



**WORK MOTIVATION AND EMPLOYEE ENGAGEMENT AT A STATE-OWNED
ENTERPRISE IN RICHARDS BAY**

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JANUARY 2024

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Work motivation and employee engagement at a state-owned enterprise in Richards Bay

I declare that the above dissertation is my work all the sources used have been quoted using a complete reference.

I declare that this work has not been previously submitted for examination to any other Institution.



Signature

20 March 2024

Date

DEDICATION

This dissertation is dedicated to the following:

My father, Dr Sibusiso Xulu thank one for all the sacrifices one made for me and ensuring that I was granted the best opportunities.

ACKNOWLEDGEMENTS

I wish to acknowledge with gratitude the assistance and support I received from the below:

- My gratitude and appreciation to Dr Ashika Maharaj my supervisor for her leadership academic guidance, encouragement and never giving up on me.
- My appreciation to my dear parents Sibusiso Xulu and Ntombikayise Xulu who have granted me the opportunity to obtain an education from the best institutions and have supported me throughout my academic and career journey. One have always encouraged me to work hard and it is through oner inspiration, unconditional love and support that I undertook this study. I will forever be grateful for the many sacrifices one made in life for oner children's education; one are my hero and inspiration.
- I would like to thank my husband, Halalisani Mtshali for keeping up with my sleepless nights and missing important events because I had to progressively work on this research report. This would have not been possible without oner support.
- My dearest siblings Khayelihle Xulu and Hlanzeka Xulu thank one for oner amazing support and for giving me the push on days when I felt I wanted to give up.
- To my aunties Sbongile Xulu, Mamazane Xulu and Zanele Mthembu, my cousins Nkululeko Xulu, Nqobile Xulu and Thembeke Xulu, my dear friends Nolwazi Manci and Sethembile Khumalo thank one for being my support structure and constantly reminding me that I am capable of achieving this and more.
- My beloved nephews, Yikhokonke and Nakhokonke Maswili, one are so special to me. One are my life. May this dissertation inspire one to work hard in life and go for oner destiny. To the parastatal organisation in Richards Bay and the respondents that allowed me to conduct my research, I am grateful.

ABSTRACT

The study aimed to explore the relationship between work motivation and employee engagement at a selected parastatal organisation in Richards Bay, South Africa. Employees are a company's greatest asset, and increasing their motivation and engagement is essential for corporate expansion. Organisations are confronted with several difficulties, including high absenteeism rates, low productivity, and high labour turnover rates which are related to low employee engagement and a lack of motivation at work. The following theories were used in the study, that is Herzberg's Two Factor Theory and Alderfer's ERG Theory, both of which recognize the components that are related to motivation. The researcher selected Kahn's Need Satisfying approach, Job Demand Resource Model (2007) and Lawrence & Nohria's Four Drive Theory (2002) to unpack the factors of employee engagement. A quantitative research approach was adopted to collect primary data in the form of questionnaires. Standardized questionnaires namely the revised Utrecht Work Engagement Scale (UWES-9) were used to measure employee engagement and they were distributed electronically and manually. The Work Preference Inventory was employed to evaluate both intrinsic and extrinsic motivation. The Statistical Package for Social Science (SPSS) version 24 was used to analyze the data since it enabled data analysis and statistical test execution. The research population consisted of 329 junior employees from the parastatal the "Krejcic and morgan model" suggested that 180 participants was appropriate for the study. The researcher received 93 responses. The findings show that only 52% of the employees feel like they are bursting with energy as they are not motivated, while approximately 48% feel happy when they are working intensely. Only 41% indicated that they feel like going to work every day. The study found about 54% of the respondents enjoy trying to solve complex problems at their workplace, while about 56% enjoy tackling problems that are completely new to them. The Work Preference Inventory, which measures intrinsic and extrinsic motivation in individuals, is built to be reliable as it captures the key components of the intrinsic drive, which are self-determination, competence, and work participation. The study concluded that motivation was related to needs satisfaction and a product that comes from a cognitively conscious decision. Given the limitations of the research and operational nature of the parastatal setting, it proved difficult to get questionnaires promptly as the employees follow a shift schedule. The study recommended the need for organisations to involve employees in decision-making to address employee engagement and employee motivation. It further recommends the need to invest in the two constructs.

Keywords: *Employee engagement, work motivation, experienced workers, motivating rewards, parastatal.*

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LIST OF ACRONYMS

SPSS	Statistical Package for the Social Sciences
WPI	Work Preference Inventory
UWES	Utrecht Work Engagement Survey

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1.INTRODUCTION

The study examined the relationship between work motivation and employee engagement at a parastatal organisation located in Richards Bay, South Africa. The company's most valuable resource is its workforce, so fostering their engagement and motivation is essential to the expansion of the enterprise. Fundamental ideas like employee engagement and work motivation are now thought to have a significant influence on an organisation's performance. This has piqued the interest of some academics, who are now studying what makes an organisation successful with an emphasis on employee motivation and engagement. The primary objective of any organisation is to optimize its output and accomplish objectives through various approaches. However, employers frequently fail to recognize the critical elements that are essential in helping staff members achieve organisational objectives.

The main focus of this study was to explore the relationship between work motivation and employee engagement and to investigate how they influence each other. Motivation comes from 'motive' which is a drive that pushes an individual to act in a certain way to attain goals which may be in the form of rewards or pleasure (Hadunka, 2020). The motivation of employees on the job is determined by several factors such as accomplishment, pay, recognition, enjoyment of the job, responsibility and the chance of personal growth which encourage job satisfaction amongst employees (Kabuka, 2019). Motivation is categorised into two factors: intrinsic which refers to the behaviour that is driven by internal rewards and extrinsic which is driven by external rewards.

Ramgoolam (2020) states that intrinsic and extrinsic motivators may differ in how they shape motivation however when intrinsic and extrinsic factors of individuals are satisfied, the employees would display loyalty and tend to be more engaged in their work. The global competitive economy has posed a challenge to organisations and has encouraged employers to adopt strategies that would contribute to achieving optimal results. For this reason, organisations should constantly be seeking ways to improve employee motivation in the workplace as it is believed that an employee who is motivated has an increased chance of performing better.

The above is supported by Engidaw (2021) as it was shown that employees who are motivated are more productive as they contribute towards the organisations' success. Furthermore, it was found that there is a positive link between motivation and employee engagement. Regarding the aforementioned, Miao, Rhee and June (2020) noted that work engagement is a critical motivational variable presuming that a well-fulfilled and motivated employee is highly engaged. Hence, the management of employee engagement in the workplace is critical for the organisation to evolve into an efficient business. As cited by Sun (2019), Shuck and Reio (2013) define employee engagement as the psychological, and emotional commitment an individual has towards their job and the organisation which results in positive outcomes.

This is often reflected in the manner the employee performs the job. One may state that it is a construct that encourages employees to positively get involved in their work which leads to high productivity and low turnover. Engidaw (2021), Miao et al. (2020), and Shkoler and Kimura (2020) concur that when there are high levels of engagement it increases the organisational commitment levels amongst the employees which results in good performance and a satisfied workforce. The aforementioned suggests that motivation and employee engagement have a possible relationship, hence it is essential to investigate the two constructs, and how they relate and influence one another in the organisation in Richards Bay.

1.2. Background of the study

The parastatal organisation represents an important element of the economy, hence it is critical to ensure that adequate steps are taken to maintain financial stability and global growth. The success and failure of any organisation is dependent largely on its employees. Gallup (2019) argued that a common factor amongst organisations globally is the need to effectively understand and use the employees' skills to increase productivity. Employees who are motivated and highly engaged are considered an essential part of the organisation.

Previously employers focused on increasing productivity whilst overlooking the main factors which propel employees to perform. Sun (2019) investigated the effects of employee engagement and found that employee engagement has a positive impact on individual and organisational performance. In addition, as cited by Harter (2021), the Gallup report indicated that in the United States employee engagement declined in the year 2021 as only 34% of employees were engaged and 16% were actively disengaged in the workplace, furthermore the lack of employee engagement cost between \$450 and \$550 billion a year.

However, Bateleur Brand Planning (2020) found that since the start of the lockdown due to COVID-19 in South Africa there has been a 12.65 % increase in employee engagement when compared to 2019. It is evident that once there is a motivated and engaged workforce there is an increased chance of achieving business targets.

The parastatal that is the study site, occupies a strategic position in the country's transport logistic chain which manages South Africa's eight commercial seaports being the landowner and also performs regulatory functions such as the controlling of port services, facilities and marketing of the Port (Transnet, 2020). The study focused on the parastatal in the Richards Bay Port which is responsible for providing pilotage services, tug assistance, berthing and dredging services (TNPA, 2020, p. 17). Although the organisation has been operating since 1976, it has drastically developed in the past twenty years with its contribution to the local community and South African economy being highly recognised.

In addition, it has succeeded in bridging the gaps which were left by the apartheid era by creating training and development, as job and business opportunities for groups which were previously disadvantaged. In recent years, the organisation has trained and absorbed several individuals in marine-related careers, which are considered scarce skills and the core function of the business thus creating job opportunities for South African oneth (Lekgothoane, Maleka & Worku, 2018). Following the introduction of the Employment Equity Act in 1998 the organisation has drastically increased the number of black females in the maritime and rail sector.

The careers which were previously perceived as belonging to certain groups and genders have been made available to all individuals through programmes that have been implemented in the organisation i.e. tug master and pilot training programmes. Currently, nine African females servicing the organisation as Marine Pilots benefited from the Pilotage Programme (Transnet, 2020). Furthermore, the parastatal has created corporate social investments which have greatly contributed to local districts and the development of South Africa.

However, regardless of the achievements there are still challenges experienced by the organisation such as operational challenges and absenteeism which may be attributed to low employee engagement and work motivation.

Furthermore, the organisation has experienced a drastic increase in staff turnover, over the past three years especially after the COVID pandemic which was experienced by South Africa.

In the year 2022 it became mandatory that a regular survey is done by the organisation to determine and address some of the contributing factors. Based on the findings of the exit interviews which are performed by the Human Resources Management department, it was found that some of the employees indicated that they have looked for job opportunities closer to home due to the loss of family members during the COVID pandemic (Transnet, 2022). In addition, some of the responses have stated concerns due to high prices in accommodation in Richards Bay and limited career growth (Transnet, 2022).

The engagement sessions which were done in the past in the parastatal organisation indicated that there were employees experiencing difficulties with their managers and supervisors, this may have contributed to low work motivation and low employee engagement, as it is of note that when individuals feel less appreciated and do not have a sense of belonging in an organisation they are prompted to seek better opportunities elsewhere. However, the organisation has implemented programmes that encourage employees to report challenges such as bullying in the workplace. In addition, the organisation has acknowledged the importance of attracting and retaining the best talent as this is beneficial to the organisations' productivity, this is evident as there are motivational strategies that have been implemented by the organisation.

1.2.1 Context of parastatals in South Africa

The parastatals form an important part of the economy as they contribute to the countries' gross domestic product (GDP). Through business activities they contribute long term sustainable value to the economy and are accountable to the South African government. Furthermore, they create job opportunities and contribute to corporate social investments projects.

1.3 Purpose of the study

The purpose of the research was to explore the relationship between work motivation and employee engagement and how they affect one another at the parastatal in Richards Bay. The findings of the study will be beneficial to leaders in organisations and human resource business partners as it will give direction on how to manage employee engagement and work motivation.

1.4 Statement of the problem

Organisations are faced with several challenges such as high labour turnover, low productivity and high absenteeism rate which are attributed to working conditions, employee satisfaction, lack of employee engagement and work motivation (Tatum, 2022). The struggle for organisations to retain qualified and experienced employees continues to be an ongoing challenge. When employees are demotivated, this encourages them to seek better opportunities elsewhere.

Employee engagement and work motivation (intrinsic and extrinsic) have become predominant issues for organisations globally, the two constructs may be viewed as factors that can contribute to productivity and individuals staying longer periods with organisations. The above findings intrigued the researcher to explore the relationship between the two constructs with the aspiration of proposing strategies to combat such challenges.

Furthermore, this study noted that there is limited literature investigating the relationship between the two constructs as most studies have focused on motivation and how it affects work performance.

1.5 Research Objectives

The study was directed by the following objectives:

1. To explore the relationship between work motivation (intrinsic and extrinsic) and employee engagement at the parastatal in Richards Bay, South Africa.
2. To determine how motivational rewards influence employee engagement at the parastatal in Richards Bay, South Africa.
3. To determine if the following factors (intrinsic motivation, extrinsic motivation, age, qualifications and length of service) contribute to employee engagement.

1.6 Research Questions

1. Does work motivation (intrinsic and extrinsic) influence employee engagement amongst employees at the parastatal in Richards Bay, South Africa?
2. How do motivational rewards influence employee engagement amongst employees at the parastatal in Richards Bay, South Africa?
3. Do the following factors (intrinsic motivation, extrinsic motivation, age, qualifications and length of service) contribute to employee engagement?

1.7 Significance of the study

Significant research has been conducted on work motivation, however, there has been a paucity of studies that investigate the relationship between work motivation and employee engagement (Gallup, 2022). This study is significant as it aims to find out how work motivation and employee engagement affect one another. More so the researcher recognised the effects that can be experienced by an organisation when these two constructs are not made a priority. It became imperative that research of such nature should be conducted as this would not only broaden the scope of existing literature that explores the relationship between work motivation and employee engagement in the context of parastatal organisations.

However, the outcome of this research would provide organisations and human resources business partners with beneficial tools that would assist in decreasing challenges currently faced and it sought to give an insight on strategies that can be applied to increase engagement and work motivation amongst staff. Furthermore, the study aims to provide a clear understanding of the levels of the two constructs amongst employees at the parastatal organisation as this would assist the leaders in creating a conducive work environment that would lead to a productive, highly engaged and motivated workforce.

1.8 Introducing key concepts

- i. **Employee engagement:** It refers to the employee being psychologically willing to contribute to the organisation's success by being actively involved and enthusiastic towards their work (Gallup, 2022).
- ii. **Motivation:** It is a drive that pushes an individual to act to achieve a personal or organisational goal (Kabuka, 2019).
- iii. **Intrinsic motivation:** Employees are intrinsically motivated when they for internal rewards such as seeking enjoyment, interest or a personal challenge in the job

(Engidaw, 2021).

- iv. **Extrinsic motivation:** Employees are motivated to act for external rewards such as money (Engidaw, 2021).

1.9 Research Methodology

The research methodology can be defined as organised, focused and systematic approaches, which are applied when collecting data for deriving information to solve or answer the research questions (Creswell, 2018)

1.9.1 Research Design

An appropriate research design is selected to reach valid findings and conclusions. The research design gives direction on how the study will be executed and how data will be collected, it is critical to ensure that the design that is selected is valid and appropriate (Creswell & Creswell 2018, Saunders, Lewis & Thornhill, 2009). The researcher explored the relationship between two constructs work motivation and employee engagement which makes this a correlational study.

The design is of great use when one intends to establish a relationship between two or more variables and how far they influence each other. A cross-sectional survey approach was appropriate for this study as the researcher aimed to investigate the concepts of a single organisation. A cross sectional-survey is beneficial to apply when one intends to understand the descriptive-explanatory answer when a study focuses on descriptive questions (Jilcha 2020 & Kumar, 2011). To collect data, the researcher utilised primary and secondary sources.

The researcher applied standardised questionnaires, the Utrecht Work Engagement Survey (UWES) which was developed by Schaufeli & Bakker (2002) and the Work Preference Inventory (WPI) created by Mabile, Hill, Hennesy & Tighe, (1994) as a primary source.

1.9.2 Study Site

When selecting a study site, the researcher considered a place which would be easily accessible and a sample size that would give valid and reliable results. Thus, the researcher selected a parastatal in Richards Bay, South Africa which is a port city and occupies a strategic position in the country's transport logistics chain. The core function of the selected parastatal is to provide port infrastructure and marine-related services. The organisation has 453 employees. Furthermore, the researcher is an employee at the selected state-owned organisation and by

selecting this site one hopes to contribute to positive changes in the organisation.

1.9.3 Population & Sample

The population refers to the individuals whom the study focused on as well as data collection. The target population for this study constituted employees from a parastatal in Richards Bay which has a staff compliment of 453, however, the sample was 329 bargaining employees excluding managers. Since one intended to establish the relationship between employee engagement and work motivation, bargaining junior employees was appropriate for the study as they are viewed as individuals who experience organisational challenges and changes first hand as decisions are made at the top. Non-bargaining members were deemed not suitable for the study as they make decisions which are de-escalated to the rest of the employees.

Therefore, by focusing on junior employees the researcher aimed to understand perceptions of employee engagement and work motivation at a subordinate level. Junior employees from all departments had an equal chance of participating. This was categorised according to employee grades from level H2X to L1. A proposed population table has been constructed below.

Table 1.1: Population sample

Population	Number	Job Level
Staff Compliment	453	C - L1
Research Population	329	H2X - L1
Sample Size	180	H2X - L1

The population of this study referred to the calculating method of “The Krejcie and Morgan” model which is highly affirmed by Sekaran and Bougie (2019, p. 241) as it simplifies the process of determining the sample size for a population and is readily computed into a table. The “Krejcie and Morgan” model suggested that 180 respondents as the sample size would be appropriate for this study.

1.9.4 Sampling Technique

In this study, the researcher applied the probability sampling technique as all bargaining junior employees at the organisation had a fair and equal opportunity of being nominated through the simple random method.

1.9.5 Data Collection Methods and Measuring Instrument

The study applied primary data collection which is explained in detail below.

1.9.5.1 Primary data sources

The primary data collection was done by administering standardised questionnaires as a measuring instrument. The updated Utrecht Work Engagement Scale (UWES-9) which was tested by Schaufeli, Shimazu, Hakanen, Salanova & De Witte (2019) was used to measure employee engagement. The Work Preference Inventory (WPI) developed by (Amabile, Hill, Hennesy & Tighe, 1994) was used to assess intrinsic and extrinsic motivation. The researcher acknowledges the availability of the updated WPI-10, which was tested by (Robinson, Switzer, Cohen, Brian, Primack, Kapoor & Seltzer, 2014), however, the original WPI is preferred as it has been widely used by scholars who have attested its reliability.

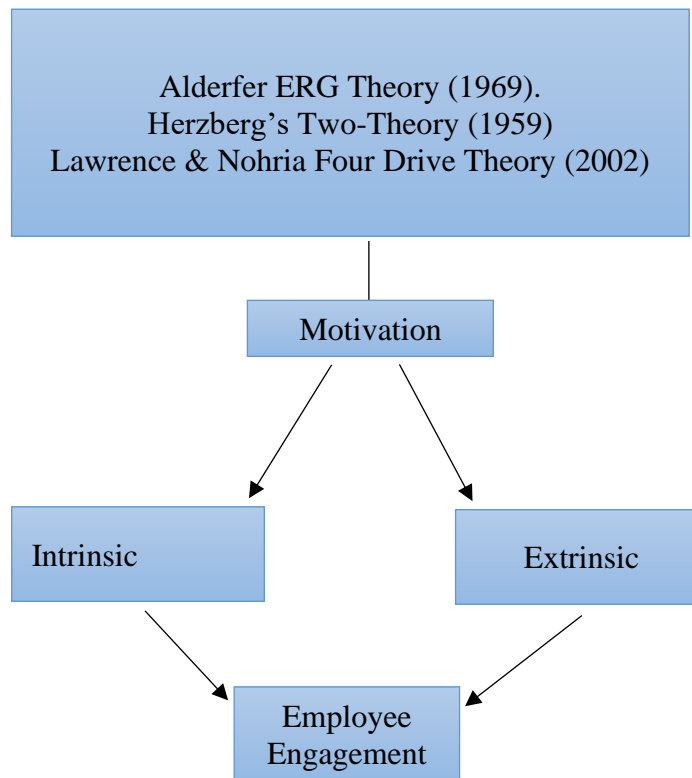
1.9.6 Data Analysis

Data for this study was captured using Statistical Package for Social Science (SPSS) version 24 as it allows one to analyse data and for statistical tests to be conducted. The researcher used descriptive statistics to interpret data, this included cumulative frequency distributions and pie charts. The study used inferential statistics, correlations and multiple regression. Bivariate analyses were used to establish the relationship between the two variables.

1.9.7 Conceptual Framework

Theories and models on motivation and employee engagement were used to direct this study. The researcher adopted Alderfer's ERG Theory (1969), and Herzberg's Two Factor Theory (1959), Lawrence & Nohria Four Drive Theory (2002) for motivation as these theories recognise factors that relate to motivation. For employee engagement, Kahn Needs Satisfying Approach (1990) and Job Demands Resources Models Bakker & Demerouti (2007) were applied. The above-mentioned theories and models provided a clear direction in answering the research questions and in elucidating the relationship between the two constructs. Regarding the applicable theories and concepts for motivation (intrinsic & extrinsic) and employee engagement, a conceptual framework was constructed for the study as below.

Figure 1.1: Conceptual Framework for the study



Source: Author's compilation

1.10 Limitations of the study

The research was conducted in a parastatal organisation which operates on a shift pattern, therefore this posed a challenge as the researcher struggled to receive the questionnaires on time which delayed the data collection process. As per the sample size, the researcher had planned to receive 180 questionnaires, however, only 93 were received. Furthermore, when the researcher was not receiving the questionnaires it meant one had to physically visit the different departments to obtain the questionnaires which was a risk during the COVID-19 pandemic. The language barrier posed a challenge. The questionnaire could not be reconstructed in isiZulu as some employees were illiterate. The researcher took steps to meet with the illiterate employees who would struggle with understanding English. During these meetings the researcher took time to interpret each question to them in Isizulu so they could tick and answer the questionnaire accordingly. However, regardless of the challenges faced the researcher conquered the challenges and ensured that the study was not compromised.

1.11. Structure of the dissertation

The structure is divided into six chapters, however, the below have been mentioned thus far:

Chapter 1: This chapter provides the scope of the study, the introduction of the problem, the significance of the study, the research questions, objectives of the study and it explains the research methodology which was applied.

Chapter 2: This chapter provides an overview of the parastatal organisation, how it contributes to the economy of South Africa, motivational techniques applied by the organisation and some of its challenges. This chapter provides an overview of available literature on employee engagement and work motivation.

Chapter 3: This chapter will provide an overview of the methodological approach used for the research.

Chapter 4: this chapter will present the primary data collected through the use of questionnaires and analyse them accordingly.

Chapter 5: the chapter presents the discussion of results.

Chapter 6: Conclusion & recommendations.

1.12. Chapter Summary

The foundation of the research is laid in this chapter. The study perspective is described in the introduction, background, objectives, statement of the problem, justification of the study, purpose of the study, research questions, objectives, study area, overview of the methodology, study plan, study laonet, definitions of terms, ethical considerations, and summary. The scope of this inquiry is established by the introduction and background. To provide answers for the stated aims, they clearly state the researcher's motivation. The study examined the relationship between work motivation and employee engagement at a parastatal organisation located in Richards Bay, South Africa.

