	6.7
Other (Please specify)	8	2.1
Total	375	100.0
Department	**Frequency**	**Percentage %**
Sales department	260	69.3
Service department	115	30.7
Total	375	100.0

Length of employment	**Frequency**	**Percentage %**
0-5 years	170	45.3
6-10 years	74	19.7
11-15 years	39	10.4
16-20 years	41	10.9
21 years +	51	13.6
Total	375	100.0
Level of monthly income	**Frequency**	**Percentage %**
< R5001	4	1.1
R5001 – R10 000	67	17.9
R10 001 – R15 000	55	14.7
R15 001 – R20 000	49	13.1
R20 001 +	200	53.3
Total	375	100.0
Dealer ownership	**Frequency**	**Percentage %**
Yes	109	29.1
No	238	63.5
Don't know	28	7.5
Total	375	100.0

Source: Calculated by the author.

Table 30 showed that the number of men who participated (73.60%) was significantly different from that of women (26.40%). Most of the respondents were between 31 and 40 years old (29.30%). Overall, most respondents were between 31 and 60 and those between 30 and 39 made up 29.30% of the sample. However, participants between 41 and 50 years old (27.50%) and 51 to 60 (24.30%) were similarly represented. The majority of respondents indicated that grade 12 (44.30%) and a diploma or national certificate (31.70%) were the highest educational qualifications. Of the two departments considered, the majority of employees came from the sales department (69.30%). In addition, the majority of respondents indicated that the employment relationship was no more than five years old (45.30%). The vast majority of respondents indicated that the monthly income was more than R 20 001 (53.30%). Furthermore, the respondents indicated that the OEM manufacturer/importer did not own the dealership in majority (63.50%) and thus were independent.

4.12 EMPIRICAL RESULTS

Chapter 4 summarised the results of the statistical analyses and demographic information collected from the respondents. Compared to women (26.4%), male participants (73.6%) constituted the majority of this study. Most respondents were between 31 and 40 years old (29.3%). In addition, most respondents (44.3%) had at least a Grade 12 qualification. Of the sales and service employees surveyed, 69.3% worked in the sales department. In this study, 45.3% worked in the dealership for only 0-5 years. The level of monthly income for most respondents (53.3%) was R20 001 and higher. Furthermore, it was stated that the majority of dealerships (63.5%) worked independently of the OEM.

The first results on reliability using Cronbach's alpha initially showed that the dependent and independent variables indicated reliability, except for emotional demands. The independent variable of emotional demands was therefore excluded. Four exploratory factor analyses followed to examine validity. To begin the EFA, a KMO and Bartlett's test was performed for each EFA, all of which indicated usable data. The results of the EFA showed that sustainability and work engagement, each considered alone, were valid with values above 0.4. Also, when considered together with work engagement as the independent variable and sustainability as the dependent variable, validity was indicated. For the independent variables, a further EFA was carried out and items smaller than 0.4 that cross-loaded were excluded. Matching the items, the four factors of mental demands, pace and amount of work, social support, autonomy and development resources were identified. Once a valid scale was achieved, the remaining items were tested again for stability of the independent variables. With Cronbach's alpha values above 0.6, all variables achieved reliability. These values were used for further calculations.

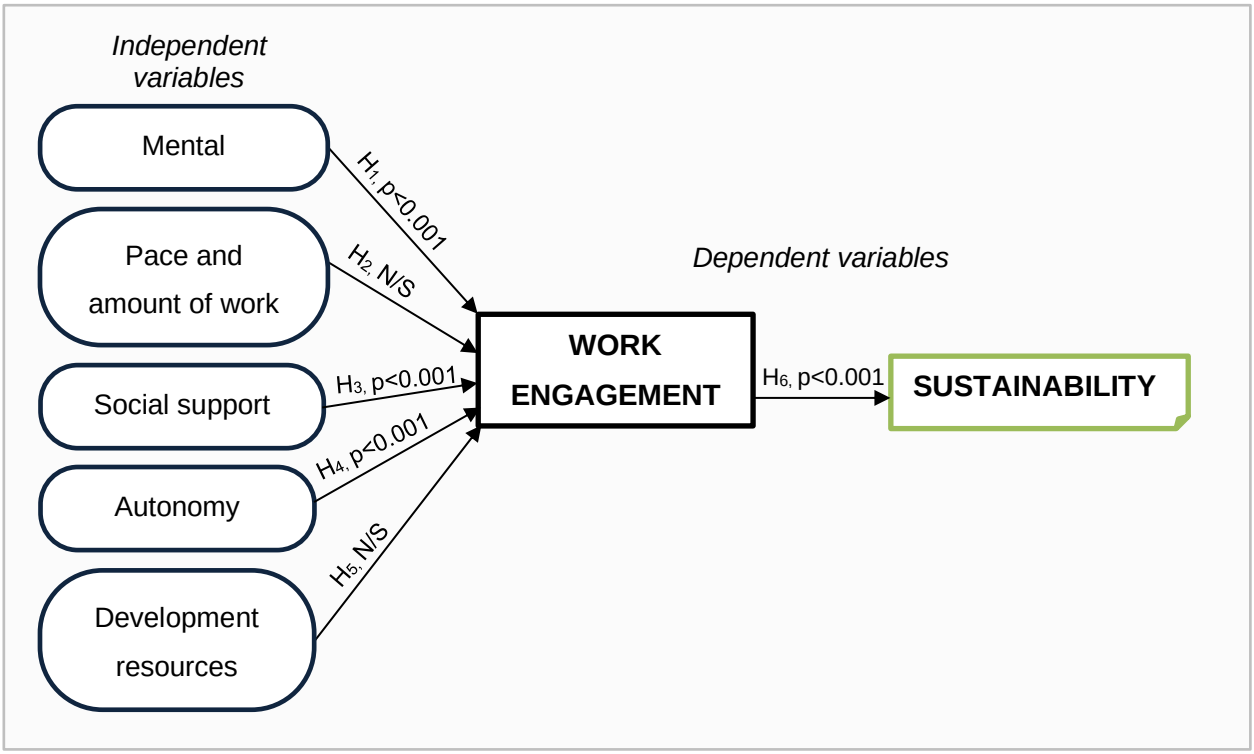
As a result of the validity and reliability assessments, the hypothetical model was revised and the operational definitions were reformulated. Descriptive statistics were used to summarise the data from the sample. The majority of respondents strongly agreed on experiencing work engagement at the employing dealership. This implied that the employees felt energised, excited about work and that time flew while working at the dealership. In addition, the majority agreed on feeling that mental demands were necessary and meaningful in these companies. The majority of respondents agreed that the dealership was committed to sustainability in terms of community engagement, pollution prevention and profitability. The employees also agreed about feeling comfortable with their colleagues and supervisors, who were deemed to be reliable in times of difficulty and that the team members felt valued by the supervisors. Mental demands received the highest mean score of 6.12, followed by work engagement with 6.01. Development resources received the lowest mean score of 4.96. The majority of respondents also agreed with the statements made about job demands, job resources, work engagement and sustainability.

Between WE and the independent variables of PAW, SUP, A and DR, the r-values showed a range, thus suggesting a weak positive relationship. Little or no association was found between work engagement and the independent variable of mental demands. A weak positive association was also found between work engagement and sustainability.

As no collinearity was achieved between the variables in this study, it was possible to proceed with the MRA. Multiple regression analyses were conducted to investigate the influence of the independent variables on work engagement and the dependent variable of work engagement on sustainability.

These significant correlations are summarised in Figure 6. The fourth and fifth secondary objectives were thus achieved.

Figure 6: Hypothetical model - Empirical results



N/S = Not significant

Source: Constructed by the author.

As indicated in Figure 6, a significant positive linear relationship was found between mental demands and work engagement, social support and work engagement and autonomy and work engagement. Contrary to expectations, mental demands also had a positive influence on work engagement. This meant that all of these variables increased the probability of a positive effect on work engagement and that higher work engagement increased the probability of higher sustainability outcomes.

Table 31 summarises the acceptance or rejection of the hypotheses based on the results of the multiple regression analyses.

Table 31: Summary of hypotheses

	Hypotheses	Decision
H_1	Mental job demands have a negative influence on engagement.	Rejected
H_2	Pace and amount of work have a negative influence on engagement.	N/S
H_3	Social job support has a positive influence on engagement.	Accepted
H_4	Job autonomy has a positive influence on engagement.	Accepted
H_5	Job development resources have a positive influence on engagement.	N/S
H_6	Engagement has a positive influence on sustainability.	Accepted

Source: Constructed by the author**.**

As shown in Table 31, no statement could be made for two of the six hypotheses (H_2, H_5), as no significant results were obtained. In addition, hypothesis H_1 was rejected. Three of the six hypotheses (H_3, H_4, H_6) were accepted.

Finally, ANOVA tests were conducted to determine whether relationships existed between selected demographic variables (gender, age, qualification, department, dealer ownership, length of employment and level of monthly income) and the dependent variable of work engagement. Following the ANOVA, the post hoc Scheffé test was conducted for significant demographic variables with more than two categories. The aim was to identify significant differences between the means of the different categories within each selected demographic variable.

The results showed that some demographic variables had a significant impact on the level of work engagement of employees at car dealerships in South Africa. A positive linear relationship was identified between the demographic variables (age, department, length of employment and amount of monthly income) of employees and work engagement. No significant correlation was found for qualification and dealer ownership with the dependent variable of work engagement.

Table 32 summarises the acceptance and rejection decisions for the alternative hypotheses based on the results of the ANOVA and the post hoc Scheffé tests.

Table 32: Summary of alternative hypotheses

	Alternative hypotheses	Decision
H_7	The department significantly influenced engagement.	Accepted
H_8	Age significantly influenced engagement.	Accepted
H_9	Gender significantly influenced engagement.	Accepted
H_{10}	Dealer ownership by the manufacturer significantly influenced engagement.	Rejected
H_{11}	Length of employment significantly influenced engagement.	Accepted
H_{12}	Level of monthly income significantly influenced engagement.	Accepted
H_{13}	Qualification significantly influenced engagement.	Rejected

Source: Constructed by the author.

As indicated in Table 32, with the exception of hypotheses H_{10} und H_{12}, all remaining alternative hypotheses in this study were accepted.

4.13 CONCLUSION

In this chapter, the empirical results of this study were presented. The results of the validity and reliability of the measurement instruments were given. Both the dependent and independent variables provided acceptable validity and reliability results. The proposed hypothesis model was revised and the newly formulated definitions of the factors were presented. Based on the factor analyses, two factors were identified for the dependent variables of WE and SUST and five factors for MD, PAW, SUP, A and DR. A summary of the demographic information collected from the respondents was also provided. The results of the descriptive statistics, Pearson's product moment correlations, multiple regressions analyses and ANOVA analyses were presented in Chapter 4. Of a total of 5931 questionnaires viewed, 375 were completed and returned. This meant that a response rate of 6.33% was achieved for this study. However, as an acceptable response rate is 50%, the generalisability of the results is limited with the deviation of this study to the larger population (Quinlan *et al.*, 2019: 278; Baruch & Holtom, 2009: 1153).

In the next chapter, the empirical results are interpreted and conclusions for car dealerships are highlighted. The contributions and limitations of the study are discussed and recommendations for future research are also presented in Chapter 5.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter 4 presented the analysis and interpretation of the empirical results of the study. Both the dependent and independent variables of this study provided acceptable validity and reliability results. In addition, the demographic information collected from the respondents was presented in summarised form.

Chapter 5 provides an overview of the study by underlining the research objectives, with a summary of the literature review, and briefly describes the research design and methodology used in this study. The main empirical findings, the interpretation of these findings and relevant recommendations are also presented in this chapter. The contributions of this study as well as its limitations are highlighted. Considering the limitations of the study, suggestions for future research are presented. The chapter concludes with a self-reflective note and concluding remarks by the researcher.

5.2 OVERVIEW OF THIS STUDY

The background of this study, the problem statement and purpose, and the research objectives were presented in Chapter 1. Disengaged employees do not meaningfully contribute towards the full potential of a company's results. The literature identified that there is great potential to improve employee engagement in the South African automotive sector. In addition, a high proportion of burnout symptoms were found among sales and service people employed at car dealerships. Given these issues, the purpose of this study was to investigate the extent to which the work engagement of sales and service personnel in South Africa also affects the organisational performance of automotive retail dealerships.

5.3 ACHIEVEMENT OF RESEARCH OBJECTIVES

The primary objective of this study was to measure the effect of engagement on the sustainability of car dealerships in South Africa. The primary objective was achieved by empirically assessing the perceptions of 375 employees of car dealerships in South Africa. The findings revealed a significant positive linear correlation between work engagement and sustainability. This means that the stronger the work engagement of the employees in the dealership, the greater the likelihood of a positive impact on the sustainability of the company. In addition, the independent

variables of mental demands, social support and autonomy were found to have significant positive impact on work engagement, which thus represents an indirect influence on sustainability.

5.3.1 Secondary objectives of the study achieved and relevant chapters

To support the primary objective, the following secondary objectives (SOs) were pursued:

SO_1: To conduct a literature review on work engagement, car dealerships and the factors influencing sustainability;

SO_2: To develop a valid instrument to measure job demands and job resources, work engagement and sustainability;

SO_3: To provide an explanation and description of the research design and methodology for this study;

SO_4: To empirically assess perceptions regarding the impact of engagement on sustainability;

SO_5: To evaluate the data sets collected using suitable statistical techniques;

SO_6: To determine the influence of demographics on work engagement of sales and service people; and

SO_7: To formulate a set of managerial guidelines and recommendations for car dealerships.

The achievement of these objectives is summarised in Table 33, along with a brief description.

Table 33: Secondary objectives of the study achieved and relevant chapters

Secondary objectives	How and where achieved
SO_1: To conduct a literature review on work engagement, car dealerships and the factors influencing sustainability.	**Chapter 2** achieved the objective by presenting the importance, determinants, dimensions and outcomes of engagement and the components of corporate sustainability. For the purpose of this study, the three variables of mental demands, emotional demands and pace and amount of work were selected to describe job demands. For job resources, the three variables of social support, autonomy and development resources were selected. In this study, work engagement referred to employees who feel energised at work, enthusiastic about tasks and feel that time flies at work. For sustainability, the areas of community engagement, pollution prevention and profitability were selected and discussed as the main focus. In addition, a classification of car dealerships in the automotive sector was provided.
SO_2: To develop a valid instrument to measure job demands and job resources, work engagement and sustainability.	**Chapter 2** provided the basis for the items of job demands, job resources, work engagement and sustainability. These items were first formulated in text form. **APPENDIX B** summarised these items. **Chapter 3** presented the sampling technique, the data collection process and the questionnaire design in terms of the measuring instruments. **Chapter 4** ensured the validity of the measurement instruments by means of exploratory factor analyses.
SO_3: To provide an explanation and description of the research design and methodology for this study.	**Chapter 3** covered the design and methodology of the research used in this study. The questionnaire was highlighted in terms of population, samples and measurement instruments. The methods used for data analysis were also described. A quantitative research approach was followed with the use of the questionnaire (**Appendix C**).
SO_4: To empirically assess perceptions regarding the impact of engagement on sustainability.	**Chapter 4** evaluated the results of the questionnaire by means of statistical analysis. The perceptions of the sales and service employees of car dealerships in South Africa regarding the impact of engagement on sustainability were empirically examined and evaluated. Regression analyses found significant and non-significant correlations between the employees' perceptions.

Secondary objectives	How and where achieved
SO_5: To evaluate the data sets collected using suitable statistical techniques.	**Chapter 4** used different statistical techniques. The Cronbach's alpha coefficient was used to determine the quality of the research instrument through the internal reliability of the questionnaire scales. The exploratory factor analysis (EFA) method assessed the ability of each item to be a valid measure of the construct it was intended to measure. Descriptive statistics of the empirical data were calculated and the Pearson product moment correlation was tested to determine if there was a correlation between the variables in this study. Collinearity between the independent variables was examined. Next, the correlations between the independent variables and the dependent variables were considered using simple and multiple regression analyses. Finally, the impact of the demographic variables on work engagement were assessed using ANOVA analyses. **APPENDIX** E presented further results of the ANOVA analyses for future research.
SO_6: To determine the influence of demographics on work on the engagement of sales and service people.	**Chapter 4** examined the influence of the demographic variables of gender, age, qualification, department, length of employment, level of monthly income and dealer ownership on work engagement. For significant demographic variables with more than two categories, a post-hoc Scheffé test was conducted. It was examined whether significant differences existed between the means of the different categories within each selected demographic variable.
SO_7: To formulate a set of managerial guidelines and recommendations for car dealerships.	**Chapter 5** provided guidelines and recommendations for employers and employees to increase work engagement. These related to the job demands and job resources examined in this study that have significant impact on work engagement. In addition, recommendations were made for employers regarding the use of the positive influence of work engagement on sustainability.

Source: Constructed by the author.

5.3.2 Empirical results

In Chapter 4, the secondary objectives of SO_2, SO_4, SO_5 and SO_6 were achieved. In addition to the influence of work engagement on sustainability, the influence of the independent variables on work engagement was empirically examined. These data sets were analysed using appropriate statistical methods. In addition, the influence of the demographic variable on work engagement was investigated. The methods described in Chapter 3 were used for this purpose. Cronbach's alpha was used to determine the reliability of the measuring instrument and exploratory factor

analysis (EFA) was used to assess validity. Only Cronbach's alpha coefficients of 0.60 or higher were considered as sufficient validity for this study. Only factors with loadings greater than 0.4 were considered significant and were used for further analysis and interpretation. In Chapter 4, descriptive statistics, the Pearson's product moment correlation, multiple regression analyses and analysis of variance (ANOVA) were also used to describe the sample data of this study to determine the correlations between the variables studied, investigate the influence of the different independent variables on work engagement and determine relationships between the demographic variables of employees at car dealerships in South Africa. The SPSS Statistics programme (version 25.0) was used to conduct the statistical analysis.

