



**MOTIVATION, PERCEIVED JOB SATISFACTION AND  
ENGAGEMENT AT ROCHE DIABETES CARE SOUTH AFRICA PTY  
(LTD)**

**By**

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## **DECLARATION**

I, **Nhlanhla Gumede**, declare that:

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## **ABSTRACT**

Employee management is becoming a daily challenge for leaders and managers in the workplace. The workplace dynamics have drawn a lot of focus on the need to effectively manage employees, while maintaining their motivation, job satisfaction and keeping their engagement levels high. This study assessed the factors affecting the motivation, perceived job satisfaction and employee engagement among the employees at Roche Diabetes Care (RDC) South Africa. The main objective of this study was to assess the motivational, engagement and job satisfaction levels at RDC, as well as to evaluate whether the employees believe in the leadership and future of RDC SA. The quantitative research method was utilised, while the simple random sampling method using online survey forms, was employed. Basic descriptive statistics was used to analyze the data. The survey form assessed the respondents on various categories ranging from reputation, management effectiveness, leadership, collaboration, career growth opportunities and work process/decision making. From a sample of 56 employees, all the participants were involved in the study resulting in a 100% response and completion rate. The study revealed that RDC has strong reputation in the face of its employees, and it is considered one of the best places to work. The study also showed that the management of RDC acts with integrity and the leaders are exemplary, which strengthens the motivation and engagement levels at RDC. However, the study also showed that there was gap, whereby the employees at RDC were not free to speak up and express their views during collaborative sessions. It was also discovered that employees were not confident in expressing their views and opinions to senior leadership. The study also showed that RDC departments were not collaborating enough and that the management need to be more engaging with the employees, with regards to career growth and opportunities. A review of the feedback from the RDC showed that the company might be doing well in terms of motivation, satisfaction and employee engagement from the survey responses. In view of the findings of the study, it was recommended that RDC leadership and management need to look into the aspects of career opportunities. Efforts should be made by the leadership and management, in creating an environment where employees are free to speak up and express their views.

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## **List of Acronyms**

CSR	Corporate Social Responsibility
NPS	Net Promoter Score
RDC	Roche Diabetes Care
SA	South Africa



# CHAPTER 1

## INTRODUCTION AND BACKGROUND TO THE STUDY

### 1.1 INTRODUCTION

The management of employees in the workplace is becoming more and more complex in nature. The behaviour of most of the employees in any organisation are commonly driven by motivation, job satisfaction and the level of employee engagement (Bell, 2017). Most individuals will achieve an expected outcome if they act in a particular manner or carry out some type of tasks. Although salary is a vital motivation for any employee, the present dynamic behaviours of employees have raised questions to employers, as to whether salary is really the only motivation that drives employees to accomplish more or less in the workplace (Tracy, 2017). Employee satisfaction is also driven by employee's job motivation, which impacts on the level of the employee's engagement. It is also a known fact that the performance of an employee will be adversely affected when they are unsatisfied with their jobs, which can also affect the quality of their life (Bell, 2017). The concept of employee engagement is a vital human resource dynamics for most businesses, as it assists the organisation to produce a stronger performance and improve their competitive advantage (Walnwright, 2018). When employees' engagement levels are improved, it helps to add extra zeal in delivering their duties, thereby encouraging them to become more innovative in their contribution to the employer (Walnwright, 2018). In order to build a sustainable organisation with employees that are motivated, satisfied and engaged, it is imperative for businesses and organisational leaders to clearly comprehend the factors that affect these parameters in an organisation.

This study seeks to critically analyse the factors affecting the motivation, perceived job satisfaction and employee engagement among the employees at Roche Diabetes Care South Africa (SA). The background to the study, motivation and focus of the study, as well as the problem statement, are described in this chapter. The chapter also outlines the objectives and research questions, research methodology, study limitations and the overall structure of the study.

## **1.2 BACKGROUND**

Roche Diabetes Care is a multinational company with its Headquarters' based in Basel, Switzerland. The company has three divisions, Roche Pharma, Roche Diabetes Care and Roche Diagnostics. In South Africa, Roche has two regional offices in Durban and Cape Town, with its head office in Gauteng. It is a leading innovation driven pharmaceutical/ diagnostic company committed to developing a growing portfolio of best-in-class and first-in-class pharmaceutical/diagnostic products, with the aim of helping people to live longer, healthier and active lives. Roche Diabetes Care products help with the diagnostic of diabetes, diabetes related products and many other conditions (Roche, 2018). Roche employs more than 131,000 employees worldwide and operates in 181 countries around the globe (RocheGlobal, 2018). It is committed to providing diagnostic tools and information for the world's most urgent medical needs. The company has firmly entrenched values of integrity, courage and passion (Roche, 2018). Roche's vision is to be the best pharmaceutical company in the eyes of the customer. Key to its success are the many employees that it has worldwide. The organisation's policies are based on its founding values to create a work environment that is truly first class. As part of its ongoing evaluation, Roche SA participated in the Best Companies to Work for Survey, which is conducted by Deloitte. The employees are extremely proud of the company's accolades of achieving recognition as number three of the best companies to work for in South Africa, in the pharmaceutical industry in 2016 (Roche, 2018).

## **1.3 MOTIVATION FOR THE STUDY**

The motivation surrounding this study was to explore the factors that have an effect in motivation, perceived job satisfaction and employee engagement among the employees of Roche Diabetes Care (RDC) SA. Even though RDC is a multinational company with business operations across many continents, the SA operation of RDC is currently concerned whether employee motivation, satisfaction and engagement level are strong in the organisation.

RDC is a strong leader in the South African market, with about 60% share. RDC encountered an organisational shaking when key top managers left the organisation. The former managers were strategic leaders in the organisation and responsible for the strategic growth path of RDC. For example, key people like the head of marketing

and the head of sales left RDC. The organisation also lost some employees from middle management, for instance, some key account managers and brand managers, as well as some top performing sales representatives. During this period, a strong competitor entered the market, forcing RDC to experience a decline in its market share (from 60% to 46%). The competitors introduced new products with new technology, which highly negatively affected RDC's market share, resulting in its decline. As a result, line managers started noticing concerns with regards to employees' motivation, job satisfaction and engagement level. This was brought to the management's attention and the need to uncover the factors that influence job motivation, satisfaction and engagement within the organisation.

The current behaviour of some of the employees in the organisation also aroused the interest of management to uncover whether RDC SA employees are well motivated, satisfied and engaged. The management noticed that the productivity levels had dropped, as some employees seemed to display their minimal best in various departments. There have also been some complaints from a number of customers, regarding the degree of customer service offered by some employees in the organisation. In addition, the management of RDC noticed that some of their employees no longer accept additional duties. Even if they accept more duties, they often complain that they have "additional work to do." Hence, the need for this study, which seeks to establish the factors affecting the motivation, perceived job satisfaction and employee engagement among the employees of RDC SA.

#### **1.4 FOCUS OF THE STUDY**

The study mainly focuses on the factors affecting the motivation, perceived job satisfaction and employee engagement among the employees of Roche Diabetes Care SA.

#### **1.5 PROBLEM STATEMENT**

RDC SA is currently experiencing a difficult period, in that there are concerns from the management regarding the laid-back attitude of the employees, which in turn is posing a threat to their business operations and market sustainability in SA, "GEOS survey". The departure of key senior managers, middle managers and vital employees from

the organisation in the past five years also appeared to have created a concern on the motivational levels of RDC SA employees. The sales force feels that there is something wrong at the management level, which is leading to the exodus of key employees. As a result, some employees in the organisation are beginning to doubt whether RDC is the right company to work for, evidenced by the many informal discussions in the passages and in the tearoom. Some of the salespeople are acting miserably in their approach to their job, as they are beginning to question their commitment to RDC. These attitudes are spreading through RDC workplace and could potentially lead to a decline of the overall employee morale.

The increased level of employee turnover rates has also become a major concern for the senior management. The former middle managers who were promoted to senior managers are also questioning the exodus of the previous managers. The old remaining senior managers of RDC SA and leadership are trying to encourage these newly appointed managers, this is in a bid to stabilize the motivation, satisfaction and employee engagement level across the organisation in order to maintain their current market share position.

As the leadership of RDC is doing their best to avoid the RDC ship from sinking, they are also trying to assess the engagement levels of their employees. Although there are other sides to organisational effectiveness, RDC management is keen to understand the present motivation, satisfaction and engagement levels of RDC employees in SA. This study sought to understand the factors that affect motivation, job satisfaction and employee engagement in RDC SA.

## **1.6 AIMS OF THE STUDY**

In the context of the issues described above, the study aims to critically analyse the factors affecting the motivation, perceived job satisfaction and employee engagement among the employees of Roche Diabetes Care SA. In that view, the study has the following objectives.

## **1.7 OBJECTIVE OF THE STUDY**

The following are the objectives of the research;

- To assess the motivational levels of the RDC SA employees.
- To evaluate the engagement levels of the RDC SA employees.
- To assess the job satisfaction levels of the RDC SA employees.
- To examine the relationship between the employees and the leadership of RDC SA.

## **1.8 RESEARCH QUESTIONS**

In order to realize the objectives of the research, the study aimed to answer the following questions:

- What are the motivational levels of the RDC employees in SA?
- What are engagement levels of the RDC SA employees in SA?
- What are the job satisfaction levels of the RDC SA employees in SA?
- How is the relationship between the employees and the leadership of RDC in SA?

## **1.9 RESEARCH METHODOLOGY**

This research employed the positivism approach to research, which highlights that only genuine knowledge obtained via observation is trustworthy (Cooper & Schindler, 2011). The positivism approach is particularly used in social science studies, as it allows the researcher to evaluate the outcomes without individual value conclusions (Creswell & Creswell , 2018). The use of qualitative data in research studies are usually aligned to a positivist approach (Blanche, et al., 2008). This study method will be used substantially in investigating and illustrating the opinions of the subjects. It is believed that this method will assist the researcher to acquire a thorough understanding of different attitudes from all stakeholders in connection with the factors that contribute to motivation, job satisfaction and employee engagement within RDC SA. The study will make use of quantitative research to gather data. It will seek to address the overall objective and specific aims of the study.

Random sampling was applied to the study, as it covers the aspects of the study population by providing equal opportunity of being selected as a subject (Sekaran & Bougie, 2013). The population data collection strategies was properly applied and this

ensured the confidentiality of data, as well as the protection of the participant's privacy. The participants were allowed to participate voluntarily.

The combined sum of people that adjust to a similar criteria can be known as population (Sekaran & Bougie, 2013). The population were made up of all the employees at RDC SA from top management to the sales representatives, which means that 56 employees were given equal opportunity to participate in the survey. The primary data was gathered using the self-administered electronic questionnaires and were completed by the participants privately and anonymously. The first section of the survey questionnaire contained demographical information while the second section contained questions that addressed the research objectives. These questions (Section B) will include all factors from Expectancy factor theory. Ordered categorical variables, often referred to as Likert type items will form the basis of section B. The tool used for the research will be arranged based on a Likert scale.

The study ensured that ethical considerations were employed during this research. The researcher made efforts to ensure suitability of the wording in the study questionnaire. It is important to note that the raw data from the study could not be analyzed as expected using full descriptive and inferential statistic tools, as the gatekeeper and RDC SA management refused the researcher access to the relevant data. They initially assured the researcher that the data will be made available, but later declined as they did not want external sources to have free access to their raw data information. This is because of concerns that they are facing serious issues in the company. Hence, statistical data analysis tools like SPSS, PHstat, etc., were not used. The RDC management team only provided the researcher output dashboard from the study, which was summarised using a combination of tabulated description like tables, pie chart, histogram, etc.

#### **1.10 LIMITATIONS OF THE STUDY**

It is important for the researcher to get a full perspective of the study. Hence, the use of qualitative and quantitative styles is usually applied in getting a better clarity on research, although the research was limited to quantitative study (Sekaran & Bougie, 2013). The research was conducted at RDC SA and covered specifically all their employees in South Africa. Hence, the outcomes from this study are not to be

generalized or applied to other organisations. Another vital limitation was that the primary data from the study was also collected using RDC's own survey tools and analysed internally. The researcher later encountered difficulties in obtaining the raw data for detailed statistical analysis (like establishing mean, p-values, t-tests, etc., as the management only agreed to share the outcomes of the participants' feedback in the form of pie charts, bar charts, etc.

## **1.11 ORGANISATION OF THE STUDY**

This section outlines the organisation of the study;

### **Chapter 1 – Introduction**

Chapter one presents the research by highlighting the study background, motivation, problem statement, aim, study objectives, methodology of the research, study limitations and overall organisation of the study.

### **Chapter 2 – Review of Literature**

Chapter two reviews the literature of the study. The literature presents an overview of the key elements that relate to the topic, current literature and it also compares different literature standings related to the topic. In that way, gaps are identified and linked to the research questions.

### **Chapter 3 – Research Methodology**

The methodology of the research is covered in Chapter 3. It covers the philosophy of research, design methods, study location, population, sampling and the strategy for data collection. It also describes the reliability, validity issues, as well as the administration of the study questionnaires. This chapter also addresses the ethical considerations that pertain to the study.

### **Chapter 4 – Data Presentation and Interpretation of Results**

The presentation, discussion and interpretation of results are presented in Chapter 4 of this study. This chapter explains how the study outcomes agree and disagree with the present views in relation to factors affecting motivation, job perceived satisfaction and employee engagement.

### **Chapter 5 – Discussion of the Findings**

Chapter five discusses the study findings and reviews how the study has provided answers towards the research objectives. It shows the conclusion from the findings of the study and outlines the recommendation for future study.

## **CHAPTER 6                    CONCLUSION AND RECOMMENDATIONS**

Chapter 6 concludes the study. Among other things, the study is summarised, a summary of findings is presented, followed by the conclusion and recommendations, based on the findings of the study.

The next chapter outlines the literature review.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

In the previous chapter, the background information to the study was presented, followed by study motivation, goals, objectives, problem statement, research methodology employed, and limitations of the study. This chapter presents existing literature on job motivation, satisfaction and employee engagement. The chapter also provides an overview of the different models which help in guiding motivation, satisfaction and the employee engagement. Current business trends, globally and locally, are also revealed. The chapter reviews the concept of these models, which includes their weaknesses, suggested areas of improvement and how the models should be applied in the workplace. Essential factors affecting motivation, satisfaction and the employee engagement in the workplace, are also discussed, as these form the integral part of the study.

#### **2.2 OVERVIEW OF JOB MOTIVATION, SATISFACTION AND EMPLOYEE ENGAGEMENT**

In the past, different views have suggested that the factors that drive job motivation also affect satisfaction and employee engagement. Although some of these factors may be similar to each of these concepts, researchers are clearly creating the awareness to business owners and organisations on the differences in the factors that affect them, notwithstanding the similarities. For instance, employee satisfaction and employee engagement appear to be similar concepts on the surface and people apply these terms interchangeably (Covey, 2018). It is important that companies that want to make their employees happy pay close attention to these concepts (Covey, 2018). The degree to which employees are contented with their employment and the environment where they work is known as job satisfaction. Employee motivation can be defined as a series of factors that make an employee to follow after his work tasks, which in turn makes the employee to deliver his best in the workplace (Grimsley, 2015). An employee can be motivated by his job, but it does not imply that the employee is satisfied with the work that he is doing. The level of employee motivation can be due to internal or external factors that affect the employee in the workplace.

For example, the employee can be doing the job and sustaining himself through his own motivation. However, this does not mean that he is clearly satisfied with his job and may only be doing it because he has family responsibilities. Employee motivation also deals with the employee obtaining something back for all their hard work. This can be easily motivated by the propensity of them getting a thirteenth cheque, awards and recognitions (Velasquez, 2014).

Employee satisfaction is related to happiness. An employee is generally satisfied when they are receiving what they want (Velasquez, 2014). For example, if an employee comes to work every morning and leaves promptly by his closing time, one would say that the employee is satisfied, but may not be necessarily engaged. Excellent performers in an organisation might be motivated and satisfied at the same time. This is because they are doing what is expected of them by the company. However, they may not be engaged, as an employee who is engaged will give his energy in taking the organisation to the next level (Grimsley, 2015). Another view also shows that a worker may be satisfied with his current employment, but not be properly engaged over his job (Rogel, 2018). Employee engagement surpasses being fulfilled with the salary and the permission to leave work on time. The act of being contented is simply satisfaction. It is worthy to note that job satisfaction is not sufficient to keep an employee in a workplace and is also not sufficient to ensure efficiency in the workplace (Rogel, 2018). Engaged employees' behaviour exceeds activities and events in the organisation. An employee who is engaged understands the entire company and have clarity on their purpose and how they are aligned in the organisation (Grimsley, 2015).

### **2.3 BACKGROUND ON MOTIVATION**

As previously highlighted, employee motivation can be defined as a sequence of dynamics that make an employee to follow after his work tasks, which helps the employee to deliver his best in the workplace (Grimsley, 2015). According to Snelgar, Shelton and Giesser (2017), job motivation can also be defined as the processes which surround an employee's strength and tenacity towards achieving a particular goal. Motivation strengthens and directs the employee's behaviour to realise a specific goal (Snelgar, et al., 2017). The foundation of motivation is built on the foundation of the historical content theories. These theories include the Maslow's hierarchy of needs, The Two-Factor Theory of Herzberg, McClelland Theory of Needs and Theory

X and Y (Snelgar, et al., 2017). The limitation of these theories is in the fact that explanation of motivation centres on a specific set of factors. This means that the individuals can only be motivated under these circumstances (Snelgar, et al., 2017). This means that these theories may not appropriately cover other factors that affect motivation, which are different from the content theories factors.

### **2.3.1 Extrinsic and Intrinsic Motivation**

It is important to note that organisations require both types of motivation to efficiently motivate their workforce in order to realise their goals and objectives (Snelgar, et al., 2017). There are two primary types of motivation and they include extrinsic and intrinsic motivation.

#### **Extrinsic Motivation:**

This type of motivation deals with external parameters or factors that affect an employee and enable them to behave in a certain way towards the accomplishment of his job (Grimsley, 2015). It is often related to rewards or punishment. For example, a punishment stimulates an employee to behave in a certain way so as to be exempted from punitive measures, while on the other hand, rewards inspire the employee to behave in a certain way, so as to receive a reward (Grimsley, 2015). Other examples of extrinsic motivation are salary, benefits and incentives. Money is said to be a good extrinsic motivation, but a number of researchers disagree on the notion that money is a motivator (Snelgar, et al., 2017). Economic conditions of a nation can affect the importance employees attach to money and this may be different for a more developed nation. However, organisations still utilise monetary platforms to encourage their employees. Hence, money should be applied as a means to an end and not the other way round.

#### **Intrinsic Motivation:**

The motivation that proceeds from within the employee can be defined as intrinsic motivation. An employee is intrinsically motivated when they develop personal drives which enable them to build essential motivation that helps them to carry out their task (Grimsley, 2015). Under intrinsic motivation, the employees motivate themselves because of the enjoyment they derive from the task. This type of motivation is very important for organisations in the present-day workplace. Most employers are

motivated by extrinsic motivation and have failed to encourage intrinsically driven motivation in the workplace, as the effects of extrinsic motivation often drive the employees to get their task done (Snelgar, et al., 2017).

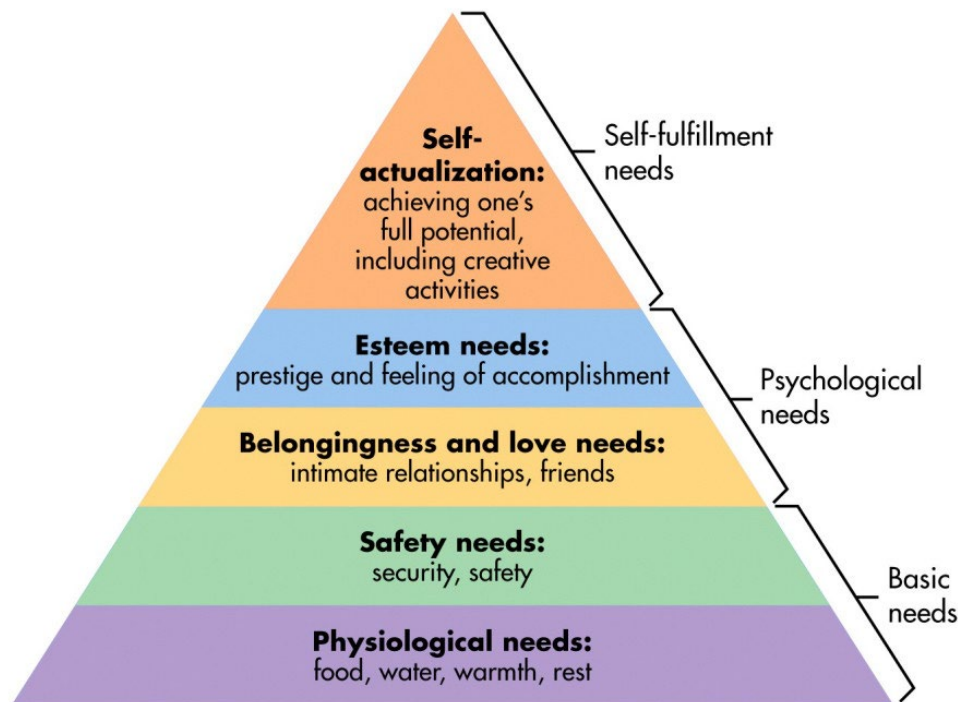
## **2.4 CONTENT THEORIES OF MOTIVATION**

In an attempt to put into perspective what motivates people and employees in the workplace, the need theories (otherwise known as the content theories) attempt to explain these (Lunenburg, 2011). These are usually known as the early theories of motivation, as some of their recommendations were old and need to be reviewed by each organisation, if intended to be implemented in the workplace. The content theories were among the earliest theories of motivation that came into existence. In the workplace, motivation can either be classified as either process theory or content theory.