The study noted that employees are the company's greatest asset and investing in their motivation and engagement is vital for business growth. The chapter also indicated that the fundamental constructs are that work motivation and employee engagement have been perceived to have a major impact on the organisations' success. This notion captivated some scholars to research factors that contribute to the success of an organisation with the focus being on employee engagement and motivation. The chapter further indicated that every organisation has one purpose which is to maximise its productivity and achieve goals using

different strategies. Nevertheless, employers often overlook the key factors which play a vital role in assisting employees to accomplish business goals.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The background of the study was introduced in the previous chapter. Chapter 2 provides an overview of the parastatal more so the core function of the business and how it contributes to the economy will be discussed. The researcher must commence by imparting information regarding the organisation as this assists with the comprehensive understanding of the study site. Furthermore, the challenges faced by the organisation are elucidated to emphasize elements that may be affecting work motivation and employee engagement. On the other hand, motivational factors that have been implemented by the organisation are discussed. These sections provide a useful conceptual framework for understanding the work environment within the parastatal.

This chapter also discusses the different employee engagement definitions, there after factors of employee engagement will be discussed. This followed by processing and analysing literature and theories related to work motivation and employee engagement. The elements that drive employee engagement will be discussed including some of the obstacles. The section starts by conversing on the definitions of work motivation, the two types of motivation (intrinsic and extrinsic motivation), and the concepts and theories surrounding work motivation.

Subsequently, the relationship between intrinsic and extrinsic motivation and employee engagement is discussed. Furthermore, the chapter concludes by discussing the prospective relationship between work motivation (intrinsic and extrinsic) and employee engagement with a conceptual framework being constructed.

2.2. EMPLOYEE ENGAGEMENT

This section of the chapter discussed the different employee engagement definitions, there after factors of employee engagement will be discussed. This will be followed by processing and analysing literature and theories related to employee engagement. The elements that drive

employee engagement will be discussed including some of the obstacles (Don-Solomon & Godday, 2015). The second section of this chapter analyses and presents a literature review related to work motivation. The section starts by conversing on the definitions of work motivation, the two types of motivation (intrinsic and extrinsic motivation), and the concepts and theories surrounding work motivation.

Subsequently, the relationship between intrinsic and extrinsic motivation and employee engagement is discussed. The chapter concludes by discussing the prospective relationship between work motivation (intrinsic and extrinsic) and employee engagement with a conceptual framework being constructed.

2.3. Definition of employee engagement

Despite all the challenges faced by the organisation operating in the 21st century employers globally have been compelled to acknowledge factors that affect employee performance in the workplace. It is of note that when the emotional state of employees is prioritised this contributes to ensuring that the organisation attains its targets (Gallup, 2021). The phenomenon of having employees physically present at the organisation does not signify that they are engaged. Employee engagement refers to how enthusiastic and involved the person is on the job, this is often displayed in the manner the individual performs their daily duties. It is also perceived as a positive aspect of the job (Mayo & Jackson, 2019).

Moreover, Gallup (2021) interprets employee engagement as individuals who are positively involved and find fulfilment in their work. The author attests that a motivated individual is an engaged employee, which corroborates that the two constructs are interlinked. On the contrary, Margaretha, Saragih, Zaniarti and Parayow (2021) interpret employee engagement as an individual who is productive and does not change jobs, the authors perceive employee engagement as a drive that motivates individuals to offer their best service to achieve organisational objectives.

As cited by Hasan, Nurbaya, Nikmah and Fiernanigsih (2021), scholars such as Kahn (1990), Mayo and Jackson (2018) concur that engagement refers to the attachment individuals have towards their jobs, in engagement people employ and express themselves physically, cognitively and emotionally during role performances. Furthermore, it is how individuals

identify themselves in the workplace. In recent years, employee engagement has become a subject that has captured the interest of several scholars. This may be attributed to the fact that organisations are constantly seeking ways to improve their business and have begun to proactively take action in improving human capital with the hope of attaining future business requirements.

Harter (2021) is of the view that during the COVID-19 pandemic, organisations that had made provision for an engaged workforce were better equipped to withstand the challenges that came with the pandemic. Generally having an organisation that promotes employee engagement not only reduces absenteeism and staff turnover, but it creates a conducive environment for individuals to excel in their work which improves performance. Conversely, Scholars have shown different perspectives on employee engagement (de Luca, 2023; Lekgothoane, Maleka & Worku, 2018), however, there is an acknowledgement that it is critical for the success of organisations thus leaders and Human Resource divisions must strive to improve it (Mensah & Bawole, 2017).

Employee engagement is an emerging concept that has intrigued research scholars, management consultants and human resource business partners because of the challenges experienced by organisations internationally (Gwambe, 2020). Fundamentally academic scholars perceive engagement as an emotional and cognitive state of mind which is distinct from other organisational constructs, whereas business consultants view it from an organisational context (Muranda & Maharaj, 2019). Shkoler & Kimura (2020) argue that employee engagement is a work condition that ascertains employees' dedication to the organisational goals and ethics.

Gallups' (2021) report states that 20% of the employees are engaged at work, which is measured by focusing on organisational outcomes such as productivity, profitability, customer service, retention and overall wellbeing. This may be attributed to the fact that the current economic status has instigated fear of job losses against employees which has persuaded employees to be enthusiastic and dedicated in their jobs. On the contrary, it is of note that in certain organisations the current pandemic has increased anxiety among individuals which has impacted employees' psychological wellbeing.

Thus, in certain companies, the working hours of employees were decreased to deal with the financial impacts brought about by COVID-19. According to Gwambe (2020), employee engagement has the following (Commitment, Trust and Loyalty and Motivation) critical elements which ascertain its strength in an organisation which are described below:

2.3.1. Commitment

Commitment is defined as the dedication an employee has towards their job and the organisational goals. Gallup (2019), notes that engaged employees are perceived as individuals who are committed and display a positive attitude towards their duties. This is often portrayed in the approach that is applied by the individual when executing their duties, such individuals who contribute to the development of the business as they increase productivity and ascertain that the organisation reaches its objectives.

2.3.2. Trust and Loyalty

For individuals to be highly engaged in the workplace trust must be established between the employee and management. It is of note that a sense of confidence and loyalty from the employer encourages employees to think divergently and independently perform duties. Once trust has been broken in an organisation the relationship becomes futile, which negatively affects the performance of employees.

2.3.3. Motivation

Motivation is a drive that pushes individuals to work harder. Conversely, high levels of motivation create an engaged and motivated workforce which makes it conducive for employees to excel in their jobs. Nevertheless, organisations need to be mindful of motivational strategies that will work for them considering that employees are different. As stated by Gwambe (2020) motivation and achievement are critical factors for organisational success.

2.4. The Gallup Institutes' view on employee engagement

The Gallup Institute (2021) has greatly contributed to employee engagement research and critical elements that are vital for business growth. The Institute is responsible for the tracking of employee engagement trends, levels, the workforce wellness and it helps organisations to improve their employee engagement. The Gallup Institute (2021) facilitates employee engagement research which is a major contribution to the existing scholarly articles and the

operation of organisations. It became imperative for the researcher to incorporate the Gallup Institute view (2021) as it will assist in unpacking employee engagement based on recent findings and taking into consideration the evolving global changes.

According to Gallup (2021), 74% of the individuals are not engaged at work and 20% of the employees are engaged globally. Furthermore, employee engagement is interpreted as having three types of employees namely engaged, not engaged and actively disengaged as discussed below.

Table 2.1 Three types of employees

- **Engaged**

Engaged employees are individuals who are passionate about their jobs and are interested in contributing to the organisations' objectives (Harter, 2022). In contrast, Ismail, Iqbal & Nasr (2019) argued that individuals can be fully engaged when performing their duties but be disengaged towards the organisation.

- **Not engaged**

Employees who are not engaged are not interested they are present at work because they are compelled to be there, however, they are not concerned about working towards achieving the goals of the organisation. This is often displayed in the manner the work is performed as they do not produce the best version of their work (Gallup, 2021).

- **Actively disengaged**

Actively disengaged employees are individuals who are discontent and may increase absenteeism, and staff turnover and may contribute to accidents that cause loss of money in an organisation (Harter, 2022).

The aforementioned elucidates how disengagement of employees can negatively affect the success of an organisation. For organisations to keep abreast with the current economic developments, employers must persistently communicate employee engagement so that individuals understand its importance. This can be done by focusing engagement at local levels. Furthermore, employee engagement has been analysed and distinguished into three categories, one may state that this further assists organisations to understand the various types of employees and their impact on the organisation. There are different perspectives on employee engagement, however, scholars seem to concur that it contributes to productivity and

profitability.

2.5. Aspects of employee engagement

According to Kahn (1990) in engagement, individuals express themselves physically and emotionally when performing their jobs. There are three psychological conditions associated with engagement or disengagement at work: meaningfulness, safety and availability. Meaningfulness refers to individuals feeling worthwhile, this is evident in a study done by Harvard Business Review (2020) where it was found that 72% of the individuals indicated that receiving appreciation and motivation from their supervisors assisted the employees in finding meaning in their work. Psychological safety is when employees can express themselves freely in the workplace without fear of being criticised, it encourages interpersonal relationships in the workplace (Kahn, 1990).

Herein the relationship between the manager and an employee is critical as if it is unpleasant, it may decrease motivation and engagement (Gallup, 2019). Psychological availability is the extent to which individuals can commit themselves to their work despite any negative distractions that surround them which could decrease engagement (Kahn, 1990). Hasan, Nikmah, Nurbuya, Fiernaningsih & Wahyu (2021) seem to have a different view as they define psychological availability as an employee's readiness to physically, emotionally and cognitively engage the self with colleagues. This is in support of the notion that fellowship amongst employees is crucial as it sustains organisational growth.

In addition, employers have a responsibility to ensure that the required resources are made available in the workplace to encourage a productive and authentic work culture. The aforementioned three psychological conditions portray a positive relation to employee engagement and it is clear that if they are not prioritised organisational objectives could be compromised.

2.6. Factors that are influencers of employee engagement

Employee engagement is driven by several factors which impact the degree to which individuals are engaged (Moletsane, 2020). Several factors have an impact on the levels of employee engagement, five of them are discussed below:

2.6.1. Career development:

Employers must provide career growth, training and development opportunities to create an environment with highly engaged individuals. Marida, Sinaga and Riyanto (2021) concur that training and development have a positive impact on employee performance as individuals become motivated when developmental opportunities are presented to them. Generally, when individuals are granted opportunities that result in their development it encourages them to find meaning in their jobs, in the context of the parastatal organisation in Richards Bay this may assist to combat challenges such as staff turnover.

2.6.2. Communication:

Employers must develop good communication with their employees (Gwambe, 2020). When individuals feel they are excluded it may cause resistance which would lead to a disengaged workforce. Communication is an occurring challenge that most organisations are struggling with, and it is a critical element which affects subordinates, especially when decisions are de-escalated without any prior communication and involvement of the affected employees.

When an organisation lacks the aforementioned, it increases disengagement amongst employees, therefore it is a factor that requires prioritisation amongst organisations globally. Hence some parastatals such as the organisation in Richards Bay have introduced communication platforms that also grant employees an opportunity to share their views.

2.6.3. Respectful treatment of employees by superiors:

Employers must be mindful and recognise the contribution that is made by employees if this is not done employees may feel that their work is not being appreciated which may increase disengagement (Gwambe, 2020).

2.6.4. Performance and appraisal:

To motivate employees to keep excelling in their duties by appraising their performance encourages them to strive for the best within the organisation. Based on the studies which have been discussed most scholars have linked work motivation and employee engagement as factors that increase profit and high performance.

2.6.5. Pay and benefits:

Employers must provide remuneration packages that are market-related not only to retain their employees, but it has been prove that there is a positive relationship between compensation

and productivity. Thus, parastatal organisations have introduced strategies to motivate employees such as the incentive bonus program where individuals receive an incentive based on the performance of the organisation (Transnet, 2016). On the contrary, employees are not only driven by monetary rewards, as scholars such as Kihlstrom (2021) have attested that extrinsic motivators do not succeed in solitary however there needs to be an existence of both intrinsic and extrinsic motivators. The author further views extrinsic motivators as being an expense to organisations.

Employee engagement factors relate to the previously mentioned motivational factors. Employers must create an environment that is conducive for individuals to work if this does not transpire it may affect motivation and engagement. Having described the concept, factors and drivers of employee engagement the below section will investigate theories and models that directed this study.

2.7. CONCEPTUAL FRAMEWORK

2.7.1. The Employee engagement

The researcher selected the conceptual approaches below as they unpacked the different factors of employee engagement and granted an understanding of elements that cause employees to be engaged.

2.7.2. Kahn's Need Satisfying Approach

Kahn (1990) argued that if the work environment is conducive and all the necessary resources are available employees have an increased chance of being engaged. There are three psychological conditions which must be met for employees to become engaged which are meaningfulness of work, psychological safety and experienced availability. Meaningfulness of work is a feeling that one gains when receiving the recognition that is deserved for the effort the individual produces. Psychological safety refers to being able to work without the fear of negative consequences. Experienced availability refers to having the required resources to be able to perform. These three conditions are influenced by the nature of the job and the environment.

One may state that the above-mentioned emphasizes the critical role that is played by the work

environment in contributing to employee engagement. Kahn believes that when employees are supported with the necessary resources they will be impulsively engaged. However, the Zinger model of engagement cited in Nicholas (2018) seems to have a different view as it is noted that for employee engagement to occur there must be positive energies constructed by the organisation, management and fellow employees. The researcher states that if there is a positive relationship between the subordinates and their managers this encourages employee engagement.

The model differs from Kahn's Need Satisfying Approach as it seems to interpret engagement as an emotional state which not only requires the involvement of the organisation but also every personnel who forms part of the workforce and is involved in contributing to productivity. Penna's Hierarchical Model of Engagement which was developed in 2007 argues that for employee engagement to increase provision for the following must be provided: employees must be satisfied with their salaries thereafter learning and development opportunities must be furnished as they will grant growth opportunities to employees.

Additionally, the leadership style affects engagement amongst employees if they are being led in a demoralising manner they will become disengaged. Penna's Hierarchical Model of Engagement (2007) concurs with Kahn's Need Satisfying Approach (1990) as they both perceive the meaning of work as an employee experiencing a sense of belonging within the organisation and receiving recognition for their hard work which encourages engagement. Kahn's Need Satisfying Approach was perceived as beneficial in this study as it uncovers the resources and conditions which must be met to establish employee engagement.

2.7.3. The Job Demands Resource Model (2007)

This model states that employee engagement is activated by two motivating factors which are job resources and personal resources (Schaufeli, 2013). Job resources such as social support, opportunity for personal development and autonomy are the essential factors which are required to get the job done in an organisation and they play an extrinsic and intrinsic role in motivation. It is a challenge for employees to succeed in the workplace without the necessary resources, each organisation needs to support their workers by prioritising employees' satisfaction. It is further supported by Nazneen and Mehmood (2019), that if job resources are made available the company's objectives can be achieved as individuals will be engaged and

motivated to work hard.

business leaders must acknowledge the essential role that is played by job resources in encouraging employee engagement. Through it all employees must understand the organisational objectives and purpose, as this will assist in defining the direction the company is working towards and will encourage employees to be more positive towards organisational changes (Dlamini, 2019). The aforementioned proposes that employee engagement, job resources and work motivation have a possible relationship. Personal resources refer to aspects that are connected to the flexibility of the environment in allowing one to succeed (Schaufeli, 2013).

A study done by Contreras, Espinosa and Esguerra (2020) found that personal resources were positively connected to work engagement however there was a negative correlation to burnout. The Job demand resource model is certain that the availability of high resources leads to employee engagement, increased motivation and productivity. On the contrary, the AON Hewitt engagement model (2015) perceives employee engagement as having three observable facets which must be shown such as “say” where individuals portray a positive attitude towards their colleagues and to company clients.

“Stay” is defined as the employees experiencing a sense of belonging towards the organisation. “Strive” refers to the employees’ willingness to go the extra mile. In this model, employee engagement is viewed as a construct that is intrinsically motivated as the organisational drivers, psychological state and behavioural results that contribute to increased performance are taken into consideration. Whereas Thangaraj (2020) suggests that connection is an important part of employee engagement as it accentuates the commitment an employee has towards their job.

The Job demand model differs from the AON Hewitt (2018), engagement model as it implies that increased job demands lead to high tension and health problems whereas the availability of high resources leads to increased motivation and high productivity. One may state that the model indicates that employee engagement contributes to the relationship between job and personal resources. Furthermore, it predicts that job resources have an impact on burn out issues and employee engagement. Thus the Job demand resource model is considered to be relevant in the study as it will assist in understanding and unpacking the relationship between

the two constructs at the parastatal organisation in Richards Bay.

2.8. The importance of employee engagement in the workplace

With the current economic and environmental changes all businesses strive to increase financial stability, for most organisations, the focus has been more on ways to increase productivity subsequently neglecting the critical factors which need to be prioritised such as the importance of building employee engagement and work motivation. Similar to other business sectors the success of the parastatal organisation is largely dependent on its employees. One may state that this takes us back to the notion that the employees are the heart of the organisation, hence employers should make every effort to appease them.

Concerning the aforementioned, the parastatal organisation must encourage engagement among its employees to increase productivity. Thangaraj (2020) & Gwambe (2020) concur that employee engagement leads to positive outcomes such as high performance, productivity, job satisfaction, high motivation and retention of the best talent which contributes to the organisations' financial success. Furthermore, it encourages a competitive organisation which increases customer service. It is of note that the parastatal organisation is under the transport sector and deals with some clients thus excellent customer service is a priority in the operation of the business.

Salas-Vallina, Pozo-Hidalgo & Gil-Monte (2020) state that motivation, happiness and empowering of individuals in the workplace are vital for employees to render excellent client service. Thus, Mehmood & Nazneen (2020) affirm that when individuals benefit socially and economically from an organisation there is an increased chance of them producing positive outcomes towards the organisation. It is the responsibility of employers to communicate and workshop individuals on employee engagement so that employees understand its benefits for them and the organisation. When individuals have a better understanding of the phenomena that are being introduced, the reasons behind it and the objectives, this encourages a positive attitude towards the strategy being initiated.

Gallup (2019, p.10) mentions the following strategies which can be applied by organisations to increase employee engagement: "bringing engagement into the company's everyday language, using the right employee engagement survey, focusing engagement at local levels,

selecting the right managers when employing, coaching managers and holding them responsible for their employees' engagement, defining engagement goals that are realistic and apply to everyday terms" whilst bearing in mind that employees have different needs and expectations. It must be noted that each organisation must take into account that what worked for another company may not work for it as there are a lot of factors that employers must take into consideration.

There are different definitions and views on employee engagement, however, research scholars seem to concur that it increases productivity and leads to high profit. There still seems to be a lack of studies which research the relationship between employee engagement and work motivation. Hence, this study aimed to investigate the relationship between the two constructs, and whether work motivation affects employee engagement at the parastatal in Richards Bay.

2.8.1. Obstacles to employee engagement

Generally, any concept that is introduced in organisations encounters several challenges, this has been evident in the managing of the employee engagement construct as there have been barriers which have affected its development. The following factors contribute to employee disengagement within an organisation:

- **Job security:** When individuals are not sure where they stand with the organisation this increases disengagement amongst them, one may state that the current pandemic has increased panic among individuals. Organisations must improve communication as this would alleviate employees.
- **Resources:** The lack of resources which are required by an individual to perform their work duties may lead to disengagement, this supports Kahn's (1990) & Shangase's (2019) notion that employers must make provision for a work environment that allows individuals to excel.
- **Psychological reasons:** When employees do not experience a sense of appreciation and a sense of belonging in an organisation this increases disengagement. Furthermore, the organisational culture and bad working conditions can affect engagement.

As cited by Moletsani (2020) the style of leadership can lead to poor engagement, the researcher refers to the blue ocean model as an approach that can be applied to increase engagement in the following ways:

- Leaders should communicate the organisational objectives to employees.
- Enabling supervisors and line managers to extend themselves.

2.8.2. Benefits of employee engagement for organisations

Gallup (2019) is certain that promoting employee engagement increases productivity, and the quality of work and the organisation can retain the best talent. In the Harvard business review (2020), it is stated that organisations with a highly engaged workforce experienced 48% fewer safety-related incidents. The above statement affirms that individuals who are engaged are more focused and make provision for safety precautions when doing their work. Dlamini (2019) is of the view that anyone needs to explore the elements that affect employee engagement in the workplace to obtain a clear understanding of the frequent transitions within an organisation. It is essential to note that employee engagement provides benefits to the organisation which are mentioned below:

Figure 2.2: Benefits of employee engagement



Source: Wickham (2020, p.20)

The above-mentioned elements that are brought about by an engaged workforce give one an indication that if this construct is not made a priority it decreases the chances of business success. Employers have a role to play in ensuring that they support workers to have better

health as this leads to low absenteeism rate, hence parastatal organisations have introduced employee wellness programmes to look after the health of the employees. Greater productivity is an element that every business strives for as it helps the business to remain agile, furthermore, research has shown that engaged employees are 17% more productive (Wickham, 2020). Greater productivity leads to happier clients which increases business opportunities. With the above being mentioned when a workforce has content employees, it increases loyalty amongst workers.

2.8.3. Demographic factors affecting employee engagement

The study aimed to determine if there is a relationship between work motivation (intrinsic and extrinsic) and employee engagement. The researcher took into consideration demographic factors such as age, academic qualifications and length of service to establish if they predict employee engagement

2.8.3.1 Employee engagement and age

As per the staff compliment report from the human resources department in the parastatal, the organisations' workforce is dominated by elderly individuals, especially in the operational departments. Most of these individuals joined the company with no formal qualification not only are these employees knowledgeable and more experienced but they are very committed to the organisation (Transnet, 2022). This is often portrayed in the manner the work is done. Furthermore, one finds that when there are employee relations matters reported, it is rare to find an elderly employee above the age of fifty-five years in such cases. This is supported by a study done by Douglas and Roberts (2020) where it was found that that employees who were above the age of 50 years old scored higher on work engagement. This may be attributed to the fact that elderly employees tend to be more engaged as they have children who are fully grown which allows them to focus all their attention on their work.

In the parastatal organisation there is often a perception that elderly employees in an organisation present an attitude of loyalty and commitment (Transnet, 2022). However, one finds that in certain cases elderly employees who are approaching retirement tend to be more relaxed and are not as motivated as the onenger generation. In an article done by Douglas and Robert (2020), where 181 participants completed the UWES questionnaires it was found that employees of fifty years of age and older scored higher on work engagement compared to

individuals who were below the age of 50. It is presumed that when employees reach a mature age career movements do not become a priority.

Dlamini (2020), and Sharma, Goel and Sengupta (2017) conducted a study in the IT industry in India and it was confirmed that there is a significant relationship between employee engagement, age, qualification level and experience. The aforementioned gives evidence that age is a contributing variable to employee engagement. Thus Business leaders must understand how age impacts employee engagement to design fitting strategies.

2.8.3.2. Employee engagement and academic qualifications

The academic qualifications of employees can affect engagement amongst employees. This section will look at whether or not the levels of qualification do influence employee engagement. It has been previously discussed that in the organisation it was found that it is the onenger generation of employees who have contributed to high turnover which is attributed to some reasons. Research done by Carnegie in 2020 established that graduate employees were more engaged than employees with Post graduate and under graduate qualifications.

One may presume that it is because employees with less qualifications tend to accept that there are limited opportunities for them hence they would be more content and engaged where they are, they would not have career growth aspirations as in nowadays most vacancies require some formal qualification. Whereas highly educated individuals often feel there are better career growth opportunities elsewhere. Mokhine and Geysers (2020) researched the impact of demographic influences on work engagement against hotel female staff, it was found that female employees who were below the age of 35 and had tertiary education were highly engaged compared to the rest of the staff.