5.4 CONCLUSION ON THE PROBLEM STATEMENT AND RESEARCH QUESTIONS OF THE STUDY

5.4.1 Conclusions on the research problem of the study

The research problem of this study was reflected by the following main research question:

What is the impact of engagement on sustainability of car dealerships in South Africa?

The main research question of this study was answered by using appropriate measurement instruments to obtain responses from 375 sales and service employees of car dealerships in South Africa on their perceptions of job demands and job resources, work engagement and sustainability of the dealerships. Furthermore, the statistical analysis in Chapter 4 found significant positive results on the influence of job demands and job resources on work engagement and the influence of work engagement on sustainability, thus providing an answer to the research question. This means that the stronger the work engagement of the employees in the dealership, the greater the likelihood of a positive impact on the sustainability of the company.

5.4.2 Conclusions on the research questions of the study

The achievement of the research questions is summarised in Table 34, along with a brief description.

Table 34: Conclusions on the research questions of the study

Research questions	How and where achieved
1. What is the impact of engagement on sustainability of car dealerships in South Africa?	In **Chapter 4**, a significant impact of work engagement on the sustainability of car dealerships in South Africa was identified using regression analysis. In the previous section, conclusions on the research problem were provided.
1.1 Which job demands and job resources have an impact on work engagement?	As identified and presented in **Chapter 4**, mental job demands have a significant positive influence on work engagement. The job resources of social support and autonomy also have a significant positive influence on the work engagement of the participants. No significant correlations were found for the other job demands and job resources.
1.2 How strong is the work engagement of the employees?	**Chapter 4** also listed the results of the descriptive statistics. This includes the results for work engagement with a high mean value. The majority of respondents chose "strongly agree" for the statements on work engagement. This means that for work engagement, the majority of respondents agreed to feel energised and excited about work and that time flies when employees are working at the dealership.
1.3 To which extent do demanding work conditions influence the employees?	As only mental job demand produced significant results, the significance of this research question is limited. Contrary to expectations, a positive influence of mental demands on work engagement was found in **Chapter 4**, which was discussed in **Chapter 5**.

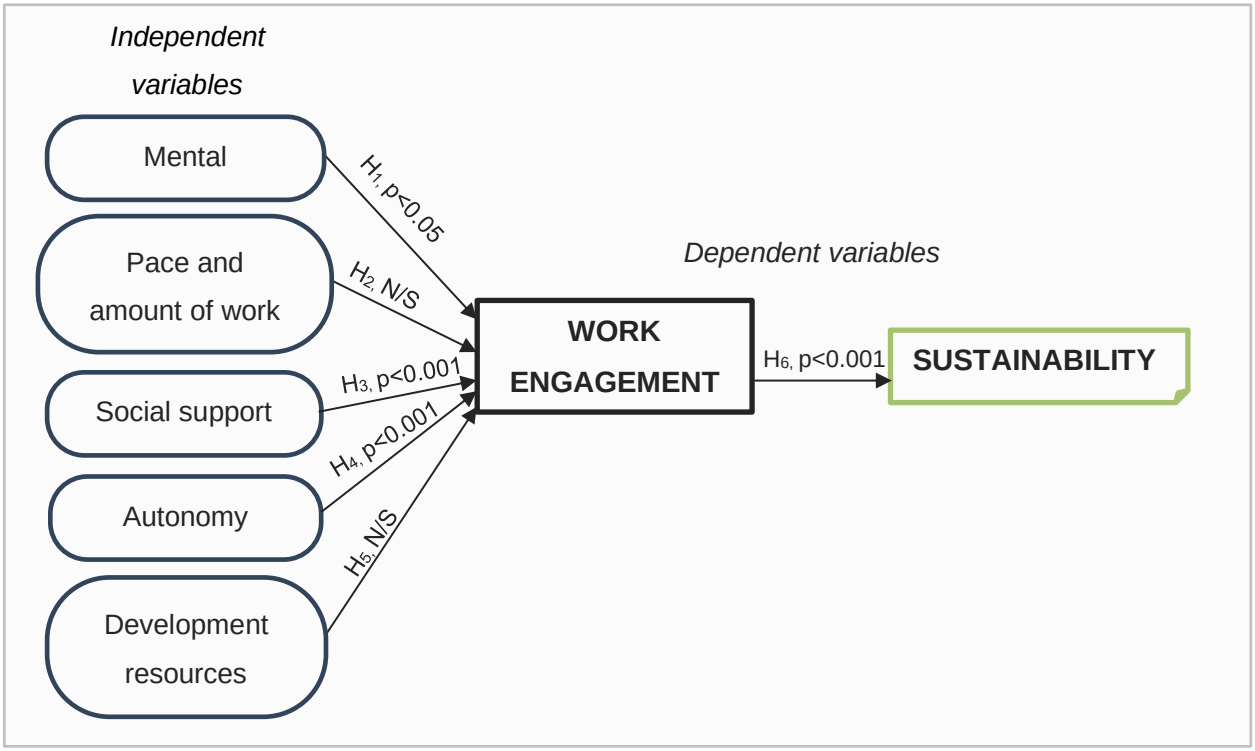
Source: Constructed by the author.

5.5 SUMMARY OF EMPIRICAL FINDINGS OF THE STUDY

The primary objective of this study was to measure the effect of engagement on the sustainability of car dealerships in South Africa. The results presented in Chapter 4 led to the achievement of this objective. Based on these results, several conclusions and recommendations were made below, thus achieving the last secondary objective.

Figure 7 presents the summary of the empirical results of the study.

Figure 7: Hypothetical model - Empirical results



N/S = Not significant

Source: Constructed by the author.

5.5.1 Mental demands and work engagement

A significant positive correlation was found between the independent variable of mental demands and the depende:nt variable of work engagement using multiple regression analyses (MRA) in Chapter 4. Figure 7 shows the significant influence. This means, the more the car dealership's employees are exposed to mental demands, the more likely employees were to positively influence work engagement.

5.5.2 Pace and amount of work and work engagement

Using multiple regression analyses (MRA) in Chapter 4, no significant correlation was found between the independent variable of pace and amount of work and the dependent variable of work engagement. The insignificant correlation is shown in Figure 7. Therefore, whether pace and amount of work was high or not, it had no effect on the employees' level of work engagement.

5.5.3 Social support and work engagement

A significant positive correlation was found between the independent variable of social support and the dependent variable of work engagement using multiple regression analyses (MRA) in

Chapter 4. The significant correlation is shown in Figure 7. This suggests that the more social support is available to the employee, the more likely it is to have a positive impact on work engagement.

5.5.4 Autonomy and work engagement

The independent variable of autonomy and the dependent variable of work engagement were found to be significantly positively related using multiple regression analyses (MRA) in Chapter 4. The significant correlation is shown in Figure 7. This means that autonomy at work increases the likelihood of positive effects on work engagement.

5.5.5 Development resources and work engagement

No significant correlation was found between the independent variable of development resources and the dependent variable of work engagement using multiple regression analyses (MRA) in Chapter 4. The insignificant correlation is shown in Figure 7. Therefore, whether development resources was high or not, it had no impact on employees' level of work engagement.

5.5.6 Work engagement and sustainability

Between the dependent variables of work engagement and sustainability, a significant positive correlation was found with the multiple regression analyses (MRA) in Chapter 4. Figure 7 shows the significant correlation. This means that the stronger the work engagement of the employees at the dealership, the greater the likelihood of a positive impact on the sustainability of the company.

5.6 CONCLUSIONS AND RECOMMENDATIONS FOR STATISTICALLY SIGNIFICANT RELATIONSHIPS

The following sections provide conclusions and recommendations on the correlations found to be statistically significant.

5.6.1 The influence of Job Demands and Job Resources on work engagement

In Figure 7, it was reported that several independent variables have significant impact on the level of the work engagement of sales and service employees from car dealerships in South Africa. In this section, these significant correlations are interpreted and recommendations are made for dealerships regarding various opportunities to improve job demands and job resources in order

to ultimately increase the work engagement of the employees. In this way, a first part of the secondary objective (SO_7) of this study has been achieved. Due to a lack of reliability, the variable of emotional demands was excluded from this study and will not be further discussed. The insignificant variables are discussed later in this study. Suggestions for employers and employees to strengthen mental demands are listed below.

(a) Mental demands

The results of this study show that mental demands have a significant positive linear relationship with work engagement. This means that the more the dealership employees are exposed to mental demands such as taking care of many tasks at the same time, remembering many things and tasks, paying constant attention to customer service and thinking and planning continuously, the more likely the respondents were to experience work engagement with the feeling of being full of energy, enthusiastic about work and the feeling that time passes quickly. This result is confirmed by the study of Radic *et al*. (2020: 5), in which no negative effect of job demands on work engagement was identified. D'Emiljo and Du Preez (2017: 81) also confirmed this result, as the study also found a positive correlation between mental demands and work engagement. With this and the other studies, it was thus established that, contrary to expectations, mental demands are not problematic for the construct of work engagement (D'Emiljo & Du Preez, 2017: 81).

Schaufeli *et al.* (2019: 587) and Crawford, LePine and Rich (2010: 836) note that this correlation also has limitations when work demands become too high and work engagement decreases. Challenging job demands (for example mental demands) can be positively related to work engagement as long as these are low (Schaufeli *et al.*, 2019: 587; Bakker & Demerouti, 2017: 276; Crawford *et al.*, 2010: 836). However, as soon as a point is reached at which the demands become obstructive and unregulated, negative effects on work engagement and burnout are the consequences (Bakker & Demerouti, 2017: 276; Crawford *et al.*, 2010: 836). According to Crawford *et al*. (2010: 836), hindrance demands can be linked to stress and burnout, as was also investigated in the studies by Ruzungunde *et al*. (2016: 222) and Hoffmeister (2015: 29). The results of the mental demands studied differ from these studies. This is because the mental demand items used in this study represent challenging demands, which are an appropriate level of work stress for optimal performance and a positive correlation can be expected to some degree (Crawford *et al.*, 2010: 836).

This could be due, among other things, to individual strategies for coping with and recovering from mental effort that employees already use (Radic *et al.*, 2020: 5). Radic *et al*. (2020: 5) described a compensation strategy of the employees with, for example, thoughts of the positive financial effects for the family, which produces a certain resilience towards stress (Bosley &

Kasten, 2018: 50). However, there may be a risk of alternative negative effects, so remedial action may still be appropriate (D'Emiljo & Du Preez, 2017: 81). In the following, suggestions for employers and employees to strengthen mental demands are listed.

Suggestions for employers:

- Car dealership employers should provide sufficient space and opportunities for relaxation for the staff. It should be ensured that employees observe the lunch and tea breaks (D'Emiljo & Du Preez, 2017: 83).
- In terms of customer service and task distribution, it should be ensured that there is fairness among colleagues (D'Emiljo & Du Preez, 2017: 83).
- If not already in place, tools, techniques and technology that can help with cognitive tasks should be developed and implemented (D'Emiljo & Du Preez, 2017: 83). For example, the Eisenhower principle with the selection and prioritisation of A, B and C tasks according to importance and urgency, the provision of tablets, smartphones or PC access and the use of social media tools for social networking can help (Lee *et al*., 2017: 834; Sipho, 2016: 602; Erichsen, 2011: 20).
- Employees should be made aware of the importance of a healthy diet (balanced meals and drinks in daily life), compensatory time-offs and sufficient sleep for adequate concentration (Krause & Dayanand, 2020: 323).
- Mindfulness training, for example mind exercises and meditation can also be made available to improve the cognitive skills of employees (Chen *et al.*, 2020: 38; Bhattacharjee *et al.*, 2017: 34).

Recommendations for employees:

- Employees of car dealerships should achieve mental strength by saying "no" in some situations and by learning how to deal with upsetting someone else if necessary (Deimling, 2017: 147).
- Employees should love themselves and achieve a healthy self-acceptance of their own weaknesses to use own strengths (Presley, 2019: 28).
- One's own talents should be sharpened. Employees should be self-confident and have the intrinsic motivation from their own drive to continuously develop themselves (Hecker, 2019: 35).
- Employees should practise more gratitude for the care and support provided by the company and the family, then one is healthier, more satisfied and has more self-control (Gauche *et al.*, 2017: 7).

- Employees should remember that everyone is on the same team and therefore also mentally support the supervisors by expressing gratitude and praise for good decisions (Gauche *et al.*, 2017: 7; Lee *et al.*, 2017: 1839).

(c) Social support

The results of this study show that social support has a significant positive linear relationship with work engagement. This means, the more the dealership employees felt comfortable with their colleagues and supervisor, felt appreciated by the supervisor and could rely on the supervisor when difficulties arose, the more likely those were to experience work engagement, felt energised and excited about work and felt that time passed quickly.

Martinussen *et al*. (2017: 494) found that social support had a significant impact on job satisfaction. These findings, like those of this study, conclude that social support is very important for employees in the workplace (Martinussen *et al.*, 2017: 494). Mathumbu and Dodd (2013: 87), Othman and Nasurdin (2013: 1087) and Trinchero, Brunetto and Borgonovi (2013: 811) also found a significant positive correlation between social support and work engagement, which support the findings of this study. In addition, Meintjes and Hofmeyr (2018: 8), found a significant positive correlation between social support and work engagement in a sales environment.

In the following, recommendations are made on how employers and employees could better realise social support:

Suggestions for employers:

- Employees should be given the opportunity to interact with supervisors in regular intervals. Thus, employers should have regular one-on-one meetings with employees to create a space to discuss problems, provide support, find solutions and create high quality relationships and transparency (Arici, 2018: 902; Bosley & Kasten, 2018: 139).
- Respectful treatment of staff should always be upheld (Bosley & Kasten, 2018: 125).
- There should be staff spaces where social interactions can take place. Joint activities such as social events, sporting activities or a digital game evening can also be undertaken to build, maintain and further develop personal bonds with colleagues (Bosley & Kasten, 2018: 139).
- For a better communication quality at work, for example informing about achieved goals, platforms should be available where employees can access electronic forums via mobile phones such as the company intranet (Schneider & Schmidtpeter, 2015: 71). Improved accessibility to colleagues and teams should be made possible (Bosley & Kasten, 2018:

139). Open communication should be practised in order to prevent fear of making mistakes or expressing own opinions (Hoffmeister, 2015: 24).

- It should be ensured that employees receive recognition for outstanding performance through, for example, praise, salary increases, the transfer of responsibility or the receipt of privileges (Bosley & Kasten, 2018: 125).

Recommendations for employees:

- Employees should listen actively to colleagues and offer help when they have difficult problems and regard and support one another as a team to reach work goals (Bosley & Kasten, 2018: 104; Kun *et al.*, 2017: 60).
- If misunderstandings arise, these can be resolved by asking. Disagreements should be addressed openly to find solutions together (Bosley & Kasten, 2018: 139; Etikariena, 2018: 114). Open communication can help improve the working atmosphere and has a positive effect on economic success (Bosley & Kasten, 2018: 138).
- In conflicts, employees should always see opportunities to bring about positive changes in the company. In case of conflicts with for example colleagues, a friendly and diplomatic approach is advisable for a successful solution. Before acting, situations should be calmly assessed in advance, there should be a willingness to compromise and criticism, demands and wishes should be formulated in such a way that it is acceptable (Bosley & Kasten, 2018: 139).
- Employees should build a network of business relationships. In this way, employees should be attentive to relationships that produce positive mutual benefits. Showing genuine interest, helpfulness with information and tips are all useful in this process (Bosley & Kasten, 2018: 145; Sia & Appu, 2015: 77).
- Employees should be familiar with the dealership's code of conduct to better identify with the social values (for example when dealing with colleagues) of the company and to follow the guidelines (Sroka & Szántó, 2018: 115; Hoffmeister, 2015: 26).

(d) Autonomy

The results of this study show that the independent variable of autonomy has a significant positive linear correlation with the dependent variable of work engagement. This means, the more freedom the dealership employees had in carrying out work activities, influencing the planning of work activities, controlling the pace of work, deciding independently how to do work and choosing the content of work activities, the more likely the respondents were to experience work engagement with the feeling of being full of energy, enthusiastic about work and feeling that time passes quickly. This finding is supported by Shin and Jeung (2019: 9), Lee *et al*. (2017: 837) and

Gupta *et al*. (2015: 198), who found that work engagement was positively associated with job autonomy. De Spiegelaere, Van Gyes, De Witte, Nielsen and Van Hootegem (2014: 328) also confirmed this relationship and described autonomy and work engagement as the main drivers of employee innovation.

Based on the results of this study, the following recommendations for autonomy should contribute to more work engagement:

Suggestions for employers:

- To increase intrinsic motivation, self-efficacy, satisfaction and job performance, employees should be granted autonomy (Lee *et al.*, 2017: 1839; Saragih, 2011: 212).
- Employers should encourage employees to have more autonomy and assign tasks with independence and offer the opportunity to be responsible for the work pace and workload (Pichault & McKeown, 2019: 67).
- If employees are involved in multiple tasks and projects, employers should give employees more freedom in making decisions, planning and prioritising tasks (Kirchberg *et al.*, 2015: 131).
- Regular meetings with clear communication should take place to discuss the employer's expectations and job requirements (for example time frame, milestones, deadlines for presentation) during the time of granted autonomy with the employees to lessen the perception of control over individuals (Bosley & Kasten, 2018: 60).
- The employer should give the employee a high degree of control and freedom to decide how the task is to be carried out in detail, meet discussed objectives and generate creative ideas (Lee *et al*., 2017: 1839; De Spiegelaere *et al*., 2014: 3).