According to Kian, Yusoff and Rajah (2014), content theory basically emphasise on factors and needs that inspire and encourage employees, which are inclusive of their performance in the workplace. As a result, content theories concentrate on inside causes that stimulate workers and direct their working behaviour and attitudes (Kian, et al., 2014). The foremost of the content theories of motivation include the Hierarchy of Needs by Maslow, Alderfer's ERG Theory, Herzberg Two factors Theory, and McClelland's Theory of Needs (Kian, et al., 2014). The content theories of motivation underscore that all workers in a company are faced with the same level of needs, hence this should allow the company to forecast the characteristics that should be involved in their job. A brief overview on the content theories of motivation is provided in the next sections.

### **2.4.1 Maslow's Hierarchy of Needs**

The hierarchy of needs theory by Maslow is the most known theory of motivation and was theorized by Abraham Maslow in the 1940s. The theory suggests that there are hierarchy of needs that comprise five levels (Notze, 2014). It also recommends a new way of evaluating the attitudes of employees in the workplace (Kaur, 2013). Maslow's hierarchy of needs, as shown in Figure 2-1, indicates five levels: physiological needs, safety, belongingness, esteem, and self-actualisation.



**Figure 2.1: Maslow's Hierarchy of Needs**

Source: Kaur (2013: 109)

According to Hassard, Teoh and Cox (2013), the main focus of this model has been applied in work settings and has also been used to explain job motivation. For example, health cover and monetary compensation are part of the benefits which assist employees in meeting their basic physiological needs (Hassard, et al., 2013). The need for safety satisfaction is also needed by humans and when this is satisfied, they feel belonging to the workplace (Kaur, 2013). As they feel belonging to the workplace, they start desiring the need to be valued and appreciated by their peers and company. Self-actualisation is the last stage, where the employee desires to become everything they are capable of becoming in life (Fallatah & Syed, 2018). Hence, an organisation looking to improve job motivation is expected to meet these needs. Maslow's model can also be applied towards employee job satisfaction. Contrary to widely accepted views on Maslow's model, it is important to note that some scholars have argued about the realisation of the self-actualisations by employees in differentiating organisations (Notze, 2014). Other scholars still believe that there is a lack of clear definition and understanding of this level, coupled with the difficulty in

measuring it in the workplace (Notze, 2014). As a result, this makes it hard to properly measure Maslow's model, whether it has been achieved in real life.

#### **2.4.2 Douglas McGregor (Theory X and Theory Y)**

This theory follows "management assumptions", which outline that every manager makes certain assumptions about their workers and embraces a management tactic as a result of these assumptions (Fallatah & Syed, 2018). This theory has two main categories and also believes that managers in any organisation would usually embrace one or the other.

##### **Theory X:**

According to Fallatah and Syed (2018), this theory assumes that human beings possess inborn dislike for work and will evade working if possible. This theory also postulates that most employees or workers need to be compelled, controlled, forced and threatened with punitive measures in order to ensure that they drive the employees to put in efforts that will help in achieving company's objectives (Russ, 2013). The theory also outlines that the average employee prefers to be coerced, desires to evade duties, has small ambition and desires security above anything else.

##### **Theory Y:**

The alternative view of McGregor's theory is known as Theory Y. This theory suggests that working is natural to employees and commitment to organisational objectives is dependent on the rewards that is applied to such commitments (Russ, 2013). This theory also believes that the natural abilities of most workers are partially applied in the workplace, meaning that there is a lot to offer. McGregor's theory Y is seen by some scholars as addressing the growth needs which Maslow's model did not properly address (Notze, 2014).

#### **2.4.3 Alderfer's ERG Theory**

The third content theory of motivation is Clayton Alderfer's ERG Theory. Clayton revised Maslow's model and adjusted the hierarchy levels from five to three; existence needs, relatedness needs and growth needs (Kaur, 2013). According to Yang, Hwang and Chen (2011), the most distinct contribution of Clayton's ERG theory is that it changed Maslow's approach of a one-way movement up the hierarchy, to a pattern that permitted for regression to lower levels if these underlined needs are no longer

being met. A study by Yang, et al., (2011) showed that when workers were satisfied with a service, the satisfaction made them to have passion for services that addressed the same need or other higher needs. Another view suggests that ERG theory has been used as a concept to comprehend internal perspectives that drive humans to certain behaviours (Caulton, 2012).

#### **2.4.4 McClelland's Need for Achievement, Affiliation and Power**

The next content theory of motivation is the McClelland's need for achievement, affiliation and power. The model outlines that all human beings possess the three needs which are achievement, affiliation and power (Kaur, 2013). It assumes that there is a positive relationship between high performing managers and their internal need for achievement. This implies that employees with a stronger drive to be successful and outstanding have more propensity to stay well motivated than those employees with a low drive to be successful (Fallatah & Syed, 2018).

According to Raeisi, Hadadi, Faraji and Salehian (2012), a study was carried out to evaluate the motivational levels of physical education teachers based on McClelland theory in West Azerbaijan. The study measured the three aspects through an empirical study. The research results showed that the teachers agreed that the need for achievement, affiliation and power were critical for their motivational levels (Raeisi, et al., 2012). The study further revealed that paying attention in meeting the teacher's needs boosted their motivation as professionals (Raeisi, et al., 2012). McClelland's theory further maintained that it is possible to design work situations and conditions in order to gain the improved motivational benefits from employees with a stronger need for achievement (Kaur, 2013).

#### **2.4.5 Herzberg's Theory**

This theory received the highest response within the workplace and organisations. The summaries drawn from Herzberg's theory were uniquely influential and still designed the basis of solid motivational practices in organisations or businesses today (Notze, 2014). Herzberg's theory distinguished between factors that made employees to be satisfied and the ones that made employees to be dissatisfied. It revealed that certain characteristics of a job are continuously related to job satisfaction, while other factors are related with job dissatisfaction (Baah & Amoako, 2011). Herzberg noted that the factors that influence motivation are peculiar to the job content, which are intrinsic to

the job in itself and is not a factor of job incentives (Baah & Amoako, 2011). These factors are made up of physiological essentials for growth and recognition which when present, provide strong motivation that can lead to improved employee performance in the organisation (Baah & Amoako, 2011).

It is important to note that Herzberg's work was criticised by Hackman and Oldham, as they explained that the model does not integrate the individual differences of employees (Tan & Waheed, 2011). These critics indicated that Herzberg's theory predicts that all workers will respond in a similar manner, thereby helping to change the motivating-hygiene factors. They further raised the concern that this model does not elucidate how motivation and hygiene factors are to be measured (Tan & Waheed, 2011).

#### **2.4.6 Criticism of the Content Theories**

Notwithstanding the widespread application and impact on the workplace, there are quite a number of criticisms against these theories (Notze, 2014). Tan and Waheed (2011) suggests that even though some of the criticisms can be applied to a specific theory, the list below shows that they can be applied to all the content theories. These content theories include;

- **Universality:**

It is believed that theories are applicable to general concepts and are peculiar to everybody. They do not take into account culture, age, gender, religion and other differences. Many of them were conceived in the USA and most likely represent American business needs.

- **Methodology Biases and Support of Research:**

It is known that most of these models were not founded on research, but on opinions, while other theories focused on biased samples like males, accountants, engineers, etc. (Raeisi, et al., 2012).

- **Application to Workplace:**

Most of these models mainly assume that the workplace is where needs and individual personal development are realised. The content theories ignore the

necessity of other areas of our lives and their impact on the employees' work life (Baah & Amoako, 2011).

- **Human Differences and Model Stability over time:**

These theories are deficient in recognising that human needs are consistently changing, which implies that what might motivate one employee may not motivate the other. Hence, the concern is that the theories ignore the significance of individual differences, which makes them not steadily applicable to the real world (Fallatah & Syed, 2018).

- **Simplicity of Process:**

The content theories also assume that there is no link between needs and also, behaviour is not an issue. There is a bypass of the fact that processes must be evaluated and implemented to achieve the result. The models are quite simple as there are doubts as to whether they properly incorporate the complexities of the real world and the complex decisions (Notze, 2014).

Even though these criticisms exist, the content or need theories remain critical in focusing attention on the areas of motivation and the necessity of needs. In the workplace, they have certainly assisted business managers in evaluating their views about their organisations and their employees.

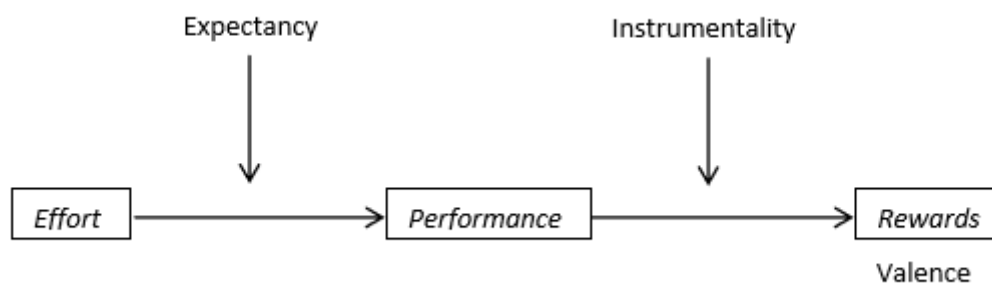
## **2.5 EXPECTANCY OR PROCESS THEORIES OF MOTIVATION**

In an attempt to put into perspective what motivates people and employees in the workplace, the need theories (otherwise known as Vroom's process theories of motivation) came into place. Victor Vroom expectancy theory of motivation outlines that an individual will act in a particular way since they are inspired and motivated to select a specific behaviour over others, as they expect what the results of that selected behaviour will be (De Simone, 2015). The expectancy theory assumes that conduct is a result that comes from a decisive choice among alternatives whose aim is to maximise pleasure and to minimise pain. Vroom understood that a worker's performance is a function of individual factors such as the personality, skills, knowledge, experience and abilities (De Simone, 2015). Vroom further outlined that effort, performance and motivation are all associated with a person's motivation as he

uses the variables or factors like Expectancy, Instrumentality and Valence to account for these (De Simone, 2015).

In other words, motivation is a function of expectancy, instrumentality and valence. According to Suciu, Mortan and Lazar (2013), this can be further explained that an individual will be motivated when they believe that effort will lead to performance. This is true as they can observe a clear link relating performance and their results, and these results are vital to the employees (Suciu, et al., 2013).

Some school of thought believes that an employee will become part of an organisation with anticipations about their needs, motivations and past involvements. This in turn affects the way individuals either respond or react in the company (Lunenburg, 2011). A second assumption suggests that an employee's behaviour is an outcome of a conscious choice (Suciu, et al., 2013). In other words, employees are free to choose those conducts proposed by their own expectancy estimations. A third assumption is that employees desire varying things from the company (Suciu, et al., 2013). These desires include befitting salary, job security, advancement, and challenge). The fourth assumption is that people will choose among many options in order to optimise outcomes for them personally (Lunenburg, 2011).



**Figure 2-2: Basic expectancy model**

Source: Lunenburg (2011: 2)

From Figure 2-2, the expectancy theory based on these assumptions has three vital elements: expectancy, instrumentality, and valence. An employee is motivated to the degree that he or she believes in any of the following;

- a. That their effort will lead to acceptable performance (expectancy)

- b. That their performance will be rewarded (instrumentality), and
- c. That the value of the rewards will be highly positive (valence)

### **2.5.1 Expectancy**

Expectancy is an individual's estimation of the probability that job-related effort will lead to a given level of performance (Lunenburg, 2011). Expectancy is based on probabilities and ranges from 0 to 1. If an employee sees no chance that effort will result in an expected performance level, the expectancy is 0. On the other hand, if the employee is completely certain that the assignment will be completed, the expectancy has a value of 1 (Lunenburg, 2011). In general, an employee estimate of expectancy ranges between two extremes. Expectancy has been defined as the particular likelihood that a person's expectation and conduct would lead to a specific result, which enables the person's expectation coupled with his performance, to be shadowed by either victory or disappointment (Suciu, et al., 2013). Two types of expectancy beliefs are;

- The outcome ones: believes that the expectations given, if well conducted, will result in a particular outcome.  
The efficacy ones: suggests that an individual's expectations will produce an outcome.

### **2.5.2 Instrumentality**

This is the employee's estimate of the assessment that a set level of achieved task and performances will result in a new set of work outcomes (Lunenburg, 2011). Just like the case of expectancy, instrumentality varies from zero to one. For instance, if the employee observes that a good performance rating will certainly lead towards an increase in salary, the instrumentality then has a value of one. Conversely, if there is no observed link between a good performance rating and an increase in salary, the instrumentality is zero (Lunenburg, 2011).

Instrumentality is the understanding that if an employee does well, then a valued outcome will be received and the degree to which a first level outcome is received will result in a second level outcome (Suciu, et al., 2013). This parameter outlines that an employee has a clear understanding of the fact that for every good performance on his task, he expects a resultant outcome. This parameter under Vroom's theory also

demonstrates that there is a certain level of trust between the people and the management team that will take the decision on the employee who is worthy of the outcome (De Simone, 2015). This second tier on the expectancy model also believes that there is transparency in the entire process of who gets the outcome. In essence, factors associated with the employee's individual instrumentality for outcomes are trust, control and policies (De Simone, 2015).

### **2.5.3 Valence**

This describes the value that an individual or an employee places on the rewards of an outcome, which is dependent on their needs, goals, values and sources of motivation (De Simone, 2015). This parameter is categorised by the degree to which a person values a given result or compensation. Lunenburg (2011) considers valence as the strength of an employee's preference for a specific recognition or compensation. Hence, factors like promotion, peer acceptance, recognition by managers, increase in salary, or any other reward, could imply more or less value to the individual employee. It appears there is a gap in this area, hence, the reason why RDC explored factors like values, rewards, role details and workplace lifestyle.

In contrast to expectancy and instrumentality, valences can either be positive or negative. If the worker prefers aspects like achieving a reward in the workplace, the valence is considered positive (Lunenburg, 2011). However, if they lack interest to the reward given in the workplace, the valence is considered zero. In valence, the total ranges from -1 to +1. In theory, a reward has a valence since it is related to an employee's needs.

### **2.5.4 Summary on Vroom's Process Theory of Motivation**

A close review on Vroom's theory indicates that motivation, expectancy, instrumentality, and valence are all associated with one another through the equation provided below.

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$

The equation above shows that a given change on each of the parameters in the equation will affect motivation (Cong & Van, 2013). This can be interpreted as meaning that high levels of motivation will increase when the parameters in the equation are all

high, as compared to when they are lower (De Simone, 2015). This multiplier assumption also indicates that if any of the factors in the equation is zero, then the overall motivation will be zero. For instance, if a worker believes that his or her effort in the workplace will lead to good performance that will result in reward, the motivation will be zero, supposing the valence of the reward he or she expects to obtain is zero (Cong & Van, 2013).

### **2.5.5 Key Managerial Consequences – Application of Expectancy Theory**

There are some important inferences from this theory regarding the motivation of workers and employees (Covey, 2018). The theory outlines recommendations for improving the motivation of employees in the workplace, which is done by adjusting the individual's effort-to-performance expectancy, performance-to-reward expectancy, and reward valences (Cong & Van, 2013).

#### **Effort-to-Performance Expectancy:**

Organisational leaders should do their best to improve their trust levels on their employees and demonstrate that these employees are able to carry out their jobs successfully (Lunenburg, 2011). According to Cong & Van (2013), some of the suggested ways of doing this include; selecting employees who have the necessary skills and knowledge; deliver the necessary training and clarity of the task requirements; make available sufficient time and resources; allocate the harder task relative to the training; embrace employees recommendations regarding the approach to change their jobs; mediate and attempt to lessen problems that could obstruct real performance; supply examples of employees who have perfected on handling the task; and supply mentoring to the workers who lack self-confidence. In other words, leaders should create an environment where the expected performance is achievable. It is the responsibility of a good leader to clarify to the workers what is expected of them in the workplace, as well as assisting them in reaching that level of performance (Lunenburg, 2011).

#### **Performance-to-Reward Expectancy**

It is also imperative for leaders to express clear belief that good performance will lead to valuable rewards. According to Lunenburg (2011), some of the approaches include measuring the performance of the job accurately, explicitly describing the rewards

that will emanate from fruitful performance, explaining how the employees were linked to previous performance and supply examples of other workers who exhibited good performance that resulted in higher rewards. It is pertinent for workers in an organisation to vividly understand the reward process at the workplace and the company must put in place clear action plan (De Simone, 2015). As a managerial implication, the mechanism of compensation is an influential incentive in uniting performance to employee rewards.

### **Valence of Rewards:**

It is also expected that leaders should make effort to increase the expected value of rewards emanating from desired performance. Some of the ways of implementing this include dissemination of rewards that improve the employees' worth and the substance of a personalised rewards. In view of a demographically varied workforce, it would be wrong to assume that all employees in the workplace desire the same type of rewards. Some workers may prefer a promotion to a pay raise, while some would prefer additional insurance benefits. This is just to mention a few.

### **2.5.6 Strengths of Vroom's of Expectancy Theory**

The expectations of the employees in the workplace are inspired by rewards and incentives (Lunenburg, 2011). When these are properly set in place, this will likely trigger a motivational process that improves performance in the workplace. With full grasp of this theory by management and organisational leadership, concepts that will produce more effective work teams will be put together, in order to fulfil their business goals and objectives (Gaffney, 2018). This theory will assist them to better comprehend exactly what they need to offer, so as to encourage employee motivation, look for any gap in skills that require training, and commit to delivering a reward. A key advantage of the expectancy theory when applied properly, is that workers willingly and happily participate in the workplace.

### **2.5.7 Weaknesses of Vroom's of Expectancy Theory**

It is vital to note that the expectancy theory will not be practicable in the workplace if the managers and leaders do not actively participate in it (Lunenburg, 2011). The expectations of the employees in the workplace are inspired by rewards (valence). The managers must appropriately evaluate employees' capability (expectancy) and provide all of the necessary means to assist workers, which enables them to be fruitful

in their jobs (Gaffney, 2018). Organisational managers should endeavour to keep their promises and employees also need to be certain that if they work hard, they will actually obtain the promised reward (instrumentality). A major weakness of the expectancy theory is that most times, the leadership and management provide some motivations and rewards, even though the employees do not believe in them (De Simone, 2015).

## **2.6 JOB SATISFACTION**

Job satisfaction can be described as the degree to which employees are satisfied or dissatisfied with their overall job. Bellani, Ramadhani and Tamar (2018) list aspects of job satisfaction as follows; pay, promotion, supervision, rewards, operating conditions in the workplace, nature of work and communication. Job satisfaction leads to positive outcomes in an organisation and it is highlighted that job satisfaction is linked with positive business outcomes, such as customer loyalty, profitability in business, increased productivity, minimal employee turnover (Bellani, et al., 2018).

### **2.6.1 Job Satisfaction and Employee Engagement**

Previous studies have extensively explored the relationship between job satisfaction and employee engagement (Bellani, et al., 2018). The pattern of the relationship remains inconclusive, even though some researchers argue that job satisfaction is a positive result of proper employee engagement (Bellani, et al., 2018). Conversely, when job satisfaction is evaluated via the surface approach, it is seen to be a precursor of employee engagement, as the individual satisfaction with an employees' work will improve the individual's engagement with his or her work within the organisation (De Simone, 2015). The study by Bellani, et al., (2018) aimed to establish to what degree certain aspects of job satisfaction predict employee engagement. Through multiple regression analysis that was conducted, the outcome indicated that aspects of satisfaction are a significant predictor of employee engagement. The outcome of the study was in line with previous research which showed that job satisfaction is a driver and forerunner of employee engagement. When satisfaction fulfils the economic and emotional needs, it improves employees' positive attitude regarding their job and company. Satisfaction improves their enthusiasm to contribute more to the company, and will also increase employee engagement. The study further showed that satisfaction, with regards to work, workplace communication and working conditions

meaningfully add to employee engagement. Interestingly, satisfaction with the job on its own energises motivation intrinsically. As a result, intrinsically motivated workers are prompted to work passionately and even go the extra mile since the job itself fulfils their needs, and therefore make them happy to perform the job (Bellani, et al., 2018).

In addition, operating condition and organisation culture can serve as predictors of employee engagement. Even though the result is in contrast with the past study, it still suggests that promotion, pay, supervision, benefit, communication and co-workers are vital predictors of employee engagement (Thiagaraj & Thangaswamy, 2015). This contrasting research later showed that while many researchers concluded that job satisfaction serve as significant employee engagement predictors, several areas of job satisfaction which add to employee engagement is still varied across population (Thiagaraj & Thangaswamy, 2015).