It was then concluded that work engagement levels differ with age, marital status and education levels. On the contrary, a study done by Sharma, Goel and Sengupta (2019) found that there was no difference in terms of age, gender and income, “the Pearson correlations revealed a significant relationship between employee engagement, age, education and level of experience. However, when regression was done to find determinants of employee engagement gender and education came out as predictor variables” With the above being said it is evident that the different studies have highlighted that demographic factors do impact employee engagement.

2.8.3.3. Employee engagement and length of service

Generally, employees who have remained for longer periods with the organisation are often viewed as loyal individuals. However, in certain instances, one finds that when changes are being introduced by the organisation it is such employees that are resistant to change and normally want to continue carrying out duties in a manner they have been done in the past. Some organisations have started seeking ways to recognise employees who have worked longer periods in organisations. Thus the parastatal in Richards Bay has implemented programmes such as the long service awards where employees are awarded certificates and monetary rewards, one may perceive this as a way that the organisation expresses its gratitude to the employees (Transnet, 2022).

As cited by Gwambe (2020) scholars such as Baroudi & Khapova (2017) who have looked at the relationship between employee engagement and length of service suggest that employees with longer service might be highly engaged compared to the rest of the employees, this may be attributed to the fact they feel content in their current job and are satisfied with the growth opportunities which have been presented to them. On the contrary, an article by Hinzman et al (2019) found that engagement was the highest at 68% when individuals had just joined the company which is an indication that when an individual has worked longer periods in an organisation, their engagement levels start dropping.

It is of note that employees may be disengaged however be compelled to remain for longer periods with the organisation as it is convenient because of family commitments and limited job opportunities in their career field. Employers and Human resource business partners must understand the different generations in the workplace. With all said there is a positive correlation between employee engagement and the length of service.

2.9. WORK MOTIVATION

2.9.1. Definitions of work motivation

In recent years, organisations in South Africa have been compelled to deal with drastic work environmental changes which have increased agitation amongst employees. This may be attributed to the COVID-19 pandemic which has impacted some organisations whereas in some instances it has brought about positive changes. On the contrary, it is vital to acknowledge the

impact of the 4th industrial revolution as changes in technology and work structure affect employees' motivation. In the early years motivation was defined by different scholars as follows:

- The word “motivation” refers to “an individual’s needs, desires, wants or a drive within a person which pushes one to partake in certain action” (Chaudhary & Sharma, 2012, p. 29-30). Furthermore, an individual’s motivation is affected by some factors such as biological, social and intellectual.
- Westerman and Donoghue (1989, p.79) perceived motivation as “an activity which encourages an individual’s behaviour to willingly perform a duty which is aimed at attaining a certain objective.”
- DeCenzo and Robbins (1996) refer to motivation as a person who aspires to engage in a particular behaviour to satisfy their need.

The various definitions have accentuated one commonality which is the fact that motivation is goal-driven. Maslow (1943) on the other hand argued that individuals work for a living to survive and benefit financially, to feel accepted by society and for personal success. Herein this supports the notion that motivation is a behavioural effort which is encouraged by the need to achieve a particular goal. Despite the diverse definitions of motivation scholars in the early years seem to concur that motivation is a critical factor for the development of any organisation.

2.9.2. Conceptualisation of work motivation

Human resource business partners and management have been compelled to observe factors that contribute to encouraging individuals to achieve the desired company goals. Thus, this has resulted in organisations globally acknowledging the importance of work motivation. In an organisational context, motivation is viewed as the psychological drive which pushes employees to engage in a particular behaviour which is goal-oriented (Shkoler and Kimura, 2020). This may lead one to argue that the motivation may be voluntary whereas contrarily the individual may be motivated by the end reward.

Nahar and Zayed (2019) support the notion that it is critical to prioritise the motivation of employees as motivated individuals make every effort to go the extra mile which is favourable for the organisations' success. Herein from this perspective, it is assumed that once there are

high levels of motivation the employees tend to be more productive which contributes to high profits. Dlamini (2019) states that motivation steers the direction of an organisation towards reduced turnover, employee loyalty and increased performance. Corporate sectors as a whole must strive to understand the different motivational strategies which may work in their favour taking into consideration that all individuals are different.

In reverse, for organisations to survive in this rapidly changing business environment managers and supervisors must understand the organisational objectives and de-escalate the information to the subordinates to implement motivational techniques that will be beneficial for the employees and the organisation. A recent study conducted by Hadunka (2020) showed that the public sector offers a variety of programmes which are aimed at motivating employees to excel in their work. It therefore proved that it is not only parastatal organisations but corporates globally that have recognised the importance of implementing motivational strategies for the rapid growth of an organisation.

Although there are various definitions of motivation there is one commonality amongst them which is the fact that it is regarded as a success tool for organisations to survive in the current competitive atmosphere (Engidaw, 2021). Previously mentioned studies have indicated that motivation is affected by behaviour and the environment provided by the employer. This was evident in a study which was conducted by Elton Moyo in the early years of 1924 as it was established that employees are not only motivated by monetary rewards however both extrinsic and intrinsic motivational factors play a role.

As a result of the perpetual business changes which are currently being experienced internationally, one may presume that organisations have been compelled to seek strategies which will contribute to work motivation and employee engagement to increase productivity. Shkoler and Kimura (2020) researched how work motivation impacts job engagement and it was concluded that there is a positive correlation between the two constructs. Furthermore, Engidaw (2021) concurs that work motivation can be utilised to increase employee engagement in organisations. One may state that as an operational division in the transport logistics sector, the organisation is coerced to keep abreast with business growth techniques with consideration that individuals are unique and that certain strategies may not work for other organisations.

2.10. Types of Motivation (Intrinsic & Extrinsic)

Motivation is categorised into two namely intrinsic and extrinsic. Scholars in the early years defined the two types of motivations as follows:

- Gribanova (2021), and Deci and Ryan (2000) state that intrinsic motivation is autonomous where individuals engage in an activity for internal satisfaction, interest or challenge which is not affected by external rewards.
- Beqiri (2019) perceived extrinsic motivation as being goal-driven and focusing on disciplinary action, elevation, benefits and rewards such as money and gifts. In contrast, extrinsic motivation may be advantageous as it may motivate an employee to perform a task which they find to be troublesome (Muranda & Maharaj, 2019)

Kihlstrom (2021) argues that intrinsic motivation is derived internally as it is whereby an individual looks for satisfaction, pleasure, interest, self-expression or challenge in the workplace. In such a case the job is not just performed due to being compelled by routine organisational expectations. However, the employee voluntarily renders the service with pleasure and fulfilment, such individuals are willing to explore new assignments within the job, and they become eager to participate in job rotation and acquire new knowledge. Whereas extrinsic motivation is propelled by rewards as individuals participate in the job to achieve targets that are part of the job itself.

When employees perform a task they focus on different outcomes; certain individuals focus on intrinsic outcomes whereas others are driven by extrinsic outcomes. Gribanova (2021) argues that organisations must understand how to apply the appropriate motivators (extrinsic or intrinsic) in various situations. Despite this acknowledgement, the author further states that individuals can be motivated concurrently by both intrinsic and extrinsic. Thus in certain situations, individuals may be motivated to work hard and meet company targets because it gives that employee a sense of satisfaction, a sense of belonging and because of the monetary rewards which allow that employee to accumulate certain benefits.

In a study done by Turner (2019), the performance philosophy of an organisation is strongly emphasized as it is affected by the level of motivation among employees. Hence employers must understand whether the employees are driven by internal or extrinsic motivation in their performance as this would assist organisations in determining the performance drive.

Nevertheless, even though motivation entails extrinsic and intrinsic characteristics it is affected by the expectations of each individual. Fischer, Malycha and Schafmann (2019) found that when employees perform a task with an expectation of receiving relational rewards it increases their intrinsic motivation.

Conversely, Muranda & Maharaj (2019) stated that individuals with high intrinsic motivation prefer challenging tasks as external goals and rewards do not influence their behaviour, whereas employees with high extrinsic motivation focus more on completing the task for rewards. Intrinsic motivation may be perceived as the foremost, however, it may not work in all situations. Sometimes individuals may not be interested in participating in an activity at all, hence employers need to take beliefs and attitudes into consideration when implementing and managing work motivation and employee engagement.

It is of note that extrinsic rewards seem to have more preference than intrinsic motivators as they can be utilized to increase productivity (Cherry 2022). Similarly, a study by Shaik (2019) concluded that extrinsic motivational factors positively impact employees and must be frequently used to encourage individuals' performance. In addition, organisations must set precedents which must be met for employees to attain extrinsic rewards. A study conducted by Fischer et al (2019) found that employees who are intrinsically motivated had increased chances of reaching relational benefits which encouraged innovative and creative outcomes for organisational performance.

The study further highlighted the critical effects of both intrinsic and extrinsic motivators for performance. Employees must be constantly motivated throughout their service in an organisation. Hence management together with Human resource consultants in the organisation must find out regularly from employees using surveys what propels individuals to work, as this may help design strategies that would be more appropriate.

2.10.1. Aspects of intrinsic motivation

Intrinsic motivation is promoted by several aspects which will be discussed below:

- **Recognition:** According to Cherry (2022) individuals become satisfied when their effort is recognised and appreciated, this increases intrinsic motivation which positively influences job performance.

- **Challenge:** When employees are faced with challenging goals they can be motivated to complete them which may increase their self-esteem (Krugman, 2021). On the contrary, the employees may be motivated by the external rewards which will benefit from completing the challenging task which also contributes to extrinsic motivation.
- **Interesting work:** An interesting work environment was found to have a positive effect intrinsically on employees as it motivates employees to dedicate themselves (Beqiri, 2019). This supports the notion that job characteristics have a remarkable impact on employee engagement as individuals find meaning in their jobs. The responsibility of the employer is to create a captivating work environment that will allow employees to perform at their best and be motivated. If the above-mentioned aspects are not made a priority organisations would have decreased chances of success.
- **Cooperation and competition:** It has been found that when employees work well together individually or in a team intrinsic motivation is increased as individuals experience a sense of satisfaction when assisting others this also allows employees to compare themselves which can create room for improvement.

2.10.2. Aspects of Extrinsic Motivation

Extrinsic motivation is when individuals partake in the job to achieve a goal that is part of the job itself, such as employees who are motivated to work for rewards. Zeng, Takada, Hara, Sugiyama, Ito, Nihei and Asakura (2022) are of the view that monetary rewards affect extrinsic motivation and positively contribute to employee engagement. Scholars such as Muranda & Maharaj (2019) perceive extrinsic rewards as a tool that can be utilized to motivate employees to acquire new skills or knowledge and once these skills have been attained intrinsic motivation will also be increased among individuals.

Intrinsic and extrinsic motivation have been explicated to identify which motivation is linked to employee engagement. One may argue that intrinsic and extrinsic motivation influence one another even though there may be a difference in how effective they are in driving behaviour. Concerning the studies that have been mentioned, it is illustrated that work motivation is affected by both extrinsic and intrinsic factors in the workplace. It is also evident that some research studies have been done on intrinsic and extrinsic factors to verify the effects of employee motivation in different sectors.

However different intrinsic factors such as job satisfaction and extrinsic factors such as good wages, promotion and growth have been common in all the mentioned studies. Extrinsic motivation is promoted by the following factors which will be discussed below:

- **Good wages:** Organisations must remunerate their employees as per the market rate, as low wage rates may increase demotivation among workers (Zeng et al, 2022). On the contrary, Singh (2016) argues that money motivates employees however once the individuals' basic needs are fulfilled it can be transient.
- **Job Security:** Job security refers to the attitude employees may possess not knowing what the future holds within the organisation which may aggravate stress levels and decrease motivation. More so Gallup (2019) found that job security affects performance which is unfavourable to the organisation's productivity. In general, the current pandemic has brought about several changes which have left some employees in organisations experiencing fear of what the future holds with the current economic status. One may argue that in some instances the situation has driven employees to be committed and work with pleasure to be visible, in this manner intrinsic motivation is incited. Galope (2021) affirms that the fear of job loss motivates employees to work harder, however, it harms employee engagement.
- **Growth and promotion:** Individuals are likely to remain in organisations where there is a possibility for development and growth, employers must understand the significance of this factor and as stated by Zeng et al (2022) career planning has a positive effect on extrinsic motivation and work engagement. Khan & Iqbal (2013) affirm that when individuals work for an organisation that presents promotion opportunities, employee engagement exists, and individuals become more loyal and enthusiastic which increases motivation.
- **Employee working relations:** Generally positive working relationships amongst employees create a positive atmosphere which is conducive to working and attaining organisational objectives. Whereas a negative relationship among subordinates may decrease motivation and affect performance.

As cited by Zullo (2020) a study done by Peters (2010) on the motivation of employees in the public and private sectors concluded that physical conditions and good relationships with colleagues were deemed as important and scored high, whereas good salary was placed as the third least critical factor. Despite this acknowledgement, Bishop (1987) cited by Mabika (2019) is of the view that the size of the organisation gives direction on which reward system

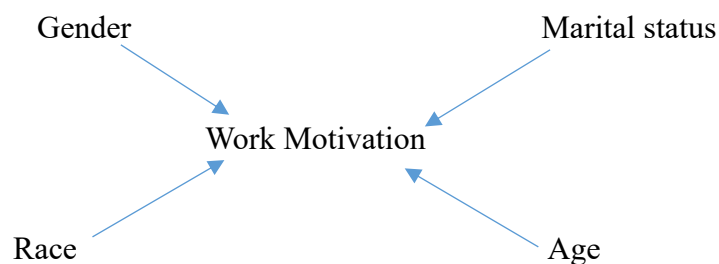
should be applied taking into consideration that productivity and monetary rewards are related. The author concurs with various scholars such as Heyns and Kerr (2018) who argue that when employees get closer to retirement money is not a motivational priority however external rewards such as an interesting work environment become the motivational factor.

The aforementioned indicates that when employees are motivated they become highly engaged in their job. In addition, employers have a responsibility to identify and implement the different motivational factors that contribute to the productivity and efficiency of an organisation. The previously mentioned researchers illustrate that employee engagement and work motivation are interlinked and are both required for the success of an organisation.

2.11. Demographic factors impacting motivation

There are several factors which affect motivation in the workplace which are mentioned below:

Figure 2.3: Demographic factors:



Source: Author's compilation

As noted in the above diagram, motivation is impacted by some variables. Zeng et al (2022) state that age, gender and marital status affect motivation and employee engagement, in addition, these factors are perceived to be independent variables. Research done by Hadunka (2020) at Mazabuka Municipality in Zambia measuring the levels of motivation among employees indicated that males showed higher levels of motivation compared to females. However, Kusnierz, Rogowska & Pavlova (2020) found that females were more intrinsically motivated than males even though it was found that in terms of extrinsic motivation, there was no difference between genders.

In a study done by George (2019) where it was investigated whether marital status affects

motivation, it was found that there was no significant difference in the scores of married and single employees. It is believed that when employees are close to retirement extrinsic motivation is not a priority however they are mostly motivated intrinsically. This was proven in a study conducted by Kollmann, Stockmann, Kensbock and Peschl (2019) on managers where it was found that the older employees experienced a sense of satisfaction through their work contribution to the organisation. Whereas former research done by Snelgar in 2017 found that individuals who were between the ages of 50 and 59 displayed both extrinsic and intrinsic motivation. Zeng et al (2022) found that there is no difference in terms of race and motivation.

2.12. Importance and impact of work motivation

The motivation of employees ought to form part of every organisational structure. For organisations such as the parastatal in the transport sector whose profit is highly dependent on the operation of employees as seventy per cent of the employees work on a shift pattern, Human resource management must create programmes that encourage work motivation which is introduced to employees during onboarding with the assistance of management. An employee who is demotivated is an expense to the organisation as they are less productive and prevent the organisation from reaching its targets (Roomglam, 2021).

Furthermore, employees who lack motivation may influence the rest of the team creating a dissatisfied work environment which is unfavourable for the organisation. The organisation deals with internal and external clients therefore having individuals who lack motivation may affect customer service bringing the company into disrepute. Whereas a motivated workforce produces positive results not only for the organisation but for the employees as well as it creates a content environment. The above attest to what has been previously stated by several authors such as Zeng et al (2022), Zullo (2020) and Hadunka (2020) indicating that work motivation results in high performance, productivity and efficient employees.

2.13. Motivational Theories

The below section will discuss the different beliefs of theorists on work motivation and as noted by Fox (2007) it is critical to note that the theories attempt to explain factors that may enhance or hinder the performance of employees in the workplace and the rationale behind the motivation of employees. The theorists explained motivation as related to needs satisfaction whilst the more recent psychologists describe it as a product that comes from a cognitive

conscious decision (Khan & Iqbal, 2013). After reviewing the various definitions of motivation, scholars seem to have one common perception which is the fact that it propels an individual to act to satisfy needs.

It is vital to acknowledge that motivation has two categories which are the need-based theory (Content Theory) and Cognitive Theory (Process Theory). The difference between the two theories is that Content Theories focus on the drive that pushes an individual to be motivated whereas Process Theories explain the reason behind the motivation (Tahir, 2011). The Need-based theories define what factors motivate individuals and what inspires their behaviour.

2.14. THE INTRINSIC AND EXTRINSIC MOTIVATION

Some various motivational theories and models strive to unpack the nature of motivation and give direction on which theory and model are best applicable for motivating individuals in the workplace. The theories assist with understanding the behaviour of employees in the workplace which is critical for Human resource departments in the organisation taking into consideration that individuals are different. Theorists such as Herzberg (1957), Alderfer (1969), and Lawrence & Nohria's Four Drive Theory (2002) were used to direct this study. The above-mentioned theories were selected as they would provide a clear direction in answering the research questions and elucidate the relationship between work motivation and employee engagement.

2.14.1. Alderfer ERG Theory (1969)

The ERG theory was developed in 1969 by adopting Maslow's assumptions on three types of needs which are existence, relatedness and growth (Khan & Iqbal, 2013). The theory focuses on need satisfaction and recognises how the satisfaction of one need may affect the desire for other needs. One may state that this theory was created to surpass Maslow's hierarchy needs as they have been categorised into three modest classes:

- **Existence needs**

Existence needs refer to basic human needs such as water, food, clothing and safety which are related to Maslow's psychological and safety needs.

- **Relatedness**

Relatedness needs is the employees' desire to have interpersonal relationships to feel

accepted such as good working relationship with colleagues and managers, this is related to Maslow's social needs. If an individual lacks a sense of belonging within an organisation it may lead to demotivation.

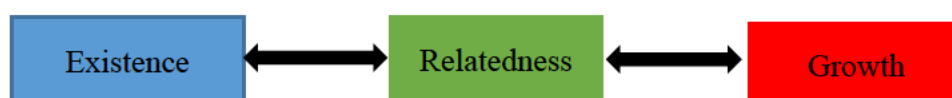
- **Growth needs**

The Growth needs which is the last in the Alderfer theory (1969) interconnects with Maslow's esteem and self-fulfilment needs which include the desire for self-development and growth. According to Mabika (2019) if these needs are satisfied employee productivity is increased.

Unlike Maslow's Theory (1954), Alderfer (1969) is of the view that individuals' needs occur at any time and that several needs can be satisfied at the same time. Furthermore, Alderfer (1969) states that when an individual's growth needs are unsatisfied people will go back to existence and relatedness needs as they are considered as more attainable. The theorist argues that needs satisfaction does not follow a certain sequence as several needs can be satisfied at the same. This theory is generally used by various scholars when researching motivation as it unpacks the needs of individuals and how they can be satisfied making it functional for organisations to understand employee behaviour to come up with applicable motivational strategies.

On the contrary, Wanous and Zwany (1977) cited by Sabbagha (2019) believe that Alderfer's theory cannot be applied daily in the work environment as an employee's behaviour cannot be associated with need fulfilment. The below figure 2.15.1.1 shows Alderfer's ERG Theory:

Figure 2.4: Alderfer's ERG Theory



Alderfer's ERG Theory

2.14.2. Herzberg's Two-Factor Theory (1959)

Herzberg's two-factor theory presumes that motivation is affected by the nature of the job itself, not external rewards. This theory gives a perception that job satisfaction and job dissatisfaction come from different sources, however, it further states that removing sources of dissatisfaction

will not cause a person to be motivated (Muranda & Maharaj, 2019). Herzberg's theory combined satisfaction and dissatisfaction into two factors of need known as Hygiene and motivational factors which are discussed below.

- **Hygiene factors**

Khan & Iqbal (2013) define hygiene factors as elements surrounding the job such as job security, work conditions, interpersonal relationships and remuneration status. These factors are extrinsic and would not increase motivation in an employee, however, they may cause dissatisfaction.

- **Motivational needs**

Motivational factors such as achievement, recognition, promotion and growth link to the content of the job. The absence of these factors does not contribute to dissatisfaction however the individual will not be satisfied (Herzberg, 1959). It is vital to note that the presence of these factors in an organisation contributes to intrinsic motivation. Hence this theory was significant in this study as it explained how some job aspects can increase employee motivation. There are similarities amongst Maslow, Alderfer and Herzberg's theories as it is noted that when employees are more aware of their needs this directs them to a particular behaviour.

Former scholars such as Khan & Iqbal (2013) are of the view that it is the individuals' situation that they are faced with which decides what level of need will be acted on. Herzberg (1966) argues that employee satisfaction is often linked to internal factors whereas the dissatisfaction of employees is attributed to external factors. The theorist believes that if managers can recognise hygiene factors the basic needs of employees can be satisfied. Thus employees in the organisation would have an increased chance of being motivated when there is no dissatisfaction linked to the work environment. This theory is significant in this study as it explains which factors contribute to the satisfaction and dissatisfaction of employees.

Furthermore, it was stipulated how the absenteeism of intrinsic and extrinsic motivations affects certain job aspects. With this in mind, Herzberg's theory is an indication of how an organisation can experience hardship when intrinsic and extrinsic motivation are not prioritised. Contrary to other scholars the theorist perceives motivation as a bilateral process whereby one contrast is affected if the other factor is not satisfied.

2.14.3. Lawrence & Nohria Four Drive Theory (2002)

Lawrence & Nohria (2002) presume that human behaviour is directed by four emotional needs and drives which are the drive to acquire, to bond, to learn and to defend. These will be discussed in detail below:

- i. To acquire: This drive refers to getting scarce goods which are intangible such as social status. Individuals acquire beyond basic needs and need relative status such as recognition in society, in this case, individuals compare themselves to others.
- ii. Drive for bond: It is the drive to form relationships with colleagues when this is met it creates positive emotions which increase cooperation and a sense of belonging amongst employees. One may state that this is a major contribution to the success of an organisation and the development of societies.
- iii. Drive to comprehend: Individuals always try to make sense of what is around them hence employees are motivated by jobs that challenge them and have the possibility for career growth and learning (Nohria, Groysberg & Lee, 2008).
- iv. Drive to defend: This defines the need for individuals to defend themselves and their relationships with families and friends from external threats. The previously mentioned three drives are always active however the drive to defend is triggered by a particular threat and when this drive is fulfilled it allows the individuals to feel secure and confident (Nohria et al 2008).