Recommendations for employees:

- For given freedoms, the employee should be aware of their own responsibility to independently control the work schedule, set work goals and decide how to implement accordingly (Sia & Appu, 2015: 774).
- For independent work, employees should have a high degree of self-organisation and write down everything important such as appointments and tasks (Mähler, 2017: 1058). Employees should responsibly handle the given autonomy for self-organisation to not disappoint the trust of the employer (Seeliger & Welbers, 2017: 885).
- Employees should use the autonomy to develop their own creative ideas and implement them effectively in the company (Sia & Appu, 2015: 780).

- Employees should discuss with the employer, whether resources such as mobile devices for mobile working are needed to perform autonomous tasks (Porter & Van den Hooff, 2020: 173).
- Employees should openly discuss with the supervisor which tasks can be done independently by the employee, which the employee is confident in and which are fulfilling (Sia & Appu, 2015: 774).

5.6.2 The influence of work engagement on sustainability

After identifying the various influences of job demands and job resources on work engagement and making recommendations for increasing work engagement, this section examines the influence of work engagement on the sustainability of car dealerships in South Africa in terms of the three underlying variables of social commitment, pollution prevention and profitability. This study found a significant positive correlation between work engagement and sustainability. Employees with higher work engagement, perceived the sustainability of the car dealerships to be stronger. Since this construct of examining the influence of work engagement on sustainability is explorative research, a direct comparison with results of comparable regressions is not possible. Therefore, in the following, the three underlying dimensions will be examined in a differentiated manner.

(a) Community engagement

As this study found a significant positive correlation between work engagement and sustainability, the following conclusions can be drawn about the community engagement of the car dealerships. If employees experienced work engagement with the feeling of being full of energy, being enthusiastic about work and having the feeling that time passes quickly, respondents were more likely to perceive the dealership as a company that is aware of its responsibility to contribute to the community in which it operates, creates employment opportunities for the local community, works to build a better community through social campaigns and donates to charities. In addition, respondents were more likely to perceive that the dealership encourages its employees to participate in voluntary community activities. As this is exploratory research, the literature review did not identify any studies that found a positive significant correlation between work engagement and community engagement to support this study. As the community engagement items in this study, as part of the unidimensional constructs related to sustainability, provided significantly positive results in terms of work engagement, suggestions for employees to further improve sustainability are provided below.

Suggestions for employers:

- Ensure that the dealership is aware of its responsibility to contribute to the community in which it operates. This could be, for example, a fundraising event or public sport events to support a local social project (Magrizos *et al.*, 2020: 2; Kim *et al.*, 2018: 1596).
- When recruiting new employees, care should be taken to recruit people from the local community to enhance the welfare and living standards of the local society (Bastič *et al*., 2020: 2; Kanji & Chopra, 2010: 120).
- The work engagement of its own employees should be used to encourage them to get involved in voluntary projects, for example supporting children and those in need, which can have a positive impact on the reputation and value of a company by demonstrating social responsibility (Kim *et al.*, 2018: 1596; Jain *et al.*, 2016: 647).

(b) Pollution prevention

For the pollution prevention aspect of this study, the positive correlation between work management and sustainability means the following. If employees experienced work engagement with the feeling of being full of energy, being enthusiastic about work and having the feeling that time passes quickly, respondents were more likely to have perceived the dealership as a company that strives to minimise its negative impact on the environment, participates in environmental awareness programmes and creates a better life for future generations. This also includes that the company has a clear environmental protection policy and that the company reduces the negative impact of its business activities on the environment. For the relationship between work engagement and pollution prevention, the literature search did not identify any studies that could support the positive significant correlation of this study between work engagement and pollution prevention due to the exploratory approach. In the following, recommendations are given for employers on how to strengthen pollution prevention and thus the overall sustainability outcome.

Suggestions for employers:

- If not already in place, the dealership should develop a code of conduct with the environmental, social and economic values and long-term goals of the dealership and communicate it openly and transparently with its employees (Sroka & Szántó, 2018: 115; Agan *et al.*, 2016: 1880; Hoffmeister, 2015: 30).
- The car dealership should voluntarily strive for energy saving measures and use the engagement of its employees to integrate and implement those in the daily work routine (for example switch off power if not needed and installing water saving devices) (Wells,

Taheri, Gregory-Smith & Manika, 2016: 66). Care should also be taken, for example, to dispose of used oils in an environmentally friendly way and to avoid pollution (Miemczyk & Luzzini, 2019: 238; Amasuomo & Baird, 2016: 94).

- The company should encourage its employees to contribute to a healthy environment by sensitising employees to environmental issues such as energy and water consumption, transport routes or generation of packaging waste (Krause & Dayanand, 2020: 282; Pizzirani *et al.*, 2018: 671; Agan *et al.*, 2016: 1873).

(c) Profitability

Since this study found a significant positive correlation between work engagement and sustainability, it means the following for the profitability of car dealerships. If employees experienced work engagement with the feeling of being full of energy, being enthusiastic about work and having the feeling that time passes quickly, respondents were more likely to have perceived the dealership as a company that is in a good financial position compared to other car dealerships in the industry, uses its capital efficiently to generate sales/revenue and sets sustainable strategies for long-term economic growth.

The following support for the correlation between work engagement and profitability was found in the literature but was not specifically related to sustainability. Harter *et al*. (2002: 275), for example, found significant positive correlations between work engagement and profitability. When comparing this with profitability, it should be noted that only the outcomes of individual employees were considered (Harter *et al.*, 2002: 275). The present study, however, followed an explorative approach in which profitability was considered as an outcome for the entire company. Xanthopoulou, Bakker, Demerouti and Schaufeli (2009: 198), also investigated this relationship and found a significant positive correlation between work engagement and organisational profitability, which supports the results of this study.

Suggestions for employers on how to increase company profitability are presented in the next section.

Recommendations for employers:

- For sustainability, long-term goals such as long-term profit growth and development should be more important than a focus on short-term profits (Chang & Yeh, 2017: 44; Sukhdeo & Arnolds, 2016: 86; Idowu, Schmidpeter & Fifka, 2015: 10).

- The employer should work together with its motivated employees on competitor analysis concepts and let the employees communicate the dealership's own strengths to the customers (Erichsen, 2011: 192).
- By analysing the direct competition, identified weaknesses such as a poor image and low customer satisfaction should be quickly eliminated by the people responsible (Krause & Dayanand, 2020: 282; Erichsen, 2011: 192).
- The dealerships, together with its employees, should always work to use the capital efficiently to generate sufficient turnover/sales of vehicles and service/workshop services to effectively generate continuous profits and to secure the long-term existence of the company (Krause & Dayanand, 2020: 11; Warrad & Al Omari, 2015: 78).

5.7 CONCLUSIONS AND RECOMMENDATIONS FOR STATISTICALLY INSIGNIFICANT RELATIONSHIPS

In Figure 7, it was reported that the independent variables of pace and amount of work and development resources have no significant impact on the level of work engagement of sales and service employees of car dealerships in South Africa. In this section, these insignificant correlations are interpreted and recommendations are made for dealerships in various opportunities to improve the work engagement of the employees.

(a) Pace and amount of work

Despite theoretical and empirical support for the correlation between the independent variable of pace and amount of work and the dependent variable of work engagement, no significant correlation was found. Therefore, employees feeling they have too many tasks to do, have to put in extra effort to achieve goals, must hurry to complete daily tasks or preferred a calmer pace of work did not affect work engagement through feeling energised, excited about the work and feeling that time passes quickly.

This finding is supported by D'Emiljo and Du Preez (2017: 81), who report that no correlation between pace and amount of work and work engagement was found. Therefore, D'Emiljo and Du Preez (2017: 81) do not recommend specific action plans. However, once a point is reached where demands become obstructive and unregulated, negative effects on work engagement and burnout are the consequences (Bakker & Demerouti, 2017: 276; Crawford *et al.*, 2010: 836). For example, Lequeurre *et al*. (2013: 114) found a significant positive correlation between pace and amount of work and anxiety at work. Therefore, the following additional recommendations are made for employers and employees to prevent this situation.

Suggestions for employers:

- Employers should give employees fair and achievable time targets for tasks, reduce workload and task complexity to encourage engagement and avoid counterproductive stress for employees (Chen *et al.*, 2020: 38; Zhang, Lepine, Buckman & Wei, 2014: 681).
- For work tasks with a very high workload, such as large orders for fleets or major customers, tasks should be distributed as fairly as possible among employees or teams should be formed to reduce complexity (Chen *et al*., 2020: 38; Poalses & Bezuidenhout, 2018: 183).
- Employers should reduce employee fears associated with the pace and amount of work, such as job insecurity, and take action to reduce employee turnover (Jacobs & Roodt, 2019: 13; D'Emiljo & Du Preez, 2017: 81).
- The employer should ensure, through measures such as open doors and offices, that a high willingness to help is communicated within the company, so that it is easy to ask colleagues for help when the workload is too heavy (Mache *et al.*, 2020: 2; Jacobs & Roodt, 2019: 7).
- If employees have worked particularly hard to achieve company goals, recognition and financial rewards for example for overtime worked should be received (Gautam & Enslin, 2019: 7; Gauche *et al.*, 2017: 135).

Recommendations for employees:

- To better deal with time pressure and stress, employees can work on usual work patterns (for example taking breaks, not working overtime, balancing work and family) and acquire skills such as time management to cope with the challenges (Maslach, 2018: 13).
- Intrinsic motivation is helpful in achieving goals that involve extensive tasks, for example by having employees imagine how it will feel when completing a task (Hecker, 2019: 88; Bosley & Kasten, 2018: 116).
- For a better overview and as a support, employees should keep a to-do list and a success diary to start work completely motivated for the following day (Bosley & Kasten, 2018: 116).
- Employees should take good care of their own health while performing tasks. Strategies for relaxation (such as power naps or mediation) and sports exercises can be carried out regularly to gain new strength for the implementation of goals. (Maslach, 2018: 13).
- Employees should reward themselves (for example with a visit to a restaurant, sports or a short holiday) when having successfully completed an extensive task to motivate themselves for further tasks (Hecker, 2019: 88; Bosley & Kasten, 2018: 116).

(b) Development resources

There is a small positive correlation between development resources and work engagement, which is not significant. No significant relationship was found between the independent variable of development resources and the dependent variable of work engagement. Therefore, in terms of how sales and service employees of car dealerships in South Africa experience feelings of being full of energy, being enthusiastic about work and having the feeling that time passes quickly, it makes no difference whether the employees have opportunities for personal growth and development, being offered training opportunities by the employer and having the opportunity for promotion or not.

Studies by Rothmann and Rothmann Jr (2010: 10) and Backer *et al*. (2008: 191) found different results from this study. A positive effect of development resources on work engagement was discovered (Rothmann & Rothmann Jr, 2010: 10; Bakker *et al.*, 2008: 191). A possible explanation for this deviation could also be related to the skewness of the present sample. One reason could be the fluctuation and short duration of employment (0-5 years) of the majority of employees in car dealerships, which makes further development and promotion difficult. A study by Vetráková, Kubaľa, Cole and Pompurová (2020: 337), found a correlation between career development and employee stabilisation in terms of employee turnover that supports this assumption. Rahman and Nas (2013: 573) also note a connection between development resources and employee turnover intensity. This would mean that a significant positive relationship can be achieved with a lower skewness of the data. The following are recommendations for employers and employees to support a positive impact of development resources on work engagement.

Suggestions for employers:

- The employer should give its employees feedback on work performance, upcoming challenges and individual development potential in regular feedback meetings (Jacobs & Roodt, 2019: 3; Bosley & Kasten, 2018: 103).
- The employer should encourage regular interaction between its experienced and new employees with internal training (Bosley & Kasten, 2018: 103).
- The employer should regularly offer its employees appropriate training that is useful for daily work, if required (Jackson, 2018: 740; Singh & Venugopal, 2015: 595).
- The employer should ensure that specific skills (for example sales skills, emotional intelligence and self-leadership strategies) required for sales or service jobs are developed (Singh & Venugopal, 2015: 595).

- The employer should provide the employee with a secure job and promotion opportunities that allow for career development (Shanahan & Hopkins, 2019: 845; Bakker & Demerouti, 2007: 310).

Recommendations for employees:

- Employees should have a desire for personal development to enhance individual life experience, develop own knowledge and skills and gain a sense of purpose (Bosley & Kasten, 2018: 11; De Crom & Rothmann, 2018: 2).
- Employees should regularly discuss self-perceptions with colleagues and friends and recognise deviations to learn about themselves and develop personally (Chen *et al*., 2020: 38; Bosley & Kasten, 2018: 84).
- Employees should show supervisors their own willingness to learn and put energy and effort into work to increase the likelihood of promotion (Gutermann *et al.*, 2017: 300; Vijay Anand *et al.,* 2016: 1).
- Employees should ask colleagues and supervisors for constructive feedback to get a picture of the work done and to work on own weaknesses (Radic *et al.*, 2020: 3; Schaufeli, 2015: 462).
- Employees should be open to share experience and sales techniques with other colleagues and support those as well (Bosley & Kasten, 2018: 103; Singh & Venugopal, 2015: 595).

5.8 CONCLUSIONS AND RECOMMENDATIONS FOR THE SIGNIFICANT INFLUENCES OF THE DEMOGRAPHIC VARIABLES

In addition to the primary objective of the study, an analysis was conducted to assess the influence of various demographic variables on employee work engagement. The results of this analysis showed that gender, age, department, length of employment and level of monthly income have significant impact on work engagement.

5.8.1 Gender

Most of the participants in the study were male. The comparison of the averages, however, shows a higher work engagement among the male participants than among the female participants. Studies by Pan, Mao and Zhang (2017: 378) and Rey, Extremera and Pena (2012: 125), however, show higher work engagement among female respondents. Thus, the results of this study cannot be supported. A possible explanation for this could be an extreme skewness of the data. The proportion of females in this study was 26.40%, which was significantly lower than the 59.97% of

females in the study by Rey *et al.* (2012: 121). Based on the results, recommendations for employers on the influence of gender on employee work engagement are given below.

Recommendations for employers:

- Employers of car dealerships should make sure that gender diversity management is applied in the company and that women and men have equal opportunities for career advancement (Li, Zhao, Chen, Jiang, Liu & Shi, 2020: 313; Bendl & Schmidt, 2013: 371).
- Employers should already ensure a balanced ratio of female and male employees during the recruitment process (Bosley & Kasten, 2018: 129). The staffing of teams with different genders should be considered individually, as according to Ellison and Mullin (2014: 468), there is no influence of gender on team performance.
- There should be no gender discrimination in remuneration (Bosley & Kasten, 2018: 129; Wu *et al.*, 2015: 925).

5.8.2 Age

A significant positive correlation was found between the demographic variable of age and the dependent variable of work engagement in this study. Furthermore, the results show that employees display more engagement with increasing age. This is consistent with the findings of Kim and Kang (2017: 731) and Goštautaite and Bučiuniene (2015: 19), which also found that older people have higher levels of work engagement. One reason for this is that older workers have more resources (such as better and more experienced emotion regulation and stronger career identity) with which the job demands can be more easily managed (Kim & Kang, 2017: 739). The following recommendations are aimed at employers for dealing with employees of different ages.

Recommendations for employers:

- Employers should support young employees to strengthen their professional identity by having them perform different tasks to discover which ones they are most proficient at and with which they identify (Bosley & Kasten, 2018: 147; Kim & Kang, 2017: 739).
- Younger employees in particular should receive more frequent recognition and praise to support and eliminate insecurities (Kim & Kang, 2017: 731; Goštautaite & Bučiuniene, 2015: 19).
- Preconceptions that older employees are less engaged should be discarded by employers. Instead, older employees should be retained or recruited to take advantage of the positive potential (Kim & Kang, 2017: 740; Goštautaite & Bučiuniene, 2015: 20).

5.8.3 Department

It was also found that there is a significant correlation between the department (sales or service department) and work engagement. A higher level of work engagement was identified in the sales department than in the service department. The results of this study show differences in the level of work engagement in the sales and service departments studied. A possible explanation for this could be differences in the work environment. Wan, Li, Zhou and Shang (2018: 1337) and Timms and Brough (2013: 779), identified a positive correlation of work environment (such as human resources and leadership) with work engagement, which supports this assumption. The following recommendations are aimed at employers for dealing with employees from different departments.

Recommendations for employers:

- Employers should ensure that the working environments in different departments, as far as possible, have the same basic requirements, such as personnel strength and leadership qualities (Wan *et al.*, 2018: 1337; Timms & Brough, 2013: 779).
- Employers should regularly organise joint interdepartmental activities (such as sporting events or a dinner) to strengthen staff loyalty and share differences and opportunities for improvement in internal structures (Bosley & Kasten, 2018: 139).
- In case of staff shortages in one department, the employer can ask employees with lower workloads to support employees with higher workloads from another department (Kaiser *et al.*, 2020: 3; Bosley & Kasten, 2018: 104; Kun *et al.*, 2017: 60).

5.8.4 Length of employment

This study also identified a significant positive correlation between the length of employment and work engagement. This means that the longer the employees were employed at the dealership, the greater the probability that the respondents had a higher level of work engagement. However, a decline in work engagement after 6 to 10 years could be observed, which increased again. These results are consistent with those of Kong's study (2009: 66). One possible explanation is that after an initial high phase of work engagement, employees feel tired or invest part of the own energy in their family (Kong, 2009: 66).