### **2.6.2 Theories of Job Satisfaction**

Many theories have been suggested to evaluate the attitude of job satisfaction in the organisational work environment. According to Khan, Khan, Nawaz and Qureshi (2016), the behaviour of humans is made up of cognitive and physical, hence, most theories stress on the cognitive in order to amplify action/behaviour levels which are important in the employee's attitudes of job satisfaction. The scrutiny of all the prominent theories advocates that these are neither conflicting nor do they substitute one another, instead, all are harmonising and are auxiliary in clarifying different scopes of the human motivation which results in job satisfaction (Khan, et al., 2016). Theories are the methodical instruments which are used to recognise causes of job satisfaction and their shared associations through the motivation and job satisfaction process (Khan, et al., 2016). It is an arrangement of essential models and philosophies around which knowledge in a field is systematised, which further helps to provide framework for action (Khan, et al., 2016). There are several content theories which guide the managers in understanding 'what motivates the employees'? The content theories already discussed in this chapter that are applicable to job satisfaction includes;

- a. Maslow's Theory of Motivation and Satisfaction
- b. Herzberg's Two-Factor Theory
- c. Douglas McGregor (Theory X & Y)
- d. David McClelland's Theory of Needs

e. ERG Theory by Clayton Alderfer

Contrary to the content theories, process theories are more focused on how the motivation happens. The concept of expectancy from cognitive model has a prevailing role in the process theories of job satisfaction (Khan, et al., 2016). A number of process-oriented theories have been suggested and have held the focus of researchers who verified these assumptions in diverse settings and found them stimulating (Thiagaraj & Thangaswamy, 2015). The leading theoretical formats in process domains, except for Vroom's already discussed in this chapter include;

- a. John Stacy Adam's Equity Theory
- b. Porter/Lawler Expectancy Model
- c. Edwin Locke's Goal-Setting Theory
- d. Hackman and Oldham's Job Characteristics Theory

### **2.6.3 John Stacy Adam's Equity Theory**

This theory suggests that employees evaluate the degree of commitment (i.e. input) they put into a job situation, in return for the outcome they will get, and then compare their input-outcome ratio with the same ratio relevant to others (Khan, et al., 2016). According to Gaffney (2018), the key basis assumptions applied to most businesses as an implication of the equity theory are;

1. The workers expect a fair return in relation to what they contribute to their daily job and is usually referred to as "equity norm".
2. The workers decide what their unbiased return should be after matching their contributions and results with those of their colleagues.
3. The workers who recognise themselves as being in a biased condition explore how to moderate the bias, either by changing inputs and/or outcomes in their minds (this is otherwise known as cognitive distortion). This can be done by openly changing inputs and/or outputs, or by exiting the organisation.

According to Khan, et al., (2016), the application of equity theory has several implications for leaders and managers. These include;

- Employees will always evaluate the totality of their job input in relation to the output. This implies that a mother who is employed can accept lower financial compensation in exchange for more flexible work hours.
- Various employees attribute personal values to inputs and outcomes. Hence, two workers of equal experience and career qualification carrying out the same type of task for the same salary may have separate opinions of the fair-mindedness of the deal.
- Workers are able to bend, based on local market situation. Hence, a teacher from Richards Bay may consent to a lesser payment than his colleague in Johannesburg if his cost of living is different, while a teacher in an isolated African settlement may consent to an entirely different pay structure.
- Even though it might be okay for a more senior employee to receive higher pay, there are boundaries to the balance of the measures of justness and workers can find extreme executive pay demoralising.
- Employee views of contributions and results of themselves and others may be improper, and such views need to be managed efficiently.
- A worker who considers he is over-paid may increase his energy in the workplace. However, he may also modify the principles that he attributes to his own individual inputs.

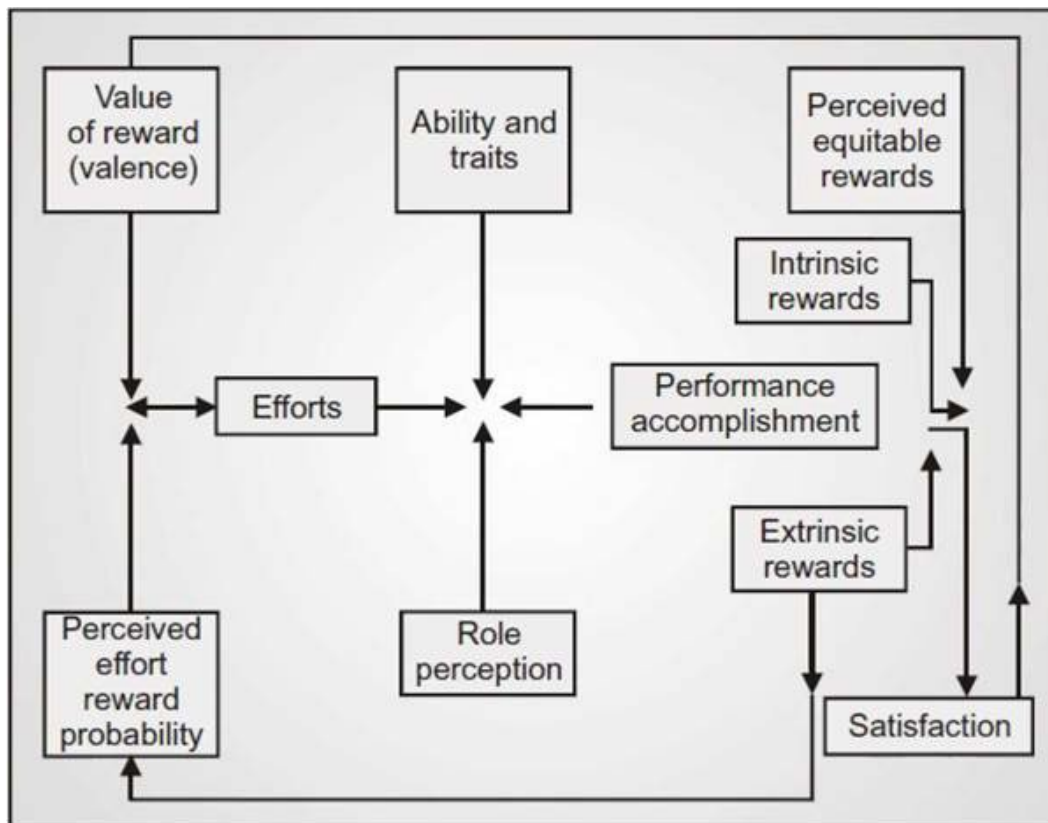
#### **2.6.4 Porter/Lawler Expectancy Model**

Lyman Porter and Edward Lawler brought about the comprehensive theory of motivation which combines various aspects. This model is a more complete motivational model and has been practically applied in the study of managers. The model assumes that the real performance in a job is a function of the effort imputed and which is mostly influenced by the employee's ability to perform the job, and the individual's view of what the task entails (Anujmagazine, 2013). This theory is founded on four basic assumptions about human behaviour. These basic assumptions are;

- Personal behaviour is a function of uniting the factors in the individual and the environment.
- Human beings are rational in nature and make conscious decisions regarding their behaviour in the organisations.
- Individual needs, desires and goals are different.

- Based on expectations, people choose between alternative behaviours and the chosen behaviour will result in a specific outcome.

Some scholars consider Porter and Lawler's theory as an improvement over Vroom's expectancy theory (Khan, et al., 2016). They argue that motivation is not directly equal to satisfaction or performance. Porter and Lawler proposed a multivariate model pictured in Figure 2-3, to make clear the complex association that is present between satisfaction and performance (Anujmagazine, 2013).



**Figure 2-3: Porter and Lawler Model of Motivation**

Source Anujmagazine (2013,p.93).

The main elements of the model are effort, performance and satisfaction. These are briefly described below;

1. **Effort:** This refers to the degree of energy that an employee puts in a given task. The degree of effort that an employee will put in a responsibility is determined by two factors which include value of reward and perception of effort-reward probability (Anujmagazine, 2013).

2. **Performance:** The effort of an employee results in performance. Both of them may be the same or they may not be the same. However, the degree of performance is a function of the amount of labour, ability and role opinion of the employee. Hence, if the employee has lesser ability or fulfils the role, his or her performance may be low, despite his huge efforts (Khan, et al., 2016).
3. **Satisfaction:** Employee performance results in satisfaction. The degree of satisfaction is in line with the extent of rewards obtained. If the degree of tangible rewards is equal or surpasses observed unbiased rewards, the employee will be fulfilled and satisfied. In contrast, if tangible reward is below alleged rewards, the employee will be dissatisfied (Estes & Polnick, 2012).

There is no denial of the fact that the theory of motivation, as recommended by Porter and Lawler, is much more multifaceted than other theories of motivation. The truth is that motivation on its own is not an easy cause, rather, it is fundamentally complex in nature. Porter and Lawler made concerted efforts to monitor variables such as the values of potential rewards and the opinion of effort-rewards possibilities with regards to the roles in developing satisfaction (Estes & Polnick, 2012).

Just like the case of RDC under study, the leadership and management are trying to explore the factors that have effect on job motivation, job satisfaction and employee engagement. Organisational managers should carefully reassess their reward system, organisational structure, values and other aspects that affect the concept under investigation. All aspects of these theories may not be applicable to RDC, but management must carefully evaluate factors that are relevant in maintaining a strongly motivated environment and workforce. The effort-performance-reward-satisfaction should be made a vital part of the entire system of managing employees in the workplace (Anujmagazine, 2013).

### **2.6.5 Edwin Locke's Goal Setting Theory**

Edwin Locke's goal setting theory came into effect in the late 1960s and expressed that goals can be a vital source of work motivation and satisfaction (Khan, et al., 2016). This theory postulates that setting specific goals can lead to increased performance in any organisation (Khan, et al., 2016). For instance, difficult to achieve goals, when accepted, lead to higher performance than easy goals. Also, feedback leads to higher performance, as compared to when there is no feedback. As a result, employees will

do better when they get feedback on how well they are performing towards their goals because feedback assists in identifying discrepancies between what the employee did and what they are yet to do. This goal-setting theory is the single most explored and superior model of employee motivation in the field (Estes & Polnick, 2012).

Through this theory, Locke demonstrated how targets such as increased sales by 20% or attaining a customer Net Promoter Score (NPS) of 50% are more efficient than unclear direction such as completing your work with a higher quality (Young, 2017). In essence, Locke provided a basis for contemporary goal-setting which had meaningful real-world implication for managers. According to Wanderly (2018), Locke's goal setting theory sets out five principles for effective goal setting and they include;

- **Clarity:** Goals must be precise and flawless. One of the ways to help an employee set clearer goals is to ensure that the goal is specific, measurable, achievable, result oriented and time bound.
- **Challenge:** Employers must set up challenging goals that enable employees to achieve rewarding output on the job.
- **Commitment:** The workers have to comprehend and receive the goal from the beginning.
- **Feedback:** Employers must supply continuous feedback during the course of the whole process. This approach enables them to maintain a proper monitoring of the goals.
- **Complexity of Task:** There must be accurate time period and break down of the process into shorter tasks, with continuous checks and evaluation.

#### **2.6.6 Hachman and Oldham'- Job Characteristics Theory**

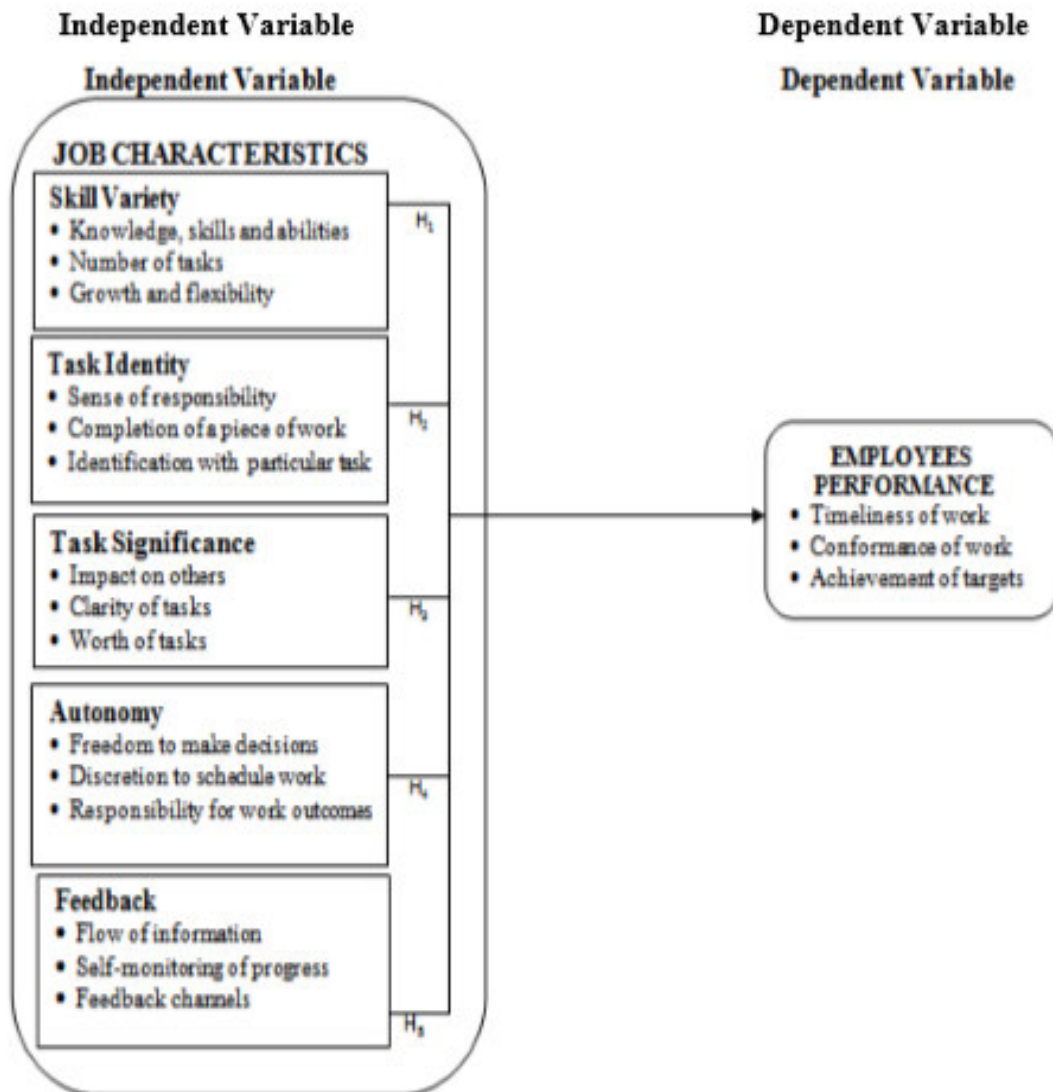
This model highlights that the results of job redesign were swayed by numerous moderators. Job characteristics are areas of the worker's job and duties that mould how they view his or her particular responsibility in the organisation (Khan, et al., 2016). The clarity of responsibilities and tasks results in greater job satisfaction. It is expected that the clarity of responsibility will build employees who are more fulfilled with, dedicated to, and engaged in their work (Kaur, 2013). According to Ali, Said, Yunus, Kader, Latif and Munap (2014), Hachman and Oldham's job characterisation model was based on the notion that the key to upholding motivation is in the work

itself. They noted that ordinary tasks reduced motivation and efficiency, and varied tasks enhance them (Ali, et al., 2014). This model identified the following job characteristics that should be in place in order to realise employee satisfaction (Ali, et al., 2014). They include;

- a. Skills Variety
- b. Task identity
- c. Task significance
- d. Task autonomy
- e. Job feedback

### **How Job Characteristics Model Influences Employee Engagement**

Work engagement is one of the most vital areas in realising company goals because the organisation's main driving factor are employees. Engagement refers to the energy and enthusiasm that employees have, that are focused towards organisational goals (Adiarani, 2019). An important aspect in realising employee engagement is job characteristics. According to Adiarani (2019), there are five dimensions in job characteristics and these dimensions influence job characteristics, which in turn influence work engagement. This is represented by Figure 2-4;



**Figure 2-4: Conceptual Model of Job Characteristics and Work Engagement**

Source Evelyne, et al.(2018,p.16)

A research was carried out at a port service company located in Surabaya, Indonesia. The study reviewed the five dimensions of job characteristics, which had a constructive and substantial relationship to work engagement (Adiarani, 2019). From the study, it was concluded that job characteristics have a positive and significant influence on work engagement. The study further showed that employees with high job characteristics will result in improved levels of work engagement. Conversely, employees with small job characteristics will result in a decrease in the extent of work engagement (Adiarani, 2019).

Another study by Krishnan, Ismail, Ismail, Muhammed, Muthusamy and Kanchymalay (2015) studied the connection between observed work design characteristics and employees' characteristics on employee work engagement. From the study hypothesis, the outcome revealed that there was a direct effect of work design characteristics, as highlighted in Figure 2-4, and job characteristics on work engagement (Krishnan, et al., 2015). According to Evelyne, Kilika and Muathe (2018), the outcome of another study agrees with outcomes of Krishnan, et al., 2015 and that of Adiarani (2019).

### **2.6.7 Synthesising the Diversity of Theories**

There are several motivational theories available and all have certain strengths and weaknesses, as well as supporters and critics (Khan, et al., 2016). Even though there is no perfect model, each of them brings some new understanding on motivation and employee satisfaction (Khan, et al., 2016). The reality is that each of the model aims at explaining the motivation and job satisfaction attitudes of the employees, in order to enable the managers to comprehend and control the organisational behaviour in support of their various organisation.

The major change between each of the model is the ranking of the factors/variables integrated in the process and their shared relationships. It is also important to note that most of the motivations and satisfaction theories came into place for the citizens of the United States of America (Khan, et al., 2016). Hence, one needs to be careful in assuming that these theoretical models are applicable across the cultures in the same vein (Adiarani, 2019).

## **2.7 EMPLOYEE ENGAGEMENT**

According to Warner (2018), there are a number of definitions for employee engagement. They include;

- Employee engagement is the emotive commitment that a worker has to the organisation and its goals.
- Employee engagement can be defined as the emotional association of a worker towards his or her employment company. Such connection tends to affect his or her conducts and level of energy imputed in work related activities.

- Employee engagement can be defined as the degree to which an employee care about their work and about the performance of the organisation, and believe that their sweat creates a difference.
- Employee engagement can also be described as an imagined driving force that inspires employees to higher levels of performance.

It is possible for employees to be happy at their workplace, but it does not imply that they are working optimally for the organisation's benefit. Employees who are effectively engaged communicate positively regarding the company to colleagues, potential employees and customers. This is because they possess a sense of belonging and a desire to be part of the company.

### **2.7.1 Trends in Employee Engagement and Recommendations**

According to Mizne (2018), below are some of the global trends on employee engagement in 2017. They include;

- Workforce engagement will go up. Employee engagement did slow down as only about 31% of USA and Canadian employees were engaged in their jobs in 2017. Hence, a needle move is expected in 2018.
- There will still be challenges with millennials. As at 2015, millennials became the biggest age group in the USA work force and their share increased to 35% in 2017. This trend is expected to continue to rise significantly as more boomers reach retirement and fresh graduates start their career life.
- Desire for more compassionate leadership- It is said that employees do not quit their jobs, but they quit because of their bosses. This implies that an inspiring manager will build over time, a team that is well engaged.
- Desire for increased employee feedback. A survey in 2014 indicated that the majority of workers who obtained little or no feedback were actively disengaged. The study showed that workers' engagement levels increased significantly when employees obtained constructive feedback or communication about their strengths, progress and weaknesses.
- Work/Life Balance: A present review in human resource management revealed that the best companies are embracing flexibility in the work environment. Current reviews indicate that more companies will continue in this manner, as

long as the response quantify that it is an employee engagement strategy that is sustainable.

Stiles (2018) outlined additional trends in employee engagement. Creating an outstanding employee experience is another vital trend that organisations are bringing to the table in 2018. Some of the key aspects involved in achieving an outstanding employee experience include professional development prospects, team connection, company culture, work environment and recognition (Stiles, 2018).

Creating an environment of diversity is also one of the driving trends in improving employee engagement in the workplace. A study by Deloitte also showed that diverse teams are more creative, innovative and engaged in their job (Stiles, 2018). Another study showed that employees and even gender diversity predicted the financial success of business units in different organisations. This study by McKinsey found that companies in the leading quartile for cultural and racial diversity in administration were 35% likely to have financial earnings than their industry average (Lennon, 2018). The recommendation from that study was that if an organisation is evaluating employee engagement with the exclusion of workplace diversity, they are only looking at a part of the picture (Lennon, 2018). In order to meaningfully advance employee engagement, it is necessary to examine diversity and inclusion in that organisation.

From recent trends in the workplace, culture is also seen to be more valuable than money (Lennon, 2018). It is simple to believe that the salary of the employee is the ultimate driving factor for their job satisfaction. Glassdoor chief economist; Chamberlain, stresses that the ideals and organisational culture, in addition to dynamic senior leadership and career opportunities, create a vibrant satisfaction at the workplace (Stiles, 2018).

From a South African context, a study by Gallup survey yielded very alarming findings (Kelly, 2018). The survey showed that a weak 9 percent of the labour force was keenly engaged. Out of the 91% that is disengaged, a total of 45% was aggressively disengaged, which implies that they are highly negative regarding their job environment. Hence, the disengaged employees have more propensity to infect other colleagues with negativity (Kelly, 2018). The survey by Gallup revealed that about less than 20% of South Africans believe that their views matter at work and that their

opinions count at work, or that their supervisors encourage their development (Stiles, 2018). This further shows that there is likely a gap within the RDC South Africa, in the aspect of employee engagement, hence, the reason for this research.

### 2.7.2 Gallup's Model of Employee Engagement

Gallup's model defines an engaged employee as 'emotionally invested and focused on generating value for their organisation on a daily basis' (Mizne, 2018). The model by Gallup suggests a pyramid of insightful questions that ultimately monitor the degree of engagement within an organisation (Kelly, 2018).