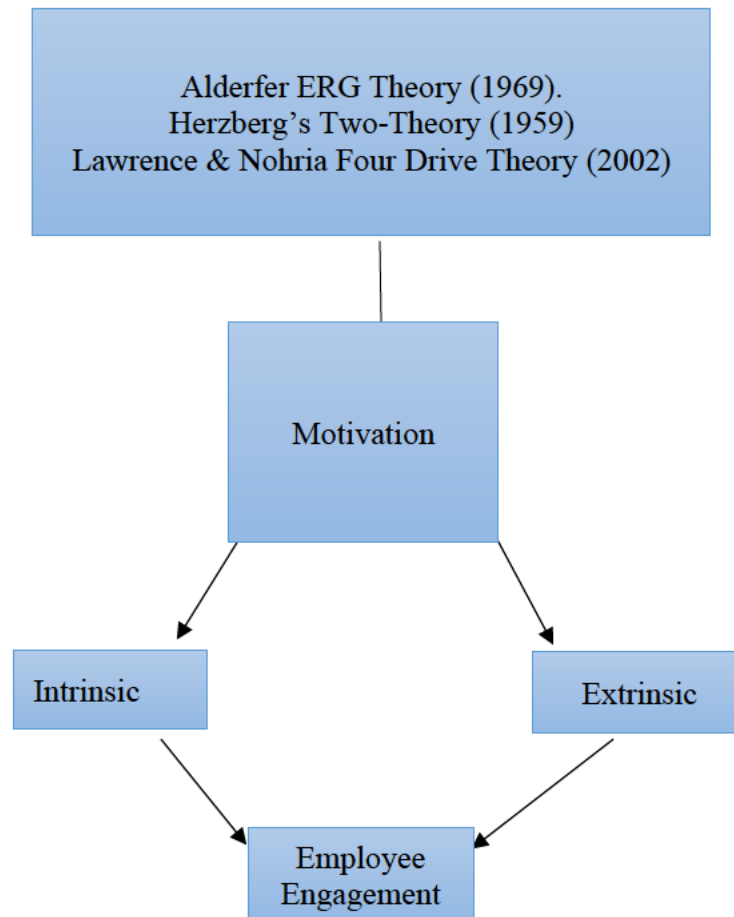
The aforementioned defines factors which are behind individual motivation, it is presumed that for individuals to be motivated all four factors must be visible in an organisation. Theorists have expressed the different factors that affect the two types of motivation however it is evident that they work differently in distinct situations. There seems to be a conflict between intrinsic and extrinsic motivation. As previously mentioned, individuals are not only motivated by extrinsic rewards such as money and bonuses.

2.15. CONCEPTUAL FRAMEWORK

Concerning the applicable theories and concepts for motivation (intrinsic & extrinsic) and employee engagement, a conceptual framework was constructed below. The researcher selected the below mentioned theories as they unpacked the different factors of work motivation and granted an understanding of elements that contribute to an increase in work

motivation. It is of note that the conceptual framework illustrates how your variables should relate to one another. It lays out the pertinent goals for your investigation and shows how they connect how they connect to produce logical findings.

Figure: 2.5: Conceptual Framework for the Study



Source: Author's compilation

2.16. THE RELATIONSHIP BETWEEN WORK MOTIVATION AND EMPLOYEE ENGAGEMENT

Intrinsic motivation is derived internally and refers to individuals experiencing a sense of enthusiasm, excitement and satisfaction towards their job (Engidaw, 2021). As cited by Hadunka (2020), Singh (2016) noted that intrinsic motivation refers to psychological emotions

which are experienced by individuals when partaking in significant work and performing it to their best. Research done by Delaney & Royal (2019) showed that managers have a role to play in directing intrinsic motivation by acknowledging employee differences and recognising and appreciating employees for their work. Muranda & Maharaj (2019) & Engidaw (2021) state that organisations can use intrinsic motivation to increase the engagement of employees.

In addition, individuals who are motivated become innovative thinkers who present fresh ideas for business development. With this in mind, it is evident that intrinsic motivation is essential for employee engagement as employees can't be engaged without prior motivation. The aforementioned assumptions indicate that there is a positive correlation between motivation (extrinsic and intrinsic) and employee engagement (Shkoler & Kimura, 2020). This is further supported by Delaney and Royal (2019) who state that motivation is the foundation for employee engagement.

Extrinsic motivation is when employees are motivated by the outcome which will transpire from participating in the job (Engidaw, 2021). It is of note that extrinsic motivation is affected by the environment and resources. As previously stated this construct may be beneficial in certain situations as it may motivate an employee to perform duties which they consider to be unfavourable to gain external rewards. Zeng et al (2020) conducted a study on nurses and it was found that the employees were motivated to work because of external rewards. This leads us to the notion that for extrinsic motivators to work the goals and outcomes must be stipulated for employees to have a broader understanding of what they are working towards and how they will be assessed.

On the contrary Zeng et al (2022) concluded that there was no possible relationship between extrinsic motivators and employee engagement, however, it was found that intrinsic motivation had a significant effect on employee engagement. As noted by Galope (2021) if an organisation does not have an employee engagement technique it is difficult to create a team of co-workers who are motivated to give their best version of work. The author further states four steps in the below table which indicate how employee engagement can be applied to increase motivation.

2.16.2 Table 2.1: employee engagement to increase work motivation

Provide defined roles	Employees should be provided with the necessary tools and training required to execute their duties. Secondly, individuals who are aware of organisational expectations and have descriptive workbooks will be more productive.
Set achievable goals	When individuals are given achievable targets they become committed to attaining those goals which results in accomplishment and intrinsic motivation is achieved.
Give them autonomy	Trusting employees with their work by giving them a sense of ownership and explaining how they contribute to the organisation allows them to experience a sense of belonging and commitment to the organisation.
Recognise their success	When individuals are recognised for their good performance it keeps employees engaged.

Author: Tenney (2024).

Table 2.1 illustrates the 4 steps applied using employee engagement to increase work motivation. The table stipulates how employee engagement plays a role in increasing motivation, one may state that it is evident that the two constructs work collectively for organisational growth. Based on the studies which have been discussed thus far most scholars have linked work motivation and employee engagement as factors that increase profit and high performance. It is evident that once employees are motivated their level of enthusiasm and commitment is enticed which results in employee engagement. One indicates that the two constructs are dependent on each other and impel employees to enhance their performance.

The literature which has been discussed has shown how intrinsic and extrinsic motivation works for different individuals in various situations, however, it is crucial to note that intrinsic and extrinsic motivation can be applied concurrently. As noted by Hadunka (2020) when employees are motivated it is often portrayed in the manner in which routine duties are executed as they become efficient which results in improved performance. Early scholars such as Khan & Iqbal (2013) argue that when employees are motivated by being granted the

necessary resources which are required to be able to partake in the job and benefit from the employer, they will be engaged and contribute to the organisations' success. The aforementioned is in support of the notion that work motivation (intrinsic and extrinsic) and employee engagement have a potential relationship.

2.17. Chapter Summary

The first section of this chapter has looked at employee engagement definitions, theories and literature that surround it. One may state that the discussed literature showed employee engagement's importance and the benefits that it brings to the organisation and employees. The second section of this chapter discussed work motivation, its various definitions and the literature related to it. Furthermore, the two types of motivation (intrinsic and extrinsic) were analysed with their aspects being discussed. This was done to determine if there is an interrelationship between employee engagement and work motivation, thereafter the framework was constructed based on the theories which were unpacked to understand the drive behind motivation and the different needs which impact motivation.

An overview of the context of the parastatal organisation in Richards Bay that configures the transport logistics and seaports was provided. It was further explained when it was formed and how it has developed over the years with the acknowledgement of the projects that it has engaged in. The parastatals' contribution to the local community and economy was discussed. The researcher deemed it critical to state some of the challenges that the organisation is faced with as they impact the motivation and engagement of employees. More so there was a discussion on the motivational strategies that the organisation has implemented to encourage the employees. The next chapter will discuss the methods and designs used to investigate the relationship between work motivation and employee engagement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. INTRODUCTION

The previous chapter reviewed the relevant literature to the study to gain insight into the topic under study and to understand how far previous researchers have dealt with the research interest within the field. The current study is structured to present the research methodology. The main purpose of the research was to explore the relationship between work motivation and employee engagement and how the two constructs affect one another at the parastatal in Richards Bay. Thus, the previously mentioned chapter discussed literature which was extracted from different research tools about employee engagement and work motivation. Furthermore, models and theories were analysed to construct a conceptual framework.

The current chapter discusses the methodological approach used for the research. The chapter commences by defining and discussing research design which refers to the collection, measurement, and data analysis techniques of the research questions. The quantitative approach was applied in the study. Standardised questionnaires: Utrecht Engagement Work Scale (UWES) (2019) and Work Preference Inventory (WPI) (1994) were used to collect data. Lastly a discussion on how data were stored, the ethical considerations and limitations of the study were included in this chapter.

3.2. Research Paradigm

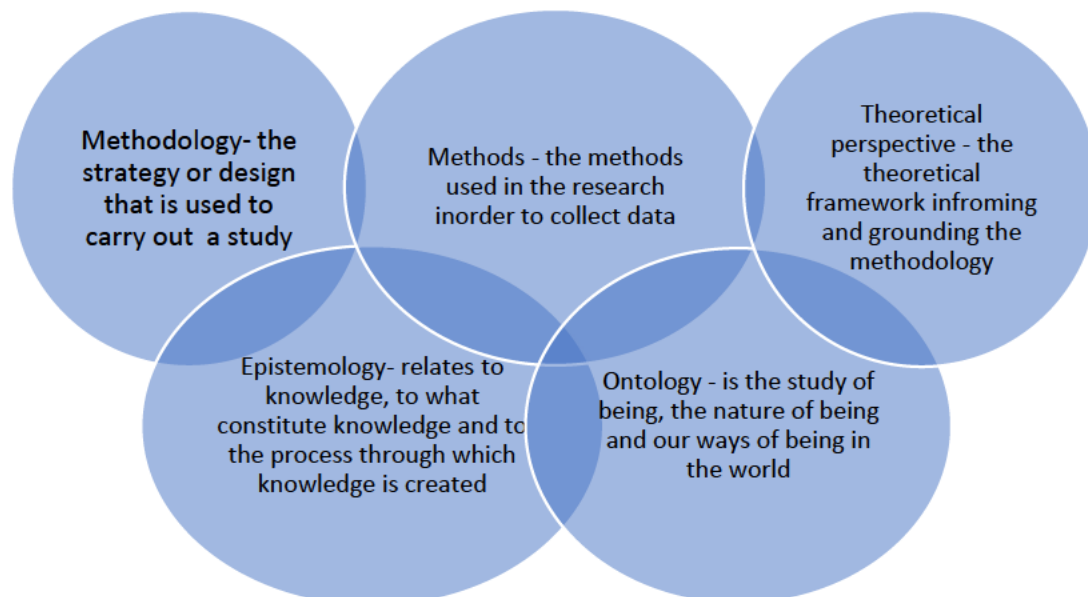
A research paradigm is viewed as perceptions, ideas or shared beliefs about research which is based on a set of assumptions, values and practices (Manci, 2019). It is perceived as the researcher's views or beliefs which shape how the researcher sees the world, which then gives direction on how the research study was executed, which methods used and how data will be analysed. The research paradigm has been globally recognised for its scientific attainment as it provides solutions for scholars.

For instance, if the researcher is utilising questionnaires to collect data, it indicates the type of questions which must be asked to participants. It is vital to note that an individual's research is influenced by one's knowledge and thoughts. Research paradigms are characterised by two main fundamentals which are epistemology and ontology, these impact the way the research study is carried out. The term ontology refers to the nature of reality of what exists whereas epistemology seeks to discover what is known and how it is known. The research paradigm has four categories namely: pragmatism, realism, positivism and interpretivism.

Positivism holds that reality exists objectively in the world and that knowledge can only be obtained through scientific knowledge (Khan & Iqbal, 2013). Hence this study applied the positivist stance of epistemology as the aim was to explore the relationship between two constructs which were motivation (intrinsic & extrinsic) and employee engagement. This approach is considered applicable in this study as it deals with acceptable data and knowledge and it acknowledges that reality exists outside of the researchers' mind and reality in the mind of people is taken into account.

Research Methods - Structure

Figure 3.1: The basic elements of research



Source: Mancini (2019)

The research was comprised of the above elements mentioned in Figure 3.1

3.3. Research Design

The research design gives direction on how the study will be executed and how data will be collected, it is critical to ensure that the design that is selected is valid and appropriate to reach credible findings and conclusions (Creswell & Creswell, 2018). Hadunka (2020) concurs that the research design refers to the systematic structure which was implemented for data collection. In this instance, the researcher explored the relationship between two constructs work motivation and employee engagement which makes this a correlation design. The correlation design is of great use when one intends to establish a relationship between two or more variables and how far they influence each other. The researcher investigated the concepts of a single organisation, therefore the quantitative method using the cross-sectional survey approach was deemed as appropriate for collecting data.

3.4. Cross-sectional survey design

The decision of selecting which research strategy to apply is influenced by several factors such as the availability of data, personal interests, background and discipline. It is of note that the researcher took into consideration the above-mentioned when the decision was taken to apply the cross-sectional survey strategy. The cross sectional survey was selected as it allows the researcher to gather data from different people at the same time which would assist in unpacking the relationship between work motivation (intrinsic and extrinsic) and employee engagement at the parastatal organisation by giving answers to the questions that form the study. Furthermore, according to Thomas (2023), a cross-sectional survey is commonly used in social sciences and is beneficial to apply as it allows the researcher to gather data from different people and it allows one to observe constructs without influencing them.

The design granted the researcher an opportunity to collect data from a wide range of respondents on work motivation and employee engagement. This method allows one to study aspects of a phenomenon by using an individual, a single group or an event which is located in the real-world context (Hadunka, 2020). As a data collection tool, the researcher utilised structured questionnaires which provide descriptive data and are simple to analyse. In addition, the data would allow the researcher to analyse the statistical description of attitudes and opinions of a group.

3.5 Research Approach

The research methodology is a strategy and process that progresses from general hypotheses to specific techniques for gathering, analyzing, and interpreting data (Chetty, 2016). Therefore, it is determined by the type of research problem being addressed. The research strategy can be broadly classified into two types: the methods used to gather data and analyze or reason with that data (Chetty, 2016). There are different types of research approaches and designs, such as qualitative research approach, quantitative research approach and mixed method research approach. However, this study adopted a quantitative research approach as it answers questions about relationships and it will give the researcher insight into the attitudes and opinions of people, which is critical when exploring a relationship between two constructs.

3.6 Quantitative analysis

Statistical analysis is frequently used in quantitative research to link what is already known to what might be discovered through investigation (Hassan, 2022). As a result, knowing the relationships between variables using either descriptive or inferential statistics is necessary for evaluating data using quantitative methodologies. The study estimates the parameters and concludes the populations, which are both aided by descriptive statistics (Jebreen, 2012 & Trochim, 2000). Descriptive statistics and the presumptions that extrapolate the population from a chosen sample serve as the foundation for inferential statistics (Hassan, 2022). To test quantitative data, statistical analysis is required to test the hypothesis.

It is common practice to adopt a deductive technique since it allows researchers to move from general to specific reasoning. Additionally, the researcher draws a conceptual framework (hypothesis) from general viewpoints, tests it, and draws a specific conclusion as a result (Haywood, 2018). The steps in the deductive method of analysis or reasoning are as follows:

- the study of hypotheses.
- creation of a conceptual framework or theories.
- observation using statistical hypothesis testing.
- verification of a certain conclusion that was logically inferred from premises (Soiferman, 2010).

However, it seems that selecting one research methodology over another substantially constricts the study's scope. One approach cannot, by itself, provide answers to all the queries that could arise while researching a topic (Creswell & Clark, 2011). Researchers should have access to all accessible research tools to conduct a more thorough investigation. Therefore, it is important to reevaluate the dichotomy and train researchers in both kinds of techniques (Pellikaan, 2021). Aim and research challenge should be taken into account when choosing the research approach.

However, this study adopted a quantitative research approach that is designed to collect data from the selected respondents. The purpose of choosing quantitative research is to increase knowledge and comprehension of the social realm. To observe circumstances or events that have an impact on people, researchers usually employ quantitative methodologies to yield unbiased data that can be expressed intelligibly using figures and statistics. The study follows a methodical, scientific approach to ensure that the research can be independently conducted.

3.7 Quantitative research design

The quantitative research method refers to the collection and analysis of numerical data using standardised questionnaires whereas the qualitative method is data collection by applying interviews, observations and focus groups (Bandari, 2020). Furthermore, the quantitative method is mostly used in social science research to determine patterns, and averages and to explain relationships between variables. Considering that a relationship between work motivation and employee engagement is being investigated the researcher deemed it viable to apply the quantitative method as it possesses the below-mentioned advantages (Mander, 2022):

- It would allow the researcher to get a larger sample of employees which increases the chances of gaining objectivity and accurate results.
- It would be able to generalise findings based on the selected employees from the parastatal organisation who would be considered to be representing the larger group.
- It is perceived to be faster and simpler and it does not require physical contact which has become cumbersome lately due to the current COVID-19 pandemic.

The researcher would send the questionnaires through emails or mobile technology as the selected parastatal organisation is an operational area and employees work on a shift pattern.

3.8 Study site

When the researcher was deciding on the study site it became imperative that several factors were taken into consideration such as accessibility, time availability and a sample size that would result in validity and reliability. It is of note that the study site refers to the particular area where the research and collection of data was based. The study was conducted at a parastatal organisation at the Port of Richards Bay, KwaZulu Natal (South Africa) which occupies a strategic position in the country's transport logistics chain. The core function of the selected parastatal is to provide port infrastructure and marine-related services and it was established in 1991. The researcher has been an employee for eleven years at the organisation which comprises 453 employees. Therefore, by selecting this site one is eager to contribute to organisational developments.

3.9 Research Population and Sampling

The population refers to the individuals whom the study focus on as well as data collection. The target population for this study constitute employees from a parastatal at the Port of Richards Bay. The Human Resource department confirmed that the company has a staff complement of 453, however, this study focuses on a sample of 329 bargaining employees meaning managers and supervisors were excluded. Considering that the researcher intended to establish whether there is a relationship between employee engagement and work motivation at the parastatal organisation, bargaining, junior employees was perceived as appropriate as they are perceived as individuals who have first-hand experience on organisational challenges and changes as decisions are made at the top and deescalated. All employees marked as non-management as per the staff compliment register provided by the Human resources department were considered for the study. The study considered both males and females, different genders and races.

Therefore, by focusing on junior employees the researcher aimed to understand perceptions of employee engagement and work motivation at the subordinate level. It is of note that all junior employees from different departments and various employee grades starting from the lowest which is level L2 up to H2X had an equal chance of participating in the study. A proposed population table has been constructed below.

Table 3.1: Population Table

Population	Number	Job Level
Staff Compliment	453	C - L1
Research Population	329	H2X - L1
Sample Size	180	H2X - L1

Source: Authors' compilation

The population of this study referred to the calculating method of “Krejcie and Morgan” model which is highly affirmed by Sekaran and Bougie (2016, p. 241) as it simplifies the process of determining the sample size for a population and is readily computed into a table (refer to annexure G). The “Krejcie and Morgan” model further suggests that 180 respondents as the sample size will be appropriate. The formula is mentioned below:

$$\begin{aligned} N &= s \\ 320 &= 175 \\ X \\ 329 &= s \\ \underline{320s} &= \underline{57575} \\ 320 \quad 320 \\ S &= 179.9218 \\ \underline{S} &= \underline{180} \end{aligned}$$

3.10 Sampling Technique

The sampling process refers to selecting a group of individuals from a large population to partake in research for estimating or predicting data (Bougie & Sekaran, 2020). There are two sampling techniques which are probability and non-probability. According to Surbhi (2022) with non-probability sampling, it is unknown which individuals will be nominated to form part of the sample. In this study, the researcher applied the probability sampling technique as all bargaining junior employees at the organisation had a fair and equal opportunity of being

nominated through the simple random method. Herein this technique was appropriate for this study as it allowed the researcher to use a smaller sample size of 180 as stated in the table below in Figure 3.12.1.1 which represented the larger population.

3.11 Sources of Data Collection

There are various data collection tools which are interviews, questionnaires, observations and focus groups, with that being said it is of note that deciding on the data collection tool is the first step in any study. The source of data collection that will be applied by the researcher is dependent on the type of study that is being conducted (Gwambe, 2020).

3.12 Instrument for Data Collection

There are two approaches to data collection which include primary and secondary data sources. However, this study applied the primary data collection, which is information that is directly collected by the researcher whereas the secondary data is information written by another individual (Bougie & Sekaran, 2020).

3.12.1 Primary data sources (Questionnaires)

The primary data collection was done by administering standardised questionnaires as a measuring instrument. A questionnaire is a written list of questions where answers are recorded by the respondents (Kumar, 2011). Scholars such as Gwambe (2020), and Nazneen & Mehmood (2020) have proven in their research that questionnaires are accurate, valid, reliable and simple to analyse. Furthermore, they allow individuals to respond in the comfort of their surroundings. With the current COVID-19 pandemic affecting South Africa questionnaires allowed participants to take part in research without any physical contact.

The updated Utrecht Work Engagement Scale (UWES-9) which was tested by Schaufeli, Shimazu, Hakanen, Salanova & De Witte (2019) was used to measure employee engagement. The Work Preference Inventory (WPI) developed by (Amabile, Hill, Hennesy & Tighe, 1994) was used to assess intrinsic and extrinsic motivation. The researcher acknowledges the availability of the updated WPI-10, which was tested by (Robinson, Switzer, Cohen, Brian, Primack, Kapoor & Seltzer, 2014), however, the original WPI is preferred as it has been widely used by scholars who have attested its reliability. Appendix A refers to the questionnaires which were used to achieve the research objectives.

The first section of the questionnaires contained questionnaires on employee engagement the second and third parts focused on intrinsic and extrinsic questions. The questionnaires were available in two languages which were English and IsiZulu to accommodate the employees who may not be fluent in English, this was also to ensure that the questionnaire was understood thoroughly to increase the chances of receiving accurate data.

3.13 Reliability and validity

Reliability refers to the consistency and accuracy of a research process under different conditions, it is being able to get similar results of a measurement over time (Sekaran & Bougie, 2020). The researcher decided to do the mail survey by herself to ensure consistency, furthermore, when the response was low the researcher chose to print out the questionnaires and physically submit them to the participants. When a measurement is highly reliable it increases the chances of receiving accurate and valid results. Sekaran & Bougie (2020) describe validity as the extent to which an instrument measures what it is supposed to measure.

3.13.1. Reliability and validity of the Utrecht Work Engagement Scale (UWES)

When the researcher was deciding on which scale of measurement to apply for employee engagement the priority was to find a scale that would result in highly reliable and valid results, therefore it became imperative that previous significant studies were looked at. The UWES which consisted of nine items with options ranging from (strongly agree to strongly disagree) was utilised as a tool to measure engagement levels amongst individuals, furthermore, it was considered to be relevant in this study as it focuses on three subscales which are vigour, absorption and dedication.

The researcher found a study conducted by Shkoler and Kimura (2020) on the impact of work motivation on job engagement in Japan and Israel where the UWES scale was applied and it was proven that it is a reliable measurement of instrument with a high reliability of =0.95 for Israel and = 0.94 for Japan. Regarding the validity of the Utrecht Work Engagement Scale (UWES) for the study, the UWES-9 has strong construct validity, and future studies should consider utilizing the 9-item form. Furthermore, Structural Equation Modeling demonstrated excellent rank-order stabilities (between 0.82 and 0.86) for the work engagement components,

as predicted. This applied to employee work engagement and was supported by both theoretical and empirical evidence.