Recommendations for employers:

- Retain employees in the long term, for example through personal interest and willingness to help and by promoting a friendly and cooperative corporate climate (for example with

respectful communication and by counteracting envy and chaos) (Zahlquist *et al.*, 2019: 1; Bosley & Kasten, 2018: 144).

- The employer can build up an additional bond if the employee notices that the employer is a reliable partner even in difficult situations (such as private or health problems) (Kim & Wang, 2018: 8; D'Emiljo & Du Preez, 2017: 83).
- Employers should always give employees recognition for good work (for example through praise, awards or bonuses) to feel good about working for the company in the long term (Kulikowski & Sedlak, 2020: 344; Osborne & Hammoud, 2017: 56).

5.8.5 Level of monthly income

It was also found in this study that the level of monthly income had a significant impact on the level of work engagement. It was found that work engagement increased with higher income and remained constant above a certain level. However, even with very low income, a high level of work engagement could be observed, which then decreased and later increased again and finally stagnated. Vijay Anand *et al.* (2016: 5) also found a positive correlation between level of monthly income and work engagement which supports the findings of this study. Supporting this study, Vijay Anand *et al.* (2016: 5) also found a positive correlation between the level of monthly income and work engagement. The study by Piff and Moskowitz (2018: 903), which links social class status to positive emotions, offers an explanation for high engagement with very low income. Lower class employees have fewer resources to deal with social and economic threats due to social background and show higher emotional engagement (with feelings of kindness) due to life circumstances, while higher income individuals are not exposed to these challenges (Piff & Moskowitz, 2018: 903). When using financial incentives to increase work engagement, the following recommendations are made for employers.

Recommendations for employers:

- Employers should rely less on monetary incentives to motivate very high income individuals, but should use recognition and intangibles for greater impact (Jackson, 2018: 740; Piff & Moskowitz, 2018: 90; Hoole & Hotz, 2016: 2; 3).
- For low- to high-income workers, financial rewards can be used as a positive motivator to reduce employees' financial worries (Piff & Moskowitz, 2018: 903; Vijay Anand *et al.*, 2016).
- It is recommended that low-income employees take on tasks that require emotional strength (for example friendliness in service) (Hecker, 2019: 119; Piff & Moskowitz, 2018: 903; Khwaja & Yang, 2014: 41).

5.9 SIGNIFICANCE OF THE STUDY

This study makes several different contributions to the research community. The main contribution is the results and findings, on the impact of engagement on sustainability of car dealerships in South Africa, being made available to the research community. In addition to the engagement with the research community, this study also addresses employees, managers and business consultants of car dealerships in South Africa.

According to Maleka *et al*. (2019: 393), research in work engagement plays an important role in the global economy, especially in South Africa, and is therefore of great importance to the future of the national economy, companies and stakeholders.

Due to challenges such as complex economic transformation processes from technological changes and the COVID-19 pandemic, work engagement is becoming increasingly important for the long-term sustainability of companies (Wu & Wu, 2019: 3210; Bakker & Albrecht, 2018: 5; Osborne & Hammoud, 2017: 52).

As a basis for future research, researchers can use the compiled questionnaire which is attached in this study. This can be used to investigate correlations between job demands, job resources, work engagement and sustainability. As this study validated the items of these variables, researchers can use the successfully tested items for further research.

Based on the empirical results of this study, which will be made available to the research community, it was found that various job demands and job resources have significant impact on the level of work engagement. In addition, significant positive correlations of work engagement on the sustainability of car dealerships in South Africa was found.

Recommendations for improved and more effective use of the positive effects on work engagement are provided for the demographic variables and the variables of job demands and job resources, work engagement and sustainability. Studies with car dealerships from other countries can also be compared with this study to identify local and cultural differences. Car dealership management will thus gain better insight into the role of job demands and work resources in relation to employee work engagement.

The aim of this study is to encourage car dealerships to take actions that benefit both employees and the long-term sustainability of the company, with its role in society and the environment. Finally, the results can help business consultants and management of OEM-affiliated and

independent car dealerships to develop strategies and workshops for employees that are beneficial for corporate sustainability.

5.10 LIMITATIONS OF THE STUDY AND RECOMMENDATIONS FOR FUTURE RESEARCH

While this study has attempted to make several important contributions in relation to work engagement and sustainability, several limitations need to be highlighted. Employees of car dealerships in South Africa were interviewed. The respondents could answer questions that concerned the employer and the individual. Questions about sustainability were only about employee perceptions. It is possible that the perceptions are not accurate and that a certain degree of bias has been incorporated into the results of this study. Thus, no empirically verifiable facts, data and metrics were included in the sustainability assessment. It should be taken into account that the employees had only limited knowledge about the exact sustainability conditions of the car dealerships and the results of this study should therefore be viewed with caution.

An attempt was made to provide an accurate picture of the market shares of the different car brands sold in South Africa, as far as possible. For this purpose, the number of email addresses collected from online, accessible homepages of the individual car dealers was sorted according to market share. Despite intensive efforts, as can be seen in Appendix A, an approximate picture was obtained which is not completely identical to the actual market shares.

In addition, the survey only achieved a response rate of 6.33%. However, as an acceptable response rate is 50%, the generalisability of the results of this study to the population as a whole is limited and not representative (Quinlan *et al.*, 2019: 278; Baruch & Holtom, 2009: 1153). Therefore, the results of this study should be treated with caution.

It should also be noted that only sales and service employees of car dealerships were surveyed. It should therefore be noted that the results are not representative of all dealership departments but are limited to the sales and service departments. Future research should also include other departments to obtain a more comprehensive, overall picture of the results.

The pilot study yielded only limited findings, as too few responses were obtained for the Eastern Cape Province. For future work in this area, a much larger number of respondents is recommended if an online survey is to be conducted. With a larger pilot study, items on emotional demands might have been reformulated. Particular attention should be paid to the scale measuring emotional demands, as none of the items reached the necessary Cronbach’s alpha value and no further statistical analysis could be carried out.

Another limitation of the present study is that it only relates to the geographical area of South Africa. Therefore, the results of the present study are only applicable to sales and service staff from car dealerships working in this geographical area. Information based on a geographical area may tend to be biased towards that geographical area. Therefore, future research should include other countries and compare results and differences. Furthermore, the present study was only conducted on car dealerships. Future research could also include other companies from different industries.

Due to the limited scope of this study, not all possible ANOVA analyses and interpretations of correlations with demographic variables were carried out. Therefore, correlations between the independent variables and the demographic variables were provided in Appendix E. These are intended to assist future studies in making interpretations and comparisons.

Another limitation of the present study is that, although there are aspects that can measure sustainability, only three were tested (community engagement, pollution prevention and profitability). The aspects subordinate to the three dimensions (social, environment and economic), however, can be supplemented or replaced by others (Miemczyk & Luzzini, 2019: 243; Agrawal *et al.*, 2016: 297; Sukhdeo & Arnolds, 2016: 87). The three dimensions of TBL were not measured and studied individually, but together as a dependent variable of sustainability. For further research, it is recommended to also consider other aspects for measuring sustainability.

When reviewing the returned questionnaires, it was noticeable that a lot of data regarding the number of new and used cars sold was missing, unusable or implausible. There were extreme outliers, possibly related to the wording of the question. It may not have been clear whether employees were asked about the number of vehicles sold personally or the total number of vehicles sold at the dealership. This finding rendered the data useless for further analysis. For future research, it is therefore recommended to formulate the question more precisely in this regard. Furthermore, it should be specified that only numerical answers are possible and text answers are rejected, as these had also led to unusable results.

5.11 SELF-REFLECTION BY THE RESEARCHER

This study has enabled the researcher to gain a better understanding of the impact of different job demands and job resources on work engagement and of work engagement on sustainability of car dealerships in South Africa. For employees to experience the feeling of being full of energy, enthusiastic about work and the feeling that time passes quickly, the right balance between job demands and job resources needs to be achieved. The needs of the individual employees should be taken into account, as job resources have a supportive effect in everyday working life and help

employees to cope with the demands of the job. This study changed the researcher's perception of the relevance of work engagement. Work engagement was and still is an important factor that positively influences employee attitudes towards achieving organisational outcomes. In addition to the knowledge gained about the selected job demands, job resources and dimensions of sustainability investigated in this study, the researcher also acquired specific skills such as conducting data analysis, scientific writing and interpreting empirical results in English. Additional insights were gained into the standard South African and internationally recognised scientific procedures and the structures of a research thesis. Furthermore, experience was gained in the field of online data collection. Instead of the originally planned face-to-face survey, an online survey was conducted due to the COVID-19 pandemic. The online survey had advantages in terms of coverage and number of responses for the calculations of the statistical analyses of the study. Research is a continuous process of change, rethinking existing approaches and adapting to unforeseen situations.

5.12 CONCLUDING REMARKS

This scientific research provides insights into the influence of job demands and job resources on the level of engagement of employees in daily work. Furthermore, insights into employee perception and the influence of work engagement on the sustainability of car dealerships were obtained from the respondents. The significant findings of this study are intended to add value to the field of engagement research and provide practical recommendations to employees, managers and owners of dealerships on how to increase the work engagement of employees and ultimately the sustainability of the dealership. It is intended to be supportive in achieving the goals and visions of car dealerships. Happy and engaged employees do better work, live healthier lives and contribute significantly to organisational outcomes and the overall economic situation of a country.

LIST OF SOURCES

=

Abuzeinab, A., Arif, M., Qadri, M.A. & Kulonda, D. 2017. Green business models in the construction sector: An analysis of outcomes and benefits. *Construction Innovation,* 18(1):20-42.

Adams, C.A. & Larrinaga, C. 2019. Progress: Engaging with organisations in pursuit of improved sustainability accounting and performance. *Accounting, Auditing and Accountability Journal,* 32(8):2367-2394.

Agan, Y., Kuzey, C., Acar, M.F. & Açikgöz, A. 2016. The relationships between corporate social responsibility, environmental supplier development, and firm performance. *Journal of Cleaner Production*, 112:1872-1881.

Agrawal, S., Singh, R.K. & Murtaza, Q. 2016. Triple bottom line performance evaluation of reverse logistics. *Competitiveness Review,* 26(3):289-310.

Ajide, O.E., Strachan, P.A., Russell, A. & Jones, D.R. 2017. Sustainability, corporate community engagement and enterprise development - lessons from a case study in Emu-Ebendo Niger-Delta, Nigeria. *Problemy Ekorozwoju,* 12(2):59-67.

Amasuomo, E. & Baird, J. 2016. The concept of waste and waste management. *Journal of Management and Sustainability,* 6(4):88.

Ang, S.H. 2014. *Research design for business and management*. Croydon: Sage Publications.

ANU. 2015. „Verantwortung“ eine phänomenologische Annäherung, in A. Schneider & R. Schmidtpeter (eds.). *Corporate Social Responsibility – Verantwortungsvolle Unternehmensführung in Theorie und Praxis* 2nd rev. ed. Wien: Springer Gabler.

Arici, H.E. 2018. Perceived supervisor support and turnover intention: Moderating effect of authentic leadership. *Leadership and Organization Development Journal*, 39(7):899-913.

Aslam, M. & Albassam, M. 2020. Presenting post hoc multiple comparison tests under neutrosophic statistics. *Journal of King Saud University - Science,* 32(6):2728-2732.

Babalola, M.T., Greenbaum, R.L., Amarnani, R.K., Shoss, M.K., Deng, Y., Garba, O.A. & Guo, L. 2020. A business frame perspective on why perceptions of top management’s bottom-line

mentality result in employees' good and bad behaviors. *Personnel Psychology,* 73(1):19-41.

Bajic, S. & Yurtoglu, B. 2018. Which aspects of CSR predict firm market value? *Journal of Capital Markets Studies,* 2(1):50-69.

Bakker, A.B., Demerouti, E. & Verbeke, W. 2004. Using the Job Demands-Resources Model to predict burnout and performance. *Human Resource Management,* 43(1):83-104.

Bakker, A.B., Demerouti, E. & Euwema, M.C. 2005. Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology,* 10(2):170-180.

Bakker, A.B. & Demerouti, E. 2007. The Job Demands-Resources Model: State of the art. *Journal of Managerial Psychology,* 22(3):309-328.

Bakker, A.B., Schaufeli, W.B., Leiter, M.P. & Taris, T.W. 2008. Work engagement: An emerging concept in occupational health psychology. *Work and Stress,* 22(3):187-200.

Bakker, A.B. & Bal, P.M. 2010. Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology,* 83(1):189-206.

Bakker, A.B., van Veldhoven, M. & Xanthopoulou, D. 2010. Beyond the Demand-Control Model: Thriving on high job demands and resources. *Journal of Personnel Psychology,* 9(1):3-16.

Bakker, A.B. & Demerouti, E. 2017. *Job Demands-Resources Theory: Taking stock and looking forward. Journal of Occupational Health Psychology*, 22(3):273-285.

Bakker, A.B. & Albrecht, S. 2018. Work engagement: Current trends. *Career Development International*, 23(1):4-11.

Banhwa, P.F., Chipunza, C. & Chamisa, S.F. 2014. The influence of organisational employee engagement strategies on organisational citizenship behaviour within retail banking. A case of Amatole district municipality. *Mediterranean Journal of Social Sciences,* 5(6 SPEC. ISSUE):53-62.

Baruch, Y. & Holtom, B.C. 2009. Human relations - *Survey response rate levels and trends in organizational research. The Tavistock Institute, SAGE Publications,* 61(8): 1139-1160.

Bastič, M., Mulej, M. & Zore, M. 2020. CSR and Financial Performance – Linked by innovative

activities. *Naše gospodarstvo/Our economy,* 66(2):1-14.

Basu, S., Roy, M. & Pal, P. 2019. Corporate greening in a large developing economy: Pollution prevention strategies. *Environment, Development and Sustainability,* 21(4):1603-1633.

Bellet, C., De Neve, J.E. & Ward, G. 2020. *Does employee happiness have an impact on productivity?* CEP Discussion Paper No 1655. Centre for Economic Performance, London School of Economics and Political Science. [Online], Available: http://eprints.lse.ac.uk/103428/4/dp1655.pdf

Bendl, R. & Schmidt, A. 2013. Gender mainstreaming: An assessment of its conceptual value for gender equality. *Gender, Work and Organization,* 20(4):364-381.

Bhattacharjee, A., Moitra, R., Kumar, A. & Vardhan, A. 2017. Mindfulness based sales management. *Purushartha,* 10(2):25-35.

Birtch, T.A., Chiang, F.F.T. & Van Esch, E. 2016. A social exchange theory framework for understanding the job characteristics - job outcomes relationship: The mediating role of psychological contract fulfillment. *International Journal of Human Resource Management,* 27(11):1217-1236.

Block, A. 2019. *Die Quirin-Formel: Die DNA erfolgreicher Autohäuser entschlüsselt*. München: Springer, Autohais.

Bosley, I. & Kasten, E. 2018. *Emotionale Intelligenz - Ein Ratgeber mit Übungsaufgaben für Kinder, Jugendliche und Erwachsene*. Vol. 53. Berlin Springer Berlin Heidelberg.

Braccini, A.M. & Margherita, E.G. 2018. Exploring organizational sustainability of industry 4.0 under the triple bottom line: The case of a manufacturing company. *Sustainability*, *11*(1):1-17.

Brachat, H. 2016. „Autohaus-Management“, in W. Diez, S. Reindl & H. Brachat (ed.). *Grundlagen der Automobilwirtschaft, Das Standardwerk der Automobilbranche* 6th rev. ed. München: Autohaus.

Bugge, M.M., Bolwig, S., Hansen, T. & Tanner, A.N. 2019. Theoretical perspectives on innovation for waste valorisation in the bioeconomy, in *From Waste to Value* (pp. 51-70). Routledge.

Bühner, M. & Ziegler, M. 2010. *Statistik für Psychologen und Sozialwissenschaftler*. München: Pearson Studium.

Calvert, G.A., Pathak, A., Ching, L.E.A., Trufil, G. & Fulcher, E.P. 2019. Providing excellent customer service is therapeutic: Insights from an implicit association neuromarketing study. *Behavioral Sciences*, 9(10):109.

Chang, Y.H. & Yeh, C.H. 2017. Corporate social responsibility and customer loyalty in intercity bus services. *Transport Policy*, 59(May):38-45.

Charles, A.A. & Chucks, O.K. 2012. Adopting the Kaizen suggestion system in South African Lean automotive components companies. *Science Journal of Business Management,* 2012:1-10.

Chaudhary, R. & Akhouri, A. 2018. Linking corporate social responsibility attributions and creativity: Modelling work engagement as a mediator. *Journal of Cleaner Production,* 190:809-821.

Chen, Y. & Huang, Y. 2019. The impact of triple bottom line-oriented environmental management system on firms' performance in China: Evidence from Yangtze River Delta. *FEMIB 2019 - 1st International Conference on Finance, Economics, Management and IT Business*. (Femib):60-69.

Chen, H., Richard, O.C., Dorian Boncoeur, O. & Ford, D.L. 2020. Work engagement, emotional exhaustion, and counterproductive work behavior. *Journal of Business Research*, 114(March):30-41.

Chetty, M. 2018. Sustainable development goals - What are we doing? *Medical Chronicle*, 2018(8):54.

Collis, J. & Hussey, R. 2014. *A practical guide for undergraduate and postgraduate students* 4th rev. ed. UK: Palgrave, Macmillan.

Costanza, D.P., Blacksmith, N., Coats, M.R., Severt, J.B. & DeCostanza, A.H. 2016. The effect of adaptive organizational culture on long-term survival. *Journal of Business and Psychology*, 31(3):361-381.