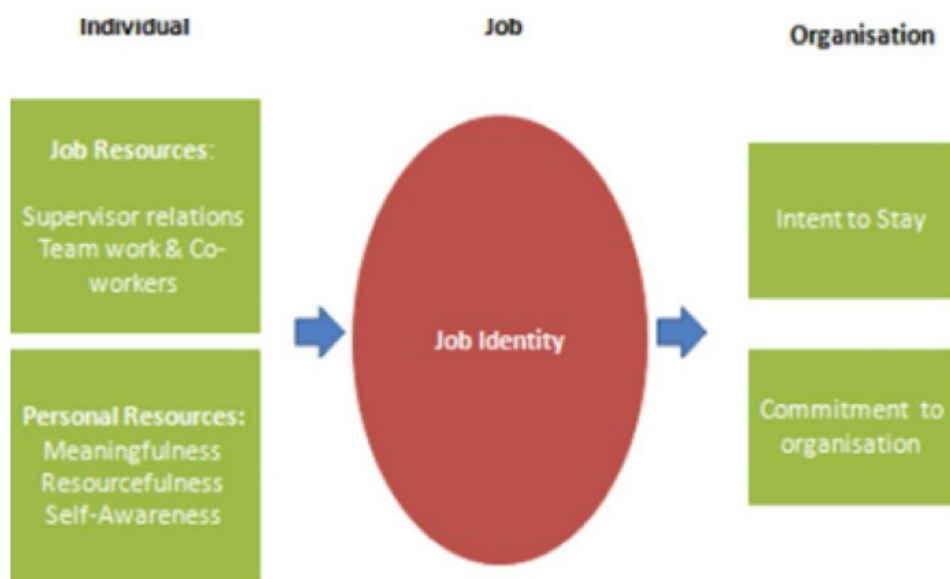
**Figure 2-5: Gallup's Model - Employee Engagement Hierarchy**

Source: Kelly (2018, p.2)

The background to grasping which factors contribute to employee engagement from Figure 2-5 above indicates that engagement is a positive outlook of employees, categorised by enthusiasm (Mizne, 2018). The structure shows that culture at the workplace, plus the nature of the work, and the leadership nature, all influence engagement.

### 2.7.3 South African Model of Employee Engagement

Ruwayne Kock and Kent McNamara developed a South African model of engagement. The model was based on defining employee engagement as an emotional condition in which an employee unites and recognises with personal, job and organisational sizes of their work, resulting in retention and improved performance (Kelly, 2018). As highlighted in Figure 2-6, the model includes vital factors such as the relationship between members of a team and their supervisors, which lead to engagement (Kelly, 2018).



**Figure 2-6: A South African model of employee engagement**

Source: Kelly (2018, p.04)

### 2.7.4 Effective Employee Engagement in a Multi-Generational Workforce

Many reviews have been done regarding the generational differences in the workplace, which have had strong bearing on employee engagement (Kelly, 2018). It is generally believed that 'Baby Boomers born prior to 1964' are the oldest segment of the present labour force. The 'Generation X' shows those who were born in the 1965 to 1980. The 'Generation Y also known as Millennials', are those who were given birth to between 1981 and 2000. 'Generation Z' talks about the people born since 2000. The last group from their age are not yet active economically, hence not currently present in the work environment (Mizne, 2018).

The creation and the organisation of the working environment is indispensable in effectively engaging employees from different generations. According to Kelly (2018), these generations have different things that motivate them as employees in an organisation. For instance, the baby boomers that are reaching the end of the careers are likely to be engaged with incentives and recognitions for their accomplishments. For the generation X, they are looking towards more on the stability of their jobs and flexibility is also important to them. The generation Y (Millennials) are young to the working environment, hence, the development of their career and training opportunities, which enable them to stay engaged as they look for ways to progressively improve their careers.

In essence, these generations require different things to keep them engaged in the work environment and this implies that different strategies should be employed. Therefore, it is crucial for leaders, managers and human capital professionals to clearly understand these generational dynamics that exist, which will enable them to explore a balanced approach that will enable these generations to be actively engaged in the workplace (Stiles, 2018).

### **2.7.5 Ways to Inspire Employee Engagement in Organisations**

It is expedient and very beneficial for leadership and senior management of organisations to ensure that employees from the least to the top are engaged and passionately investing in the accomplishment of their organisational goals (Kelly, 2018). Achieving greater heights of employee engagement demands continuous interaction of senior leaders and managers with their employees in a meaningful and personalised manner (Stiles, 2018). This will ensure that each employee is able to perform their task for the benefit of their employer. According to Sara (2016), organisational leaders and managers are encouraged to inspire employee engagement in their organisations by;

- Articulating and putting forward a lucid vision to all employees.
- Employee open communication that can influence the company's vision must be encouraged by management in the organisation. This must go beyond mere words to engage in honest conversations.
- Line managers are highly encouraged to maintain healthy relationships with their workers.

- Senior management and leadership team should consistently show that employees have an impact on their work environment.
- Companies must create platforms that clearly show that employees are valued as honest contributors to the organisation, as this provides a sense of empowerment.

It is also recommended that managers should focus on employees' strength instead of their weaknesses. This is in a bid to assist them in developing their areas of strength. In that manner, such employees are twice as likely to engage the members of their team (Kelly, 2018). Putting a worker in a position that encourages them to use and build their natural gifting, increase their skills and knowledge which helps them to build themselves in these areas.

In exploring ways to foster employee engagement, leaders and managers should engage in conversations in their organisations, so as to establish which engagement drivers they should advance in order to improve engagement (Sara, 2016). This will enable the organisational leadership to understand which of those drivers they need to be maintained, and the aspects that need to be stopped. As previously mentioned, these factors need to be observed holistically by considering the needs of the different people and generations that make up the workforce (Toerien, 2018).

In addition, organisational leaders are encouraged to leverage on their employees' knowledge reservoir by enquiring from lower level employees about their views and opinions on issues affecting customers. This will then enable them to take crucial action as a result of the information obtained (Kelly, 2018).

## **2.8 COMMON FACTORS AFFECTING JOB MOTIVATION, SATISFACTION AND EMPLOYEE ENGAGEMENT**

A number of factors affecting job motivation, satisfaction and employee engagement are discussed in this section and they include;

### **2.8.1 Salary and Pay Fairness**

The salary of employees has great influence on their performance in the workplace. The salary is beyond rand or dollar amount, as the employee views it as the value his or her employer places on them as a worker (Woods, 2016). A worker is more likely

to carry out his potential to the optimum if they are happy with their salary. According to Woods (2016), there is a strong connection with the salary that an employee gets and their level of motivation in the workplace, which could lead to a better job satisfaction for the employee. An MIT Sloan School of Management Professor stated that an employee who is satisfied with his or her salary is usually more productive and motivated (Woods, 2016). However, it is important to acknowledge that the supposed relationship is not linear in its nature, but could also vary for different employees.

Pay fairness is also important when looking at employees' salary as a factor that affects motivation, satisfaction and employee engagement in the workplace. According to Stringer, Didham and Theivananthampillai (2011), the challenge is that employees' view of inequality can have a negative effect on their motivation and performance. The general morale is low when there is lack of fairness in the salary structure, hence an environment of lack of trust and favouritism is amplified (Warner, 2018). This is one of the reasons why most companies handle this gap by setting up a performance-based pay structure, which, when properly introduced and implemented, can minimise all forms of suspicion and lack of trust. Using a performance-based pay structure enables organisation's management to match a worker's incentives in order for them to earn additional monetary bonuses in line with the goals of the company (Stringer, et al., 2012). There is a suspicion that this is likely one of the challenges RDC is currently facing, with regards to the above subject. This appears to be a sensitive issue in RDC SA, as many times the employees do not have courage to speak up but can easily discuss this among their colleagues.

### **2.8.2 Organisational Structure**

Every organisation has objectives and goals to achieve and will always be better coordinated via a formalised procedure. To realise these goals, the task must be divided among their members. The structure is essential to make feasible the effective performance of vital activities and to support the hard work of employees. Hence, structure sets up the framework of an organisation and their pattern of management (Srivastava, 2016). Therefore, the structure of an organisation denotes the planning of task, collaboration of various units and levels of authorities to realise cooperation of efforts, authority delegation and optimum communication along the chain of command.

Structure further explains how responsibilities are formally divided, grouped and coordinated (Srivastava, 2016).

According to Willem, Buelens and De Jonghe (2007), when there is appropriate organisational structure, it is capable of expediting the deployment and coordination of resources in the company. This improves job satisfaction in the area of promotion and career development. Most importantly, this gives the employees a peace of mind and mental satisfaction (Willem, et al., 2007). For instance, employees are demotivated to work for companies where there is no clarity on the reporting hierarchy that clearly defines the roles for each portfolio. When there is proper organisational structure in a company, it enables the employees to work with a sense of satisfaction which can lead to engaged employees in the organisation.

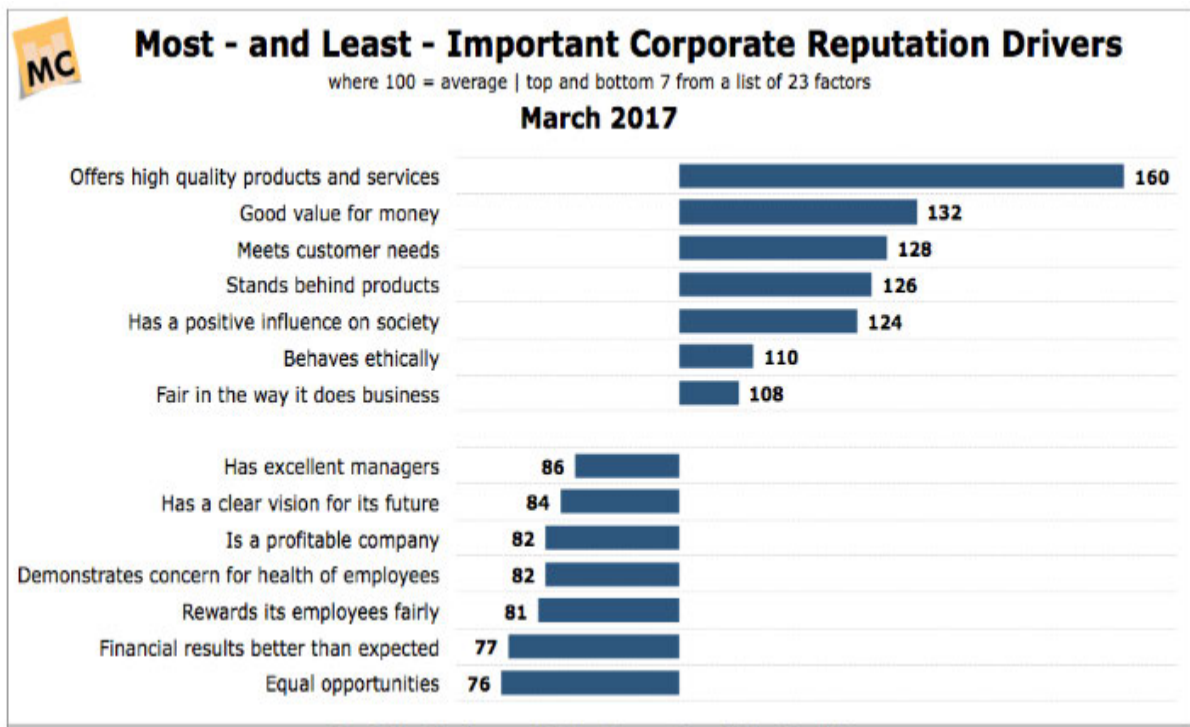
### **2.8.3 Reputation of the Organisation**

The survival of a business or company is strongly linked to its reputation, as the confidence of customers and other stakeholders have an intense and durable influence on the business bottom line (Reynolds, 2018). It takes time and effort to build and create a strong reputation, even though it can be lost in a short time. Organisational and corporate reputation can be as a result of network of stakeholder partnerships via which the organisation steadily improves organisational learning and develops new business solutions (Romenti, 2013). Business reputation has been associated with one of the reasons why some leading companies have been successful now and will be in the future (Romenti, 2013).

From the current business trends, corporate organisations are being watched by the society intensely, as information is readily accessible at the touch of a button, considering that conversations are taking place daily on technology devices and social media (Le Roux, 2019). Some job seekers have clearly indicated that they prefer to work for companies with good reputation in job market, as it is a good driver in building their career Curriculum Vitae for future career development (Romenti, 2013). The employees also indicated that they are proud to work for such organisations. A different study revealed that employees strongly believe in reputation as it differentiates one company from another (Fordham, 2016). Even most organisations are very particular in selecting the stakeholders they deal with, as they are very

stringent on only associating with suppliers and partners that have good reputation (Fordham, 2016).

From an annual Global Tracking report from the Reputation Institute, as shown in Figure 2-7, a number of factors were recorded as having an influence on organisational reputation (MarketingCharts, 2017).



**Figure 2-7: Corporate Reputation Drivers**

Sources: MarketingCharts.com (2017, p.23)

Another review posits that a business' reputation is evolving over time, even though it needs to be prudently nurtured and stimulated to increase (Men, 2012). According to Men (2012), some of the recommended ways to build a healthy and good reputation includes trust, high-level responsiveness, value and service, view on technology, communication and transparency, and giving back to the local community (Men, 2012). It is important to assess the reputation level of RDC and evaluate the employees' feedback concerning how they feel regarding RDC reputation in South Africa.

#### **2.8.4 Effectiveness of Management Team**

The responsibility of line managers and supervisors in the work environment is possibly the most important, with regards to the impact on the performance of an organisation (Forster, 2017). Line managers and supervisors have the most direct effect on the employees that they manage, as they bear the task of bringing into line the performance of their department and its staff with all-encompassing organisational goals (Forster, 2017). This is because they play a vital role in building organisational culture as they are basically a link between senior management and employees at the lowest level in the organisation (Forster, 2017).

For example, it is important for the line managers and supervisors to act with integrity as it affects the employees that report directly to them. This is vital as it enables and encourages the employee in staying engaged with the company values, which invariably affects the employee's engagement in the organisation (Tepret & Tuna, 2015). This is in tune with the general mantra, "*people leave managers, not companies*" (Forster, 2017). This also means that the behaviour and decisions of the manager affects the employees who report to them. It is important that managers treat their employees fairly and give them continuous feedback that enables them to improve their performance in the organisation (Tepret & Tuna, 2015). Line managers and supervisors are instrumental in building motivated and highly engaged employees. A survey of more than 1,000 U.S based workers showed that those who predominantly receive negative feedback are more likely to be engaged than those who receive no feedback at all (Madell, 2016). This shows that feedback and the managers' communication style are crucial in improving employee performance, as it improves the engagement level of the employee.

According to Omar, Salessi and Urteaga (2017), the manager's willingness to provide support and guidance is linearly linked to strong engagement (Omar, et al., 2017). Line managers and supervisors can provide this support by showing openness and availability by their willingness to share ideas and having formal and informal discussion sessions, as this will enable them to express their opinions and thoughts (Madell, 2016). Such sessions will also enable line managers and supervisors to understand their employees and treat them better and fairly (Omar, et al., 2017). Line managers are also encouraged to carry out specific primary functions like setting clear

objectives, organise, motivate and communicate, measure and develop people effectively, etc. (Omar, et al., 2017). As a result, organisations should invest in their supervisors and line managers, as their development is pivotal in building their employees. This research will also evaluate the impact of management effectiveness on the job motivation, satisfaction and engagement level in RDC South Africa.

### **2.8.5 Workplace Collaboration**

Collaboration entails a group of workers working in oneness towards realising a common goal. This happens when two or more employees solve a mutual problem by uniting in purpose and aim which they do by utilising varying knowledge, viewpoints and views through efficient brainstorming (Johnson, 2018). Collaboration in the workplace is vital as it allows organisations to solve problems quicker and more efficiently (Johnson, 2018). When there is no proper collaboration in the workplace, it can be an indication that the organisation is not maximising its internal potentials. A study also indicated that the reason for workplace failure can be linked to lack of collaboration (Boyer, 2019). According to Johnson (2018), some of the tips for improving workplace collaboration includes;

- The utilisation of substitute communication channels: Each organisation must leverage on different communication channels in order to improve the workplace.
- Simplification of files and documents sharing process: This deals with the company exploring easier methods for sharing work documents that minimise delays in the workplace. Figure 2-8 shows the benefits of cloud computing that companies can utilise. This is considered an important and invaluable tool for improved employee collaboration.

Cloud solutions and the **increased collaboration** they can foster have been shown to boost productivity in departments just like yours. Let's take a look:

### BY THE NUMBERS



**Figure 2-8: Cloud Solutions and Increased Collaboration**

Source: Johnson (2018, p.3)

- Utilising Video Conferencing tools: Utilising new technological tools for video conferencing can improve the collaboration between colleagues and employees in different locations or areas in the same organisation.
- Minimising inefficiencies in meetings: Businesses that are focused on improving collaboration should eliminate meetings that are inefficient. It is vital for such companies to set clear expectations and objectives beforehand that will maintain engagement during such meetings.

Good collaboration in the workplace should also be cheered as it enables the employees to speak up and express their opinions within their team, and through such an open and free environment, employees' motivational levels are improved (Boyer, 2019). Good collaboration in the workplace encourages team members and provides them with equal opportunities to participate and share their ideas. According to Doyle (2018), some of the elements of fruitful collaborations include the following;

- There should be vivid definitions and clarity on the roles of the team members

- Open communication within the group to share information when essential and necessary to carry out tasks optimally
- Agreement regarding the goals and styles for finalising projects or responsibilities
- Identification of road blocks and resolving such problems cooperatively
- The goal of the team is placed higher than individual personal satisfaction

As a result of the importance of collaboration towards job motivation, satisfaction and employee engagement, this study will also assess the level of employee collaboration in RDC South Africa.

### **2.8.6 Senior Leadership Style**

Organisational senior leadership and management play a vital role in building up an atmosphere and culture of keenness and efficiency. Building an understanding of the impact of leadership on employee motivation and engagement is very important. Previously, the goal of the leader, with regards to employee motivation, satisfaction and engagement, has not been clear, hence, leaders diluted the significance of creating operational connection with employees being part of organisational stakeholders (Alghazo & Al-Anazi, 2016). Senior leadership in any organisation should acknowledge the fact that whatever motivates and inspires one employee is different from what motivates the other. Hence, they should implement different strategies that are customised to individuals (Alghazo & Al-Anazi, 2016). For instance, some workers are motivated by job security, while others could be motivated by other factors like recognition, compensation, policies and power (Alghazo & Al-Anazi, 2016).

According to Iqbal, Anwar and Haider (2015), leadership is highly understood to recognize, encourage and refurbish the values of the group. Leadership can be defined as the capacity to influence a group's achievement of a set goal. General managerial proficiency, literacy and other basic knowledge are not enough for leaders who are expected to champion public leadership (Iqbal, et al., 2015). An efficient leader should have the responsibility to provide direction and distribute the knowledge to the employees, to lead them for better performance and then turn them into specialists for maintaining the quality (Iqbal, et al., 2015). Leaders must be prepared for the impact of organisational changes and outcomes in the workplace. It is essential for leaders to wisely communicate organisational changes to their team, as this

enables them to anticipate the unexpected, which enables them to become accountable to necessary action and outcomes.

There is never a one-type of leadership style for any business, as many companies function uniquely. This is because, certain qualities will be more fruitful in some settings than it will be in others (TEC, 2015). However, having a detailed overview of diverse leadership styles helps senior leadership not only to adopt the correct characteristics for them, but also to select better individuals for leadership throughout the organisation. This will improve employee motivation, satisfaction and employee engagement (TEC, 2015). Figure 2-9 and 2-10 show an overview of leadership styles.



**Figure 2-9: Common Leadership Style**

Source: TEC (2015, p.55)



**Figure 2-10: Common Leadership Style**

Source: TEC (2015, pg. 2)

According to Alghazo & Al-Anazi (2016), regardless of the style of leadership which the corporate executives decide to apply, a good leadership style that will motivate employees, improve job satisfaction and foster stronger employee engagement, should have the following qualities;

- Good leadership that will be visible and accessible to the workers
- Open communication and a leadership style that will allow employees to express their views

- Good leadership that will be flexible with the environment that considers the views of the employees
- Good leadership that will create an environment that does not intimidate employees and followers

This research also explores the feelings of the employees towards the RDC senior leadership.

### **2.8.7 Opportunities for Career Development**

The career development that is presented to an employee improves employee motivation and job satisfaction. A study by Quantum Workplace clearly stated that career development opportunities is one of the biggest drivers of employee engagement (Klongerbo, 2019). Employees leaving an organisation highlighted that the lack of growth opportunity is the second biggest reason for leaving (Klongerbo, 2019). This shows that if an organisation has high employee retention, it is likely due to the fact that they encourage career development opportunities and if they have high employee exit rate, it is also possible that they are not encouraging enough of employees in the organisation (Klongerbo, 2019).

A global study by Blessing White (2012) is in agreement and states that when they asked employees why they would leave a job, most respondents hinted a lack of career opportunity and about 26% cited the lack of growth opportunities (Team, 2016). The study showed that high performing employees will stay in an organisation that stimulates, challenges and utilises their expertise (Klongerbo, 2019). Many employees feel that they are not given enough space for growth. Another research by Decision Wise (2016) discovered that only 43% of employees felt that their employers provided eye-catching prospects for development (Team, 2016). However, Klongerbo (2019) argued that career development should be viewed from two ends, that is, it should not only be dependent on the employer, but also from the employee. From Quantum Workplace study, 81% of the people said that skilled development is a shared task amongst managers and employees.

Pressley (2014) highlighted that there are six habits that the employee can develop, that will help the employee leverage on career development opportunities that present itself to them. They include;

- The employee must decide regarding the next phase of his or her career.
- They must pay attention by asking questions and collecting relevant career information.
- Employees must remain diligent in their current task. Hence, they must place value on their existing work responsibility.
- They must remain as employees that make impact to the workplace.
- The employee should be generous in offering help and assistance. In this way, the employee is available and can be seen in the organisation.