The situation is different concerning work engagement, which led us to include absorption in this study because to the theoretical knowledge and strong support for a unidimensional UWES scale (Schaufeli, 2012 and Schaufeli, Shimazu, et al., 2017; Seppälä et al., 2009). According to Carmona-Halty, Schaufeli & Salanova (2019), UWES has been applied and validated in various industrial organisations across the world such as Japan, Brazil, Finland and South Africa. The aforementioned attests that the UWES is an acceptable tool for measuring work engagement within the South African context, taking into consideration the researchers' study is based in an industrial organisation in South Africa.

As cited by early scholars such as Muranda & Maharaj (2019), Coetzee and Rothman (2005) found that internal consistency and reliability for the three subscales of the UWES range from 0.68 to 0.91. Watanabe, Imamura, Sasuki and Shimazu (2022) conducted a study in Vietnam and it was established that the UWES has an internal Cronbach alpha score of 0.93 which is acceptable in terms of internal validity. However, a study conducted by Muranda & Maharaj (2019) showed a high level of internal consistency with a scale item that is .815 therefore the scale was found to be reliable hence the researcher will utilise it.

3.13.2. Reliability and validity of the Work Preference Inventory Items and Scale Placement (WPI).

The Work Preference Inventory (1994) is designed to measure intrinsic and extrinsic motivation amongst individuals and it aims to capture the major aspects of intrinsic motivation which are self-determination, competence and task involvement. For extrinsic motivation, the aspects which are captured are money, recognition and other tangible incentives (Amabile, Hills, Hennessey, & Tighe, 1994). Hadi & Adil (2010) found that the WPI (1994) instrument is rated high on reliability and has been discovered to have good short-term test-retest reliability. Furthermore, the instrument has two primary scales which are reported to be .89 (intrinsic) and .80 (extrinsic) this has made the use of WPI (1994) popular in numerous research.

Regarding the validity of the Work Preference Inventory Items and Scale Placement, CFAs were performed to examine the structure of the secondary and primary WPI scales, even though

none of the scales surpassed the 0.80 levels of reliability. The WPI's authors accepted the scales' basic structure for three reasons: the items' groupings were conceptually meaningful, the fit was generally regarded as satisfactory, and each item correlated highest with its scale (Amabile et al. 1994). It should be noted that the WPI's authors stated that the actual structure was "probably more complex than the simple intrinsic-extrinsic distinction suggested by the literature" (Amabile et al. 1994, p. 957). Having said that, the study's confirmatory factor analyses first revealed a good fit with the intrinsic challenge.

3.14. Advantages and disadvantages of using a Cross-sectional survey

The researcher considered the cross-sectional survey as more appropriate as it enabled one to gather data from a large population sample to gain experiential reality on the perspectives of the employees at the parastatal organisation. As stated by Lohman (2021) the cross-sectional survey allows one to analyse the relationship between phenomena and individuals which is linked to the study as it investigates the relationship between employee engagement and work motivation. Furthermore, it is inexpensive and allows one to collect data in various ways.

The below-mentioned states some of the disadvantages of using the cross-sectional survey method:

- Non-response error is when only a limited sample of the population responds.
- Response bias refers to respondents consciously or unconsciously issuing dishonest information.

3.15. Data Analysis

The quantitative data collected through questionnaires was analysed using the Statistical Package for Social Science version (SPSS) 24. The researcher selected SPSS as it is highly recognised and utilised in various research studies for analysing social science data statistically by entering data into a computer program (Alchemer, 2021). The researcher used descriptive statistics to explain the data obtained, this included frequency distributions, cumulative frequency distributions, bar charts and pie charts.

Cronbach's alpha, cannot ascertain whether the items measure the correct concept (validity), but it tells whether responses are consistent across items (reliability). Internal consistency, or how closely related a group of things is to one another, is measured by Cronbach's alpha. It's regarded as a scale reliability metric. The metric is not always one-dimensional even when the

alpha value is "high." Further investigations can be carried out if one wants to demonstrate that the scale in question is unidimensional in addition to testing internal consistency. One technique to verify dimensionality is using exploratory factor analysis. In technical terms, Cronbach's alpha is a coefficient of dependability (or reliability coefficient) and not a statistical test. The study used inferential statistics in correlation and multiple regression.

Bivariate analyses, which have been used in the past by other scholars such as Muranda & Maharaj (2019), will be used as analyses to establish the relationship between variables and to measure the two variables. The Correlation matrix will be used in this study to indicate a continuous independent variable and a continuous dependent variable. This will be used to determine if there is a correlation that exists between work motivation and employee engagement. To allow for data interpretation and comparison a five-point Likert scale, which will include moderate or neutral options in its scale, will be utilized. The Likert scale will range from "strongly agree, agree, neutral, disagree and strongly disagree".

3.16 Ethical Considerations

The researcher was obligated to get ethical clearance from the Ethical Committee at UKZN.

The study had to follow the following principles:

- **Permission:** The researcher requested permission by writing a Memo to the General Manager of People Management to conduct the study in the parastatal organisation, the approved Memo formed part of the Ethics application. The researcher would like to declare that they are an employee of the parastatal under investigation. In order to remain unbiased, participants were ensured of their anonymity during interviews and confidentiality of study findings. Furthermore, all meeting with illiterate participant were permitted access to these recordings to ensure that all information was captured truthfully. The language barrier posed a challenge. The questionnaire could not be reconstructed in isiZulu as some employees were illiterate. The researcher took steps to meet with the illiterate employees who would struggle with understanding English. During these meetings the researcher took time to interpret each question to them in Isizulu so they could tick and answer the questionnaire accordingly .
- **Informed consent:** An informed consent letter was sent to all the participants which explained in detail what the study was about, its benefits, the participant's rights and it stated the fact the study was voluntary. As per the "HSSREC informed consent to

participate form” which was given to the candidates to sign, the employees were informed of the below: Firstly it was highlighted to them that their participation in this study is entirely voluntary and that they can withdraw at any time without affecting any of the benefits that they are entitled to. Secondly the participants were informed that the study would not cause any harm, they were given an opportunity to ask questions about the study and had answers to their satisfaction.

- **Anonymity:** It was explained to the participants that their responses would be anonymous, furthermore the researcher ensured that the participant's details were kept anonymous and stored in a safe place as per the POPI Act.
- **Plagiarism:** All secondary data used such as textbooks, and journals were referenced.
- **Ethical clearance:** The researcher received ethical clearance approval from the UKZN Humanities and Social Sciences Research Ethics Committee (HSSREC) and the reference number is HSSREC/00003475/2021.

3.17 Chapter Summary

The chapter described of the research methodology and sources of data collection applied in this study, furthermore, it discussed how the data collection was processed. The quantitative approach was used for data collection. The first section of the chapter further discussed the research design and research methodology it further described the sources of data collection. A brief description of the questionnaires which were applied as the instrument of data collection. The sampling technique and study site applied was discussed with an explanation. The researcher concluded the chapter by stating some of the challenges experienced during the research.

CHAPTER FOUR

DATA PRESENTATION

4.1 Introduction

Chapter three provided an overview of the methodology and the sources of data collection applied in the study. Chapter four presents data collected from respondents and analyses them accordingly to address the study aims and objectives, which explores the relationship between work motivation (intrinsic and extrinsic) and employee engagement at the selected organisation in Richards Bay, South Africa. The beginning of the chapter will outline the research objectives which will be followed by the presentation of the demographics of the sample and then the presentation of the results. The chapter will also look at previous research results.

Response Rate

After being granted permission by the parastatal organisation's Head of Human resources to conduct the study, the researcher was able to request information from the staff compliment which gave guidance on which employees were junior officers. The questionnaires were emailed to the participants who met the sample size criteria as per the table in Figure 3.12.1.1. The response rate was very poor which prompted the researcher to start phoning the employees encouraging them to answer the questionnaires and explaining the contribution that the study would have on the organisations' work environment.

However, due to challenges such as not getting responses on time, it was considered best to also present the questionnaires physically to the participants in their designated offices where there would be group departmental meetings with the employees to encourage them to fill in the questionnaires. The targeted sample size as per the formula by Sekaran and Bougie (2016) had indicated that 180 respondents would be appropriate however the researcher was only able

to receive back 93 questionnaires as per the figure below which is 51%. The researcher noted that the participants were comfortable with filling in the questionnaires however there was some resistance noted when it came to the signing of the consent forms.

Table 4.1: Response rate

Population	Number	Job Level
Sample size	180	H2X - L1
The total number of respondents	93	H2X-L1

Source: Authors' compilation

Descriptive Statistics

A descriptive statistic is a summary statistic that quantitatively describes or summarizes features from a collection of information, while descriptive statistics is the process of using and analysing those statistics. In the first part of the section, this study used frequency and percentages to represent the characteristics of the sample, which was followed by the overall responses to the proportions of the scales.

4.1.1. Demographic Profile and Distribution of the Respondents

This section gives a summary of the conclusions reached about the respondents' demographic profile. It provided the gender, age, education level, employment division and employment type of the employees in the selected organisation which are important factors in this section. These factors were deemed crucial in describing the average profile of the staff in the organisation in Richards Bay.

4.1.2. Employment Division

The below table shows the employment division of the respondents. 48 respondents were selected from the various divisions: Support Services (Finance, People Management, Marketing, Customer Relations, Corporate Affairs, Electrical and Civil), these made up 51% of the respondents, while 45 respondents were selected from the Operations (Marine, Harbour Master, Risk), which made up of 48% of the respondents.

Table 4.2. Employment Division

	Characteristics	Number	Percentage
Employment Division	Support Services (Finance, People Management, Marketing, Customer Relations, Corporate Affairs, Electrical and Civil)	48	51%
	Operations (Marine, Harbour Master, Risk)	45	48%

4.1.3. Employment Type

The below table indicates that 68 people (73%) are permanent staff of the organisation, while 25 people (27%) are fixed employees of the organisation.

Table 4.3: Employment Type

Employment Type	Permanent	68	73%
	Fixed Term	25	27%

4.1.4. Qualification Distribution

The respondents' education level is indicated in the table below and the findings showed that 32 (34%) of the respondents claimed to have earned an undergraduate degree. Following this percentage were the 11 (12%) who claimed to have earned an Honours degree. The table shows that none of the respondents have a PhD or Master's degree. However, it was discovered that education level did not significantly influence how involved employees were at work. As a result, an employee's academic background does not influence how engaged they will be at work.

Table 4.4: Qualification Distribution

Qualifications	Doctorate	0	0
	Masters	0	0
	Honours	11	12%
	Undergraduate Degree/ Diploma	32	34%
	Matric / Grade 12	38	41%
	Less than Matric	12	13%

4.1.5. Race Distribution

The respondents' racial makeup is seen in the table below. The breakdown by race is as follows: 84 (90%) were Africans, 3 (3%) were Coloured and 6 (6%) were Whites, there were no Indians in the study as shown in the table (0%). These respondents did not provide any additional information about their race, though. The distribution throughout the various ethnicity groupings, nevertheless, was satisfactory.

Table 4.5: Race Distribution

Race	Black	84	90%
	Coloured	3	3%
	Indian	0	
	White	6	6%

4.1.6. Gender Distribution

Figure below shows the gender distribution of the respondents which were virtually evenly split between the male and female representation in terms of gender, it is of note that the participants were only expected to choose between the two genders (male & female) only. Figure 4.5 shows that 45 respondents, or 48%, were female and 48 people which made up 51%, were male. The results show a fairly balanced representation of the genders.

Table 4.6: Gender Distribution

Gender	Female	45	48%
	Male	48	51%

4.1.7. Age Distribution

Results on the age distribution of the respondents indicate that about (38) 41% of the respondents were less than 35 years old. Following this were those between the ages of 35 and 55, who made up 54 (58%), and those between the ages of 55 and above who made up 1/93, represent 1,075% of the population on the respondents. The results demonstrate that the respondents were relatively oneng because the majority of them were between the ages of 30 and 55.

Table 4.7: Age Distribution

Age		38	41%
	Less than 35 years		
	35-55 years	54	58%
	Above 55 years	1	1,075%

4.1.8. The length of service of the respondents

The length of time respondents had spent working for the organisation was inquired in this study and it was indicated that 34 people (36%) had been employed for about 5 years. About 38 respondents (22%) have been working in the organisation for about 5 to 10 years. Other respondents 21 (41%), had worked between 11 and above years in the organisation. The overall findings revealed that most employees had been with the organisation for a significant amount of time.

Table 4.8: Length of service

Length of service	Less than 5 years	34	36%
	5-10 years	38	22%
	Above 10 years	21	41%

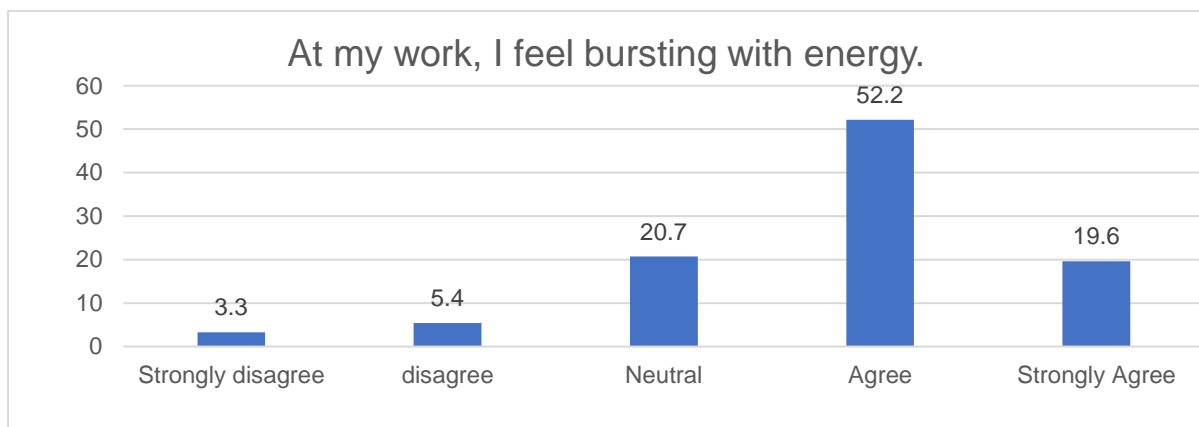
4.2. Work Engagement And Employee Engagement

This section of the study explored the understanding of employee engagement as the "harnessing of the members of an organisation to their work roles". It is noted that in engagement, people employ and express themselves physically, cognitively, emotionally, and mentally during role performances. Physical, emotional, and cognitive engagement are three components of work motivation. In terms of how to define job engagement, there are two schools of thinking. As noted by Galope (2021) if an organisation does not have an employee engagement technique it is difficult to create a team of co-workers who are motivated to give their best version of work.

4.2.1. Bursting with energy

The effects of motivation and engagement on company success are both substantial. The word "motivation" refers to an individual's needs, desires, wants or a drive within a person which pushes one to partake in certain action" (Chaudhary & Sharma, 2012:29-30). Furthermore, an individual's motivation is affected by several factors such as biological, social and intellectual factors.

Figure: 4.1: At my work, I feel bursting with energy.

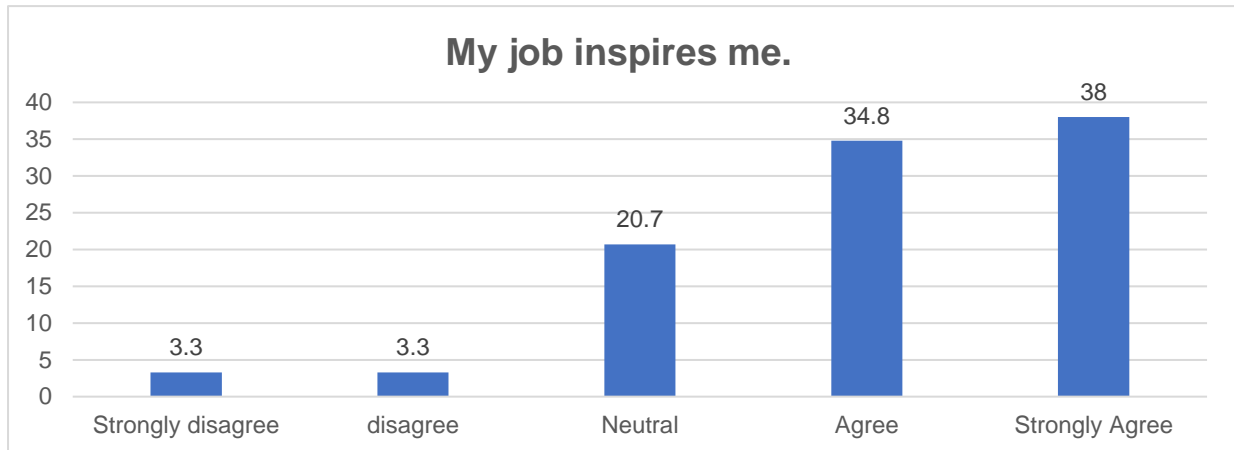


The findings from the selected respondents for the study indicated that over 52% of the employees felt like they were bursting with energy at their workplace because they were less motivated as seen in the figure above. 3.3% of the respondents disagreed, 5.4% also disagreed, while 20,7% of the respondents neither agreed nor disagreed with the statement, however, only 19.6% of the respondents strongly agreed that they are bursting with energy in their job. In line with Pellikaan (2021), Globoforce reports that nearly 80% of workers say that when prizes and recognition are utilized to inspire them, they become more productive.

4.2.2. Inspiration from work

The respondents were asked if their jobs inspire them, the results from the findings are shown in the figure below;

Figure 4.2: My job inspires me.

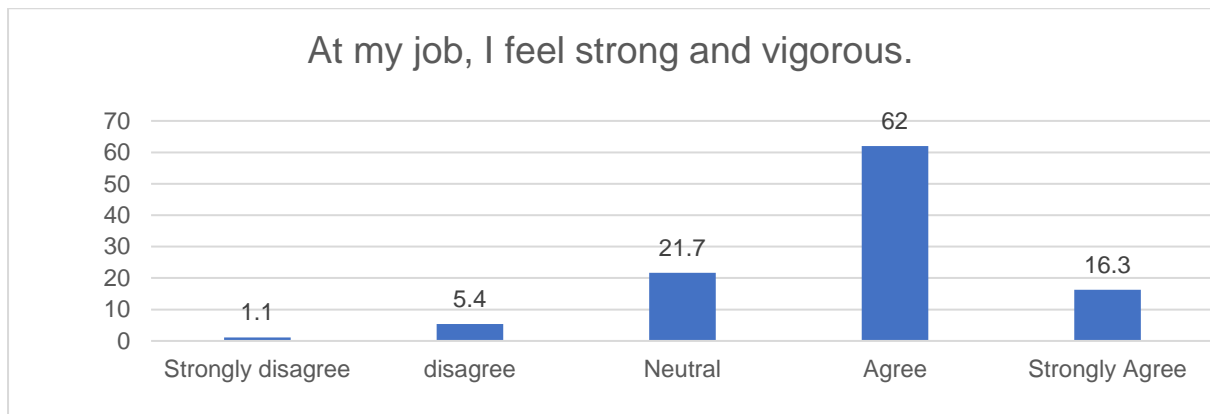


The results from the analysis show that 38% of the respondents agreed that they are highly inspired by what they do at their workplace. 34% agreed that they are equally motivated, while 20% remain neutral and 3.3% disagreed and strongly disagreed. In line with the motivational theory, Khan and Iqbal, (2013), explained motivation as related to needs satisfaction whilst the more recent psychologists describe it as a product that comes from a cognitive conscious decision.

4.2.3. Strong and Vigorous

The objective of the research effort was to determine whether work motivation and employee engagement are interchangeable terms. Motivation, in general, refers to the force that prompts someone to act or choose a particular course of action.

Figure 4.3: At my job, I feel strong and vigorous.

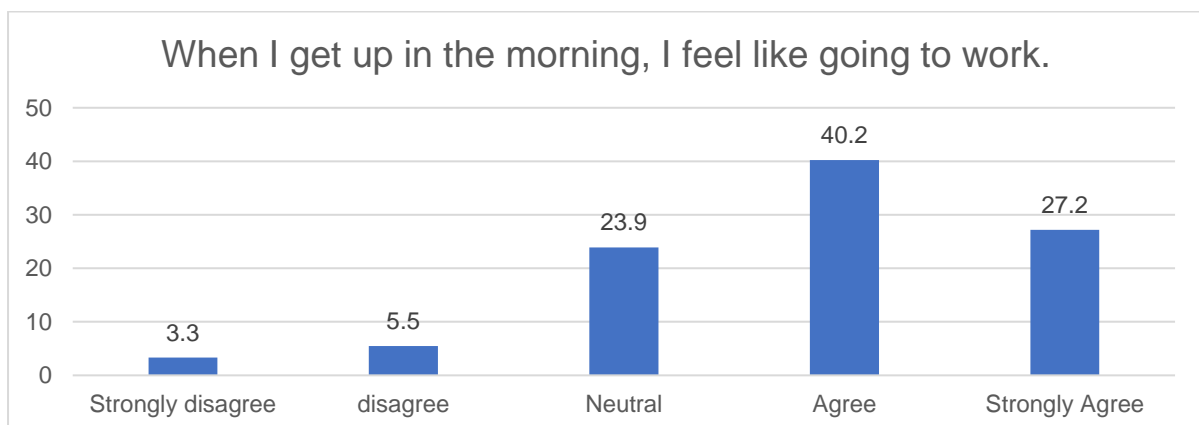


The results show that only 1.1% of the respondent do not feel strong and vigorous at their job, 5.4%, of the respondents, disagreed, 21.7% of the respondents neither agreed nor disagreed with the statement, additionally, 62% and 16.3% agreed that they feel strong and vigorous at their job. The secret to unleashing a worker's full potential is to foster an atmosphere at work where team members are both engaged and motivated.

4.3. Employees Motivation and Motivation to Go To Work

To feel motivated to go to work every day is challenging, but the study done by Fishbach, (2018), on personal productivity, indicated that one of the key characteristics of top performers is their ability to motivate themselves. The author asked the critical question of when your heart is not in it, how do you keep moving forward?