Crawford, E.R., LePine, J.A. & Rich, B.L. 2010. Linking job demands and resources to employee

engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology,* 95(5):834-848.

Cullen, M.D.M. & Calitz, A.P. 2018. Happiness - A business strategy. *International Business Conference, Paper*, 23-26.

Cyril, S., Smith, B.J., Possamai-Inesedy, A. & Renzaho, A.M. 2015. Exploring the role of community engagement in improving the health of disadvantaged populations: A systematic review. *Global Health Action*, 8(1):29842.

DEDAT. 2017. *The Eastern Cape - Socio-Economic Review and Outlook 2017*. [Online], Available: http://www.ecdc.co.za/media/3749/dedeat-sero-report-2017_digital-version.pdf%0D%0A.

D'Emiljo, A. & Du Preez, R. 2017. Job demands and resources as antecedents of work engagement: A diagnostic survey of nursing practitioners. *Africa Journal of Nursing and Midwifery*, 19(1):69-87.

Deimling, D. 2017. Wertesystem, unternehmerische Verantwortung und Wachstumsneutralität. In *CSR und Wirtschaftspsychologie* (pp. 31-46). Springer Gabler, Berlin, Heidelberg.

Demerouti, E., Nachreiner, F., Bakker, A.B. & Schaufeli, W.B. 2001. The job demands-resources model of burnout. *Journal of Applied Psychology,* 86(3):499-512.

De Spiegelaere, S., Van Gyes, G., De Witte, H., Niesen, W. & Van Hootegem, G. 2014. On the relation of job insecurity, job autonomy, innovative work behaviour and the mediating effect of work engagement. *Creativity and Innovation Management*, 23(3):318-330.

Dhanani, L.Y. & LaPalme, M.L. 2019. It's not personal: A review and theoretical integration of research on vicarious workplace mistreatment. *Journal of Management,* 45(6):2322-2351.

Dicke, T., Marsh, H.W., Riley, P., Parker, P.D., Guo, J. & Horwood, M. 2018. Validating the Copenhagen Psychosocial Questionnaire (COPSOQ-II) using set-ESEM: identifying psychosocial risk factors in a sample of school principals. *Frontiers in Psychology*, 9(APR):1-17.

Diez, W. 2015. *Automobilmarketing: erfolgreiche strategien, praxisorientierte konzepte, effektive instrumente* 6th ed. München: Vahlen.

Dwivedi, A., Purohit, B. & Bhambal, A., 2016. Is dentistry turning into weary profession? Dimensionality of experienced professional burnout among dentists in central India. *J Dent Oro Surg*, 1(5):122.

Ehsan, S., Nazir, M.S., Nurunnabi, M., Khan, Q.R., Tahir, S. & Ahmed, I. 2018. A multimethod approach to assess and measure corporate social responsibility disclosure and practices in a developing economy. *Sustainability (Switzerland),* 10(8):2955.

Eib, C., Bernhard-Oettel, C., Magnusson Hanson, L.L. & Leineweber, C. 2018. Organizational justice and health: Studying mental preoccupation with work and social support as mediators for lagged and reversed relationships. *Journal of Occupational Health Psychology,* 23(4):553-567.

Elkington, J. 1998. Cannibals with forks: The triple bottom line of 21st century business. Gabriola Island: New Society Publishers. *Environmental Quality Management*, 8(1):37-51.

Ellison, S.F. & Mullin, W.P. 2014. Diversity, social goods provision, and performance in the firm. *Journal of Economics and Management Strategy,* 23(2):465-481.

Enders, B. & Weber, T. 2017. Nachhaltiges Konsumentenverhalten–Welche Nachhaltigkeitssiegel beeinflussen den Verbraucher? in R. Schmidpeter, A. Hildebrandt & W. Landhäußer. *Management-Reihe Corporate Social Responsibility. CSR und Digitalisierung, Nachhaltigkeit und Verantwortung richtig kommunizieren.* Köln: Springer Gabler, Berlin, Heidelberg.

Erichsen, J. 2011. *Controlling - Instrumente von A-Z* 8th ed. Stuttgart. [Online], Available: http://repositorio.unan.edu.ni/2986/1/5624.pdf.

Etikariena, A. 2018. Diversity in unity: Perspectives from psychology and behavioral sciences, in P. Newcombe, F.P. Piercy, A.A. Ariyanto, H. Muluk, E.K. Poerwandari & S.H.R. Suradijono. *Diversity in unity: Perspectives from psychology and behavioral sciences.* London: Taylor & Francis.

Fairfield, K.D. 2019. The role of sensemaking and organizational identification in employee engagement for sustainability. *Organization Management Journal,* 16(4):278-297.

Fonseca, L.M. 2015. Strategic drivers for implementing sustainability programs in Portuguese organizations - Let's listen to Aristotle: from triple to quadruple bottom line. *Sustainability*

(United States), 8(3):136-142.

Fourie, J. 2020. COVID-19: Economics in the time of Corona. *Economics in the time of COVID-19*, 105-109.

Gallup. 2017. *State of the global workplace*. [Online], Available: https://www.gallup.com/workplace/238079/state-global-workplace-2017.aspx.

Gauche, C., De Beer, L.T. & Brink, L. 2017. Managing employee well-being: A qualitative study exploring job and personal resources of at-risk employees. *SA Journal of Human Resource Management*, 1(2):1-14.

Gautam, A. & Enslin, E. 2019. Transformational leadership and work engagement in the automotive retail industry: A study of South Africa. *International Business Research,* 12(5):133.

Ghadi, M.Y., Fernando, M. & Caputi, P. 2013. Transformational leadership and work engagement: The mediating effect of meaning in work. *Leadership and Organization Development Journal*, 34(6):532-550.

Gorgievski, M.J., Moriano, J.A. & Bakker, A.B. 2014. Relating work engagement and workaholism to entrepreneurial performance. *Journal of Managerial Psychology*, 29(2):106-121.

Goštautaite, B. & Bučiuniene, I. 2015. Work engagement during life-span: The role of interaction outside the organization and task significance. *Journal of Vocational Behavior,* 89(January):109-119.

Grandey, A., Rupp, D. & Brice, W. 2015. Emotional labor threatens decent work: A proposal to eradicate emotional display rules. *Journal of Organizational Behavior,* 36:770-785.

Güntert, S.T. 2014. The impact of work design, autonomy support, and strategy on employee outcomes: A differentiated perspective on self-determination at work. *Motivation and Emotion,* 39(1):74-87.

Günther, E. & Steinke, K.-H. 2016. CSR und Controlling - Unternehmerische Verantwortung als Gestaltungsaufgabe des Controlling. *SpringerGabler*, Berlin Heidelberg.

Gupta, M., Acharya, A. & Gupta, R. 2015. Impact of work engagement on performance in Indian

higher education system. *Review of European Studies,* 7(3):192-201.

Gutermann, D., Lehmann-Willenbrock, N., Boer, D., Born, M. & Voelpel, S.C. 2017. How leaders affect followers' work engagement and performance: Integrating Leader-Member Exchange and Crossover Theory. *British Journal of Management,* 28(2):299-314.

Hahs-Vaughn, D. 2017. *Applied multivariate statistical concepts*. New York: Routledge.

Hair, J., Black, W., Babin, B. & Anderson, R. 2014. *Multivariate data analysis* 7th ed. New Jersey: Pearson Prentice Hall.

Harter, J.K., Schmidt, F.L. & Hayes, T.L. 2002. Business-unit-level relationship between employee satisfaction, employee engagement and business outcomes: A meta-analysis. *Journal of Applied Psychology,* 87(2):268-279.

Hecker, F. 2019. *Crashkurs Service-Exzellenz - So heben Sie sich durch herausragenden Service von Onlinehandel ab*. Wiesbaden: SpringerGabler.

Helliwell, J., Layard, R. & Sachs, J. 2017. *World happiness report 2017.* 1-171. [Online], Available: http://eprints.lse.ac.uk/47487/.

Henry, L.A., Buyl, T. & Jansen, R.J.G. 2019. Leading corporate sustainability: The role of top management team composition for triple bottom line performance. *Business Strategy and the Environment*, 28(1):173-184.

Hidayati, T., Lestari, D., Maria, S. & Zainurossalamia, S. 2019. Effect of employee loyalty and commitment on organizational performance with considering role of work stress. *Polish Journal of Management Studies,* 20(2):256-266.

Hoffmeister, M. 2009. *Human Resource Management in Automotive retailing - Empirical research (sales and service manager survey) in franchised automotive retailing in Germany*. Wolfsburg.

Hoffmeister, M. 2015. *Sustainable employee engagement of salespeople at automotive dealerships online survey with over 500 salespeople*. Wolfsburg.

Hoole, C. & Hotz, G. 2016. The impact of a total reward system of work engagement. *SA Journal of Industrial Psychology,* 42(1):1-14.

Hussenoeder, F.S., Riedel-Heller, S.G., Conrad, I. & Rodriguez, F.S. 2019. Concepts of mental demands at work that protect against cognitive decline and dementia: A systematic review. *American Journal of Health Promotion,* 33(8):1200-1208.

Hussenoeder, F.S., Conrad, I., Riedel-Heller, S.G. & Rodriguez, F.S. 2020. Development of a protective mental work demands questionnaire. *International Psychogeriatrics,* 1-12.

Idowu, S.O., Schmidpeter, R. & Fifka, M.S. (Eds.). 2015. *Corporate Social Responsibility in Europe: United in sustainable diversity – a summary*. Springer.

Jackson, L.T. 2018. Job demands and resources in employee attitudes in a national government department. *Journal of Public Administration*, 53(3):731-749.

Jacobs, C.T.G. & Roodt, G. 2019. Predictive performance models in the South African business process services industry. *SA Journal of Industrial Psychology,* 45:1-16.

Jain, P., Vyas, V. & Chalasani, D.P.S. 2016. Corporate social responsibility and financial performance in SMEs: A structural equation modelling approach. *Global Business Review,* 17(3):630-653.

Jenny, G.J., Bauer, G.F., Füllemann, D., Broetje, S. & Brauchli, R. 2020. Resources-Demands Ratio: Translating the JD-R Model for company stakeholders. *Journal of Occupational Health,* 62(1):1-11.

Jindra, M. 2014. The dilemma of equality and diversity. *Current Anthropology,* 55(3):316-334.

Jorberg, T. 2018. Verantwortung für den Menschen–mehr als eine CSR Strategie. In *CSR und Geschäftsmodelle.* Berlin, Heidelberg: Springer Gabler. 217-229.

Kadian, R. & Ahlawat, P. 2017. Role of empowerment, transformational leadership and social support in influencing salespeople burnout. *International Journal of Research,* 04(17):4290-4302. [Online], Available: https://edupediapublications.org/journals/index.php/IJR/.

Kahn, W.A. 1990. Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4):692-724.

Kaiser, S., Patras, J., Adolfsen, F., Richardsen, A.M. & Martinussen, M. 2020. Using the Job Demands-Resources Model to evaluate work-related outcomes among Norwegian health

care workers. *SAGE Open,* 10(3).

Kallioniemi, M.K., Kaseva, J., Lunner Kolstrup, C., Simola, A. & Kymäläinen, H.R. 2018. Job resources and work engagement among Finnish dairy farmers. *Journal of Agromedicine,* 23(3):249-261.

Kanji, G.K. & Chopra, P.K. 2010. Corporate social responsibility in a global economy. *Total Quality Management and Business Excellence,* 21(2):119-143.

Kataria, A., Garg, P. & Rastogi, R. 2014. The role of work engagement in the pursuit of organisational effectiveness. *International Journal of Indian Culture and Business Management*, 9(1):37.

Kavya, M.L. & Padmavathy, G. 2017. Employee engagement: A review on engagement models. *Imperial Journal of Interdisciplinary Research,* 3(2):871-877. [Online], Available: http://www.imperialjournals.com/index.php/IJIR/article/view/3796.

Kealy, T. 2019. Triple Bottom Line sustainability reporting: How to make it more tangible. *American Journal of Management,* 19(5):107-141.

Kerksieck, P., Bauer, G.F. & Brauchli, R. 2019. Personal and social resources at work: Reciprocal relations between crafting for social job resources, social support at work and psychological capital. *Frontiers in Psychology,* 10(November):1-10.

Kim, N. & Kang, S.W. 2017. Older and more engaged: The mediating role of age-linked resources on work engagement. *Human Resource Management*, 56(5):731-746.

Kim, S. & Wang, J. 2018. The role of job demands–resources (JDR) between service workers' emotional labor and burnout: New directions for labor policy at local government. *International Journal of Environmental Research and Public Health,* 15(12):2894.

Kim, H. (Lina), Woo, E., Uysal, M. & Kwon, N. 2018. The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry. *International Journal of Contemporary Hospitality Management,* 30(3):1584-1600.

Kirchberg, D.M., Roe, R.A. & Van Eerde, W. 2015. Polychronicity and multitasking: A diary study at work. *Human Performance,* 28(2):112-136.

Klitkou, A., Fevolden, A.M. & Capasso, M. 2020. *From waste to value*. *Valorisation pathways for organic waste streams in circular bioeconomies.* Routledge.

Klopp, E. 2010. *Explorative Faktorenanalyse*. Universität des Saarlandes. [Online], Available: http://hdl.handle.net/20.500.11780/3369.

Koekemoer, L., de Beer, L.T., Govender, K. & Brouwers, M. 2021. Leadership behaviour, team effectiveness, technological flexibility, work engagement and perfrmance during COVID-19 lockdown: An exploratory study. *SA Journal of Industrial Psychology*, 47, 1-8.

Kong, Y. 2009. A study on the job engagement of company employees. *International Journal of Psychological Studies,* 1(2):65.

Kovács, G. & Kot, S. 2017. Facility layout redesign for efficiency improvement and cost reduction. *Journal of Applied Mathematics and Computational Mechanics,* 16(1):63-74.

Krause, H.-U. & Dayanand, A. 2020. *Key performance indicators for sustainable management*. Degruiter.

Kreipl, C. 2020. *Verantwortungsvolle Unternehmensführung - Corporate Governance, Compliance Management und Corporate Social Responsibility*. Wiesbaden: SpringerGabler.

Kristensen, T.S., Bjorner, J.B., Christensen, K.B. & Borg, V. 2004. The distinction between work pace and working hours in the measurement of quantitative demands at work. *Work and Stress,* 18(4):305-322.

Kroll, A. & Proeller, I. 2013. *SpringerBriefs in Business*, 26.

Kulikowski, K. & Sedlak, P. 2020. Can you buy work engagement? The relationship between pay, fringe benefits, financial bonuses and work engagement. *Current Psychology,* 39(1):343-353.

Kumar, T.P.P. 2016. Marketing strategy – Corporate social responsibility of creating jobs. *American Journal of Management Science and Engineering*, *1*(1):15-25.

Kun, Á., Balogh, P. & Krasz, K.G. 2017. Development of the work-related well-being questionnaire based on Seligman's PERMA model. *Periodica Polytechnica Social and Management Sciences,* 25(1):56-63.

Lee, J.J., Patterson, P.G. & Ngo, L.V. 2017. In pursuit of service productivity and customer satisfaction: The role of resources. *European Journal of Marketing*, 51(11-12):1836-1855.

Lee, S., Shin, Y. & Baek, S.I. 2017. The impact of job demands. *The Journal of Applied Business Research,* 33(4):829-842.

Lequeurre, J., Gillet, N., Ragot, C. & Fouquereau, E. 2013. Validation of a French questionnaire to measure job demands and resources. *Revue internationale de psychologie sociale*, 26(4): 93-124.

Li, J., Zhao, F., Chen, S., Jiang, W., Liu, T. & Shi, S. 2017. Gender diversity on boards and firms' environmental policy. *Business Strategy and the Environment,* 26(3):306-315.

Lotter, D. 2017. „CSR-Management für Kleinstunternehmen–Handschlagzeiten sind vorbei: Gesellschaftliche Verantwortung in Kleinstunternehmen braucht Professionalität", in *CSR und Kleinstunternehmen* (pp. 13-25). Springer Gabler, Berlin, Heidelberg.

Lourens, A.S.Q.J. & Phaho, L. 2015. Diversity Management: The management of disabled persons within the SANDF. *Journal of Public Administration*, 50(3.1):634-643.

Macdonald, W. 2003. The impact of job demands and workload on stress and fatigue. *Australian Psychologist,* 38(2):102-117.

Mache, S., Servaty, R. & Harth, V. 2020. Flexible work arrangements in open workspaces and relations to occupational stress, need for recovery and psychological detachment from work. *Journal of Occupational Medicine and Toxicology,* 15(1):1-11.

Maggioni, D., Santangelo, G.D. & Koymen-Ozer, S. 2019. MNEs' location strategies and labor standards: The role of operating and reputational considerations across industries. *Journal of International Business Studies,* 50(6):948-972.

Magrizos, S., Apospori, E., Carrigan, M. & Jones, R. 2021. Is CSR the panacea for SMEs? A study of socially responsible SMEs during economic crisis. *European Management Journal*, 39(2):291-303.

Mähler, C. 2017. Stift und Papier – analoge Multitalente, in R. Schmidtpeter, A. Hildebrandt & W. Landhäußer. *Management-Reihe Corporate Social Responsibility CSR und Digitalisierung*. Berlin: SpringerGabler.

Malbasic, I. & Marimon, F. 2019. A simplified balanced 'Balanced Scorecard'. *European Accounting and Management Review,* 5(2):38-60.

Maleka, M., Mpofu, M., Hlatywayo, C.K., Meyer, I., Carr, S. & Parker, J. 2019. Employee engagement, organisational commitment, and job satisfaction in Namibia, South Africa, and Zimbabwe: An exploratory study. *Journal of Psychology in Africa,* 29(4):393-400.