When a company cannot provide a degree of clarity on questions regarding employees' career development plans, it shows that such organisation is not fully thinking about the future of their employees (Team, 2016). Hence, part of the responsibilities of business leaders and senior managers is to provide valuable guidance and counselling to the employees about their career (Klongerbo, 2019). An organisation can apply the following recommendations as provided by Team (2016), as part of the approach for enhancing employee career development plan;

- Employers should build a formal career development plan to ensure that there is no bias in the promotion process.
- Employers should create a mentoring program which should assist employees in getting proper coaching and mentorship.
- Employers should structure their organisations in a manner that supports workers, at the same time providing them freedom and endowing them to make decisions.
- Employers should inspire their workers to attend career conferences and networking events.

Career development is one approach for companies to assist their employees in contributing and increasing their skills in a manner that provides personal and organisational result (Klongerbo, 2019). This study will also assess the feedback of RDC SA respondents on career development, to understand its impact on their motivation, satisfaction and engagement.

### **2.8.8 Work Process and Decision Making**

Decision making is defined as a process of observing and choosing a course of action in order to handle a specific problem or to take advantage of an opportunity (Kok, et al., 2017).

The efficiency of any company or the production process is largely dependent on the workflow in the company (Leonard, 2017). It is expected of a good manager to clearly define a continuous process, as the clearer it is, the more efficient his team is going to become (Leonard, 2017). Presently, there has been increased comments in various aspects on the involvement of employees in the decision making of organisations. According to Kok, Lebusa and Joubert (2017), employee involvement should not be the goal, but rather an approach which the leadership deems necessary to enable employees contribute to continuous improvement, which will result in steady successes in their work. For an employee involvement process to be effective, three things are important;

- The level of authority should be given to employees to be part of essential decisions
- The workers are expected to have some decision-making skills
- Employers need to create some form of implicit or explicit incentives to enable them to continue

This study also aims to assess RDC feedback on work process and decision making in the organisation.

## **2.9 SUMMARY**

An overview of job motivation, satisfaction and employee engagement was presented in this chapter. Different motivation theories and models ranging from Maslow, Douglas McGregor, Alderfer's ERG theory, Herzberg and other theories, were reviewed. The literature review also revealed the criticisms of these theories and some of the gaps in these theories. The process theories of motivation were also reviewed and these include the Porter/Lawler expectancy model. In the analysis, it was discovered that a major difference in each of them is the ranking of the factors and

variables integrated in the process and their shaped relationships. The literature review also indicated that one needs to be prudent in applying these theories, as not all of them are applicable across various cultures and countries. This chapter further presented the common factors affecting job motivation, satisfaction and employee engagement and these formed the basis of the survey questionnaires that were distributed to the respondents as part of the study.

## **2.10 CONCLUSION**

This chapter critically reviewed the existing literature on job motivation, satisfaction and employee engagement. It also explored the various theories and models surrounding these concepts, its application and some of the criticisms on these models. The chapter further evaluated the common factors affecting job motivation, satisfaction and employee engagement which will be applied for the study investigation. The next chapter presents the research design and the methodology employed in this study.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

The previous chapter presented literature to the study. This chapter presents the general research methodology and philosophy that was employed to fulfil the study objectives. The chapter covers aspects like research population, research sample size, study location, data collection techniques, data collection instruments, data analysis and ethical considerations.

#### **3.2 OBJECTIVES OF THE STUDY**

The objectives of the research are as follows:

- To assess the motivational levels of the RDC SA employees in SA.
- To evaluate the engagement levels of the RDC SA employees in SA.
- To assess the job satisfaction levels for the RDC SA employees in SA.
- To assess whether the employees believe in the leadership and future of RDC in SA.

#### **3.3 RESEARCH PHILOSOPHY**

Research philosophy deals with a special way of building knowledge that defines philosophical pattern (Chetty, 2016). It is considered to be the general technique that is utilized by a study in exploring new understanding (Cooper & Schindler, 2011). It is a vital part of the research methodology in any study and usually unveils the researcher's key assumptions and these assumptions form a basis for the study (Harper & Thompson, 2012). The global outlook and hands-on deliberation of a researcher varies. For example, a scholar may centre on product quality developments accepted by supply chain companies while others may be concerned with emotional approaches applied by suppliers to appeal consumers, in the same supply chain management sector. In other words, while some are focused on facts others concentrate on feelings (Chetty, 2016). Philosophical approach assists the scholar to make up his mind on which approach should be applied and the reason for applying them. Therefore, before choosing a particular research philosophy, it is vital to

understand the various kinds of research philosophies (Chetty, 2016). In the setting of business studies, four main research philosophies are commonly used and they include; positivism, interpretivism, phenomenology and pragmatism.

Positivism deals with working with a noticeable social reality and the outcome is usually generalisable in nature, just like the case with physical or natural scientists (Chetty, 2016). Positivism, which is also known as quantitative research, follows the view that only “truthful” understanding gathered via reflection, including measurements, is dependable (Cooper & Schindler, 2011). A scholar is said to adopt positivist research philosophy when he or she is more focused on the reality affiliated with the manufacturing of products. The common style of the positivist scholar is the experiment, which supplies them with the capability to review a cause and the effect of the cause relationship through observation (Sekaran & Bougie, 2013). The quantitative research method is usually done with an inferential style where information is gathered to test a concept. In the case of the positivist approach, inferential statistics like hypothesis could be generated and tested via data analysis which assists the scholar to extract relevant deductions (Sekaran & Bougie, 2013). Some of the advantages of positivism comprise the fact that it is fast and economical and may be suitable for policy decisions, particularly when statistics are applied in large samples. Nevertheless, it is not efficient in understanding processes and not very supportive in forming theories (Cooper & Schindler, 2011).

Interpretivism is dependent on the knowledge of nature and their position as social actors (Chetty, 2016). Interpretivism assists in explaining the basics of the study, therefore it integrates human concern to the study (Saunders, et al., 2015). This philosophical paradigm is usually employed by scholars who are interested in evaluating emotions and social role (Saunders, et al., 2015). The interpretivist method also relies on natural tactics of data gathering like interviews and explanations (Saunders, et al., 2015). Interpretivist researchers generally tend to access a deeper understanding of the phenomenon and its distinctive framework, rather than trying to apply a broader view regarding the basis of understanding for the entire population (Pham, 2018).

Phenomenology in social research focuses on capabilities, activities and events, with a low interest on the outside and physical reality (Harper & Thompson, 2012). It is also considered as non-positivism and is a deviance from interpretivism, which deals with what is immediately understood and felt (Sekaran & Bougie, 2013, p. 102). Some of the benefits of phenomenology include clearer understanding of implications attached by people and its role towards the development of new theories. Its weaknesses include complications with analysis and interpretation, which usually have lower reliability, as compared to positivism (Harper & Thompson, 2012).

According to Saunders, Lewis and Thornhill (2012), pragmatism is the substantial element of the research philosophy. It focuses on using both positivist and interpretivism philosophies and sees them as a continuum, instead of contradictions (Cooper & Schindler, 2011). This approach does not argue between the concept of reality and truth, instead, it centres on understanding the issues of interest and value, which utilises various ways to extract a positive outcome (Chetty, 2016). If a scholar intends to comprehend how the product quality and diverse advertising strategies result in increased end user satisfaction, this philosophical approach is readily employed (Harper & Thompson, 2012).

This study used a quantitative research tactics as it employs numerical data to respond to the research questions. Blanche, Durrheim and Painter (2008) indicate that the quantitative method encourages the researcher to utilise statistical approach in evaluating data that was gathered from respondents (Chetty, 2016). It involves the explanation of suitable variables that have been arranged, characterised, measured and converted by applying statistical methods in a firmly objective way (Blanche, et al., 2008).

### **3.4 THE RESEARCH DESIGN**

Research design entails the approach selected to incorporate the various aspects of a study in an articulate and reasonable manner, which helps the researcher to effectively address the research problem (Bawa, 2014). It is a plan on how the study will be carried out (Babbie, 2011). It can also be defined as a design for the gathering, review and evaluation of the gathered information, in relation to the study's research questions (Sekaran & Bougie, 2013). The research design usually focuses on the

nature of the study planned and the results that are needed, which focuses on the research logic (Creswell & Creswell , 2018). This includes looking at the kind of evidence required for the research questions and hence, evaluated via primary and secondary data (Babbie, 2011). In research design, descriptive or inferential statistics can be applied for a quantitative study. Descriptive statistics offer reviews with regards to the samples and the processes that will be applied. In addition, it also assists in presenting the data in a better expressive way, thereby allowing easy interpretation of data (Sekaran & Bougie, 2013). Conversely, inferential statistics are approaches that help the researcher to manage samples, which is done by putting down generalisations regarding the populations from which the samples were collected (Creswell & Creswell , 2018). Inferential statistics makes estimation of variables and utilises testing of statistical hypotheses (Sekaran & Bougie, 2013).

For this study, the researcher used descriptive statistics. The reason for using descriptive statistics only was the limitation encountered in the study, as RDC management could not provide the researcher with the primary raw data collected from the survey questionnaire.

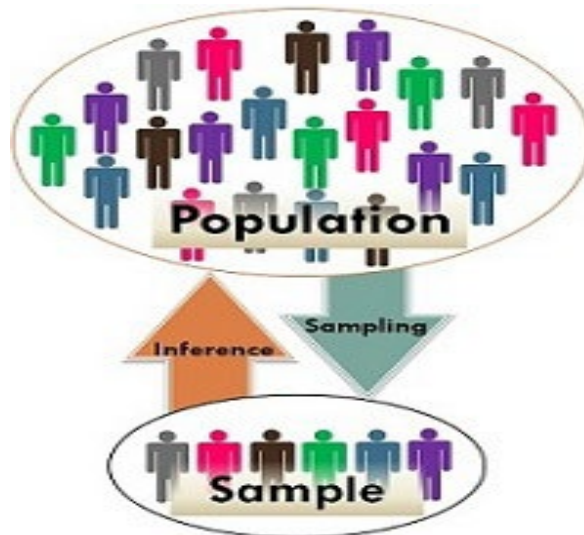
### **3.5 LOCATION OF THE STUDY**

The study was conducted at Roche Diabetes Care South Africa (Pty) Ltd, which is part of Roche Global. The investigation focused on the entire RDC employees across all provinces in South Africa.

### **3.6 STUDY POPULATION AND SAMPLE SELECTION**

#### **3.6.1 Population**

A population is defined as the entire group of people or potential participants that the researcher intends to study. A population is a set of comparable items which are of significance for a particular test (Creswell & Creswell , 2018). It is also seen as the entire pool from which a study sample is gathered and may refer to people, objects, or events (Kenton, 2018).



**Figure 3-1: Population and sample**

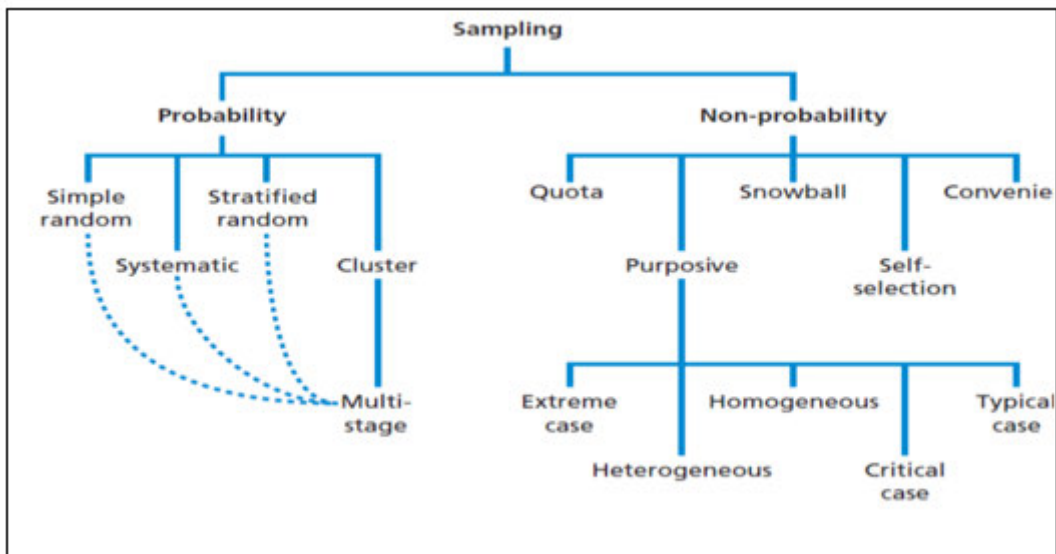
Source: Surbhi (2016)

The target population must be distinctive in terms of elements, physical limits and time (Surbhi, 2016). The target population for this study was the entire 56 employees of RDC South Africa ranging from top management, senior management, middle management, supervisors, sales team and office administration. The targeted population was only made up of permanent employees and the 6 contractors were excluded from the study, as they were not enjoying the same benefits as the permanent employees, e.g. Medical Aid Contribution. Also, some of the contractors had just joined RDC when the data was collected.

### **3.6.2 Sample and Size**

A sample is a subcategory of the study population. Sampling is the process of selecting the correct number of elements from the population, to ensure that all the estimations of the qualities and characteristics of the chosen sample can be generalised to the population elements (Sekaran & Bougie, 2013). There are two kinds of sampling strategies which are probability and non-probability sampling. Probability sampling embraces selection of random participants of a population by setting some selection conditions (Bhat, 2017). These considerations ensure that every member of the population is given an equal chance to be part of various samples. For non-probability sampling, it is reliant on the researcher's capability to choose members at random, as

it is not a static or pre-defined selection procedure (Sekaran & Bougie, 2013). Figure 3-2 shows the different types of sampling design.



**Figure 3-2: Sampling design and techniques**

Source: Adapted from Saunders, et al (2011)

The researcher employed the probability sampling method for this study, as the method reduces sample preference (Bhat, 2017). It is advantageous as it helps the researcher to plan and create a precise sample (Bhat, 2017).

### 3.7.7 Census Approach

A census approach was employed in this study. Every single member of the 56 population was selected to participate in the survey. This approach requires sharing of information, which leads to mutual education and in turn provides the basis for crafting workable and acceptable alternatives. It promotes joint thinking of a diverse group, which leads to creative solutions. Because parties participate in the deliberation, they understand the reasoning behind the chosen solution and are willing to support its implementation.

### **3.8 RESEARCH INSTRUMENTS**

According to Marczyk, Dematteo and Festinger (2005), research instruments are tools that are set to collect data on a topic of importance from research subjects. The basic data gathering styles that mainly involve observations and questions are necessary in quantitative research (Marczyk, et al., 2005). Primary data (collected first hand by the scholar) and secondary data (obtained by others on behalf of the scholar) are usually the two types of data during collection of data (Marczyk, et al., 2005).

A questionnaire was used as the research instrument for data collection. The questionnaire was deemed appropriate for this research as it allowed the researcher to gather data at a lower cost (Cooper & Schindler, 2011). Another benefit of using the questionnaire is that it reduces the variability of responses, cheaper to administer, can be easily administered and evaluated (Sekaran & Bougie, 2013). In this study, questionnaires were disseminated electronically using RDC data collection platform. No manual questionnaires were distributed. The electronic survey form was distributed during one of RDC South Africa conference and employees used that opportunity to complete the electronic version that was sent out to all the employees.

#### **3.8.1 Construction of Research Instrument**

Business oriented research questionnaires are usually regarded as the simplest, but most widely used style for gathering information from subjects (McMillan & Schumacher, 2001). This also highlights that questionnaire construction is essential as it addresses appropriate research question, which is used in collecting precise data for statistical analysis. The questionnaire was made up of 38 questions, which reduced the likelihood of misunderstanding the response. The first part contained demographic information, while the second section dealt with questions in line with the study objectives. The data collection instrument that was used for the second section was the Likert Scale, because it is typically intended to assess how strongly subjects agree or disagree with statements on a five-point scale (Sekaran & Bougie, 2013). There was also a "Neutral" choice that was supplied to gratify respondents that refused to participate.

The questionnaire was used because it allowed for the soliciting of the various required answers from RDC employees.

The administration of the questionnaires was done electronically using RDC survey platform link to all the employees of RDC South Africa during a conference in Johannesburg. The questionnaire was completed by the respondents the same day. This approach was also employed as RDC became interested in the feedback of the respondents, hence they managed the collection internally.

The data collection took place during one of the conference which take place every three months, hence, The researcher was able to collect information from the 100% population and those employees who had not taken the survey by the time of this cycle meeting were given time to participate in the research during the cycle meeting.

### **3.9 PILOT STUDY**

Pilot studies are the basic approaches used by researchers for the testing of the research instrument which is later used to obtain practical applications on the relevance of the study. Pilot studies are usually the initial approach for practical application of the principal study, as they provide avenues to solve and manage issues prior to them presenting themselves in the study (Dhlamini, 2016). It is essential to check the data collection instrument in order to ensure that the survey questions are clear and relate to the research problem (Dhlamini, 2016). A pilot study also ensures that word structure, arrangements or ethical issues, are revised before the main study (Sekaran & Bougie, 2013). Pilot studies are a preview of the actual research undertaking. For this study, the pilot study was done using five respondents to ensure preventable inconveniences on the actual survey. The pilot survey also assisted the sequence readjustment of the structured questions (Babbie, 2011). After a pre-test to check the appropriateness of the questionnaire, the questions were improved, in terms of the question content, wording, order, form and layout. The wording was made easy and plain for easy understanding by the respondents.

### **3.10 RELIABILITY AND VALIDITY**

In basic terms, reliability is the consistency of the researcher's measurement, while validity deals with the soundness of the research. The reliability of a measure demonstrates the extent to which the measure is free from bias (error free). As a result, it safeguards trustworthy measurement over time, with regards to various aspects of the instrument (Sekaran & Bougie, 2013). The truth is that the reliability of a measure

is an indication of the steadiness with which the instrument measures the views and helps in assessing the measures “goodness” (Sekaran & Bougie, 2013). Validity is an appraisal of how commendable an instrument that was generated measures the exact notion it is anticipated to measure (Sekaran & Bougie, 2013). Reliability and validity are very crucial parameters in quantitative research. Without testing the reliability and validity of the research, it will be hard to describe the impact of the errors in measurement on the relationship that are being measured. Validity concerns could be internal, external, content and construct related (Cooper & Schindler, 2011). RDC in-house employee opinion survey tool was used for the data collection, analysis and evaluation of the data. The questionnaire that was used was developed from the beginning, based on the topics that were of interest from the senior management. To ensure the validity and reliability of the research instrument (questionnaire), topics of interest from individual top and senior management were discussed individually and later, consensus was reached in order to agree on the specific questions that would eventually form the list of the questionnaire.

### **3.11 DATA ANALYSIS**

It is vital to process the raw data and analyse them in order to supply the scholar with clear feedback. Quantitative data is deemed raw when it is directly gathered from the survey questionnaire (Saunders, et al., 2012). Data analysis involves a close inspection of collected data, so as to extract an expressive outcome from the data or patterns (Creswell & Creswell , 2018). Data processing in quantitative studies begins with data editing, which is ‘cleaning’ the data. The coding of data involves creating a representation codebook, testing it and authenticating the coded data.

Questionnaire responses were analysed using basic descriptive statistics which were entirely managed by RDC SA employee survey online platform tool.

### **3.12 LIMITATION ON DATA ANALYSIS**

Survey questionnaire responses were evaluated using basic descriptive statistics which were entirely managed by RDC SA employee survey online platform tool. Efforts were made by the researcher to gain access to the raw data so that more statistical analysis like inferential statistic (Regression, Chi Squared and Hypothesis Testing) could be done. However, after many requests, the researcher was unsuccessful. This

therefore limited the degree of the data analysis by the researcher using other tools like SPSS software and other MS Excel data analysis tool.

### **3.13 ETHICAL CONSIDERATIONS**

Social science and many other types of research require the continuous protection of dignity of individuals and the dissemination of information in and from the research (Fouka & Mantzourou, 2011). Ethics is also an aspect of philosophy that deals with variability of decision making, regarding what is right or wrong (Fouka & Mantzourou, 2011). Ethical reflections are vital in business research and studies, as they uphold the study objectives and lessen inaccuracies (Saunders, et al., 2015). According to Babbie et al. (2001), researchers have the liberty to gather data from individuals, but this is limited to the respondent's right to privacy.

Informed consent is a key ethical aspect in carrying out research. It is a means through which the respondent's right to autonomy is preserved (Fouka & Mantzourou, 2011). The researcher is required to maintain well behaved ethical conduct during the course of the investigation process. Ethical considerations aim at making it clear that all concerns revolving around the subject's interest and position ensures the preservation of their identity (Saunders, et al., 2015). The respondents should not be pressured to participate in the survey and the researcher is anticipated to guarantee the participant's privacy and ensure they are comfortable throughout the survey (Sekaran & Bougie, 2013). During this investigation, the researcher maintained anonymity and privacy of the participants. The ethics approval letter for this study was obtained from the UKZN Ethics Committee on the 27<sup>th</sup> of September 2017 and a gatekeeper's letter from the Head of Human Resources RDC SA was received on the 12<sup>th</sup> of June 2017. An informed consent was also given to each participant prior to them answering the survey questionnaire.

### **3.14 CONCLUSION**

This chapter described the research methodology that was utilised to conduct this study. The chapter revealed the research philosophy that was applied, the population, selection of sample, reliability and validity of the research instrument. The location of the study, construction of the research instrument, data analysis and ethical considerations, were also discussed. The chapter also highlighted the difficulties

encountered by the researcher. The next chapter presents the results, as well as the interpretation of the findings.