Figure 4.4: Employees Work Motivation Scale



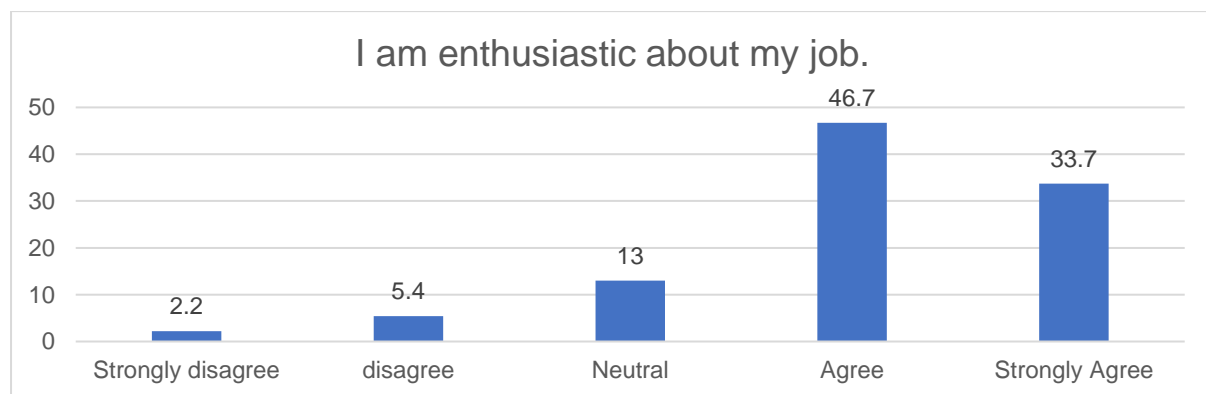
The findings show that only 40% of the employees are motivated to go to work every day, 5.5% disagreed with being motivated to go to work, 23.9% of the response indicated neutrality on the statement, 5.5% disagreed that they are motivated by their work, while 3.3% strongly

disagreed. In line with Fishbach's study, no amount of coffee or motivational signs can make individuals like constant work; it seems to be an inherent aversion. But one of the key characteristics that sets high-achieving professionals apart from everyone else is effective self-motivation.

4.3.1. Employees Work Enthusiastic

The success of an employee at work is heavily dependent on their attitude. Positivity at work can facilitate career advancement opportunities. Promotions are given to workers who are not only productive but also inspire others.

Figure 4.5: Employees Work Enthusiastic



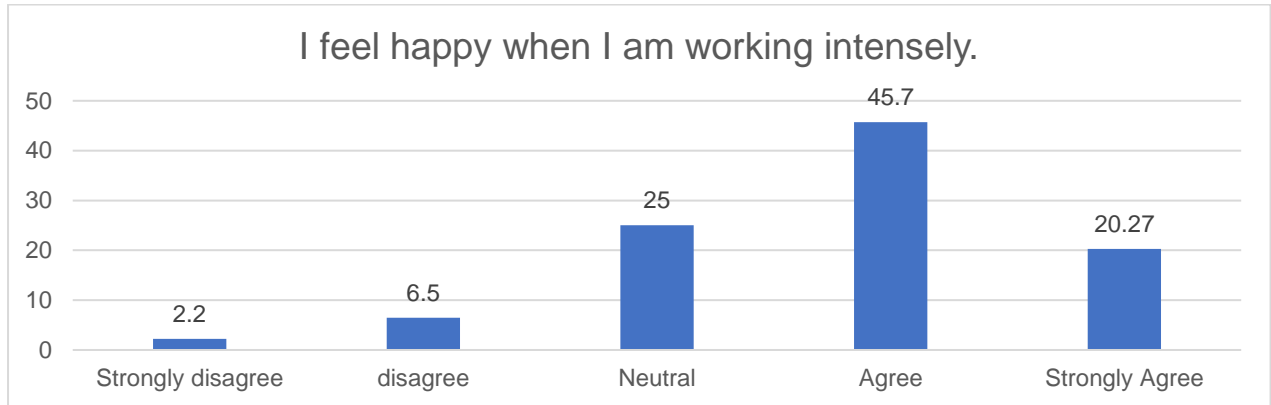
The study found that about 46.7% of the employees feel enthusiastic about their jobs, 5.4% quite disagreed with having the enthusiasm to work, 13% felt neutral, 33.7% strongly agreed and 2.2% strongly disagreed.

4.3.2. Happy to Work Intensely

Regardless of the position, demanding work can harm the well-being of employees in the workplace. Research found that average work-related well-being across organisations throughout the United States has dropped significantly year-over-year since 2016 (Witters, 2019). Further, findings from the World Happiness Report point to a 10% drop in happiness at work since COVID-19 was declared a global emergency in March 2020 (Cotofan, De Neve, Golin, Kaats, & Ward, 2021). As evidence of declines in worker well-being continues to emerge, employees are now turning to their employers for solutions to the growing threats to their happiness and health. Likewise, attitudes in the public consciousness are shifting and

increasingly requiring employers to take action on workplace well-being through evidence-based initiatives and incentives. The employees were asked if they were happy to work intensely, and the responses are presented below;

Figure 4.6: Happy to Work Intensely

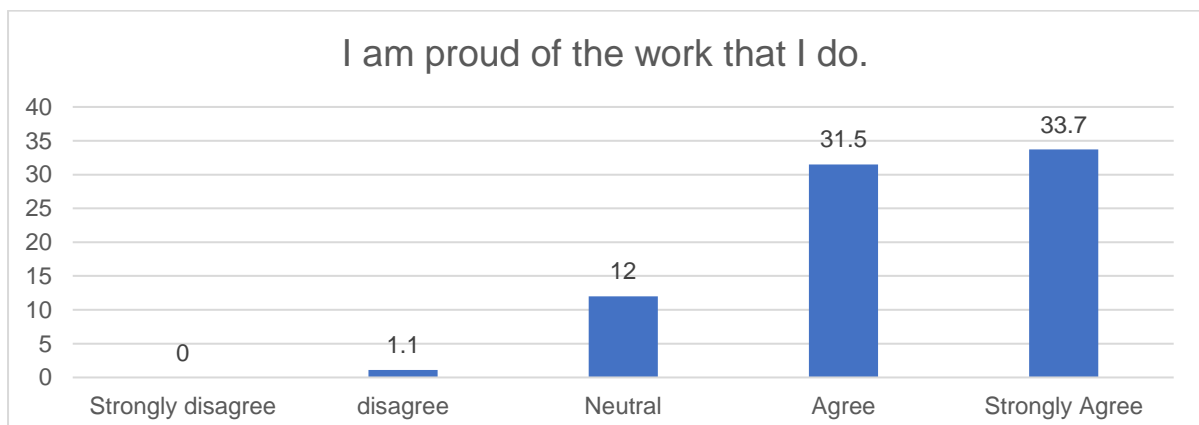


In this study 45.7% agreed to feel happy when working intensely, 25% remained neutral and 6.5% disagreed, 2.2% and 20.27% strongly disagreed and agreed respectively. In line with previous study, Salas-Vallina, Pozo-Hidalgo and Gil-Monte (2020) state that motivation, happiness and empowerment of individuals in the workplace are vital for employees to render excellent client service.

4.3.3. Delighted by employees to work

The question of whether the employees are delighted to work was asked and the study presents the results from the respondents in the figure below;

Figure 4.7: Delighted by employees to work

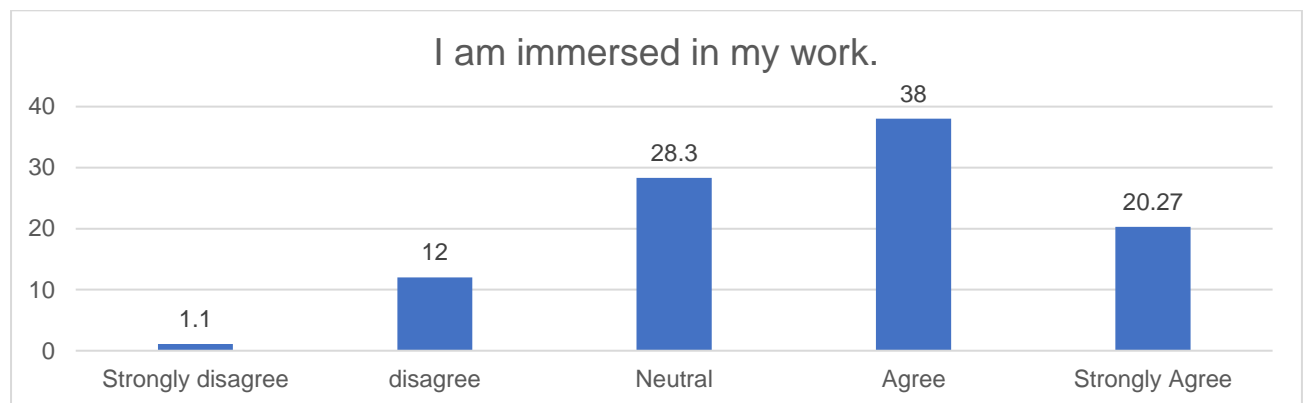


The study shows that 33% of the employees are happy or feel delighted at what they do at the workplace. Around 31% of the respondents also agreed that they feel proud of the work, while 12% remained neutral and 1.1% disagreed with being proud of their work. 0.0% of responses were received from those who strongly disagreed with the statement.

4.3.4. Employees Immersed to Work

Unsurprisingly, workers who take an active role in their jobs feel a sense of kinship with their coworkers, their bosses, and the company's objective (Ryba, 2021). Although motivation can occasionally be linear, engaged team members are also 17% more productive and less inclined to change employment.

Figure 4.8: Immersed to work

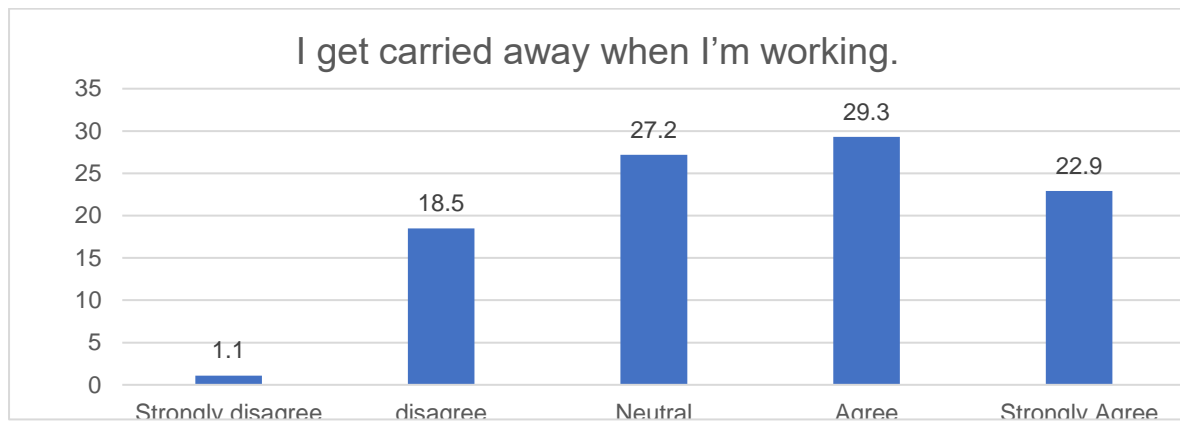


Findings from the respondents show that 38% of the employees are immersed in their work, 28% remain neutral and only 12% disagreed with being immersed in their work, 1.1% strongly disagreed that they are immersed in their work but 20.27% responded was determined for those who strongly disagreed. Using a more mindful leadership style is the first step in this process.

4.3.5. Employees are carried away in the workplace

Whatever your position or line of work, it's critical to know how to meet and exceed your employer's expectations both at work and at home. Taking charge at work and seeing your place in the bigger picture of your organisation is one method to achieve these objectives. One may make the most impact on your organisation by learning about the value of work ownership and adopting an ownership mindset in the workplace. The respondents were asked if they are carried away in their workplace and the responses are presented in Figure 4.9 below;

Figure 4.9: Employees are Carried away in the workplace



In Figure 4.9, this study shows that about 29% agreed to get carried away by their work, 27% remained neutral, while 22% and 18% of the employees noted that they strongly agreed and disagreed respectively. In a different study, Turner (2023), indicated that few people report that lack of room or resources at home (21%), the fact that there are more prospects for promotion if they work there (14%).

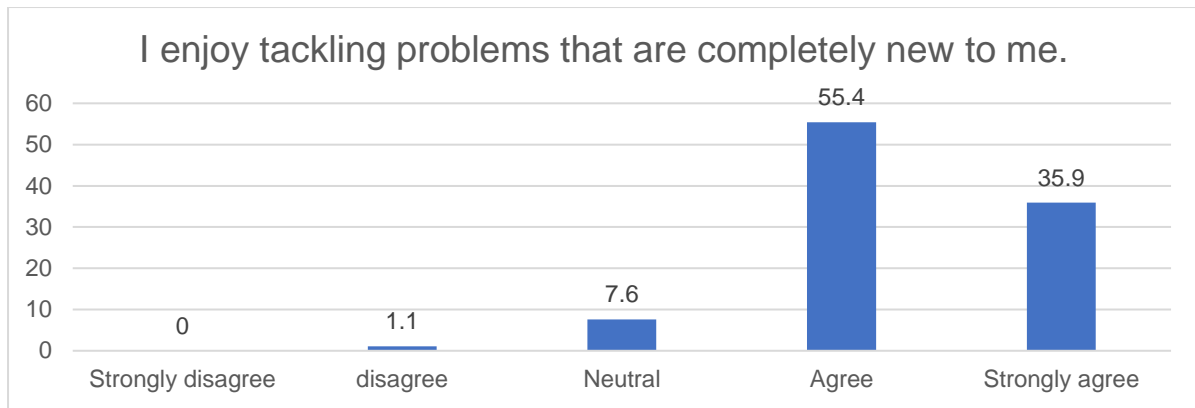
4.4. Intrinsic Motivation

This section looked at the intrinsic motivation of employees when performing their duties in the parastatal organisation. This section looked at the intrinsic motivation of employees to perform their duties in a selected organisation. The research noted that the incentive to perform in a way regardless of the inherent enjoyment of the behaviour rather than the desire for a reward or particular result is known as intrinsic motivation (Gribanova, 2021; Deci & Ryan, 2000).

4.4.1. Tackling new problems in the workplace

Intrinsic motivation arises when individuals perform without expecting any clear external rewards. Autonomy, purpose, and mastery are the three fundamental components of intrinsic motivation (Pink, 2012). When individuals can act on their initiative, believe that their efforts count, and experience fulfilment from mastering new skills, they are intrinsically motivated.

Figure 4.10: Tackling new problems in the workplace

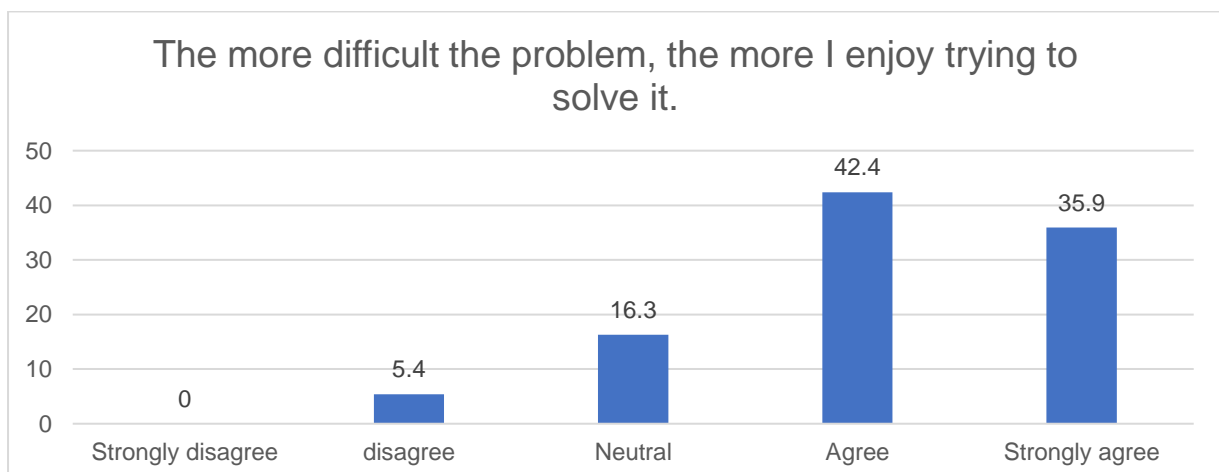


About 55% of the selected respondents agreed that they enjoy tackling problems that are completely new to them as they are extrinsically motivated, and 35.9% further agreed with the statement. 7,6% of the respondents neither agreed nor disagreed that they enjoy tackling the new problem at work, while 1.1% disagreed, however, 0.0% responses were received as those who strongly disagreed.

4.4.2. Difficult Problem Solving

In terms of difficult problem solving, a complex problem does not worsen the original issue to be solved properly. Examine the benefits and drawbacks of each option and weigh them against the effects of the current circumstance to determine which is the best course of action. In this study, the employees were asked if they enjoyed solving difficult problems, the results are presented below in Figure 4.11;

Figure 4.11: Difficult Problem Solving

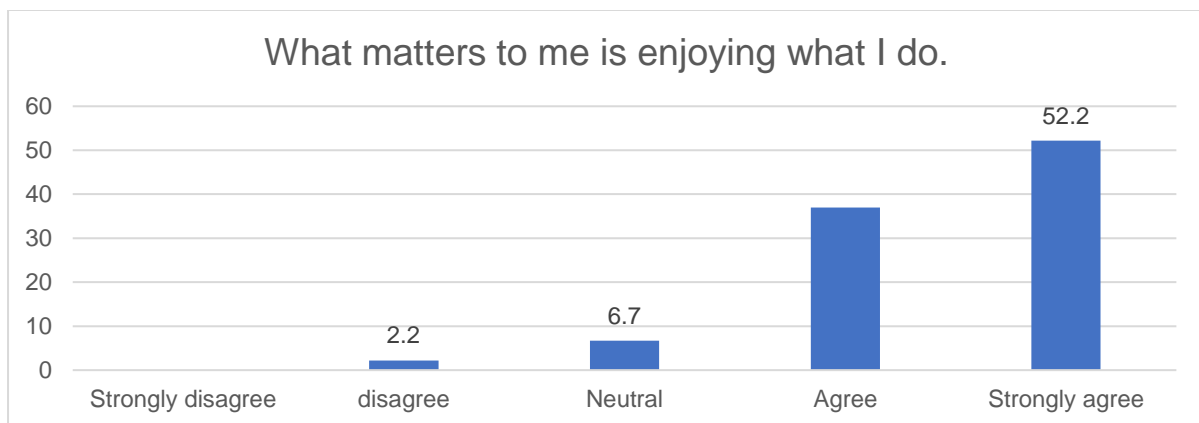


Findings from the respondents indicated that 42% of the employees agreed that the more difficult the problem, the more they enjoy trying to solve it. Around 35.9% strongly agreed while 16.3% remained neutral and 5.4% disagreed with those who agreed to solve difficult problems at their workplace.

4.4.3. Employees can enjoy what they do

To determine if employees enjoy the work they do, the study indicated that the secret to being a successful business is to pay attention to both your staff and your consumers. However, why should your company care about the satisfaction of its employees, because contented workers have pleasure and satisfaction in their work and like what they do (Wilcox, 2023). There is a positive feedback loop associated with this sense of purpose; stress reduction from it might enhance productivity. The employees were asked if they enjoy what they do at work and the results are presented in Figure 4.12 below

Figure 4.12: Employees can enjoy what they do



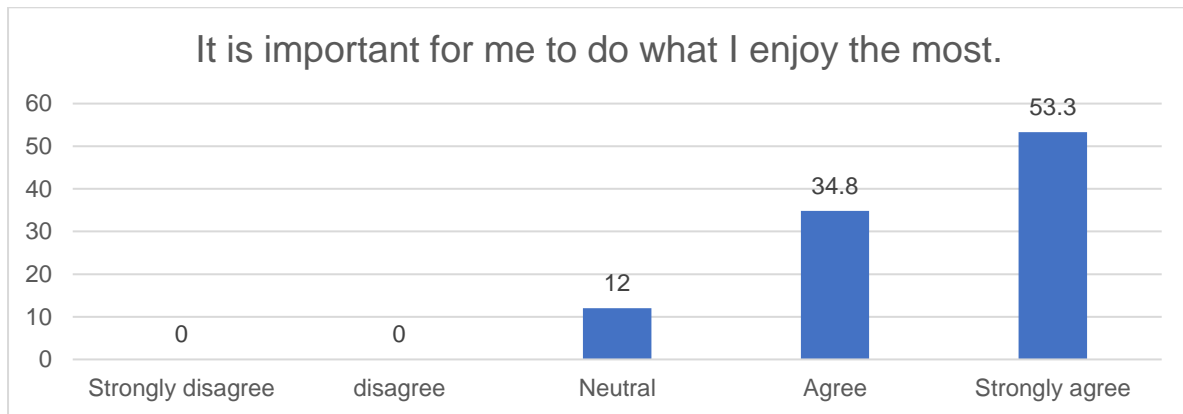
The study shows that over 52% of the employees agreed that they are happy doing what they do at their workplace. 37% indicated that they agreed with the statement, 6.7% of the respondents neither agreed nor disagreed, and only 2.2% disagreed that they are happy with what they do at work. Besides, 0.0% strongly disagreed responses were received.

4.4.4. Employees Contentment at workplace

Organisations are always looking for new and inventive ways to boost organisational performance to remain competitive in the constantly demanding field of business. Examining how satisfied their staff is with their jobs is one approach to achieve this. It is thought that job satisfaction levels are directly related to workers' success and the success of their enterprises.

Therefore, an organisation should be able to improve the calibre and productivity of its work by having a greater grasp of its employees' perceived job satisfaction level. The study asked the employees if they were contented with their workplace and the results are presented below in Figure 4.13:

Figure 4.13: Employees Contentment at the workplace



The research shows that about 53% of organisation's employees believe that they must enjoy what they do and do what they enjoy. Further to that, 34.8% agreed that they also enjoy what they do, while 12% remain neutral.

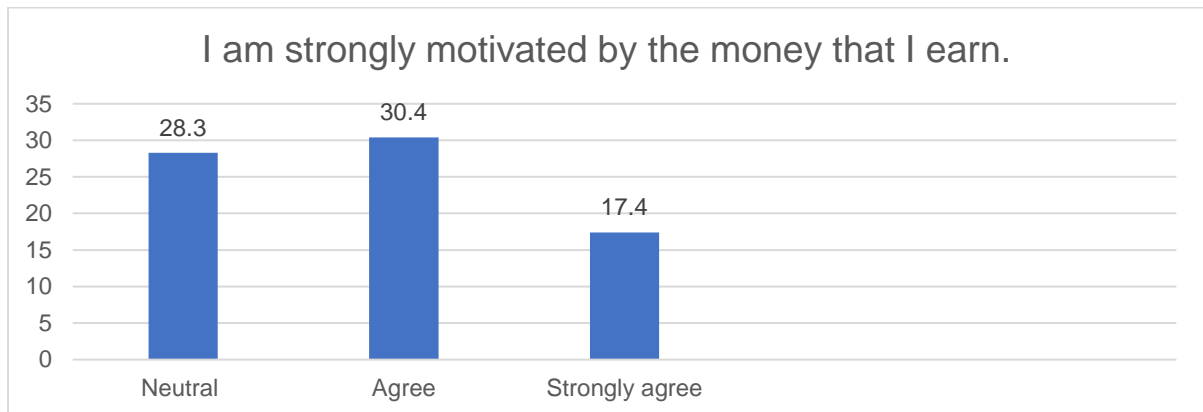
4.5. Extrinsic Motivation

This section of the study explored the extrinsic motivation for employees. The study noted that extrinsic motivation is a type of drive that is fueled by benefits from outside sources. These can be material, like cash or grades, or immaterial, like acclaim or renown.