Martinussen, M., Kaiser, S., Adolfsen, F., Patras, J. & Richardsen, A.M. 2017. Reorganisation of healthcare services for children and families: Improving collaboration, service quality, and worker well-being. *Journal of Interprofessional Care,* 31(4):487-496.

Maslach, C. 2018. Diversity in unity: Perspectives from psychology and behavioral sciences, in P. Newcombe, F.P. Piercy, A.A. Ariyanto, H. Muluk, E.K. Poerwandari & S.H.R. Suradijono. *Diversity in unity: Perspectives from psychology and behavioral sciences.* London: Taylor & Francis.

Maslach, C., Schaufeli, W.B. & Leiter, M.P. 2001. Job burnout. *Annu. Rev. Psychol,* 52:397-422.

Mathumbu, D. & Dodd, N. 2013. Perceived organisational support, work engagement and organisational citizenship behaviour of nurses at Victoria Hospital. *Journal of Psychology,* 4(2):87-93.

Mayes, R., McDonald, P. & Pini, B. 2014. "Our" community: Corporate social responsibility, neoliberalisation, and mining industry community engagement in rural Australia. *Environment and Planning A,* 46(2):398-413.

Meintjes, A. & Hofmeyr, K. 2018. The impact of resilience and perceived organisational support on employee engagement in a competitive sales environment. *SA Journal of Human Resource Management*, 16:1-11.

Meng, A., Clausen, T. & Borg, V. 2018. The association between team-level social capital and individual-level work engagement: Differences between subtypes of social capital and the impact of intra-team agreement. *Scandinavian Journal of Psychology*, 59(2):198-205.

Meyer, S.C. & Hünefeld, L. 2018. Challenging cognitive demands at work, related working conditions, and employee well-being. *International Journal of Environmental Research and Public Health,* 15(12):2911.

Michael E. Porter. 1986. *1st ed. The Free Press:* New York.

Miemczyk, J. & Luzzini, D. 2019. Achieving triple bottom line sustainability in supply chains: The role of environmental, social and risk assessment practices. *International Journal of Operations and Production Management,* 39(2):238-259.

Motloba, P.D. 2018. Understanding of the principle of Autonomy (Part 1). *South African Dental Journal*, 73(6):418-420.

Muller, R. & Smith, E. 2018. Key words: Employee engagement, organisational performance, balanced scorecard JEL Classification: J24, J53, L25 22, 10(2):22-38.

NAAMSA. 2020a. *Economic Impact of COVID-19 on the South African Automotive Industry. Impact of COVID-19 on the SA Automotive Sector.*

NAAMSA. 2020b. South Africa - Flash report, Sales volume, 2019. [Online], Available: https://www.marklines.com/en/statistics/flash_sales/salesfig_southafrica_2019.

Ng, T.W.H., Yam, K.C. & Aguinis, H. 2019. Employee perceptions of corporate social responsibility: Effects on pride, embeddedness, and turnover. *Personnel Psychology,* 72(1):107-137.

Ngwakwe, C.C. 2011. Waste costing as a catalyst in pollution prevention investment decisions. *Journal of Industrial Ecology*, 15(6):951-966.

Nimon, K., Shuck, B. & Zigarmi, D. 2016. Construct overlap between employee engagement and job satisfaction: A function of semantic equivalence? *Journal of Happiness Studies,* 17(3):1149-1171.

Nkundabanyanga, S.K., Mugumya, E., Nalukenge, I., Muhwezi, M. & Najjemba, G.M. 2019. Firm characteristics, innovation, financial resilience and survival of financial institutions. *Journal of Accounting in Emerging Economies*, 10(1):48-73.

Nurunnabi, M., Esquer, J., Munguia, N., Zepeda, D., Perez, R. & Velazquez, L. 2020. Reaching the sustainable development goals 2030: Energy efficiency as an approach to corporate social responsibility (CSR). *GeoJournal,* 85(2):363-374.

Ogbonnaya, C. & Valizade, D. 2018. High performance work practices, employee outcomes and organizational performance: A 2-1-2 multilevel mediation analysis. *International Journal of*

Human Resource Management, 29(2):239-259.

Orth, M. & Volmer, J. 2017. Daily within-person effects of job autonomy and work engagement on innovative behaviour: The cross-level moderating role of creative self-efficacy. *European Journal of Work and Organizational Psychology*, 26(4):601-612.

Osborne, S. & Hammoud, M.S. 2017. Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1):50-67.

Othman, N. & Nasurdin, A.M. 2013. Social support and work engagement: A study of Malaysian nurses. *Journal of Nursing Management*, 21(8):1083-1090.

Pan, X., Mao, T., Zhang, J., Wang, J. & Su, P. 2017. Psychological capital mediates the association between nurses' practice environment and work engagement among Chinese male nurses. *International Journal of Nursing Sciences,* 4(4):378-383.

Panwar, R., Nybakk, E., Hansen, E. & Pinkse, J. 2016. The effect of small firms' competitive strategies on their community and environmental engagement. *Journal of Cleaner Production,* 129:578-585.

Park, Y. & Kim, S. 2019. Customer mistreatment harms nightly sleep and next-morning recovery: Job control and recovery self-efficacy as cross-level moderators. *Journal of Occupational Health Psychology,* 24(2):256-269.

Parkes, K.R. 2017. Work environment, overtime and sleep among offshore personnel. *Accident Analysis and Prevention,* 99:383-388.

Phillips, A. 2016. On "Remembering, Repeating and Working Through," Again. *Contemporary Psychoanalysis*, 52(3):375-382.

Piartrini, P.S. & Nugraha, I.D.G.W. 2020. The effects of organizational commitments and work satisfaction on intention to quit. *American Journal of Humanities and Social Sciences Research,* 4(8):35-42.

Pichault, F. & McKeown, T. 2019. Autonomy at work in the gig economy: Analysing work status, work content and working conditions of independent professionals. *New Technology, Work and Employment*, 34(1):59-72.

Piff, P.K. & Moskowitz, J.P. 2018. Wealth, poverty, and happiness: Social class is differentially

associated with positive emotions. *Emotion*, 18(6):902-905.

Pike, K. 2020. Voice in supply chains: Does the better work program lead to improvements in labor standards compliance? *ILR Review,* 73(4):913-938.

Pizzirani, S., McLaren, S.J., Forster, M.E., Pohatu, P., Porou, T.T.W. & Warmenhoven, T.A. 2018. The distinctive recognition of culture within LCSA: Realising the quadruple bottom line. *International Journal of Life Cycle Assessment,* 23(3):663-682.

Poalses, J. & Bezuidenhout, A. 2018. Mental health in higher education: A comparative stress risk assessment at an open distance learning university in South Africa. *International Review of Research in Open and Distance Learning,* 19(2):169-191.

Porter, A.J. & van den Hooff, B. 2020. The complementarity of autonomy and control in mobile work. *European Journal of Information Systems*, 29(2):172-189.

Prasad, K., Poplau, S., Brown, R., Yale, S., Grossman, E., Varkey, A.B., Williams, E., Neprash & Linzer, M. 2020. Time pressure during primary care office visits: A prospective evaluation of data from the Healthy Work Place Study. *Journal of General Internal Medicine,* 35(2):465-472.

Presley, J. 2019. Waste not, want not. *Hart's E and P*, (November):27-30.

Proff, H. 2019. *Multinationale unternehmen in Zeiten des Umbruchs - Herausforderungen – Geschäftsmodelle – Steuerung*. Wiesbaden: Springer Gabler.

Quinlan, C., Babin, B., Carr, J., Griffin, M. & Zikmund, W.G. 2019. *Business Research Methods* 2nd ed. Andover, UK: South Western Cengage.

Radic, A., Arjona-Fuentes, J.M., Ariza-Montes, A., Han, H. & Law, R. 2020. Job demands–Job resources (JD-R) Model, work engagement, and well-being of cruise ship employees. *International Journal of Hospitality Management*, 88(February):102518.

Rahman, W. & Nas, Z. 2013. Employee development and turnover intention: Theory validation. *European Journal of Training and Development,* 37(6):564-579.

Rastogi, A., Pati, S.P., Krishnan, T.N. & Krishnan, S. 2018. Causes, contingencies, and consequences of disengagement at work: An integrative literature review. *Human Resource*

Development Review, 17(1):62-94.

Rehmatulla, N., Calleya, J. & Smith, T. 2017. The implementation of technical energy efficiency and CO2 emission reduction measures in shipping. *Ocean Engineering*, 139(March):184-197.

Rey, L., Extremera, N. & Pena, M. 2012. Burnout and work engagement in teachers: Are sex and level taught important? *Ansiedad y Estres*, 18(2-3):119-129.

Rothmann, S. & Jordaan, G.M.E. 2006. Job demands, job resources and work engagement of academic staff in South African higher education institutions. *SA Journal of Industrial Psychology*, 32(4):87-96.

Rothmann, S., Mostert, K. & Strydom, M. 2006. A psychometric evaluation of the JDRS in South Africa. *SA Journal of Industrial Psychology,* 32(4):76-86. [Online], Available: http://www.ianrothmann.com/pub/psyc_v32_n4_a11.pdf.

Rothmann, S. & Rothmann Jr, S. 2010. Factors associated with employee engagement in South Africa. *SA Journal of Industrial Psychology*, 36(2):1-12.

Ruzungunde, V.S., Murugan, C. & Hlatywayo, C.K. 2016. The influence of job stress on the components of organisational commitment of health care personnel in the Eastern Cape Province South Africa. *International Business & Economics Research Journal (IBER),* 15(5):219-226.

Salignac, F., Marjolin, A., Reeve, R. & Muir, K. 2019. Conceptualizing and measuring financial resilience: A multidimensional framework. *Social Indicators Research*, 145(1):17-38.

Saragih, S. 2011. The effects of job autonomy on work outcomes: Self-efficacy as an intervening variable. *International Research Journal of Business Studies,* 4(3):203-215.

Sayers, J.G. & Fachira, I. 2015. Telling tales: Online comic and gripe story-sharing by service workers about difficult customers. *New Technology, Work and Employment*, 30(2):128-144.

Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V.A. & Bakker, A.B. 2002. The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies,* 3:71-92.

Schaufeli, W.B. & Bakker, A.B. 2004. Job demands, job resources, and their relationship with

burnout and engagement: A multi-sample study. *Journal of Organizational Behavior,* 25(3):293-315.

Schaufeli, W.B., Bakker, A.B. & Salanova, M. 2006. The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement,* 66(4):701-716.

Schaufeli, W.B. & Taris, T.W. 2014. A critical review of the Job Demands-Resources Model: Implications for improving work and health, in G.F. Bauer & O. Hämmig (eds.). *Bridging occupational, organizational and public health: A transdisciplinary approach.* New York, NY: Springer Science + Business Media.

Schaufeli, W.B. 2015. Engaging leadership in the job demands-resources model. *Career Development International,* 20(5):446-463.

Schaufeli, W.B. 2017. Applying the Job Demands-Resources model: A 'how to' guide to measuring and tackling work engagement and burnout. *Organizational Dynamics,* 46(2):120-132.

Schaufeli, W.B. 2018. Work engagement in Europe. *Organizational Dynamics,* 47(2):99-106.

Schaufeli, W.B., Shimazu, A., Hakanen, J., Salanova, M. & De Witte, H. 2019. An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment,* 35(4):577-591.

Scheibe, S., Stamov-Roßnagel, C. & Zacher, H. 2015. Links between emotional job demands and occupational well-being: Age differences depend on type of demand. *Work, Aging and Retirement*, 1(3):254-265.

Scherpen, F., Draghici, A. & Niemann, J. 2018. Customer experience management to leverage customer loyalty in the automotive industry. *Procedia - Social and Behavioral Sciences,* 238:374-380.

Schmidt, F. 2017. *Burnout und Arbeitsengagement bei Hochschullehrenden*. Springer Fachmedien Wiesbaden.

Schneider, A. & Schmidtpeter, R. 2015. *Corporate Social Responsibility – Verantwortungsvolle Unternehmensführung in Theorie und Praxis*. Vol. 1.

Schuster, T. & Liesen, A. 2017. *Statistik für Wirtschaftswissenschaftler*. Mannheim: Springer Gabler.

Seba, T. 2014. *Clean disruption of energy and transportation*. 2015:291. [Online], Available: http://www.amazon.com/Clean-Disruption-Energy-Transportation-Conventional-ebook/dp/B00L2M7UK8/.

Seeliger, C. & Welbers, G. 2017. Digitalisierung im touristischen Vertrieb – Mit Omnichannel bestimmt endgültig der Kunde die Regeln, in R. Schmidtpeter, A. Hildebrandt & W. Landhäußer. *Management-Reihe Corporate Social Responsibility CSR und Digitalisierung*. Berlin: SpringerGabler.

Seligmann, M. 2011. Flourish: A visionary new understanding of happiness and well-being. *Choice Reviews Online,* 48(12):1-7217.

Shanahan, K.J. & Hopkins, C.D. 2019. Level of agreement between sales managers and salespeople on the need for internal virtue ethics and a direct path from satisfaction with manager to turnover intent. *Journal of Business Ethics,* 159(3):837-848.

Shin, I. & Jeung, C.W. 2019. Uncovering the turnover intention of proactive employees: The mediating role ofwork engagement and the moderated mediating role of job autonomy. *International Journal of Environmental Research and Public Health,* 16(5):843.

Sia, S.K. & Appu, A. V. 2015. Work autonomy and workplace creativity: Moderating role of task complexity. *Global Business Review,* 16(5):772-784.

Singh, R. & Venugopal, P. 2015. The impact of salesperson customer orientation on sales performance via mediating mechanism. *Journal of Business and Industrial Marketing,* 30(5):594-607.

Sipho, M.S. 2016. Online social media usage of car dealerships in Gauteng Province, South Africa. *Problems and Perspectives in Management,* 14(3):601-607.

Sooknanan Pillay, N., Brent, A.C., Musango, J.K. & van Geems, F. 2020. Using a system dynamics modelling process to determine the impact of eCar, eBus and eTruck market penetration on carbon emissions in South Africa. *Energies*, 13(3):575.

Sroka, W. & Szántó, R. 2018. Corporate Social Responsibility and business ethics in controversial

sectors: Analysis of research results. *Journal of Entrepreneurship, Management and Innovation*, 14(3):111-126.

Sukhdeo, B. & Arnolds, C.A. 2016. Pursuing triple bottom line sustainability through conscious corporate governance. *South African Journal of Labour Relations*, 40(1):83-107.

Taylor, J., Vithayathil, J. & Yim, D. 2018. Are corporate social responsibility (CSR) initiatives such as sustainable development and environmental policies value enhancing or window dressing? *Corporate Social Responsibility and Environmental Management,* 25(5):971-980.

Tayyasar, T. & Waheed, A. 2017. Influence of ethical leadership on innovative work behavior: Examination of individual-level psychological mediators. *Pakistan Journal of Commerce and Social Sciences 2017,* 11(2):448-470.

Tee, E.Y.J. 2020. Uncovering the trail of positive affect in the job attitudes literature: A systematic review. *Asian Journal of Social Psychology,* 23(1):54-68.

Timms, C. & Brough, P. 2013. "I like being a teacher": Career satisfaction, the work environment and work engagement. *Journal of Educational Administration,* 51(6):768-789.

Tomic, I., Tesic, Z., Kuzmanovic, B. & Tomic, M. 2018. An empirical study of employee loyalty, service quality, cost reduction and company performance. *Economic Research-Ekonomska Istrazivanja,* 31(1):827-846.

Totterdell, P. & Holman, D. 2003. Emotion regulation in customer service roles: Testing a model of emotional labor. *Journal of Occupational Health Psychology,* 8(1):55-73.

Tran, K.T. & Nguyen, P. V. 2020. Corporate social responsibility: Findings from the Vietnamese paint industry. *Sustainability (Switzerland)*, 12(3):1044.

Trinchero, E., Brunetto, Y. & Borgonovi, E. 2013. Examining the antecedents of engaged nurses in Italy: Perceived Organisational Support (POS); satisfaction with training and development; discretionary power. *Journal of Nursing Management*, 21(6):805-816.

Tulsian, D.M. 2014. Profitability analysis (A comparative study of SAIL & TATA Steel). *IOSR Journal of Economics and Finance,* 3(2):19-22.

Turker, D. 2009. Measuring corporate social responsibility: A scale development study. *Journal*

of Business Ethics, 85(4):411-427.

Urban, D. & Mayerl, J. 2011. *Regressionsanalyse: Theorie, Technik und Anwendung*. 4., überab ed. Wiesbaden: VS Verlag für Sozialwissenschaften.

Väänänen, A. & Toivanen, M. 2018. The challenge of tied autonomy for traditional work stress models. *Work and Stress,* 32(1):1-5.

Van der Walt, F. 2018. Workplace spirituality, work engagement and thriving at work. *SA Journal of Industrial Psychology*, 44(0):10. [Online], Available: https://sajip.co.za/index.php/sajip/article/view/1457/2196.

Van Ruysseveldt, J. & Van Dijke, M. 2011. When are workload and workplace learning opportunities related in a curvilinear manner? The moderating role of autonomy. *Journal of Vocational Behavior,* 79(2):470-483.

Van Yperen, N.W. & Snijders, T.A. 2000. A multilevel analysis of the demands-control model: Is stress at work determined by factors at the group level or the individual level? *Journal of Occupational Health Psychology,* 5(1):182-190.

Vetráková, M., Kubaľa, J., Cole, D.A. & Pompurová, K. 2020. Causes of employee fluctuation and the need for stabilization in slovak hotels. *Entrepreneurship and Sustainability Issues,* 8(1):332-346.