## CHAPTER 4

### RESULT PRESENTATION AND INTERPRETATION

#### 4.1 INTRODUCTION

This chapter presents the results of the study from the primary data that was collected and analysed. These analyses are presented using bar charts, histograms and pie charts. The demographic part of the questionnaire response was represented using frequency tables, pie charts and histograms. The discussion includes the response rate, demographics of the sample, analysis and interpretation of data, as well as a discussion of the findings, with reference to the study objectives and existing literature.

#### 4.2 RESPONSE RATE FOR THE STATISTICAL REPORT

Table 4-1 shows that a total of 56 respondents participated in the study and all the participants completed the electronic survey. Hence, the participation and completion rates were 100% respectively. Fryrear (2015) indicated that internal survey usually gets an average of 30 to 40% response rate (even more), in comparison to an average of 10-15% response rate for outside surveys. Again, there is no least acceptable rate, as the response rate will be influenced by how the researcher distributed and collected the survey (Fryrear, 2015). Hence, 33% is considered an acceptable response rate.

**Table 4-1: Summary Report of the Survey**

<b>DESCRIPTION</b>	<b>COUNT</b>
Number of respondents	56
Number of respondents who started the questionnaire & completed	56
Participation rate	100%
Completion rate	100%

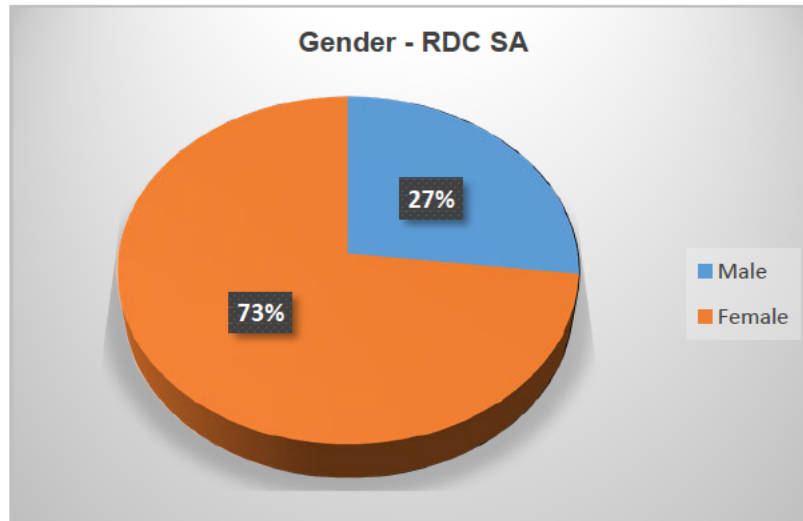
#### 4.3 SECTION A: PARTICIPANTS DEMOGRAPHICS

The demographic section covered aspects like gender, occupation level category, age

range, years of services with RDC and race category.

#### 4.3.1 Gender

Figure 4-1 depicts the percentages in terms of the respondents' gender.

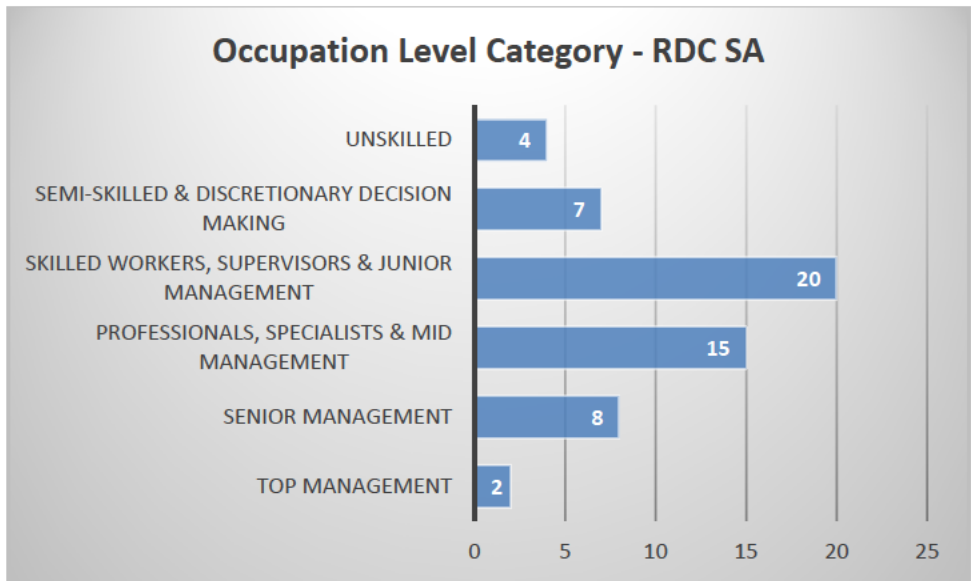


**Figure 4-1: Gender of respondents**

Figure 4-1 clearly showed that there are females (73%) than males (27%) in the organisation.

#### 4.3.2 Occupation Level Category

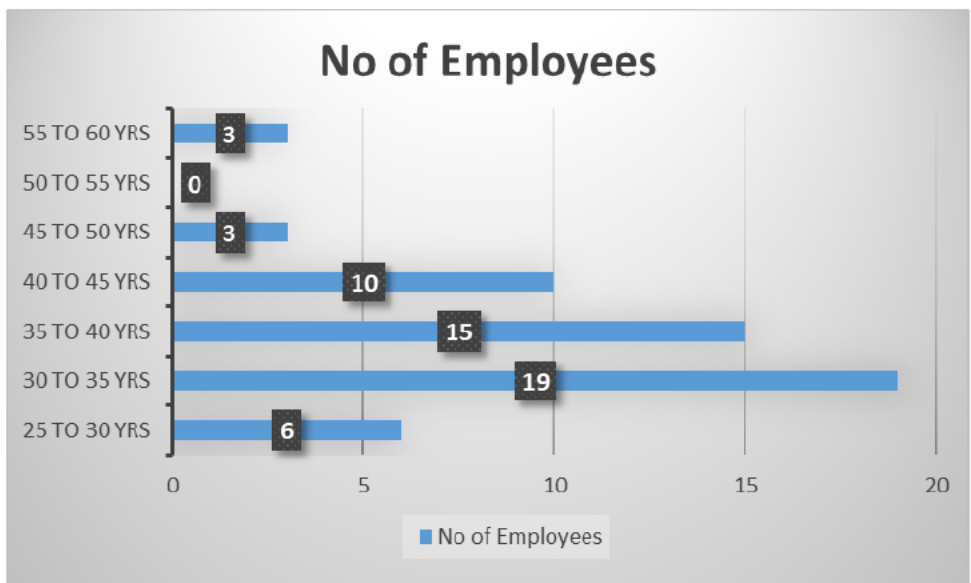
Figure 4-2 below shows the occupation category level of RDC SA. 4 respondents (7%) are in the unskilled level, 7 respondents (13%) are in the semi-skilled level, 20 respondents (36%) are in junior management, 15 respondents (27%) in middle management, 8 respondents (14%) are in senior management and 2 of the respondents (4%) are in top management.



**Figure 4-2: RDC South Africa Occupation Level Category**

### 4.3.3 Age Range

Figure 4-3 shows the age range of the participants

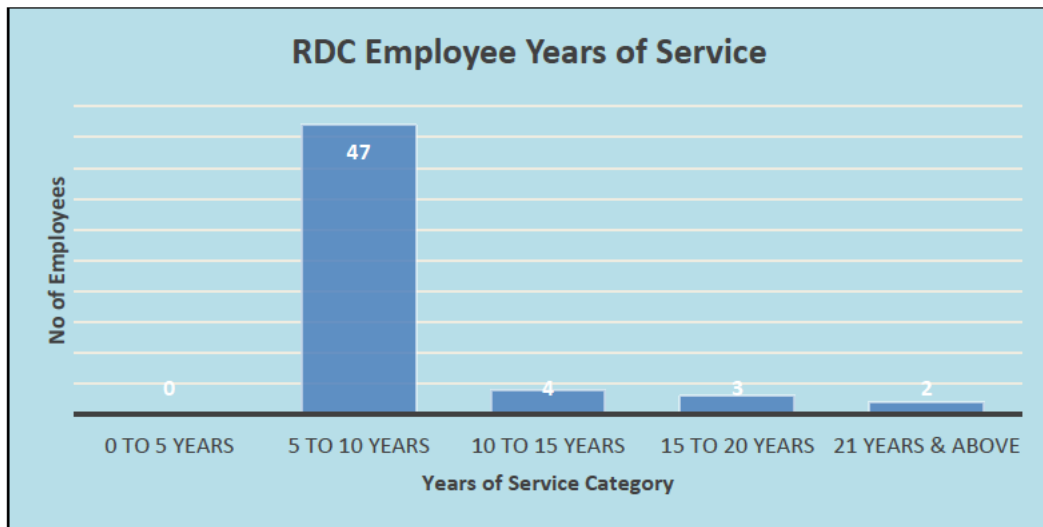


**Figure 4-3: RDC employees' Age range**

Figure 4-3 shows that majority of the respondents are between 30 and 45 years, which is about 79% of the entire population.

#### 4.3.4 Years of Service

Figure 4-4 below shows the years of service at RDC SA.

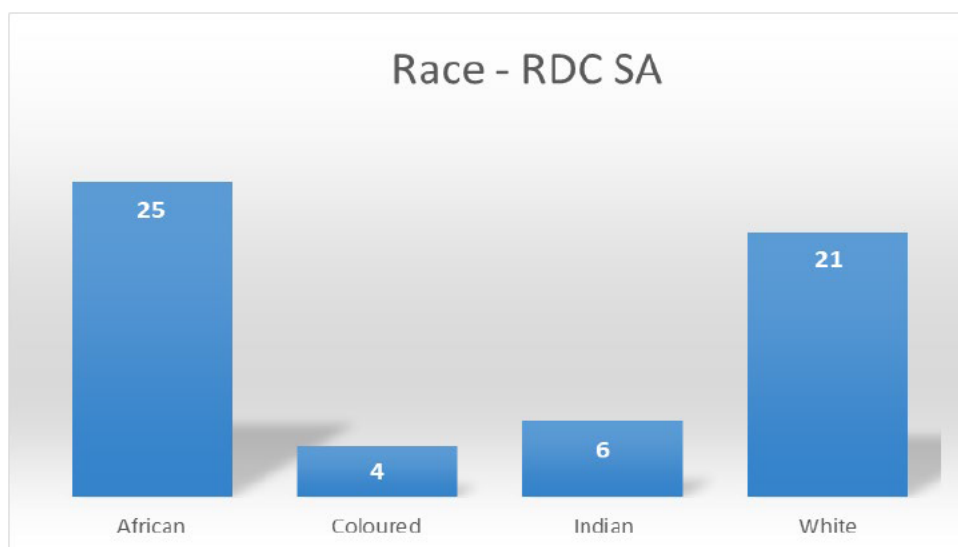


**Figure 4-4: Years of Service**

Figure 4-4 shows that the majority of the respondents (84%) have had between 5 to 10 years of service within RDC SA. Mid-career professionals denote employees with more than 10 years of professional service (Kokemuller, 2018). If RDC SA is where all those employees started their career, it shows that a good number of these respondents are still below mid-career.

#### 4.3.5 Race

Figure 4-5 shows the race category of the respondents.



**Figure 4-5: Respondents Race of Category**

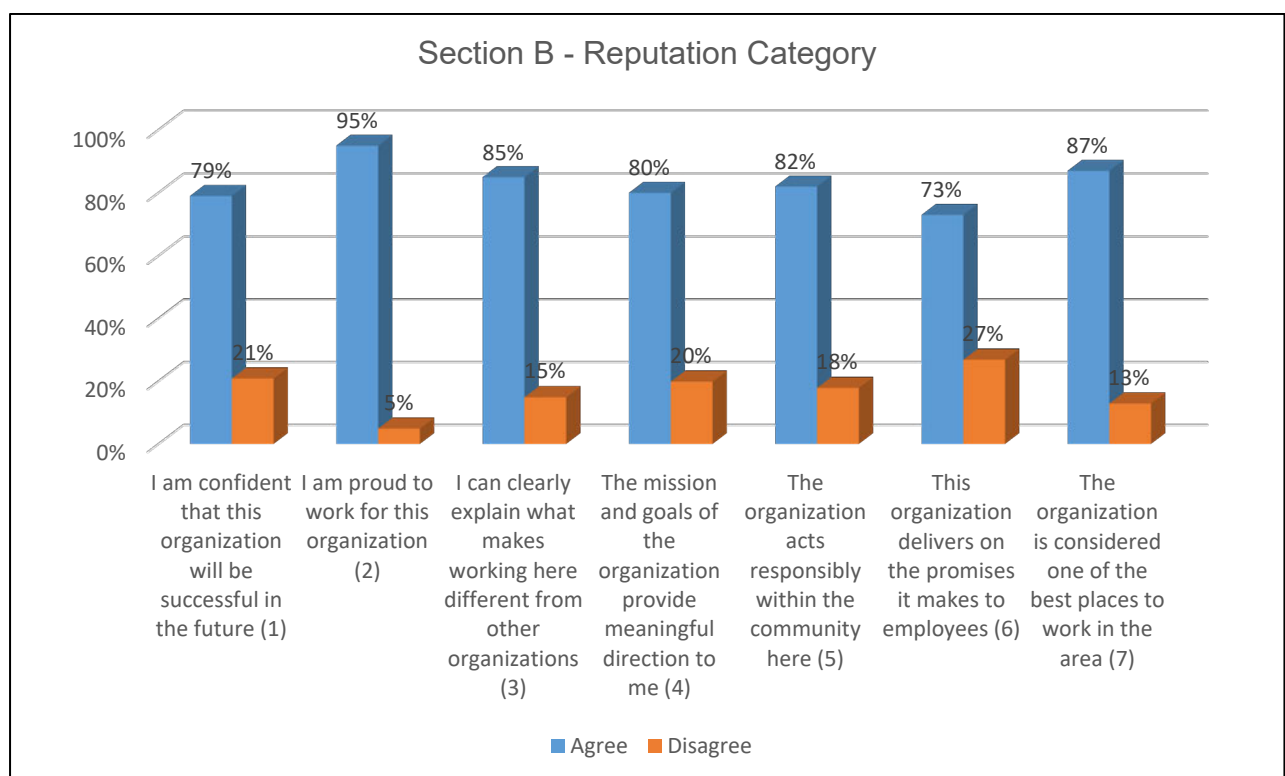
From Figure 4-5, 25 of the respondents (45%) are Africans, 4 of the respondents (7%) are Coloured, 6 of the respondents (11%) are of Indian/Asian descent, while 21 of the respondents (38%) are White. Employees' Broad-Based Black Economic Empowerment ratings at the time of the study was Level 4.

#### 4.4 SECTION B: FACTORS AFFECTING JOB MOTIVATION, SATISFACTION AND EMPLOYEE ENGAGEMENT IN RDC SA.

This section deals with the factors affecting job motivation, satisfaction and employee engagement. These include reputation, management effectiveness, collaboration, senior leadership, career opportunities, and work process/decision making.

##### 4.4.1 Organisational Reputation

Figure 4-6 below shows the respondents' feedback summary on reputation, which is a very vital factor affecting motivation, satisfaction and employee engagement.



**Figure 4-6: Respondents Reputation Category**

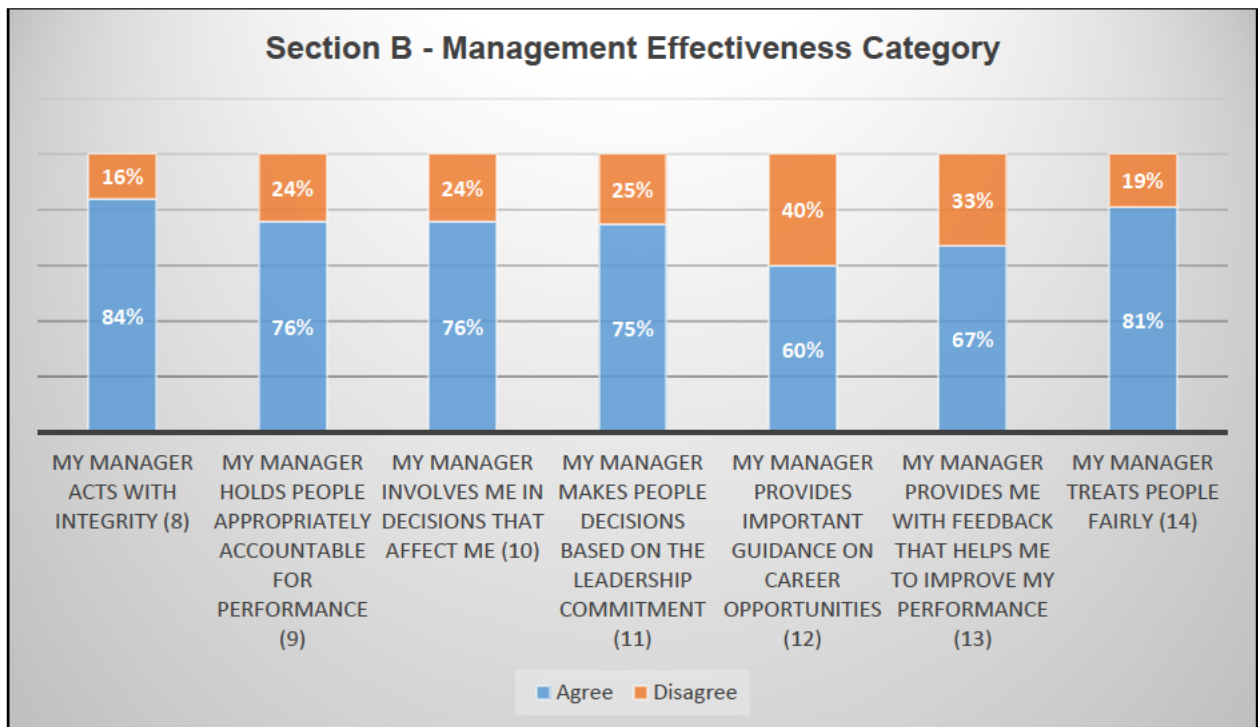
As indicated in Figure 4-6 the questions to evaluate organisational reputation as a factor affecting job motivation, satisfaction and employee engagement level. From Figure 4-6, the following can be deduced;

- a) 79% of the respondents agreed to the statement *“I am confident that this organisation will be successful in the future”*, while 21% disagreed with the statement.
- b) 95% of the respondents agreed to the statement *“I am proud to work for this organisation”*, while only 5% disagreed with the statement.
- c) 85% of the respondents agreed to the statement *“I can clearly explain what makes working here different from other organisations”*, while 15% disagreed with the statement.
- d) 80% of the respondents agreed to the statement *“The mission and goals of the organisation provide meaningful direction to me”*, while 20% disagreed with the statement.
- e) 82% of the respondents agreed to the statement *“The organisation acts responsibly within the community here”*, while 18% disagreed with the statement.
- f) 73% of the respondents agreed to the statement *“This organisation delivers on the promises it makes to employees”*, while 27% disagreed with the statement.
- g) 87% of the respondents agreed to the statement *“The organisation is considered one of the best places to work in the area”*, while 13% disagreed with the statement.

Figure 4-6 therefore clearly shows that more than 75% of the respondents agreed with the statements.

#### **4.4.2 Management Effectiveness**

Figure 4-7 shows the respondents' feedback summary on management effectiveness as a factor affecting motivation, satisfaction and employee engagement.



**Figure 4-7: Management Effectiveness Category**

The questions in this case sought to evaluate the impact of management effectiveness as a factor affecting job motivation, satisfaction and employee engagement level. From Figure 4-7 above, the following can be deduced;

- a) 84% of the respondents agreed to the statement *“My manager acts with integrity”*, while 16% disagreed with the statement.
- b) 76% of the respondents agreed to the statement *“My manager holds his people appropriately accountable for performance”*, while 24% disagreed with the statement.
- c) 76% of the respondents agreed to the statement *“My manager involves me in decisions that affect me”*, while 24% disagreed with the statement.
- d) 75% of the respondents agreed to the statement *“My manager makes people decisions based on the leadership commitment”*, while 25% disagreed with the statement.
- e) 60% of the respondents agreed to the statement *“My manager provides important guidance on career opportunities”*, while 40% disagreed with the statement.

- f) 67% of the respondents agreed to the statement *“My manager provides me with feedback that helps me to improve my performance”*, while 33% disagreed with the statement.
- g) 81% of the respondents agreed to the statement *“My manager treats people fairly”*, while 19% disagreed with the statement.

From Figure 4-7, it is indicated that an average of 74% agreed with the statements in this category.

According to Tepret and Tuna (2015), it is necessary for line managers and supervisors to act with integrity, as it affects the employees who report directly to them. It is also the responsibility of good managers to hold employees responsible and accountable for their performance (Xu & Cooper-Thomas, 2011). The respondents' feedback shows that the employees at RDC agreed that their managers act with integrity and hold employees accountable for their responsibilities.

The outcome of decision-making processes of organisations can affect employees. It is vital to keep employees informed regarding the company's future, as it assists in strengthening the management relationship with employees (Miksen, 2015). The involvement of employees in the decision-making process demonstrates to employees that their opinions are appreciated (Kappel, 2018). Miksen (2015) further alluded that even though the involvement of employees is important in decision making, good decision must be based on the leadership commitment. The outcome is that employee engagement level is improved and job motivation is increased when employees are involved in the decision making, as well as leaders making people decision based on leadership commitment (Miksen, 2015). It is convincing enough to say that respondents' feedback concurs with the existing literature.