4.5.1. Financial Motivation for Employees

The study looked into motivation and worker involvement at their workplace, this study noted that enhanced engagement and motivation can encourage engagement and motivation among the employees or team members by providing incentives and recognition for desired behaviours. Enhanced performance: Productivity and performance are higher among motivated and engaged workers, which benefits the company as a whole. Financial motivation for employees' work engagement was explored in this study and the results are presented below in Figure 4.14:

Figure 4.14: Financial Motivation

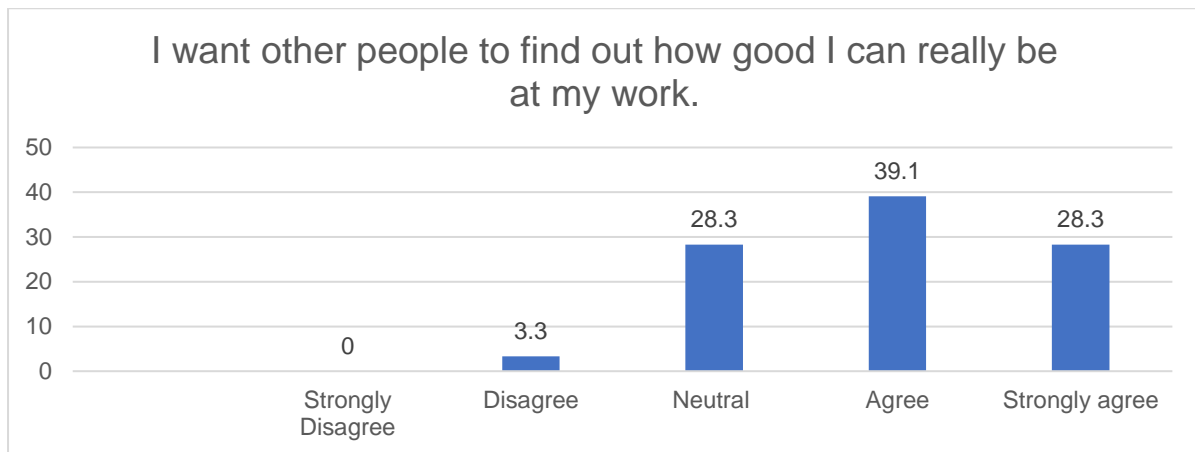


Findings from the theme (as indicated in the figure) show that only about 30% agreed that they are motivated by money, but 28% choose to remain neutral because they are neither motivated nor demotivated, however, 17% of the respondents indicated that they are strongly motivated in their workplace as seen in the figure above. People who are intrinsically motivated will continue to do a task even if it is not particularly satisfying in and of itself.

4.5.2. Good at workplace

Every business owner wants to hear their staff members say these four words: "I love my job." These statements indicate that staff members are content and most likely won't be leaving the organisation very soon. Acquiring this degree of employee appreciation requires more than just matching a candidate's abilities and interests with a job. Even if the job is essential, this extends much beyond that; it's about making a great environment that makes employees want to stay longer. Improving the workplace culture and atmosphere to motivate staff to commit more to the mission and core values of the organisation is known as employee engagement. Employees respect and are aware of the mission, aims, and objectives of the organisation. The business also recognizes and respects the objectives of its personnel. It's crucial to remember that employee happiness and satisfaction are related to both the productivity and performance of the individual and the organisation.

Figure 4.15: Good at the workplace

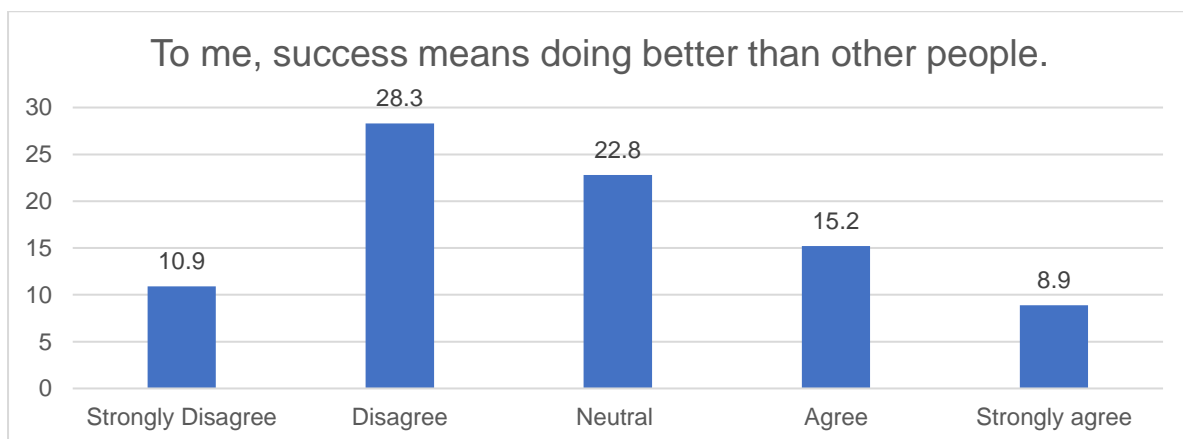


As shown in the figure above, about 39% of the employees indicated that they would like other people to find out how good they can be at my work, 28% agreed with the notion, while another 28% remained neutral, and only 3.3% of the responses indicated that they disagree with the statement.

4.5.3. Achieving Success in the Workplace

Most people aspire to be successful in their careers. It might be challenging to decide what steps to take next to push oneself to go above and beyond your expectations and excel in your career, even if you're doing your work to the best of your abilities and are excited about your role. These pointers will help one succeed at work whether you're a recent graduate or are vying for a promotion. The study investigated the question of what achieving success meant to the employees, and the reports are shown in the figure below in 4.16;

Figure 4.16: Achieving Success in the Workplace

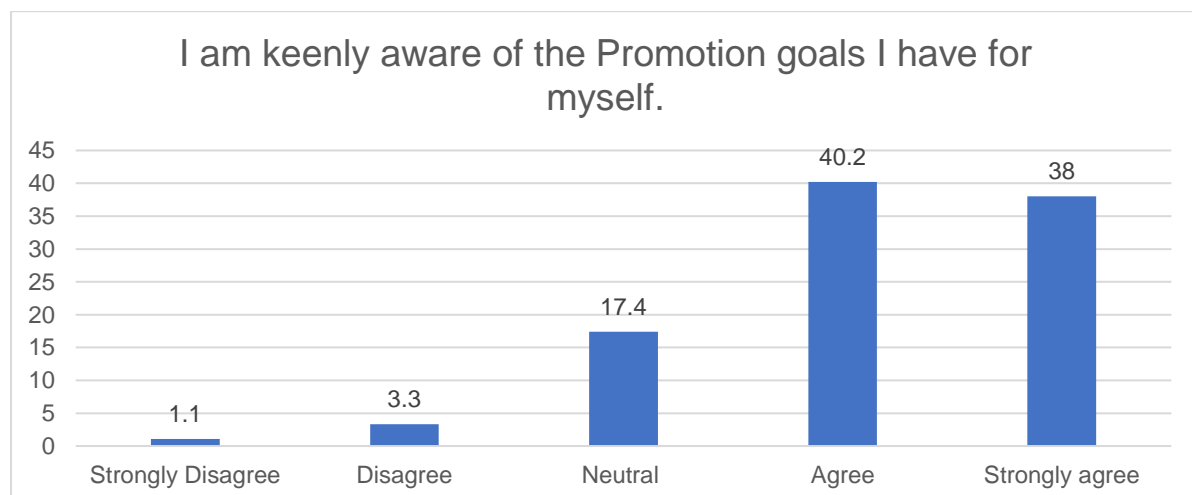


The result from the analysis shows that over 28% of the respondents disagree with the notion that success means doing better than other people, 22% remain neutral while only 15% subscribe to it. According to research, highly successful people may credit particular habits with their success (Herrity, 2022).

4.5.4. The Promotion goals

Promotions strongly convey to staff members that their commitment and diligence are appreciated. Higher levels of involvement and morale follow from this recognition, which cultivates a sense of commitment and belonging. The majority of people have three main professional goals: getting a promotion, going back to school, or learning a new skill. When people set these goals for their careers and personal lives, they often find that they have no clear plan on how they are going to get there. Establishing goals with ones staff helps one plan a course of action and improves the likelihood that they will follow through on these objectives. Businesses can use goal-setting as a technique to improve employee fulfilment and satisfaction. A competent leader gives everyone a sense of importance and value, so by demonstrating concern for workers' personal development, one can improve team dynamics. The employees were asked if they were aware of the promotion goal they set for themselves and the results are presented in figure 4,17 below:

Figure 4.17: The Promotion goals



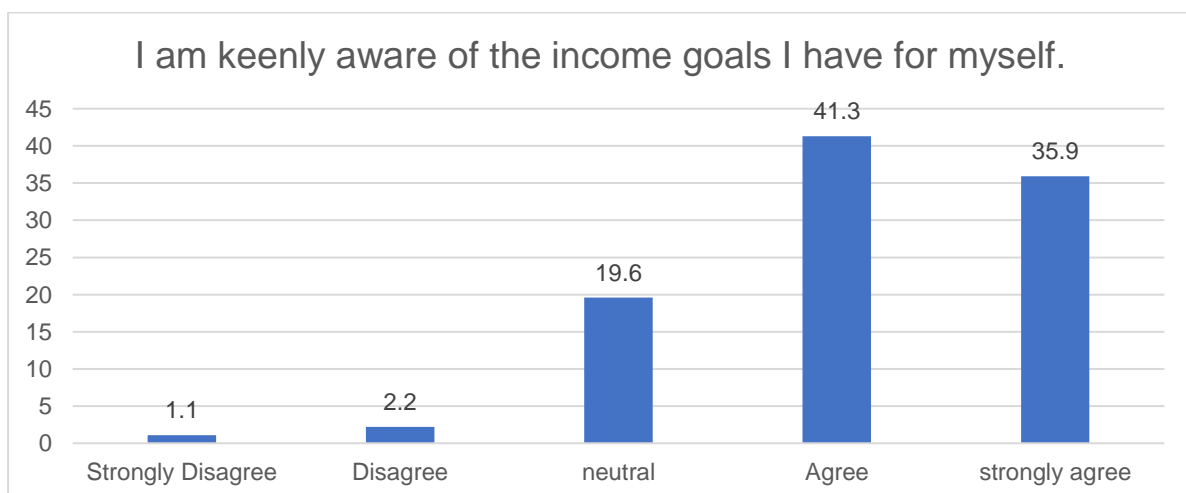
According to the result of this study, about 40% and 38% of the employees noted that they are keenly aware of the promotion goals they set for themselves, and 3.3% are not aware or do not have promotion goals for themselves. Other studies indicated that individuals are likely to

remain in organisations where there is a possibility for development and growth (Gallup, 2019, Khan & Iqbal, 2013), employers must understand the significance of this factor. Establishing goals with staff members is another successful management strategy. Instead of taking an oppressive stance, one can provide clear guidelines, confirm that everyone is in agreement, and then work together to develop a strategy for completing the task. This method feels much more democratic and collaborative to the worker than simply giving them instructions.

4.5.5. Personal income goals

In terms of setting personal income goals, it is critical to know that your financial objectives are the sums of money you want to reach. Every person's circumstances are different when it comes to personal finance. Nobody shares the same expenses, debts, rent, or way of life. When you're prepared to take charge of your financial life, one needs a plan that addresses your unique issues rather than those of your neighbour. A crucial first step toward achieving financial security is setting short-, mid, and long-term financial goals. One'll probably spend more money than one should if one does not have no clear goals in mind. Then, when one want to retire or when one needs money for unforeseen expenses, one won't have enough. A vicious cycle of credit card debt may trap one, making one feel as though one'll never be able to pay it off. The study investigates whether employees are aware of the personal goals they set for themselves, the results are presented below in Figure 4.19;

Figure 4.18: Personal income goals



The results show that some employees are not aware of their personal income goals, however, 41.3% agreed that they were keenly aware of the income goals they set for themselves, while 19.6% remained neutral, they neither agreed nor denied.

4.6. Evaluation of Employee Engagement

Validity of the data and sample size.

Sample Size	Sample collected	Valid sample	Invalid Sample
180	93 (52%)	89(82%)	4(4.3%)

The study planned to provide its findings using 180 questionnaires and surveys. Only 93 responses were obtained, and of those 93, 4 were deemed irrelevant due to the following reasons: (i) two different responses were given to a single question; (ii) no responses were supplied to some questions. Only 89% out of the 180 questionnaires were found to be valid after thorough evaluation. The study is in a favourable position in this regard because the R-squared shows that the number of surveys taken accounts for more than 52% of the variance in participant responses regarding workers' involvement and intrinsic and extrinsic motives. Additional details are provided below.

4.7. Correlation coefficient of Extrinsic motivations

R-squared: Known as the coefficient of determination. It is the proportion of the variance in the response variable that can be explained by the predictor variable. The value for R-squared can range from 0 to 1. A value of 0 indicates that the response variable cannot be explained by the predictor variable at all. A value of 1 indicates that the response variable can be perfectly explained without error by the predictor variable.

Table 4.8: Validity Analysis for the Employee Engagement: Intrinsic motivations

Cronbachs' Alpha	ANOVA Standardized Items	N of Items
0.47030793	0.54484817	19

Intrinsic motivations

The validity analysis for employee engagement shows that test results provided by validity indicate a positive relationship. The test results and work performance are related, according to validity evidence, this is based on an individual's test score that draws conclusions or makes

predictions about them. Given sufficient data, one can conclude that those with high test scores are more likely than those with low scores to perform well on the job. This is especially true if the test is a reliable indicator of success on a particular job. The ability to draw particular inferences or forecasts about individuals from their test results is another definition of validity. Stated differently, this suggests that the exam is beneficial.

The assessment principle states that instruments and methods should only be employed if they are effective for the intended use. It's critical to comprehend the distinctions between validity and dependability. Reliability indicates how reliable a test's results are, whereas validity indicates how useful the test is for a certain scenario. If one is not confident in the test's reliability, one cannot make meaningful inferences from its results. A test might not be legitimate even if it is dependable. Make sure any test one chooses is valid and dependable for ones' circumstances.

A test's validity is determined concerning a certain goal in mind; it might not be appropriate for other goals. To accurately anticipate someone's technical proficiency at work, for instance, one might not be able to forecast their leadership abilities or absence rate using the same test. This brings up the following assessment principle. The table below shows results from the tests of reliability for the Work Engagement Scale.

4.8. Correlation coefficient of Intrinsic motivation

The analysis measures the strength of the linear relationship between the predictor variables and the response variable. A multiple R of 1 indicates a perfect linear relationship while a multiple R of 0 indicates no linear relationship whatsoever. Multiple R is the square root of R-squared (see below).

Table 4.8: Reliability Analysis for Employee Engagement: Intrinsic Motivations

Cronbachs' Alpha	ANOVA Standardized Items	N of Items
. 0,669943	0,4489498	19

Intrinsic motivations

In this case, it is the relationship between the participants and their perceived responses, **the multiple R for disagreed and strongly agree responses are 0,669943 and 0,4489498 respectively**, which indicates a fairly strong linear relationship between the worker's engagement, intrinsic and extrinsic motivations and the response variable *from the participants*. The other responses in this regard were found to be insignificant.

Table 4.9: Reliability Analysis for the Employee Engagement: Extrinsic motivations

	ANOVA Standardized Items	N of Items
0.54485,	54.485%	19

Extrinsic motivations

In this case, the R-squared is **0.54485**, which indicates that 54.485% of the variance in the response of participants towards workers' engagement, and intrinsic and extrinsic motivations can be explained by the number of surveys taken. The standard error of the regression is the average distance that the observed values fall from the regression line. The standard error is a measure of the uncertainty around the estimate of the coefficient for each variable. In this case, **the observed values of all degrees of responses were all below 1 unit from the regression line.**

The relationship between employee engagement and Intrinsic Motivation.

The table shows the results for the relationship between employee engagement, which is determined by extrinsic and intrinsic motivation. The relationship is presented in the table below.

Table 4.10: Correlation between Employee Engagement and Intrinsic Motivation.

<i>Regression Statistics</i>	
Multiple R	0.738138314
R Square	0.54484817
Adjusted R Square	0.369789774
Standard Error	4.467287449
Observations	19

Based on the data, it can be said that there is a correlation between extrinsic and intrinsic motivation as well as between employee engagement and motivation. Additionally, it has been demonstrated that employee engagement is strongly positively impacted by both intrinsic and extrinsic incentives. The study looks into the relationship—whether it be positive, negative, neutral, or nonexistent—between extrinsic motivation and employee engagement as well as intrinsic motivation and employee engagement. The impact of both extrinsic and intrinsic motivation on employee engagement was also investigated in this study.

4.9 Testing the Overall Significance of employee motivation

The study tested the overall significance of employee motivation at the workplace, the study noted that motivational factors are an essential part of any business or organisation. Understanding how to inspire staff members guarantees that the company runs smoothly and successfully and that deadlines and projects are finished precisely and on time. Knowing which motivation elements are best for the team can assist in boosting overall employee happiness and productivity. Motivation variables influence both good and negative staff experiences.

Table 4.11: Significance of employee motivation

ANOVA					<i>Significance</i>
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>F</i>
Regression	5	310,563457	62,11269141	3,11237954	0,045941367
Residual	13	259,436543	19,95665715		
Total	18	570			

The last value in the table is the p-value associated with the F statistic. To see if the overall regression model is significant, one can compare the p-value to a significance level; common choices are .01, .05, and .10. If the p-value is less than the significance level, there is sufficient evidence to conclude that the regression model fits the data better than the model with no predictor variables. This finding is good because it means that the predictor variables in the model improve the fit of the model.

The results show that motivated workers have a goal to work toward and are happier with their jobs. There is a lower probability of unjustified absences among these workers. Because employee attrition is decreased, this may result in lower training and recruitment expenditures for the business. Motivated workers will probably create even better work, in addition to increasing productivity for the organisation. Motivated staff members are intensely focused on the good or service, so they will identify areas for improvement and be inspired to try to improve them.

4.12 Regression summary of the employee engagement

Table 4.11: the employee engagement

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95,0%</i>	<i>Upper 95,0%</i>
Intercept	2.644126399	19.78471851	-0.13364488	0.89573013	45.38641215	40.09815935	-45.38641215	40.09815935
Strongly disagree	0.562469592	0.756349295	-0.7436638	0.47030793	2.196462902	1.071523718	-2.196462902	1.071523718
disagree	0.669942978	0.401003428	1.67066646	0.11867333	0.196372259	1.536258215	-0.196372259	1.536258215
Neutral	-0.15990059	0.273369073	-0.58492568	0.56861155	0.750478567	0.430677386	-0.750478567	0.430677386
Agree	0.002724017	0.209415261	-0.01300773	0.98981913	0.455138182	0.449690148	-0.455138182	0.449690148
Strongly Agree	0.448949765	0.264161192	1.699529603	0.11300615	0.121735793	1.019635323	0.121735793	1.019635323

The analysis shows that the regression model accounted for a significant proportion of the variance this case, the p-value is 0.0459, which is less than the common significance level of 0.05. This indicates that the regression model as a whole is statistically significant, i.e. the

model fits the data better than the model with no predictor variables. The results show that the employee needs motivation at the workplace to increase employee work engagement. The results show there is a strong relationship between extrinsic motivation and employee engagement. There is a significant relationship between intrinsic motivation and employee engagement, these are the two suppositions that were evaluated to address the research question and achieve the study's objectives.

The findings in the table above show that workplace motivation is important in all contexts, which is why different organisations use different motivational techniques to engage their staff and achieve greater results. Both intrinsic and extrinsic motivation are thought to be the most important elements that businesses use to inspire their workforce. Extrinsic and intrinsic motivation was also used in this study, the variables in the investigation were to determine its connection to worker engagement. The literature used for the independent (intrinsic & extrinsic motivation) and dependent (employee engagement) variables in the literature chapter served as the basis for the question design.

According to the research, the organisation's staff are more engaged when they receive both intrinsic and extrinsic motivation. Both of the accepted suppositions—that is, that there is a strong relationship between intrinsic and extrinsic motivation and employee engagement—were examined using statistical testing (ANOVA). An additional statistical analysis, known as multi-regression, was performed to determine the influence of both intrinsic and extrinsic motivation on employee engagement.

The test results demonstrated that employee engagement is positively impacted by both extrinsic and intrinsic motivation. Additionally, the experiments demonstrated that employee engagement was more strongly correlated with extrinsic motivation than with intrinsic motivation. Similarly, compared to intrinsic motivation, extrinsic motivation had a greater effect on employee engagement.

4.11. Conclusion

The chapter presented the data collected from the selected respondents, as the study enquired about how employees feel at their workplace and engagement. Regarding engagement, other scholars conducted research on how work motivation impacts job engagement and it was

concluded that there is a positive correlation between the two constructs. In addition, studies discovered that organisations and teams that achieved the highest levels of employee engagement are 22 percent more lucrative than those that achieved the lowest levels. The study also looked at the relationship between organisations and their employees which is characterized by employee engagement. The study noted that the employee commitment and passion for the business, as well as the core principles and mission, are measured by engagement metrics..

Intrinsically motivated, for instance, care deeply about what they do because they either really like doing it or its because they value the pleasure and satisfaction that come from a job well done. Employees who are extrinsically driven, on the other hand, are propelled to action by outside influences, which may be of a positive or negative nature. These workers frequently take action to obtain desirable benefits (such as time off or a bonus) or to prevent unfavourable outcomes (such as an irate boss or termination).

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1. Introduction

The previous chapter presented the data analysis of the study while the current chapter presents the discussion of findings from the data collected. The research findings from the data analysis were reported in Chapter 5. After outlining the sample's demographic makeup, the findings of the correlation and regression analyses were shown. The main topic of this chapter is a review of the study's findings in light of the goals it set out to investigate. Its goal was to note any similarities and differences between the findings of this study and those of earlier research. This chapter summarizes the objectives of the study and presents how the various objectives were achieved. Below are the findings from the research objectives;

5.2. Discussion of results

The results of the study were analysed in terms of the objectives that are outlined below.

1. To explore the relationship between work motivation (intrinsic and extrinsic) and employee engagement at the parastatal in Richards Bay, South Africa.
2. To describe how motivational rewards influence employee engagement at the parastatal in Richards Bay, South Africa.
3. To analyse how the following factors (intrinsic motivation, extrinsic motivation, age, qualifications and length of service) contribute to employee engagement.
4. To analyse how far work motivation and employee engagement influence job performance.
5. To recommend strategies which can be utilised to increase work motivation and employee engagement at the parastatal in Richards Bay, South Africa.

The next section of the study presents the findings in line with the research objectives. The following conclusions and discussions are presented based on the previously stated objectives.

5.2.1. Research Objective 1: To explore the relationship between work motivation (intrinsic and extrinsic) and employee engagement at the parastatal in Richards Bay, South Africa.

The first objective investigated the relationship between work motivation (intrinsic and extrinsic) and employee engagement at the parastatal in Richards Bay, South Africa. The results show that to assess the engagement levels amongst the employees at the parastatal organisation

in Richards Bay, the study utilised the above UWES-9 questionnaire which consisted of nine items with five variables ranging from “strongly agree, agree, neutral, disagree to strongly disagree.” In terms of employees' strength and vigorous towards their jobs, the study noted that the secret to unleashing a worker's full potential is to foster an atmosphere at work where team members are both engaged and motivated.

Although the two ideas frequently complement one another, managers should recognise and acknowledge the differences if they want the best outcomes. In line with the study conducted by Jiming and Xinjian (2013), certain management and HR methods address both at once, one must understand how engagement and motivation differ within the organisation to carry out these projects successfully. In a study done by Turner (2019), the performance philosophy of an organisation is strongly emphasized as it is affected by the level of motivation among employees. Hence employers must understand whether the employees are driven by internal or extrinsic motivation in their performance as this would assist organisations in determining the performance drive.