Vijay Anand, V., Vijayabanu, C., Rengarajan, V., Thirumoorthy, G., Rajkumar, V. & Madhumitha, R. 2016. Employee engagement - A study with special reference to postal employees in rural areas of Thanjavur. *Indian Journal of Science and Technology,* 9(27):1-8.

Wach, D., Stephan, U. & Gorgievski, M. 2016. More than money: Developing an integrative multi-factorial measure of entrepreneurial success. *International Small Business Journal: Researching Entrepreneurship*, 34(8):1098-1121.

Wan, Q., Li, Z., Zhou, W. & Shang, S. 2018. Effects of work environment and job characteristics on the turnover intention of experienced nurses: The mediating role of work engagement. *Journal of Advanced Nursing*, 74(6):1332-1341.

Warr, P., Jackson, P. & Banks, M. 1988. Unemployment and mental health: Some British studies. *Journal of Social Issues*, 44(4):47-68.

Warrad, L. & Al Omari, R. 2015. The impact of turnover ratios on Jordanian services sectors' performance. *Journal of Modern Accounting and Auditing*, 11(2):77-85.

Wells, V.K., Taheri, B., Gregory-Smith, D. & Manika, D. 2016. The role of generativity and attitudes on employees home and workplace water and energy saving behaviours. *Tourism Management,* 56:63-74.

Wendt, K. 2015. „Reform der Bankkultur von Innen – Brücke zwischen Positive Impact und Vertrauen", in A. Schneider & R. Schmidtpeter (eds.). *Corporate Social Responsibility – Verantwortungsvolle Unternehmensführung in Theorie und Praxis*. 2nd rev. ed. Wien: Springer Gabler.

Willmer, M., Westerberg Jacobson, J. & Lindberg, M. 2019. Exploratory and Confirmatory Factor Analysis of the 9-Item Utrecht Work Engagement Scale in a multi-occupational female sample: A cross-sectional study. *Frontiers in Psychology,* 10(December):1-7.

Wolfe, D.M. 1988. Is there integrity in the bottom line: Managing obstacles to executive integrity. in Srivastva, S. (ed.) *The Jossey-Bass management series. Executive integrity: The search for high human values in organizational life* Jossey-Bass. 140-171.

Wolke, T. 2017. *Risk Management*. De Gruyter Oldenburg. [Online], Available: http://basesbiblioteca.uexternado.edu.co/login?url=https://doi.org/10.1515/9783110440539.

Wu, C.H., Luksyte, A. & Parker, S.K. 2015. Overqualification and subjective well-being at work: The moderating role of job autonomy and culture. *Applied Mathematics and Mechanics - English Edition - Shanghai,* 27(11):1481-1489.

Wu, T.J. & Wu, Y.J. 2019. Innovative work behaviors, employee engagement, and surface acting: A delineation of supervisor-employee emotional contagion effects. *Management Decision*, 57(11):3200-3216.

Wyman, O. & VDA. 2018. *Automobilindustrie vor stürmischen Zeiten*. [Online], Available: https://www.vda.de/de/presse/Pressemeldungen/20180417-automobilindustrie-vor-stuermischen-zeiten.html.

Xanthopoulou, D., Bakker, A.B., Demerouti, E. & Schaufeli, W.B. 2009. Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of*

Occupational and Organizational Psychology, 82(1):183-200.

Yadav, P.L., Han, S.H. & Kim, H. 2017. Sustaining competitive advantage through corporate environmental performance. *Business Strategy and the Environment*, 26(3):345-357.

Yamin, M. & Pratiwi, A. 2020. The effect of working capital turnover and receivables turnover of return on equity: A case study form cooperative. *Jurnal Inovasi Ekonomi*, 5(01):27-30.

Yousif, R.O. 2016. The impact of personal selling on the purchasing behavior towards clothes: A case study on the youth category. *International Journal of Marketing Studies*, 8(5):128.

Zahlquist, L., Hetland, J., Skogstad, A., Bakker, A.B. & Einarsen, S.V. 2019. Job demands as risk factors of exposure to bullying at work: The moderating role of team-level conflict management climate. *Frontiers in Psychology,* 10(September):1-11.

Zhang, Y., Lepine, J.A., Buckman, B.R. & Wei, F. 2014. Justice and leadership in explaining work stressor-job performance relationships. *Academy of Management Journal*, 57(3):675-697. [Online], Available: http://10.0.21.89/amj.2011.1110%0Ahttp://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=96771441&lang=es&site=ehost-live.

Zikmund, W.G., Babin, B.J., Carr, J.C. & Griffin, M. 2013. *Business research methods*. Cengage Learning.

APPENDIX A: MARKET SHARES AND CAR BRANDS

Table 35: Market shares and car brands

Brands	Market shares[A]	Brands sold by sales employees (Question: section D-3)		E-mail addresses of respondents	
		Frequency	Percent	Frequency	Percent
Toyota	20.29%	98	11.26%	1197	19.52%
VW	19.54%	118	13.56%	1154	18.82%
Hyundai	9.51%	50	5.75%	464	7.57%
Renault	8.82%	35	4.02%	248	4.04%
Ford	5.98%	77	8.85%	394	6.42%
Mercedes-Benz	5.79%	50	5.75%	365	5.95%
Kia	4.59%	29	3.33%	251	4.09%
Suzuki	3.39%	27	3.10%	249	4.06%
Mazda	2.83%	34	3.91%	240	3.91%
Haval	2.59%	21	2.41%	170	2.77%
BMW	2.52%	30	3.45%	168	2.74%
Audi	2.48%	44	5.06%	164	2.67%
Nissan	2.15%	42	4.83%	147	2.40%
Datsun	2.02%	13	1.49%	118	1.92%
Honda	1.47%	19	2.18%	69	1.13%
Land Rover	1.00%	8	0.92%	65	1.06%
Mahindra	0.80%	11	1.26%	63	1.03%
Volvo	0.73%	13	1.49%	61	0.99%
MINI	0.58%	14	1.61%	26	0.42%
Porsche	0.49%	4	0.46%	63	1.03%
Opel	0.47%	23	2.64%	51	0.83%
Peugeot	0.34%	11	1.26%	55	0.90%
Lexus	0.30%	10	1.15%	51	0.83%
Jaguar	0.23%	5	0.57%	41	0.67%
Mitsubishi	0.22%	14	1.61%	48	0.78%
Fiat	0.20%	10	1.15%	45	0.73%
Subaru	0.18%	3	0.34%	42	0.68%
Jeep	0.16%	16	1.84%	40	0.65%
Citroen	0.09%	6	0.69%	25	0.41%
Isuzu	0.09%	30	3.45%	32	0.52%
Alfa Romeo	0.05%	5	0.57%	27	0.44%

[A] Source: NAAMSA (2020b)

APPENDIX B: MEASURES

Table 36: Measures

Item	**Variable: Work engagement** *When I am working…*	**Sources**
WE1 (1)	I feel full of energy.	Schaufeli *et al*, 2019: 577; Schaufeli, 2018: 3.
WE2 (3)	Time passes quickly.	
WE3 (2)	I am enthusiastic about my job.	
Item	**Variable: Mental demands** *In my daily work…*	**Sources**
MD1 (29)	I attend to many tasks at the same. time.	Bellet *et al*, 2020: 24; Zahlquist *et al*, 2019: 5; Jackson, 2018: 740; Kirchberg *et al*, 2015: 112; Macdonald, 2003: 5.
~~MD2 (21)~~	~~I remain focussed on the task at hand.~~	Hussenoeder *et al*, 2019: 1203; Lequeurre *et al*, 2013: 103; Macdonald, 2003: 8.
MD3 (19)	I have to remember many things and tasks.	Jackson, 2018: 740; Phillips, 2016: 375; Macdonald, 2003: 5.
MD4 (17)	Customer care needs continuous attention.	Jackson, 2018: 740; Bhattacharjee *et al*, 2017: 29; Lequeurre *et al*, 2013: 103.
MD5 (28)	Continual thinking and planning are required.	Eib *et al*, 2018: 6; Lequeurre *et al*, 2013: 103; Macdonald, 2003: 5
Item	**Variable: Emotional demands** *In my daily work…*	**Sources**
~~ED1 (8)~~	~~I am confronted with emotionally upsetting and disturbing situations.~~	Maslach, 2018: 12; Kadian & Ahlawat, 2017: 4290.
~~ED2 (27)~~	~~I remain courteous towards customers.~~	Calvert *et al*, 2019: 1; Scheibe *et al*, 2015: 1; Totterdell & Holman, 2003: 59.

~~ED3 (23)~~	~~I deal with demanding customers.~~	Grandey *et al,* 2015: 776; Sayers & Fachira, 2015: 130; Bakker, van Veldhoven & Xanthopoulou, 2010: 6.
~~ED4 (6)~~	~~I can persuade my customers.~~	Hussenoeder *et al,* 2020: 5; Yousif, 2016: 128; Singh & Venugopal, 2015: 597.
~~ED5 (20)~~	~~I am confronted with things that affect me personally.~~	Dhanani & LaPalme, 2019: 2; Park & Kim, 2019: 3; Zahlquist *et al*, 2019: 1.
Item	**Variable: Pace and amount of work** *In my daily work…*	**Sources**
PAW1 (1)	I have too many tasks to accomplish.	Prasad *et al,* 2020: 466; Lequeurre *et al,* 2013: 100; Bakker, van Veldhoven & Xanthopoulou, 2010: 6.
PAW2 (10)	I have to work extra hard to achieve my targets.	Lequeurre *et al*, 2013: 103; Kristensen *et al,* 2004: 307.
PAW3 (7)	I have to hurry to complete my daily tasks.	Prasad *et al*, 2020: 465; Lequeurre *et al,* 2013: 103; Kristensen *et al,* 2004: 307; Van Yperen & Snijders, 2000: 184.
PAW4 (4)	I would prefer a calmer work pace.	Lequeurre *et al*, 2013: 103; Van Yperen & Snijders, 2000: 184.
~~PAW5 (18)~~	~~I have to stay longer than my regular working hours.~~	Parkes, 2017: 384.; Kristensen *et al*, 2004: 310.
Item	**Variable: Social support** *In my daily work…*	**Sources**
~~SUP1 (25)~~	~~It is easy to ask my colleagues for help and support.~~	Jacobs & Roodt, 2019: 7; Rothmann, Mostert & Strydom, 2006: 79.
SUP2 (3)	I feel comfortable with my colleagues.	Jackson, 2018: 740; Martinussen *et al*, 2017: 490; Rothmann *et al*, 2006: 79.

SUP3 (9)	I feel comfortable with my supervisor.	Jackson, 2018: 740; Lequeurre *et al*, 2013: 106; Rothmann *et al*, 2006: 79.
SUP4 (5)	I can rely on my supervisor if I have difficulties.	Jackson, 2018: 740; Kim & Wang, 2018: 10; Lequeurre *et al*, 2013: 106; Rothmann *et al*, 2006: 79.
SUP5 (15)	I feel appreciated by my supervisor.	Jackson, 2018: 740; Schaufeli, 2015: 461; Lequeurre *et al*, 2013: 106.
Item	**Variable: Autonomy** *In my daily work…*	**Sources**
A1 (2)	I have freedom in carrying out my work activities.	Lee, Shin & Baek, 2017: 834; Tayyasar & Waheed, 2017: 452; Wach *et al*, 2016: 1103; Sia & Appu, 2015: 774.
A2 (26)	I influence the planning of my work activities.	Maslach, 2018: 14; Meyer & Hünefeld, 2018: 4; Lee *et al*, 2017: 774; Sia & Appu, 2015: 1248.
A3 (11)	I can control the pace at which I work.	Pichault & McKeown, 2019: 60; Cullen, 2018: 4; Helliwell *et al,* 2017: 170; Lee *et al*, 2017: 834; Lequeurre *et al*, 2013: 103.
A4 (13)	I can decide how to accomplish my work independently.	Mache *et al*, 2020: 4; Väänänen & Toivanen, 2018: 3; Lee *et al*, 2017: 1839; ; Birtch *et al,* 2016: 1220; Güntert, 2014: 79.
A5 (22)	I can choose the content of my work activities by myself.	Porter & van den Hooff, 2020: 174; Pichault & McKeown, 2019: 60; Lee *et al*, 2017: 834.
Item	**Variable: Development resources** *In my daily work…*	**Sources**
~~DR1 (30)~~	~~I get feedback from others on my performance.~~	Radic *et al*, 2020: 3; Hecker, 2019: 101; Sayers & Fachira, 2015: 138; Schaufeli, 2015: 462.
DR2 (16)	I have opportunities for personal growth and development.	Kim & Wang, 2018: 4; Schaufeli, 2017: 121; Rothmann *et al*, 2006: 80

DR3 (12)	My employer offers further training opportunities.	Braccini & Margherita, 2018: 8; Jackson, 2018: 740; Rothmann *et al*, 2006: 80.
~~DR4 (24)~~	~~I feel that I can achieve something.~~	Jackson, 2018: 740; Kim & Wang, 2018: 4; Poalses & Bezuidenhout, 2018: 175; Martinussen *et al*, 2017: 489.
DR5 (14)	I have the opportunity for promotion.	Jackson, 2018: 740; Kim & Wang, 2018: 14; Rothmann *et al*, 2006: 8.
Item	**Variable: Sustainability** *In my daily work…*	**Sources**
CE1 (11)	Is aware of its responsibility to contribute to the community in which it operates.	Magrizos *et al,* 2020: 6; Kim *et al*, 2018: 1594; Turker, 2009: 422.
CE2 (10)	Creates employment possibilities for the local community.	Bastič *et al*, 2020: 7; Kanji & Chopra, 2010: 132.
CE3 (13)	Is committed to building a better community through social campaigns.	Magrizos *et al*, 2020: 6; Kim *et al*, 2018: 1594; Turker, 2009: 422.
CE4 (7)	Donates to charities.	Kim *et al*, 2018: 1594; Chang & Yeh, 2017: 44; Agrawal *et al,* 2016: 302; Jain *et al,* 2016: 640; Panwar *et al,* 2016: 583.
CE5 (1)	Encourages its employees to participate in voluntary community activities.	Magrizos *et al*, 2020: 6; Kim *et al*, 2018: 1594; Jain *et al*, 2016: 640; Turker, 2009: 422.
PP1 (6)	Strives to minimise the negative impact on the environment.	Magrizos *et al,* 2020: 6; Tran & Nguyen, 2020: 14; Ng, Yam & Aguinis, 2019: 135; Agan *et al*, 2016: 1877; Turker, 2009: 419.
PP2 (8)	Is involved in programmes that promote environmental awareness.	Tran & Nguyen, 2020: 14; Agan *et al,* 2016: 1877; Turker, 2009: 422.

PP3 (4)	Invests in creating a better life for future generations.	Bastič *et al*, 2020: 7; Magrizos *et al*, 2020: 6; Turker, 2009: 422.
PP4 (12)	Follows a clear environmental protection policy.	Tran & Nguyen, 2020: 14; Chang & Yeh, 2017: 38.
PP5 (2)	Tries to reduce the negative environmental impact of its corporate activities.	Tran & Nguyen, 2020: 14; Chang & Yeh, 2017: 38; Agan *et al*, 2016: 1877.
P1 (3)	Performs well financially compared to other dealerships in the sector.	Bastič *et al*, 2020: 6; Krause & Dayanand, 2020: 352; Kroll & Proeller, 2013: 27; Erichsen, 2011: 256.
~~P2~~	~~Has strengthened its profitability in the past year.~~	Bastič *et al*, 2020: 6; Krause & Dayanand, 2020: 44; Erichsen, 2011: 203.
P3 (5)	Uses its capital efficiently to generate turnover/sales.	Krause & Dayanand, 2020: 58; Agan *et al*, 2016: 1877; Panwar *et al*, 2016: 582; Warrad & Al Omari, 2015: 78.
~~P4~~	~~Strives hard to reduce costs.~~	Nurunnabi *et al*, 2020: 370; Tran & Nguyen, 2020: 5; Kim *et al*, 2018: 1594; Wolke, 2017: 231; Panwar *et al*, 2016: 583; Erichsen, 2011: 203.
P5 (9)	Sets out sustainable strategies for long-term economic growth.	Kim *et al*, 2018: 1594; Abuzeinab *et al*, 2017: 30; Agan *et al*, 2016: 1877.

Note. All questions are seven-point (1-7) Likert-type scale, crossed out items were excluded from the study, no. in brackets is no. in questionnaire.

APPENDIX C: ONLINE SURVEY

Ostfalia
University of
Applied Sciences

THE IMPACT OF ENGAGEMENT ON THE SUSTAINABILITY OF CAR DEALERSHIPS IN SOUTH AFRICA

TO WHOM IT MAY CONCERN

My name is Stefan Daniel. I am a Master's student at Ostfalia University of Applied Sciences (Wolfsburg, Germany) and an international student at Nelson Mandela University in Port Elizabeth. This letter serves as an invitation to participate in a survey relating to the impact of engagement on the sustainability of car dealerships in South Africa. The questionnaire will take approximately 9 minutes to complete. Your participation is entirely voluntary, and there are no foreseeable ethical risks associated with this project. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point.

Your survey responses are strictly confidential, and the data will be reported as an aggregate. If you have questions related to this study, you may contact me or my supervisors Dr Roger Muller and Prof. Dr. Mike Hoffmeister at the details provided below. Please start with the survey now by clicking on the Next button below.

Privacy policy:
The researcher will use the data only for the statistical analyses and evaluations of this study. Only my supervisors, the board of examiners and I have access to the data. The data sets are made anonymous and treated confidentially. Due to anonymisation, no contact data will be stored. The data will be summarised later (for example with average values) so that no conclusions can be drawn about individual employees or car dealerships.