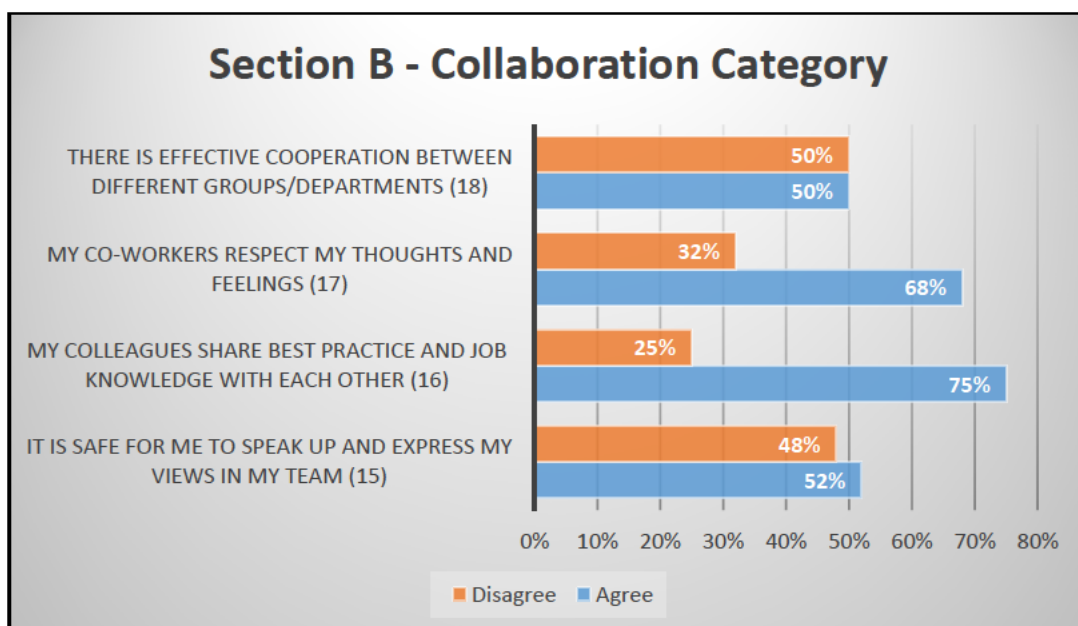
Previous literature also outlines that it is essential for managers to treat their employees fairly and give them continuous feedback, which enables them to improve their performance in the organisation (Tepret & Tuna, 2015). Line managers and supervisors are instrumental in building motivated and highly engaged employees. An investigation of workers in U.S showed that those who receive negative feedback are more likely to be engaged than those who receive no feedback at all (Madell, 2016). This shows that feedback and the managers' communication style are crucial in

improving employee performance, as it enhances the engagement level of the employee. In relation to existing literature, respondents' feedback also concurs with existing literature.

However, it is important to note that a higher percentage of respondents (40%) disagreed with the above statement. It is important to constantly communicate with employees and make them aware of the existing opportunities in the organisation, by listening to their career desires (Montanez, 2018). The number of respondents that disagreed with some of the decisions taken should raise some alarm to management, with regards to how this can affect motivation, satisfaction and engagement levels. This shows that management should review why 40% of respondents disagreed with the statement and address improvement areas, as this will improve job motivation and increase employee engagement levels within RDC.

#### 4.4.3 Collaboration

Figure 4-8 shows the respondents' feedback summary on collaboration as a factor affecting motivation, satisfaction and employee engagement.



**Figure 4-8: Collaboration Category**

The questions with regards to Figure 4-8 sought to evaluate the impact of collaboration as a factor affecting job motivation, satisfaction and employee engagement level. From Figure 4-8, the following can be deduced;

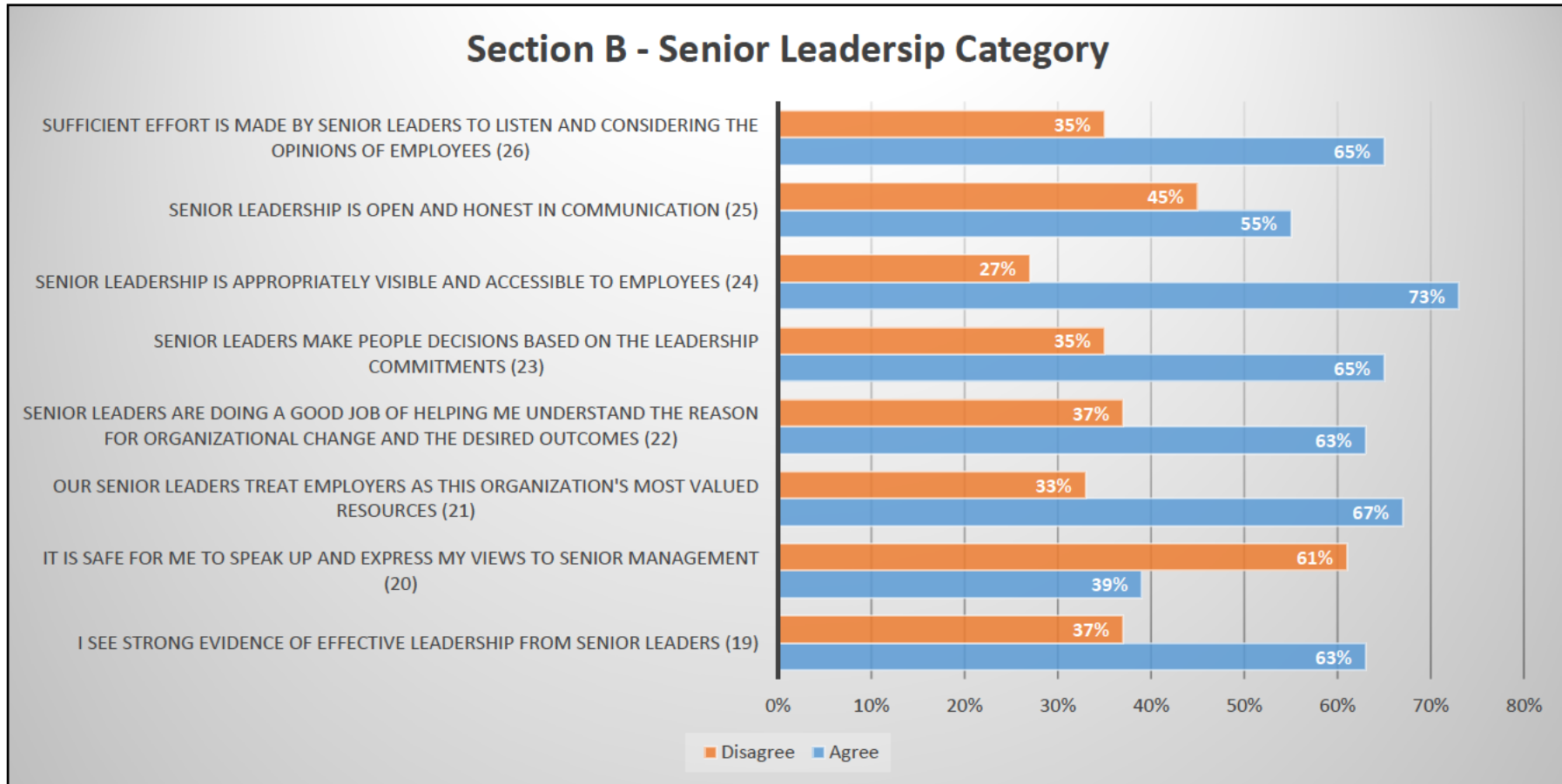
- a) 52% of the respondents agreed to the statement *“It is safe for me to speak up and express my views in my team”*, while 48% disagreed with the statement.
- b) 75% of the respondents agreed to the statement *“My colleagues share best practice and job knowledge with each other”*, while 25% disagreed with the statement.
- c) 68% of the respondents agreed to the statement *“My co-workers respect my thoughts and feelings”*, while 32% disagreed with the statement.
- d) 50% of the respondents agreed to the statement *“There is effective cooperation between different groups/departments”*, while 50% disagreed with the statement.

From the above statistics, an average of 61% agreed with the statements, while 39% disagreed with the statements in this category.

According to Chiocchio, O'Neill, Grenier and Savaria (2012), collaboration in the workplace encourages co-workers to respect one another's thoughts and feelings. An environment with a culture of collaboration encourage mutual understanding, which improves the morale of the employees (Chiocchio, et al., 2012). Another view also showed that a collaborative environment increases job motivation, while at the same time improving the engagement levels of employees (Johnson, 2018). A collaborative environment also enhances the cooperation between departments, thereby encouraging the sharing of ideas in the organisation and eventually improves employee motivation and satisfaction (Gaskell, 2017). The respondents' feedback clearly shows that the colleagues in the company respect one another's thoughts and feelings in the workplace. However, the feedback also signifies a split, with regards to their feedback, as half of the respondents agreed to the statement, while the rest disagreed. The researcher believes that this is a potential area for further investigation and improvement for RDC.

#### **4.4.4 Senior Leadership**

Figure 4-9 shows the respondents' feedback summary on senior leadership as a factor affecting motivation, satisfaction and employee engagement.



**Figure 4-9: Senior Leadership Category**

Questions in this regard sought to evaluate the impact of senior leadership on job motivation, satisfaction and employee engagement level. From Figure 4-9, the following can be deduced;

- a) 63% of the respondents agreed to the statement *“I see strong evidence of effective leadership from senior leaders”*, while 38% disagreed with the statement.
- b) 39% of the respondents agreed to the statement *“It is safe for me to speak up and express my views to senior management”*, while 61% disagreed with the statement.
- c) 67% of the respondents agreed to the statement *“Our senior leaders treat employees as this organisation’s most valued resources”*, while 33% disagreed with the statement.
- d) 63% of the respondents agreed to the statement *“Senior leaders are doing a good job of helping me understand the reason for organisational change and the desired outcomes”*, while 37% disagreed with the statement.
- e) 65% of the respondents agreed to the statement *“Senior leaders make people decisions based on the leadership commitments”*, while 35% disagreed with the statement.
- f) 73% of the respondents agreed to the statement *“Senior leadership is appropriately visible and accessible to employees”*, while 27% disagreed with the statement.
- g) 55% of the respondents agreed to the statement *“Senior leadership is open and honest in communication”*, while 45% disagreed with the statement.
- h) 65% of the respondents agreed to the statement *“Sufficient effort is made by senior leaders to listen and considering the opinions of employees”*, while 35% disagreed with the statement.

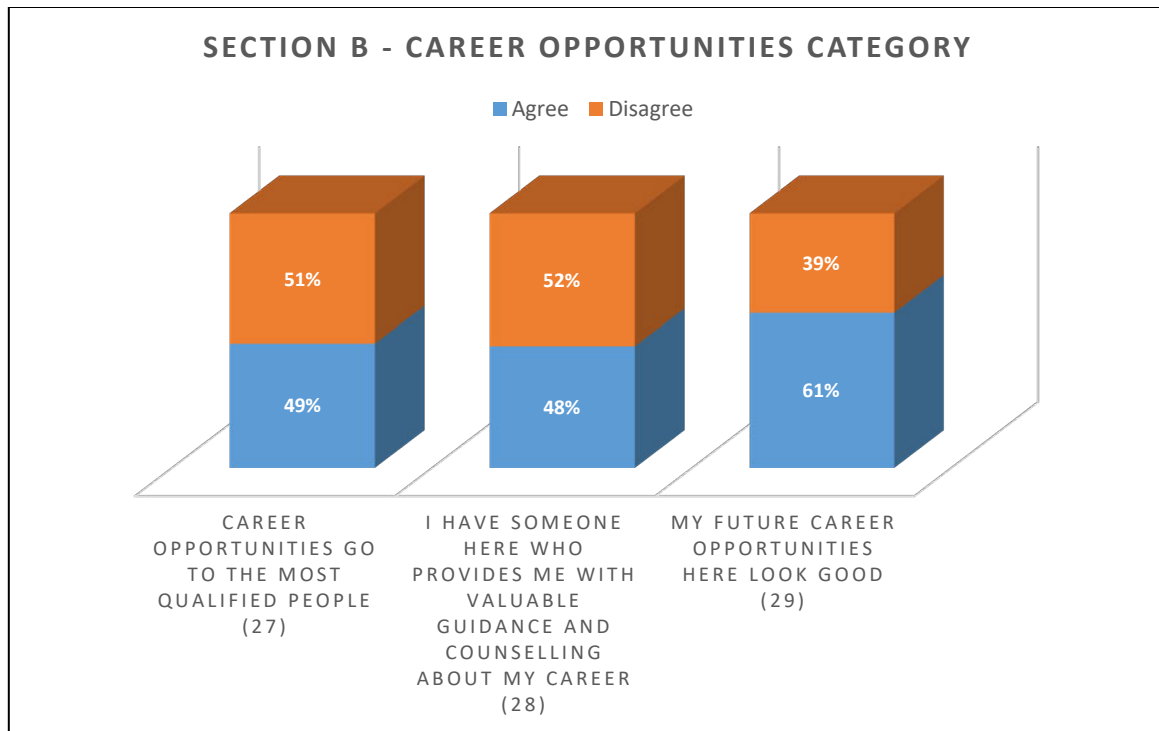
It is also essential for leaders to treat their employees with value (Iqbal, et al., 2015), as this demonstrates respect for the teams that they are leading (Schwantes, 2018). Job motivation and satisfaction increase when the employees see how the leaders value them, how they respect and listen to them (Craig, 2018). The feedback from respondents shows that 67% agreed to the statement, while 33% disagreed with the statement. This is certainly in line with theory.

The feedback of the respondents is in support of the existing literature, as 55% agreed with the statement, while 45% disagreed. Although the percentage of respondents that disagreed (45%) was less than those that agreed, the leadership of RDC needs to

uncover the reasons for the proportion that disagreed with the statement. This could help them discover areas for possible improvement. The feedback of respondents also shows that 65% agreed with the statement, while 35% disagreed with the statement.

#### 4.4.5 Career Opportunities

Figure 4-10 summarises the respondents' feedback summary on career opportunities as a factor affecting motivation, satisfaction and employee engagement.



**Figure 4-10: Career Opportunity Category**

The questions in this regard sought to assess the impact of career opportunities as a factor affecting motivation, satisfaction and employee engagement level. From Figure 4-10, the following can be deduced;

- a) 49% of the respondents agreed to the statement “*Career Opportunities go to the most qualified people*”, while 51% disagreed with the statement.
- b) 48% of the respondents agreed to the statement “*I have someone here who provides me with valuable guidance and counselling about my career*”, while 52% disagreed with the statement.
- c) 61% of the respondents agreed to the statement “*My future career opportunities here look good*”, while 39% disagreed with the statement.

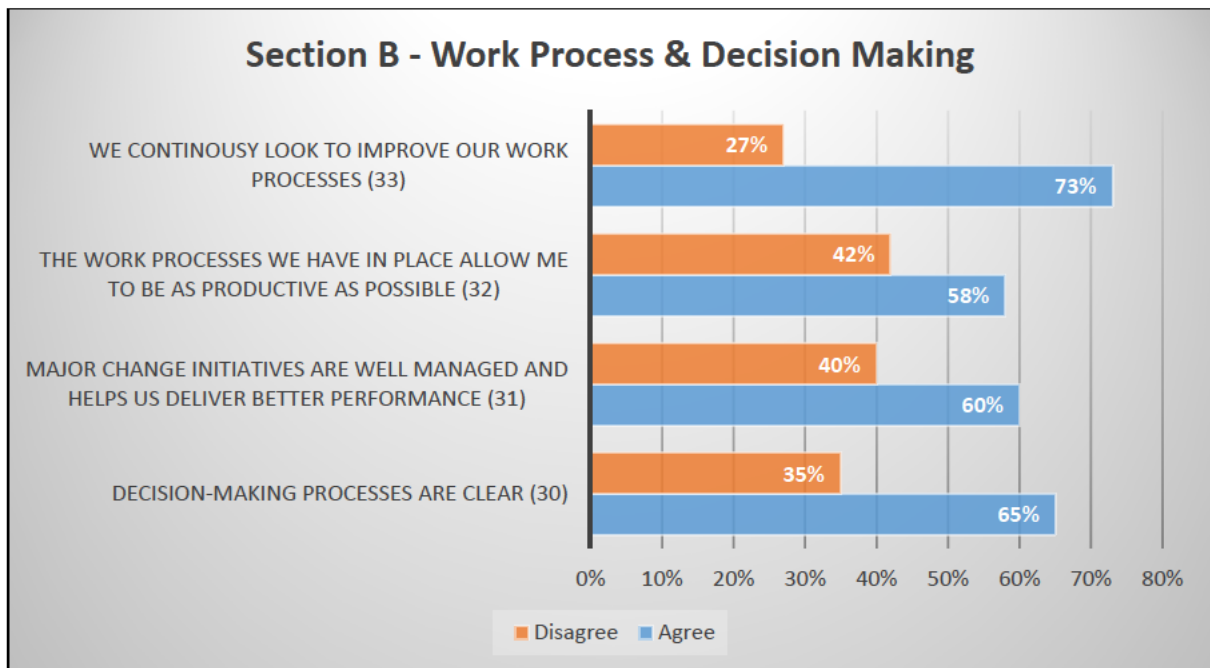
A previous study showed that career development opportunities are some of the drivers of employee engagement (Klongerbo, 2019). Workers are normally more engaged when they perceive companies to be concerned about their career growth. This enables them to make available means of achieving these goals, as they themselves fulfil the company's goal (Heathfield, 2018). In addressing career growth, opportunities and issues in the workplace, employers are encouraged to ensure that a balanced approach that is free of favouritism is applied (Shapiro, 2017). The feedback from the respondents also shows that 51% disagreed with the statement, while 49% agreed. This denotes that the employees of RDC felt that career opportunities are not being afforded to most qualified employees.

Another view suggests that organisations must guide employees' career path in the right direction, but must ensure that it is the employees' duty for the choice and follow-through (Klongerbo, 2019). It is essential for the employer to provide the employee with the necessary guidance and counselling regarding their career growth and path, which is usually done through the human resource management (Heathfield, 2018). The feedback of respondents shows that 48% agreed with the statement, while 52% disagreed. The response to the statement is not in agreement with popular literary view, which further shows that RDC is likely not providing enough guidance and counselling to the employees about their career growth and path.

Nevertheless, most of the employees still believe that there are career opportunities at RDC, as 61% agreed, while 39% disagreed. It appears that the employers are not properly communicating with employees regarding the career opportunities. From the observations, one could infer that a clear evaluation of the career opportunities category shows that there is room for improvement. This improvement will certainly influence job motivation, satisfaction and employee engagement level in RDC SA.

#### **4.4.6 Work Process and Decision Making**

Figure 4-11 summarises the respondents' feedback summary on work process and decision making as a factor affecting motivation, satisfaction and employee engagement.



**Figure 4-11: Work Process and Decision Making**

The questions with regards to the above sought to evaluate the impact of work process and decision making as a factor affecting motivation, satisfaction and employee engagement level. From Figure 4-11, the following can be deduced;

- a) 65% of the respondents agreed to the statement “*Decision-making processes are clear*”, while 35% disagreed with the statement.
- b) 60% of the respondents agreed to the statement “*Major change initiatives are well managed and helps us deliver better performance*”, while 40% disagreed with the statement.
- c) 58% of the respondents agreed to the statement “*The work processes we have in place allow me to be as productive as possible*”, while 42% disagreed with the statement.
- d) 73% of the respondents agreed to the statement “*We continuously look to improve our work processes*”, while 27% disagreed with the statement.

Decision making process is a key aspect of any organisation. The process or pathway of reaching that decision should be clear so that best results can be achieved (Quain, 2019). It is the responsibility of good managers to explicitly explain a continuous process, as the clearer it is, the more efficient the team will become (Leonard, 2017). From the respondents’ feedback, 65% agreed that decision making processes are

clear, while 35% disagreed with the statement. The feedback of the respondents is in line with literature and should be continued by RDC to sustain and improve motivation, satisfaction and employee engagement level.

#### **4.5 CONCLUSION**

The results and discussion of the study was presented in this chapter. The chapter reviewed the demographics of the respondents, which covered age, level in the company, age range, years of service and race. The statements from the survey were arranged under each category factor and discussed accordingly. This was with the intention to ascertain the respondents' feedback, in comparison with the literature, in establishing how they could potentially affect job motivation, satisfaction and employee engagement level. The next chapter outlines the discussion of the findings of the study.

## **CHAPTER 5**

### **DISCUSSION OF FINDINGS**

#### **5.1 INTRODUCTION**

The previous chapter provided the results from the study. It also evaluated and discussed them in relation to literature. In this chapter, discussions on areas where the study contributed to the research area outlined. It also aligned outcomes of the questionnaires discussed in chapter four to the research questions and objectives. This chapter will cover other findings and deductions from the study, and also shows opportunities for further study.

#### **5.2 FINDINGS AND DISCUSSIONS FROM PRIMARY DATA**

The study revealed that there are more females at RDC which shows that the company is embracing the empowerment of women in the workplace. Most of the employees are between 25 and 45 years, and it was also observed that the majority of the workers, based on their years of service, are at the early stage of their careers. The findings from the data are presented under the objectives as headings.

The study established that RDC has a strong reputation with the employees. The respondents clearly showed that they were proud to be working for the company and that they foresee a good future for RDC. They strongly noted that they were well embraced, with regards to the goals and mission of the company, and that the company acts very well within the community as they also testified that the RDC is one of the best places to work. This showed that from a reputational point of view, RDC employees are highly motivated. A review of the management effectiveness showed that the RDC employees saw their managers as people who act with integrity and hold people accountable for their performance. They believe that they are treated fairly because their managers make decision with leadership commitment in mind, which in most cases enables them to be involved in decision making. With regards to collaboration in the workplace, there is a gap from between departments, which highly likely affects motivation level in RDC.