Notes on processing:
Please choose the first answer that comes to mind. Answer all questions openly, and from your perspective as an employee of your car dealership.

The questionnaire is divided into the following four sub-areas:

A) Perceptions regarding work engagement
B) Perceptions regarding job demands and job resources
C) Perceptions regarding the sustainability of the dealership
D) Demographic information

QUALIFYING QUESTIONS

* In which department are you working?
  - ○ Sales department
  - ○ Service department
  - ○ Other

* Is your dealership situated in South Africa?
  - ○ Yes
  - ○ No

QUESTIONNAIRE

Please indicate with one click to which extent you agree or disagree with the statements in the following sections.

1) Strongly disagree
2) Disagree
3) Disagree somewhat
4) Neutral
5) Agree somewhat
6) Agree
7) Strongly agree

SECTION A
PERCEPTIONS REGARDING WORK ENGAGEMENT

* WHEN I AM WORKING...	(1) Strongly disagree	(2) Disagree	(3) Disagree somewhat	(4) Neutral	(5) Agree somewhat	(6) Agree	(7) Strongly agree
1. *When I am working...* I feel full of energy.	○	○	○	○	○	○	○
2. *When I am working...* Time passes quickly.	○	○	○	○	○	○	○
3. *When I am working...* I am enthusiastic about my job.	○	○	○	○	○	○	○

SECTION B
PERCEPTIONS REGARDING JOB DEMANDS

AND JOB RESOURCES

∗ IN MY DAILY WORK…	(1) Strongly disagree	(2) Disagree	(3) Disagree somewhat	(4) Neutral	(5) Agree somewhat	(6) Agree	(7) Strongly agree
1. *In my daily work...* I have too many tasks to accomplish.	◯	◯	◯	◯	◯	◯	◯
2. *In my daily work...* I have freedom in carrying out my work activities.	◯	◯	◯	◯	◯	◯	◯
3. *In my daily work...* I feel comfortable with my colleagues.	◯	◯	◯	◯	◯	◯	◯
4. *In my daily work...* I would prefer a calmer work pace.	◯	◯	◯	◯	◯	◯	◯

∗ IN MY DAILY WORK…	(1) Strongly disagree	(2) Disagree	(3) Disagree somewhat	(4) Neutral	(5) Agree somewhat	(6) Agree	(7) Strongly agree
5. *In my daily work...* I can rely on my supervisor if I have difficulties.	◯	◯	◯	◯	◯	◯	◯
6. *In my daily work...* I can persuade my customers.	◯	◯	◯	◯	◯	◯	◯
7. *In my daily work...* I have to hurry to complete my daily tasks.	◯	◯	◯	◯	◯	◯	◯
8. *In my daily work...* I am confronted with emotionally upsetting and disturbing situations.	◯	◯	◯	◯	◯	◯	◯
9. *In my daily work...* I feel comfortable with my supervisor.	◯	◯	◯	◯	◯	◯	◯
10. *In my daily work...* I have to work extra hard to achieve my targets.	◯	◯	◯	◯	◯	◯	◯
11. *In my daily work...* I can control the pace at which I work.	◯	◯	◯	◯	◯	◯	◯

12. *In my daily work...* My employer offers further training opportunities.	○	○	○	○	○	○	○
13. *In my daily work...* I can decide how to accomplish my work independently.	○	○	○	○	○	○	○
14. *In my daily work...* I have the opportunity for promotion.	○	○	○	○	○	○	○
15. *In my daily work...* I feel appreciated by my supervisor.	○	○	○	○	○	○	○

✱ IN MY DAILY WORK…	**(1) Strongly disagree**	**(2) Disagree**	**(3) Disagree somewhat**	**(4) Neutral**	**(5) Agree somewhat**	**(6) Agree**	**(7) Strongly agree**
16. *In my daily work...* I have opportunities for personal growth and development.	○	○	○	○	○	○	○
17. *In my daily work...* Customer care needs continuous attention.	○	○	○	○	○	○	○
18. *In my daily work...* I have to stay longer than my regular working hours.	○	○	○	○	○	○	○
19. *In my daily work...* I have to remember many things and tasks.	○	○	○	○	○	○	○
20. *In my daily work...* I am confronted with things that affect me personally.	○	○	○	○	○	○	○
21. *In my daily work...* I remain focussed on the task at hand.	○	○	○	○	○	○	○
22. *In my daily work...* I can choose the content of my work activities by myself.	○	○	○	○	○	○	○
23. *In my daily work...* I deal with demanding customers.	○	○	○	○	○	○	○
24. *In my daily work...* I feel that I can achieve something.	○	○	○	○	○	○	○

25.	*In my daily work...* It is easy to ask my colleagues for help and support.	◯	◯	◯	◯	◯	◯	◯
26.	*In my daily work...* I influence the planning of my work activities.	◯	◯	◯	◯	◯	◯	◯
	✱ IN MY DAILY WORK…	**(1) Strongly disagree**	**(2) Disagree**	**(3) Disagree somewhat**	**(4) Neutral**	**(5) Agree somewhat**	**(6) Agree**	**(7) Strongly agree**
27.	*In my daily work...* I remain courteous towards customers.	◯	◯	◯	◯	◯	◯	◯
28.	*In my daily work...* Continual thinking and planning are required.	◯	◯	◯	◯	◯	◯	◯
29.	*In my daily work...* I attend to many tasks at the same time.	◯	◯	◯	◯	◯	◯	◯
30.	*In my daily work...* I get feedback from others on my performance.	◯	◯	◯	◯	◯	◯	◯

SECTION C
PERCEPTIONS REGARDING THE SUSTAINABILITY OF THE DEALERSHIP

	✱ MY COMPANY...	**(1) Strongly disagree**	**(2) Disagree**	**(3) Disagree somewhat**	**(4) Neutral**	**(5) Agree somewhat**	**(6) Agree**	**(7) Strongly agree**
1.	*My company...* Encourages its employees to participate in voluntary community activities.	◯	◯	◯	◯	◯	◯	◯
2.	*My company...* Tries to reduce the negative environmental impact of its corporate activities.	◯	◯	◯	◯	◯	◯	◯
3.	*My company...* Performs well financially compared to other dealerships in the sector.	◯	◯	◯	◯	◯	◯	◯
4.	*My company...* Invests in creating a better life for future generations.	◯	◯	◯	◯	◯	◯	◯

	✱ MY COMPANY...	(1) Strongly disagree	(2) Disagree	(3) Disagree somewhat	(4) Neutral	(5) Agree somewhat	(6) Agree	(7) Strongly agree
5.	*My company...* Uses its capital efficiently to generate turnover/sales.	◯	◯	◯	◯	◯	◯	◯
6.	*My company...* Strives to minimise the negative impact on the environment.	◯	◯	◯	◯	◯	◯	◯
7.	*My company...* Donates to charities.	◯	◯	◯	◯	◯	◯	◯
8.	*My company...* Is involved in programmes that promote environmental awareness.	◯	◯	◯	◯	◯	◯	◯
9.	*My company...* Sets out sustainable strategies for long-term economic growth.	◯	◯	◯	◯	◯	◯	◯
10.	*My company...* Creates employment possibilities for the local community.	◯	◯	◯	◯	◯	◯	◯
11.	*My company...* Is aware of its responsibility to contribute to the community in which it operates.	◯	◯	◯	◯	◯	◯	◯
12.	*My company...* Follows a clear environmental protection policy.	◯	◯	◯	◯	◯	◯	◯
13.	*My company...* Is committed to building a better community through social campaigns.	◯	◯	◯	◯	◯	◯	◯

SECTION D
DEMOGRAPHIC INFORMATION

Please indicate with one click in the appropriate block.

* 1. Role in organisation

a. Do you work in the sales department?

- ○ Yes
- ○ No

b. Are you also responsible for the used-car department?

- ○ Yes
- ○ No

Please fill in the appropriate fields

* 2. Number of cars you sold in the past year (12 months)

New cars

_____

Used cars

_____

Please indicate with one click in the appropriate blocks

* 3. Sale of the following brands

- [ ] Alfa Romeo
- [ ] Audi
- [ ] BMW
- [ ] Citroën
- [ ] Datsun
- [ ] Fiat
- [ ] Ford
- [ ] Haval
- [ ] Honda
- [ ] Mercedes-Benz
- [ ] MINI
- [ ] Mitsubishi
- [ ] Nissan
- [ ] Opel
- [ ] Peugeot
- [ ] Porsche
- [ ] Renault
- [ ] Hyundai
- [ ] Isuzu
- [ ] Jaguar
- [ ] Jeep
- [ ] Kia
- [ ] Land Rover
- [ ] Lexus
- [ ] Mahindra
- [ ] Mazda
- [ ] Subaru
- [ ] Suzuki
- [ ] Toyota
- [ ] Volvo
- [ ] Volkswagen
- [ ] Other

Please indicate with one click in the appropriate blocks.

* b. Do you work in the service department?

- ○ Yes
- ○ No

* 4. Does the OEM manufacturer/importer own your dealership?
Please state if your dealership is owned by the manufacturer (e.g. Toyota, Volkswagen, Ford etc.).

- ○ Yes
- ○ No
- ○ Don't know

* 5. Length of current employment

- ○ 0 – 5 years
- ○ 6 – 10 years
- ○ 11 – 15 years
- ○ 16 – 20 years
- ○ 21 years +

* 6. Level of monthly income (cost-to-company)

- ○ < R5001
- ○ R5001 – R10 000
- ○ R10 001 – R15 000
- ○ R15 001 – R20 000
- ○ R20 001 +

* 7. Highest qualification

- ○ Grade 11 and lower
- ○ Grade 12
- ○ Diploma or National certificate
- ○ Bachelor's degree
- ○ Postgraduate degree/ diploma (e.g Honours/ Masters etc.)

- ◯ Other (Please specify)

Please indicate with one click in the appropriate blocks.

* 8. Age

- ◯ < 21
- ◯ 21-30
- ◯ 31-40
- ◯ 41-50
- ◯ 51-60
- ◯ 60 +

* 9. Gender

- ◯ Female
- ◯ Male

APPENDIX D: RESULTS OF THE PILOT STUDY ON RELIABILITY

Table 37: Results of the pilot study on reliability

Mental demands		**Cronbach's alpha: 0.529**	
Item	When I am working...	**Item-total correl.**	**CA after deletion**
MD1 (29)	I attend to many tasks at the same time.	0.569	0.360
MD2 (21)	**I fully concentrate and remain focussed.**	0.000	0.917
MD3 (19)	I have to remember many things and tasks.	0.559	0.400
MD4 (17)	Customer care needs continuous attention.	0.559	0.400
MD5 (28)	Continual thinking and planning are required.	0.569	0.360
Emotional demands		**Cronbach's alpha: 0.576**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
ED1 (8)	I am confronted with emotionally upsetting and disturbing situations.	0.681	0.291
ED2 (27)	**I have to display pleasant emotions towards customers.**	-0.272	0.679
ED3 (23)	I deal with demanding customers.	0.029	0.626
ED4 (6)	I can persuade my customers.	0.483	0.438
ED5 (20)	I am confronted with things that affect me personally.	0.674	0.242
Pace and amount of work		**Cronbach's alpha: 0.938**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
PAW1 (1)	I have too many tasks to accomplish.	0.892	0.919
PAW2 (10)	I have to work extra hard to achieve my targets.	0.830	0.925
PAW3 (7)	I have to hurry to complete my daily tasks.	0.970	0.898
PAW4 (4)	I would prefer a calmer work pace.	0.705	0.974
PAW5 (18)	I have to stay longer than my regular working hours.	0.978	0.908
Social support		**Cronbach's alpha: 0.934**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
SUP1 (25)	It is easy to ask my colleagues for help and support.	0.227	0.994
SUP2 (3)	I feel comfortable with my colleagues.	0.960	0.894
SUP3 (9)	I feel comfortable with my supervisor.	0.999	0.884
SUP4 (5)	I can rely on my supervisor if I have difficulties.	0.984	0.886
SUP5 (15)	I feel appreciated by my supervisor.	0.957	0.893
Autonomy		**Cronbach's alpha: 0.945**	

Item	In my daily work...	Item-total correl.	CA after deletion
A1 (2)	I have freedom in carrying out my work activities.	0.953	0.915
A2 (26)	I influence the planning of my work activities.	0.934	0.928
A3 (11)	I can control the pace at which I work.	0.967	0.910
A4 (13)	I can decide how to accomplish my work independently.	0.905	0.938
A5 (22)	I can choose the content of my work activities by myself.	0.681	0.963
Development resources		**Cronbach's alpha: 0.694**	
Item	In my daily work...	**Item-total correl.**	**CA after deletion**
DR1 (30)	I get feedback from others on my performance.	-0.840	0.894
DR2 (16)	I have opportunities for personal growth and development.	0.813	0.435
DR3 (12)	My employer offers further training opportunities.	0.843	0.475
DR4 (24)	I feel that I can achieve something.	0.809	0.563
DR5 (14)	I have the opportunity for promotion.	0.733	0.486
Community engagement		**Cronbach's alpha: 0.703**	
Item	My company...	**Item-total correl.**	**CA after deletion**
CE1 (11)	Is aware of its responsibility to contribute to the community in which it operates.	0.948	0.472
CE2 (10)	Creates employment possibilities for the local community.	-0.249	0.793
CE3 (13)	Is committed to building a better community through social campaigns.	0.717	0.555
CE4 (7)	Donates to charities.	0.269	0.719
CE5 (1)	Encourages its employees to participate in voluntary community activities.	0.721	0.569
Pollution prevention		**Cronbach's alpha: 0.952**	
Item	My company...	**Item-total correl.**	**CA after deletion**
PP1 (6)	Strives to minimise the negative impact on the environment.	0.993	0.920
PP2 (8)	Is involved in programmes that promote environmental awareness.	0.929	0.957
PP3 (4)	Invests in creating a better life for future generations.	0.901	0.936
PP4 (12)	Follows a clear environmental protection policy.	0.930	0.931
PP5 (2)	Tries to reduce the negative environmental impact of its corporate activities.	0.855	0.957
Profitability		**Cronbach's alpha: 0.033**	

Item	My company...	**Item-total correl.**	**CA after deletion**
P1 (3)	Performs well financially compared to other dealerships in the sector.	0.543	-0.374
~~P2 (2)~~	~~Has strengthened its profitability in the past year.~~	-0.411	0.425
P3 (5)	Uses its capital efficiently to generate turnover/sales.	0.372	-0.426
~~P4 (12)~~	~~Strives hard to reduce costs.~~	-0.155	0.438
P5 (9)	Sets out sustainable strategies for long-term economic growth.	0.315	-0.188

Source: Calculated by the author.

APPENDIX E: ADDITIONAL ANOVA RESULTS

Table 38: Additional ANOVA results

Dependent variable: Mental demands		
Independent variables	**F-values**	**Sig.(p)**
Gender	1.959	0.162
Age	1.282	0.277
Qualification	0.524	0.758
Department	0.524	0.470
Dealer ownership	**6.096**	**0.002****
Length of employment	2.802	0.026
Level of monthly income	**4.824**	**0.001****
(*p<0.001; **p<0.05)		
Dependent variable: Pace and amount of work		
Independent variables	**F-values**	**Sig.(p)**
Gender	2.666	0.103
Age	0.988	0.414
Qualification	1.104	0.358
Department	0.759	0.384
Dealer ownership	**4.494**	**0.012****
Length of employment	**2.841**	**0.024****
Level of monthly income	**2.890**	**0.022****
(*p<0.001; **p<0.05)		
Dependent variable: Social support		
Independent variables	**F-values**	**Sig.(p)**
Gender	**6.900**	**0.009****
Age	**2.816**	**0.025****
Qualification	2.008	0.077
Department	1.560	0.212
Dealer ownership	0.124	0.884
Length of employment	1.752	0.138
Level of monthly income	**4.796**	**0.001****
(*p<0.001; **p<0.05)		
Dependent variable: Autonomy		
Independent variables	**F-values**	**Sig.(p)**

Gender	0.087	0.768
Age	**4.942**	**0.001****
Qualification	2.070	0.069
Department	**19.999**	**0.000***
Dealer ownership	0.044	0.957
Length of employment	2.207	0.068
Level of monthly income	1.366	0.245
(*p<0.001; **p<0.05)		
Dependent variable: Development resources		
Independent variables	**F-values**	**Sig.(p)**
Gender	7.199	0.008
Age	1.689	0.152
Qualification	1.747	0.123
Department	2.146	0.144
Dealer ownership	1.363	0.257
Length of employment	2.068	0.084
Level of monthly income	**5.185**	**0.001****
(*p<0.001; **p<0.05)		

Source: Calculated by the author.

The pilot study exclusively involved employees of car dealerships in the Eastern Cape. Only five participants could be recruited via telephone calls. Due to the low number of respondents, the study was extended to the whole of South Africa in order to reach sufficient respondents for the target. Nevertheless, the results on the reliability in Table 37 were used to revise the questionnaire and to rephrase or remove questionable items. Due to the low representativeness, the validity of the results should be viewed with caution. The results only served as a guide to the comprehensibility of the questionnaire. Bold items were renamed to the above items and deleted items were excluded with the aim of increasing the overall Cronbach's alpha values for the variables.

DECLARATION

I, ***Stefan Daniel***, hereby declare that this master thesis for ***Masters of Arts*** degree is my own work and that it has not previously been submitted for assessment or completion of any postgraduate qualification to another university or for another qualification and that I have not used any sources other than those indicated.

Wolfsburg, 20.05.2021

Stefan Daniel