When employees are confident that an organisation will succeed in the future and are proud to work for the organisation, it greatly affects the motivation (Goldstein, 2018). It is important for managers and leaders to ask themselves whether their employees are proud of their roles in working for the organisation (Goldstein, 2018). This is because this affects motivation and engagement levels of the employees. Another view also supports that employees see a future in an organisation and are proud to work for such organisation when cultures of transparency and respect are prevalent in the organisation. This ultimately increases the employee motivation and engagement level (Tipalti, 2015). When employees can explain on their own what makes working for a company unique and different from others, it shows that there is an improved level of engagement and satisfaction in the organisation (Morgan, 2015). Hence, the findings from the respondents are in line with the literature. Simplicity of goals and mission in any organisation to the employees are very essential as they stimulate employee motivation and employee engagement level (Matsuki & Nakamura, 2019). Another view shows that it is the responsibility of the managers and leaders to ensure that company goals and mission are understood and embraced by employees (Gleeson, 2017). The responses of respondents clearly confirm the current views. Business leaders who are smart believe that active corporate social responsibility (CSR) initiative is beneficial when it comes to attracting top employees (Tariq, 2015). Most leaders do not understand that employees are engaged with organisations that are fully engaged in CSR, thereby enabling them to make individual differences in the workplace, instead of merely starting CSR programme as a company (Tariq, 2015). The effect is that employee engagement level is improved when organisations act responsibly to the community. The respondents' feedback shows that CSR improves employee engagement and job motivation, which denotes the impact of organisational reputation. Another study by Galvas also showed that CSR improve job motivation and engagement level, as employees desire to work for companies that have good social reputation (Glavas, 2016)

There is however confidence within the RDC employees, as they share best practices and knowledge with each other in the workplace. The study also revealed that the respondents were happy with the senior leadership in many aspects, but strongly showed that they are not motivated when it comes to the liberty of expressing their views and opinions in the workplace. This aspect of not sharing views and opinions is

demotivating the RDC employees and should be addressed by the senior leadership. Another source of demotivation was found to be the issue of career opportunities and development, as the study showed that there is poor motivation in this aspect.

According to Omar, Salessi and Urteaga (2017), the manager's willingness to provide support and career guidance is directly linked to strong engagement (Omar, et al., 2017). Career guidance enables the employee to stay motivated and stimulates employee satisfaction in the organisation (Kappel, 2018). Line managers and supervisors can provide this kind of support by showing openness and availability in their willingness to share ideas and have formal and informal discussion sessions, as this will enable them to express their opinions and thoughts (Madell, 2016).

Another objective of the study was to evaluate the engagement levels of RDC SA employees. A review of the engagement levels based on the feedback of the respondents towards reputation showed that the employees are well engaged, as RDC have strong reputation. The engagement level at RDC is also high in relation to management effectiveness, as the managers act with integrity and hold their employees accountable for their performance. Involving employees in the decision making improves the engagement level of the employees in any organisation and the response of RDC employees aligned to this view. However, managers need to improve on the aspect of guidance to continue sustaining their managerial effectiveness. This was because the ratio of employees who disagreed that their managers afforded them important guidance on career opportunities was quite concerning.

The lack of collaboration in the workplace affects the engagement levels of employees, yet collaborating maximises the potentials of employees, as they learn from one another. Good collaboration in the workplace should be encouraged as it enables the employees to speak up and express their opinions within their team, thereby increasing the engagement levels. The majority of the RDC employees agreed that they are free to speak up and express their views, although a good proportion disagreed, which is affecting the engagement level at RDC. It was also noted that the engagement level of RDC employees was being affected, as there was poor cooperation between different groups and departments in the company. The

investigation also showed that the employees were happy with senior leadership, but highly disengaged, as they expressed that they were unsafe to speak up and express their views to senior leadership. Good leadership should create an environment that does not intimidate employees and followers but should listen to the views and opinions of their subordinates.

Career growth and opportunities is one of the biggest drivers of employee engagement. Previous studies have proven that the lack of growth is the second biggest reason for employees leaving organisations (Klongerbo, 2019). The feedback from the employees clearly showed that they do not believe that career opportunities are accorded to the most qualified candidates, and that there are no valuable guidance/coaching, with regards to career development within RDC. This showed that engagement levels are negatively affected and could result in more employees leaving RDC. With regards to work process and decision making, the study showed that RDC employees are properly engaged.

According to Naidoo, Abarantyne and Rugimbana (2019), it is important for companies to fulfil promises made to employees and top talents, as this leads to better satisfied and engaged employees. When employees identify a breach in such agreement (formal or informal), it affects trust and hope, thereby affecting the company's reputation (Naidoo, et al., 2019). This can lead to reduced employee engagement and satisfaction, thereby making such organisation one of the places individuals would not want to seek employment (Niaz, 2018). These literary assertions are in line with the respondents' feedback, which showed that they saw RDC as an organisation that fulfils employees' promises and is considered as one of the best places to work.

The overall satisfaction of employees with their job is a combination of many drivers like management effectiveness, career development opportunities and collaboration. The feedback of RDC employees clearly showed that they are satisfied, as far as management effectiveness is concerned. Employees want to work for companies where managers act with integrity, hold people accountable and involve them in decision making. From literature review, it was highlighted that organisations with high employee retention are likely to be successful because they encourage career development opportunities. The findings of the study indicated that there is low

satisfaction level in the company. The major contributory factor under career development is that employees felt that opportunities are not given to the most qualified people. The satisfaction level is also low, as the employees indicated that they were not provided with valuable guidance and counselling regarding their career. In assessing this objective, the responses from the participants showed that there is a room for improvement in order to maintain a highly satisfied employee. Good work process and decision-making in the organisation also helps to improve the efficiency and performance of employees (Quain, 2019). The management team and structure of the company should be able to properly guide and manage new work processes and decision-making initiatives, such that they are employee aligned (Leonard, 2017). For instance, workers and employees want to be part of continuous improvement in the company, this is because it makes them feel valued, which forms part of the organisational goal (Luthra & Dadhiya, 2015). This shows that managing major initiatives helps employees to deliver better performance and good work processes increase their productivity. When employees perform better and are more productive, it increases their job satisfaction levels and improves their engagement level in the organisation.

Good collaboration in the workplace should also be encouraged as it enables the employees to speak up and express their opinions within their team, and through such an open and free environment, employees' motivation levels are improved (Boyer, 2019). Good collaboration in the workplace encourage the team members and provide them with equal opportunities to participate and share their ideas (Boyer, 2019). Some of such ideas involve sharing thoughts and ideas on best practices that could advance the organisation, thereby improving job knowledge within the team (Johnson, 2018). An environment of collaboration increases employees' job motivation, satisfaction and engagement level. The feedback from the respondents confirmed the existing literature. However, the respondents who agreed (52%) with the statements were barely more than those who disagreed (48%). This shows that a good number of employees believe that it is not safe for them to speak up and express their views.

Another vital objective of the study was to assess if RDC employees believe in the leadership and future of RDC SA. Overall, the participants' responses showed that they see evidence of strong leadership, as they indicated that senior leaders are visible

and accessible to employees. The study also showed that there is a clear understanding of organisational change and that they are treated as most valued resources in the organisation. However, it was discouraging to see that employees pointed out that it was unsafe for them to speak up and express their views to senior management. Again, a high number of employees disagreed that there was open and honest communication from senior leadership. This certainly raises doubts, as to whether the employees gave honest feedback to the survey, seeing that they ideally do not express their views to senior management. From a reputational point of view, the feedback from employees showed that they believed in the future of the organisation. Nonetheless, the researcher felt that employees were doubtful over the leadership of RDC, as it is highly possible that the employees did not express themselves honestly, considering that their feedback in expressing their views and communication style of senior leadership disagreed with the question statement.

According to Alghazo & Al-Anazi (2016), a good leadership style should be visible and perceivable by the employees. It is also argued that good leadership from senior leaders could be intangible but can be seen and felt by employees (Schwantes, 2018). The responses from the participants are in line with the existing literature, even though 37% did not agree with the statement. This disagreement should be explored by the senior leadership, so that they can explore the reasons and improve the employees' views, as this will increase employee satisfaction and engagement level.

Good leadership creates an environment that encourages employees to raise their concerns to leaders (Alghazo & Al-Anazi, 2016). It is further said that good leadership should be flexible. This would be achieved by creating an environment that accommodates the views of the employees and should not be an intimidating atmosphere for employees (Alghazo & Al-Anazi, 2016). It is important that leaders should understand the type of emotional atmosphere that they have in the workplace and be honest about it, which can be done through surveys and observations (Parke & Morris, 2017). The respondents' feedback shows that 61% disagreed with the statement, implying that they were afraid to speak up and express their views to senior management, while only 39% agreed with the statement. This should be a source of concern to RDC management, as it demonstrates that employees were uncomfortable

or that the atmosphere at RDC SA does not encourage honest employee feedback to senior leaders.

Senior leaders must be prepared for the impact of organisational changes and outcomes in the workplace. It is essential for leaders to wisely communicate organisational changes to their team, as this enables them to anticipate the unexpected, and also ensure that they are being accountable to necessary action on outcomes (Llopis, 2014). This is vital as employees, being aware of such changes, strengthens employee engagement level. This demonstrates an inclusive culture by the leaders over them as employees (Kislik, 2018). The respondents' feedback concurs with literature, as 63% agreed that senior leaders are doing a good job of helping them to understand the reason for organisational changes and the desired outcomes, while 37% disagreed with the statement.

Good leaders understand that there are negative outcomes to every decision that is made in the company. Commitment is considered to be extremely influential, as it assists leaders and managers to not lose sight of their promises to the employees and organisations (Sull, 2003). Good leaders recognise the nature and effect of their commitments to organisation and employees, which assists them in making decisions that affect the people (Ejimabo, 2015). Skilled leaders make decisions in line with leadership commitments; such that will encourage the employees, thereby increasing job motivation and engagement level (Ejimabo, 2015). The respondents' feedback is in line with existing literature, as 65% agreed with the statement, while 35% disagreed. This shows that RDC employees agreed that their senior leaders are making decisions based on their leadership commitments.

One way of summarising leadership success is visibility. The degree of the leaders' visibility and accessibility to employees defines the leadership style and affects the leadership mandate of the entire organisation (Crompton, 2010). It is said that an effective leader is an individual who is welcoming and accessible to everyone. This enables the employees to feel comfortable by keeping communication channels open (Szody, 2016). About 75% of the respondents agreed, indicating that senior leadership is appropriately visible and accessible to employees, while 25% disagreed with the statement. The feedback from the respondents is in agreement with the literature. It is essential for leaders to be visible and accessible to employees, as it is the core

approach in building trust and respect. This in turn increases employee engagement level and also stabilises motivation (Hall, 2018)

Efficient and honest communication are important drivers which distinguish and make good leaders or managers to stand out (Luthra & Dadhiya, 2015). Improved job motivation, satisfaction and employee engagement are also improved by the level of open and honest communication in the workplace (Luthra & Dadhiya, 2015). In most instances, the senior leader underestimates the influence of good and honest communication, which could actually improve business performance, as the employees are motivated and engaged (Beslin & Reddin, 2004). It is not just enough to have open and honest communication, but leaders must also consider the opinions of employees. Employees desire to be heard and failure to listen to them can decrease their engagement level (Shapiro, 2017). Listening to the employees foster opportunities for employers to improve engagement and employee satisfaction (Shapiro, 2017).

### **5.3 CONCLUSIONS**

This chapter has shown that the RDC employees identify with the important aspects of the company i.e. Mission, Vision etc. They love working for the company and do believe that they can build their future and careers with this company. The chapter has also highlighted that employees do trust Top leadership has the capability to drive the organization forward and build a bright future for everyone.

However, employees want their voice to be heard so that they can contributing in building the future for the company. Currently they are afraid to voice their opinions for whatever reason and it then becomes the responsibility of the leadership team to address this issue and try to make the environment conducive for them to be able to talk their minds. This is also very important because it can allow the same collaboration that the employees have among themselves can be extended to between employees and the Leadership Team.



## **CHAPTER 6**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **6.1 INTRODUCTION**

In this last chapter of the study, The Researcher look at some of the conclusions that can be deduced from the findings presented and discussed in the previous chapters. This is very important as it forms the basis of what are the likely recommendations for the leadership of RDC. In the implications section, The Researcher scrutinise both likely losses and gains for RDC, but with more focus on the negative implications for the leadership team or the organisation as a whole, because if these implications are not addressed immediately, the company is likely to lose some money through the loss of productivity or the loss of good talent. The Researcher also touch on the limitations of the study. The scope for further research highlights some of the studies that RDC can pursue in the future, if the company is interested in digging more information to allow themselves to make more informed decisions. The Researcher then end the study with the final conclusions which gives the reader the overview of the study.

#### **6.2 STUDY CONCLUSIONS**

RDC has a strong reputation and is deemed as one of the best places to work, according to the employees. The employees also indicated that RDC's goals and objectives provide meaningful direction to the employees and that they act responsibly within the community. In the competitive work environment for good talent, this puts RDC in a good position to attract good talent, but at the same time, other companies in the same pharmaceutical industry may want to steal this good talent. It therefore becomes imperative for Roche Diabetes Care to put means into plans to make sure that they do not lose their good talent. Also, since the organisation has younger employees in terms of age group, it then becomes important to take care of this talent, as the younger generation is more about what the company can offer them, as compared to the older generation that sometimes stays longer within the company because of some kind of loyalty towards the organisation.

Job seekers and employees prefer to work with companies with good reputation and the RDC managers act with integrity and hold employees accountable, which indicates

that managerial effectiveness within RDC is good. In this view, the management needs to put more focus on career guidance, as the researcher identified some gaps in this aspect. This gap likely affects the motivation and engagement levels of RDC employees.

The work atmosphere at RDC does not encourage employees to speak up and express their views to their colleagues. This may be affecting the engagement levels and motivation for employees to efficiently collaborate with their colleagues. This is a very limiting factor for companies like RDC. The departments within RDC are not effectively collaborating.

It was also noted that employees do not feel safe to speak up and express their views to senior leaders and management. Again, this may be affecting their engagement levels in the organisation. They also indicated that there is high probability of bias in how career opportunities are accorded to the employees. This is likely affecting job satisfaction within the organisation. The workforce at RDC needs guidance and counselling, when it comes to their career and growth opportunities.

### **6.3 IMPLICATIONS FOR RDC**

In the contemporary environment, employees join organisations that will help them with building their own careers. This is in contrast to previous employees who would stay long with company, with the hope that their careers would be taken care of by the company. Employees now want their voice to count and if their opinions are not listened to or count for nothing, the company may end up losing competent employees. The least that the RDC management can do is to create an environment that is conducive for their opinions to be heard. In addition, the companies like the RDC may end up with a lost opportunity where maybe an employee would have come up with a suggestion that might save time for the organisation or give it a competitive advantage in the industry.

### **6.4 STUDY RECOMMENDATIONS**

From the conclusions drawn from the study, below are the recommendations to RDC management and leadership:

The leadership and management of RDC need to look into the aspect of career opportunities within the organisation, as the percentage of the employees that highlighted a gap in this area is concerning. Line managers should be able to provide employees with guidance on career opportunities within RDC. It is understandable that for organisations as small as RDC, opportunities for career growth are limited as there would be fewer employees leaving the organisation, but with this said, RDC still needs to invest in its employees for their future growth. This is because the company may benefit from this talent when opportunities for promotion surface in future. Also, if career discussion and development does not form part of the continuous discussion with individual employees, these employees may end up leaving the company in future.

Efforts should be made by leadership and management to create an environment that encourages employees to speak up and freely express their views. The feedback of the respondents on leadership and career opportunities shows that there is fear of expression in RDC. Platforms need to be created at all levels, for employees to be able to state their opinions e.g. for Sales Representatives, the Sales Representative Counsel (SRC) may be formed to allow them to communicate with both management and leadership through this channel. This can also be done for the middle management, so they can be able to communicate with top management. Also, when employees have expressed their opinions in these platforms, the leadership should respond to their opinions, regardless of how they feel about the opinion, as this will show the employees that they are listened to and that their opinions count.

Efforts must also be made by management to remove silos in the departments and improve collaboration. Collaboration is one way that the organisation can improve efficiencies and improve performance among different departments and individuals.

The workforce at RDC needs more engagement when it comes to career growth and opportunities. Efforts should also be made to ensure that there is no bias in terms of selecting employees for new job opportunities. The processes for promotions and the selection criteria should be well defined and clear for all employees to ensure there is no ambiguity, as is being observed by employees at the moment.

## **6.5 LIMITATIONS OF THE STUDY**

A major limitation that the researcher faced in this study was the poor cooperation of RDC management in releasing the raw data. In the researcher's view, this affected the ability of the research to apply more descriptive and inferential statistics in analysing the data. Although RDC management gave their consent at the beginning of the study, they later hesitated to release the statistical data.

## **6.6 SCOPE FOR FURTHER STUDY**

It is suggested that the study should be applied to other companies within South Africa. In addition, additional factors that affect job motivation, perceived job satisfaction and employee engagement levels, should be investigated.

## **6.7 CONCLUSION**

The conclusions and recommendations from the study were outlined based on the study objectives described in the first chapter of the study. From the researcher's view, more work could have been done, with regards to statistical analysis, but poor cooperation from RDC in sharing raw data from the survey limited the degree of data analyses. In view of the study findings, conclusions and recommendations, the study was a successful effort, considering that the main objectives were met.

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# APPENDIX A

## Ethical Clearance Approval



28 September 2017

Mr Nhlanhla Aubrey Gumede (214571788)  
Graduate School of Business & Leadership  
Westville Campus

Dear Mr Gumede,

Protocol reference number: HSS/1347/017M

Project title: Factors that have an effect in Motivation, perceived Job Satisfaction and Employee Engagement among employees at Roche Diabetes Care South Africa

### Approval Notification – Expedited Approval

In response to your application received on 14 August 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

**PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Mr Christopher Chikandiwa  
Cc Academic Leader Research: Dr Muhammad Hoque  
Cc School Administrator: Ms Zarina Bullyraj

## APPENDIX B

### Gatekeeper's Letter



12 June 2017  
Mr. Nhlanhla A Gumede  
6 Villa Maranche  
Thatchfield Glen  
Centurion  
0157

Dear Mr. Gumede

#### RE: PERMISSION TO CONDUCT RESEARCH FOR MBA DISSERTATION

We hereby grant you the permission to conduct the proposed research at Roche Diabetes Care (Pty) Ltd for the Masters of Business Administration. You are kindly advised to adhere to the following conditions:

- The research is strictly for academic purposes only.
- Participation in the research will be by Roche employees, is voluntary and participants may refuse to partake or withdraw from this project at any time with no negative consequences.
- There will be no monetary gain to the participants emanating from participation in this research project.
- The research will be confidential and anonymity for the respondents will be guaranteed.
- The results of the study may be made available to Roche.

I wish you well as you embark on this research.

Kind Regards,



Thabang Hlala  
Head of HR  
Roche Diabetes Care (Pty) Ltd

**APPENDIX C**  
**Denial of Access to Survey Raw Data**

**APPENDIX D**  
**Turnitin Report**

## APPENDIX E

### Questionnaire

#### SECTION: A (Demographics)

1. What is your gender?

Male	
Female	

2. Please select the level of management / leadership in the company

Executive/ Senior Management	
Middle Management	
Junior/Supervisor Management	
Administrative Support	

3. What is your age (years)?

Older than 21	
25 – 29	
30 – 34	
35 – 39	
40 – 44	
45 – 49	
50 – 54	
55+	

4. Years of Service with Roche?

0 – 5 years	
6 – 10 years	

<b>11 – 15 years</b>	
<b>16 – 20 years</b>	
<b>21 years and above</b>	

**5. Please specify your race**

<b>African</b>	
<b>Coloured</b>	
<b>Indian</b>	
<b>White</b>	
<b>Other, please specify</b>	

**SECTION: B**

**1. Leadership and Organisational Culture**

- My manager values the different backgrounds and the experiences of team members.
- I feel safe to express my views in my Organisation.
- My manager informs me about changes that affect me.
- The Senior Leadership team is leading the Organisation effectively.
- My manager is interested in my ideas and opinions.

**2. Purpose / Values**

- In our organisation employees live our corporate values.
- I am committed in my organisation.
- In our team we act with integrity.
- I am proud of the contribution my Organisation makes to the community where they operate.
- My Organisation has a strong brand in the industry.
- I am confident that my organisation will be successful in the future.

### **3. Reward**

- The benefits I receive form a valuable part of my employment package.
- I am rewarded fairly for my contribution and performance.
- I understand how my performance links to my personal remuneration.
- My incentive bonus encourages me to exceed the expected performance.
- My Organisation rewards exceptional performance.
- My manager shows appreciation for good work.

### **4. Role Content**

- I understand how my performance is evaluated.
- My role is challenging and stimulating.
- I have clear performance goals.
- I receive regular feedback from my manager about my performance.
- Employees who don't perform are managed appropriately.
- I have the required authority and freedom to do my job.

### **5. Career**

- I am clear about the requirements to progress in my career.
- I have access to relevant learning opportunities to further develop myself.
- I see a future for myself in my organisation.
- Career opportunities are given to the most deserving employees.
- My Organisation offers sustainable career opportunities.
- My Organisation keeps good employees.

### **6. Workplace/ Lifestyle**

- I am able to maintain a healthy balance between my work and my personal life.
- I have the right resources and tools effectively do my job.
- My organisation is serious about employee's health and safety.
- In my Organisation employees from different teams work well together.

- Work and responsibilities are allocated fairly in our team.
- I have the opportunity to be involved in the Organisation sponsored community projects.