In the area of employee motivation to go to work, the study looks at how can one continue moving forward despite the lack of motivation. It was discovered that motivation is mostly a matter of personality. According to Khan, Farooq and Khan (2010), what motivates one individual might not be effective for another. It is of note that some people do appear to have greater stick-to-itiveness than others. The respondents noted that self-motivation is challenging. In truth, trying to maintain your motivation throughout work, a project, or even a career might occasionally feel like pulling oneself out of a swamp by ones hair. As compared to the study by Turner (2019), one may frequently compare it to one of the exploits of the fictitious German hero Baron Munchausen.

In the area of employees' work enthusiasm, it was noted that even though motivation entails extrinsic and intrinsic characteristics it is affected by the expectations of each individual as shown in **Figure 4.6**. Fischer, Malycha and Schafmann (2019) found that when employees perform a task with an expectation of receiving relational rewards it increases their intrinsic motivation. Reward oneself appropriately after completing tasks. Breaking goals down into smaller goals will help one stay motivated. When you're halfway there, take stock of one's progress and then count down the remaining tasks. The study also looked at what makes

employees happy to work intensely, according to research intense work can harm an employee's well-being (Salas-Vallina, Pozo-Hidalgo & Gil-Monte, 2020).

The pressure might be increased by peer pressure, time constraints, or physically taxing duties (Gallup, 2019). However, not every employee responds in the same manner. According to recent research from ESCP Business School (Gaskell, 2023), individual motivation significantly influences those who thrive in demanding work conditions and those who choose to leave. Which workers embrace the challenge, and which are looking for a way out. The solution appears to be intricate and multifaceted. Regardless of the position, demanding work can harm the well-being of employees in the workplace. Thus, Mehmood and Nazneen (2020) affirm that when individuals benefit socially and economically from an organisation there is an increased chance of them producing positive outcomes towards the organisation.

It is the responsibility of employers to communicate and workshop individuals on employee engagement so that employees understand its benefits for them and the organisation. When individuals have a better understanding of a phenomenon that is being introduced, the reasons behind it and the objectives, this encourages a positive attitude towards the strategy being initiated. Furthermore, for a business to succeed, its employees must be happy (Turner, 2019). However, popular methods for increasing happiness are out-of-date and ineffectual. The secret to happiness is no longer getting raises and bonuses.

Findings from this objective show that the employees spend a lot of time at work, and the daily interactions are what mostly determine their happiness (see **Figure 4.12**). In the quest to empower the modern workforce to delight employees and customers, Siddiqui (2022), indicated that the pandemic's influence on the economy has had an ongoing ripple effect across the economic sector, affecting hiring, retention, and employee turnover. Employers are consequently putting more emphasis on providing better employee experiences to a workforce that is more diverse, scattered, demanding, and in demand and that spans different demographics, skill levels, and work preferences (Siddiqui, 2022). Although many factors make up the employee experience to be delighted at the workplace.

Previous studies indicated that some employees want to concentrate on using technology like artificial intelligence and machine learning (AI/ML) platforms to support the entire employee

life cycle experience (Siddiqui, 2022). The first objective was to explore the relationship between work motivation (intrinsic and extrinsic) and employee engagement at the parastatal in Richards Bay, South Africa. The study achieved the objective as it was noted that the individuals who exhibit a sense of enthusiasm, pleasure, and happiness toward their work are said to be motivated intrinsically (Engidaw, 2021). Singh (2016) highlighted that intrinsic motivation relates to psychological feelings that people experience when engaging in a major activity and giving it their all (Hadunka, 2020).

The study by Delaney and Royal (2019) revealed that managers can influence intrinsic motivation by taking into account employee differences and recognizing and praising workers for their efforts. According to Muranda (2018) and Engidaw (2021), organisations can leverage intrinsic motivation to raise employee engagement. Additionally, motivated people develop into creative thinkers that offer novel suggestions for business growth. Given that it is difficult for employees to be engaged without prior motivation, it is clear that intrinsic drive is necessary for employee engagement. According to the presumptions, employee engagement and motivation (both intrinsic and extrinsic) are positively correlated (Shkoler and Kimura, 2020). Delaney and Royal (2019), who contend that employee engagement is built on incentives, provide additional support for this.

5.2.2. Research Objective 2: To describe how motivational rewards influence employee engagement at the parastatal in Richards Bay, South Africa.

To describe how motivational rewards influence employee engagement at the parastatal in Richards Bay, South Africa. The study also achieved the research objective. The study noted that when employees complete their work, those who are engaged express themselves physically and emotionally. Workplace engagement or disengagement is influenced by three psychological factors: availability, safety, and meaningfulness. According to a survey by Harvard Business Review (2020), about 72% of respondents said that receiving encouragement and recognition from their managers helped them find meaning in their work. Meaningfulness is the idea that people feel worthwhile.

Employees can express themselves freely in the workplace without worrying about criticism, which promotes workplace interpersonal ties. Here, the manager-employee interaction is

crucial because if it's tense, it could lower motivation and engagement (Gallup, 2019). The question is what motivates workers and what exactly makes them feel proud of their work. Research indicated that intrinsic and extrinsic motivation are the two elements that boost employee motivation. To properly encourage employees, managers must be aware of the distinction and offer both kinds. The motivation that comes from within is one of the elements known as internal drive, which is referred to as intrinsic motivation. When people are organically driven, carrying out their job duties brings them natural satisfaction.

Overcoming a hurdle, being enthusiastic about the task itself, or feeling proud of helping to achieve a worthwhile goal can all be sources of satisfaction. The study also looked at the issues of employees being immersed in work. Gallup (2019) is certain that promoting employee engagement increases productivity and that the quality of work and the organisation retain the best talent. In the Harvard Business Review (2020), it is stated that organisations with a highly engaged workforce experienced 48% and few safety-related incidents. Giving workers a sense of fulfilment, connection, and purpose can significantly increase productivity, but to lay the foundation for this engaged workplace culture, leaders must change the way they act (Ryba, 2021).

In line with Dlamini (2019), the study is of the view that anyone needs to explore the elements that affect employee engagement in the workplace to obtain a clear understanding of the frequent transitions within an organisation. It is essential to note that employee engagement provides benefits to the organisation. According to a study by Wallace (2022), people's performance and willingness to take part in their duties might be impacted by their personal lives, mental health, and other circumstances. Leaders have to create relations with their teams as this would ensure that they understand the teams' professional desires and needs. While it is unreasonable for managers to anticipate that all of their staff members will always be engaged in their work, it is crucial to spot the signs of disengagement (Wallace, 2022).

Long-term, a disengaged employee will cost the business time, money, and effort. Nowadays people, want to find fulfillment, meaning, and purpose in their work rather than just seeing it as a way to get money. As shown in figure 4.9 the study found that employees are sometimes carried away at the workplace. The study discovered that employees are ready to deliver when they find personal value and purpose at work. People are looking for change for a variety of

reasons, which some economists have nicknamed the "Great Resignation" (Morgan, 2021, p.1). Some workers experienced a shift in priorities as a result of the epidemic, which encouraged them to pursue their "dream job" or become stay-at-home parents.

However, a large number of employees decided to leave because of how their companies handled them throughout the pandemic. Six out of ten of these employees report that they prefer working at their place of employment, and a similar percentage (61%) mention that they feel more productive there as a main factor (Turner, 2023).

5.2.3. Research Objective 3: To analyse how the following factors (intrinsic motivation, extrinsic motivation, age, qualifications and length of service) contribute to employee engagement.

The objective was to analyse how the following factors (intrinsic motivation, extrinsic motivation, age, qualifications and length of service) contribute to employee engagement. The findings show that the level of employee motivation is a key factor in determining productivity (see **Figure 4.9**). The likelihood that a firm will achieve its strategic goals is increased when its employees are motivated (Lockwood, 2010). Employee motivation is a complicated subject that cuts across several disciplinary lines, including economics, psychology, organisational development, human resource management, and sociology, even though it has attracted the attention of many researchers and business owners over the years (Franco, Bennett & Kanfer, 2002).

The needs-based theory is a general approach to explaining motivation. Maslow's hierarchy of requirements (Maslow, 1943), Herzberg's motivation-hygiene theory (Herzberg, 1968), and the self-determination theory (Deci & Ryan, 2008) are a few theories that speak to the needs of workers. Physiological needs, esteem needs, appropriate pay, healthy connections with others, autonomy, and a sense of accomplishment or competence are a few examples of needs. The motivational component (intrinsic) and the maintenance factor (extrinsic) are two groupings of factors that contribute to worker happiness, according to Herzberg's theory (Edrak, Yin-Fah, Gharleggi & Seng, 2013).

Work is done when employees are motivated by their intrinsic enjoyment, interest, or

satisfaction (Ryan & Deci, 2000). Basic psychological demands including personal development, greater competence, helping others, and interpersonal relationships are among the intrinsic goals that must be satisfied (Kasser & Ryan, 2001). Positive employee outcomes, such as performance and commitment, and negative outcomes, such as turnover, burnout, and work-family conflict, are connected with intrinsic motivation (Kuvaas, Buch, Weibel, Dysvik & Nerstad, 2017). Financial gain, performance-based incentives, and social acceptance are examples of extrinsic motivation. Numerous studies have examined the connection between internal and extrinsic motives.

Extrinsic motivation has been claimed to harm intrinsic motivation, although others contend that they can coexist and either be independent of or dependent upon one another (Lepper & Henderlong, 2000). Few studies, meanwhile, have examined employees' perceptions of their work performance while accounting for both internal and external reasons. The research took into consideration demographic factors such as age, academic qualifications and length of service to establish if they predict employee engagement. If they are feeling pressure from their boss or coworkers to be there (9%) is the main reason for working in person and getting carried at work (Parker, Horowitz & Minkin, 2022).

A little over half of employees whose workplaces are closed and who work exclusively or mostly from home say they would feel secure returning there if they were to reopen within the next month. One in five people say they'd feel extremely comfortable going back to work, and 29% say they'd feel OK doing it. The study further shows that a lower percentage of employees (36%) stated they would feel at ease returning to their place of employment. The study looks at how employees are willing to tackle new problems at the workplace. To comprehend the idea of employee engagement.

Due to the difficulties faced by organisations globally, a lot of research academics, management consultants, and business partners in human resources have become captivated by the concept of employee engagement. Business consultants see engagement from an organisational framework; however, academics see it as an emotional and cognitive state of mind that is distinct from other organisational components (Muranda & Maharaj, 2019). Employee engagement, according to Shkoler & Kimura (2020), is a job requirement that determines an employee's commitment to the values and goals of the organisation.

The study discovered that true potential can only be unlocked and realized through motivation, yet each person has different motivational triggers (Gwambe, 2020). So how can one foster an environment at work where everyone feels inspired and motivated? There is a need to support our staff members' curiosity and willingness to question the current quo. Employers should also put a lot of effort into creating a culture of openness and trust that encourages our workers to take risks with one another and with their ideas. Findings in this objective in line with existing studies also show that scholars believe that teams are now expected to do more than just carry out tasks; they are also expected to find solutions (Fontinelle, 2022; Amico, 2021).

Although it would seem that more minds working together would result in better solutions, too frequently, problem-solving teams succumb to inefficiency, disagreement, and cautious conclusions. Employee engagement plays a role in increasing motivation, one may state that it is evident that the two constructs work collectively for organisational growth.

Based on the studies which have been discussed thus far most scholars have linked work motivation and employee engagement as factors that increase profit and high performance. It is evident that once employees are motivated their level of enthusiasm and commitment is enticed which results in employee engagement. On the contrary, Zeng et al (2020) concluded that there was no possible relationship between extrinsic motivators and employee engagement, however, it was found that intrinsic motivation had a significant effect on employee engagement.

Surveys conducted by other scholars to investigate how employees can enjoy what they do revealed that more than 80% of people who work full or part-time, for an employer or themselves, worldwide, say they enjoy their jobs on average. In no nation did this proportion fall below 50%. Additionally, at least 90% of workers in 34 nations may respond positively to this question. This is in line with the previous study conducted by Clouet and Lai (2022), a global annual study on well-being, conducted in 2021 in partnership with the Wellbeing for Planet Earth Foundation, which found that for the majority of workers around the world, the answer is "yes."

Work is central to people's lives; by some estimates, it's what the average person will spend

nearly one-third of their lifetime doing (Clouet & Lai, 2022). Globally, people's enjoyment of their work is influenced by a variety of factors, including the tasks they do, the relationships they build, and the significance they attach to it. In addition, work enjoyment evaluates something different from more conventional metrics like employee engagement and job satisfaction. Though they are all connected, enjoyment refers particularly to how someone feels while at work, satisfaction with how content they are, and engagement to how involved and excited they are with their place of employment.

Overall, this measurement advances our knowledge of workers' well-being and attitudes toward the workplace. According to the survey, on average, more than 80% of those who work full or part-time, for an employer or themselves, stated they are satisfied with their jobs. In no nation did this proportion fall below 50%. Additionally, at least 90% of workers in 34 nations may respond positively to this question (Clouet & Lai, 2022). Employee contentment in doing their current job is frequently reflected in metrics such as the employee engagement rate.

It is unfortunate that when one look at worldwide engagement rates, the United States and the rest of the world are both hanging at 36% and 22%, respectively (Vanacker, 2021). According to this, just two to three out of every ten workers are genuinely driven at work, which results in significant productivity losses for businesses. An employee is an ambassador for their employer's brand or business if they offer a score of 9 or 10. They will recommend the business favourably to their family and friends and even encourage them to submit applications for open openings. The research conducted by Muranda and Maharaj (2019) and Engidaw (2021) states that organisations can use intrinsic motivation to increase the engagement of employees.

In addition, individuals who are motivated become innovative thinkers who present fresh ideas for business development. With this in mind, it is evident that intrinsic motivation is essential for employee engagement as employees can't be engaged without prior motivation. The aforementioned assumptions indicate that there is a positive correlation between motivation (extrinsic and intrinsic) and employee engagement (Shkoler & Kimura, 2020). The findings are further supported by Delaney and Royal (2019) who state that motivation is the foundation for employee engagement. Employees are seven times more involved in their work when they are content at work and have at least one close friend there.

Employees who give the question a score of seven or eight are the uncertain ones and could end up being either ambassadors or detractors depending on how things develop. It is more crucial to take into account well-being, another factor that influences happiness, when trying to increase happiness at work. Individuals' well-being is influenced by a variety of things. Work undoubtedly plays a significant role in our lives, but there are other aspects as well, such as our income, relationships, health, and social responsibility. An individual's total degree of pleasure or well-being will be lower if they are content at work but dissatisfied in other areas of their lives.

Similarly, because people are emotional beings, having health or relationship problems will affect a person's ability to be productive and happy at work. Future business leaders will be those who can best assist people in integrating all of these dimensions into their lives. The study discovered that extrinsic motivation only considers rewards from the outside world, in contrast to intrinsic motivation, which comes from within the person. The study found that extrinsic motivation is fueled by benefits from the outside world. These can be material, like cash or grades, or immaterial, like acclaim or renown.

Extrinsic motivation is solely focused on external rewards, in contrast to intrinsic motivation, which comes from within the person. Extrinsically motivated individuals will keep at a task even if it isn't particularly enjoyable in and of itself (Kollmann, Stockmann, Kensbock and Peschl (2019). For instance, someone might perform a task at work that they dislike to pay their bills. When someone or anything is trained to perform a certain way as a result of a reward or consequence, operant conditioning also known as conditioning involves extrinsic motivation. It is believed that when employees are close to retirement extrinsic motivation is not a priority however they are mostly motivated intrinsically.

It was proven in a study conducted by Kollmann et al. (2019) on managers where it was found that older employees experienced a sense of satisfaction through their work contribution to the organisation. Whereas former research done by Snelgar in 2017 found that individuals who were between the ages of 50-59 displayed both extrinsic and intrinsic motivation. Zeng et al (2022) found that there is no difference in terms of race and motivation. Employee engagement, which is essential to keeping ones best performers and achieving consistent results, includes a

large portion of employee happiness. Other than deducting a zero from their payment.

Intrinsic motivation is the form of motivation that is most frequently linked with employee engagement since emotional connection and fulfilment are intertwined. Employees should have intrinsic motivation through an effective engagement strategy. Employee intrinsic motivation is influenced by meaningful work, availability of required resources, and success indicators that are well specified. The respondents were asked if they are strongly motivated by the money to receive to perform their duties at their workplace, for instance, someone might perform a task at work that they dislike to pay their bills. It was also noted that people frequently find it difficult to comprehend how those around them view them. The author proposes using this four-step procedure to gain a better understanding of how people truly perceive one.

5.3. Chapter Summary

The chapter presented a discussion of research findings. The study investigated how employees feel at their place of work, if they feel bursting with energy” It was found that out of 93 respondents, 18 participants strongly agreed, 48 agreed, 19 were neutral, 5 disagreed and 3 strongly disagreed. Herein the above results significantly show that 66% of the participants are in agreement which is an indication that more than half of the sampled participants are eager to work and when one is thrilled to work high performance is achieved. Thus the percentage of the participants agreeing on question 1 is a strong indicator of positive work engagement in the organisation.

In the second question which stated “At my job, I feel strong and vigorous”, it was found that out of 93 participants, 57 agreed, 15 strongly agreed, 20 were neutral, 5 disagreed and 2 strongly disagreed. Researchers such as Shkoler & Kimura (2020) concur that work engagement refers to individuals who possess a vigorous, enthusiastic and positive state of mind towards their job which is in support of the third statement where results indicated that 73% of the participants agreed with the notion of being enthusiastic with their job.

One may state that this is an indication that employees in the organisation have confidence in their jobs and when such characteristics are displayed it is an indication that the organisation has employees who are closer to engagement. In the fourth statement which stated “My job

inspires me” 38% strongly agreed and 34.8% agreed with the statement whereas 20.7% were neutral and 6.6% disagreed. The fifth statement indicated “When I get up in the morning, I feel like going to work” 27% strongly agreed, 40% agreed, 8.8% were in disagreement and 23.9% were neutral. The above-mentioned statements.

The study's aims and objectives were to explore the relationship between work motivation (intrinsic and extrinsic) and employee engagement at a chosen organisation in Richards Bay, South Africa. The study presents the findings of data analysis done following those aims and objectives. Engagement is a sense of purpose, belonging, and commitment to a company, whereas motivation is the willpower and desire to act on such feelings. Employee engagement provides the framework for staff to do their best work, as opposed to employee motivation, which is the drive or energy needed to complete the task.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1. INTRODUCTION

The previous chapter discussed the findings of the research, this is the final chapter of the study, which presents the conclusions and recommendations of the study. The study examined the relationship between work motivation and employee engagement at a parastatal organisation. The study noted that employees are the company's greatest asset and investing in their motivation and engagement is vital for business growth. The study also indicated that fundamental constructs such as work motivation and employee engagement have been perceived to have a major impact on the organisations' success. This has intrigued the researcher to look at the factors contributing to the success of an organisation with the focus being on employee engagement and motivation.

6.2 Conclusions

In summary, the study examined the relationship between work motivation and employee engagement at a parastatal organisation located in Richards Bay, South Africa. The study noted that the employees of a company are the greatest asset, therefore, investing in their motivation and engagement is vital for business growth. The study also acknowledged that fundamental constructs such as work motivation and employee engagement have been perceived to have a major impact on the organisations' success.

The study noted that the impact of work motivation and employee engagement has intrigued some scholars to research factors that contribute to the success of an organisation with the focus being on employee engagement and motivation. Every organisation has one purpose which is to maximise its productivity and achieve goals using different strategies. Nevertheless, employers often overlook the key factors that play a vital role in assisting employees to accomplish business goals.

The main focus of this study was to explore the relationship between work motivation and employee engagement and to investigate how they influence each other. Motivation comes from 'motive' which is a drive that pushes an individual to act in a certain way to attain goals which may be in the form of rewards or pleasure. The motivation of employees on the job is

determined by several factors such as accomplishment, pay, recognition, enjoyment of the job, responsibility and the chance of personal growth which encourage job satisfaction amongst employees.

6.3 Strategies to be implemented

The following are strategies that can be utilised to increase work motivation and employee engagement at the parastatal in Richards Bay, South Africa. The following strategies were developed from the study.

- ***The first strategy is to implement the business's values and mission.***

When there are company objectives are constantly communicated employees will develop support towards the organisation and this can be viewed as a purpose to motivate them whilst contributing to employee engagement. The organisation can create a mission statement and a succinct list of corporate values first, and then teach these principles to every employee. By doing this, employers may be sure that staff members are aware of the significance of the firm's values, how they benefit the organisation, and what is expected of each person. Leaders should also set an example for their team and expect accountability from everyone. Failure to do so will encourage a distrustful atmosphere that will disengage workers.

- ***The second strategy is to make feedback a priority***

Employees rank communication as the second most critical talent a manager should possess, with delivering feedback coming in third. Feedback is a necessity for workers because it affects their level of engagement. To enhance employee engagement, one can start by setting up check-ins for each employee with their manager. Then middle management can encouraged to start frequent review meetings with their team. While implementing a company-wide feedback schedule may seem appealing, it is critical to bear in mind that each team is unique and that frequent touchpoints may feel forced on some. To engage employees in a meaningful way, managers should chat with their direct reports about how they want to get feedback.

- ***The third strategy is to appreciate excellent performers and reward accomplishments***

The most motivated workers are typically easy to identify since they exhibit intrinsic motivation and go above and beyond in their work. Employers should thank employees for

their efforts and express gratitude. Managers should be encouraged to regularly give staff praise because it is a top priority for employees to receive feedback. Communication channels can be used to inform the entire company of acknowledgements, compliments, and work anniversaries.

- ***The forth strategy is to conduct regular surveys of employee engagement***

Regular employee engagement surveys will not only help one understand what is working in the company, but they will also make the staff feel appreciated. Giving everyone a chance to express their thoughts promotes direct, truthful communication. For the team to be successfully engaged, employee feedback is crucial. It is critical that the organisation networks and gets ideas from other well-known businesses, ultimately bearing in mind that the workforce is different and will react better to particular employee engagement techniques.

6.4 Recommendations

The following are the suggested recommendations for management to keep the employees motivated at the workplace, while they are equally engaged.

Recommendation for employees

i. General Business Culture

Employee happiness is greatly influenced by the surrounding environment. All employees have a responsibility to try harder to an environment that's conducive for working.

ii. Two-way feedback that works

Two-way communication benefits both parties. Employees probably have insight into potential measures toward improving the employee experience, and leaders can provide feedback to coach workers toward maximum performance. Two-way feedback can be used to gain insight on how to grow. Additionally, trust is built between workers and managers, which promotes satisfaction at work.

iii. A Plan for Advancement

Employers must be mindful of the fact that employees do not want to spend their entire career in the same position therefore it is important that career growth opportunities are made available.

Recommendation for Employers

i. Modular and flexible Arrangements

Employee contentment is increased by flexible schedules because s it provide workers with the freedom to work when it best fits their lives. Long commutes are common among people, and stress from them can ruin an otherwise good day before it even begins. It's simple to increase employee pleasure by allowing individuals to work flexible hours to miss rush hours, this would of course only be applicable to non-operations employees. Additionally, employees are increasingly favouring remote employment. This can be a fantastic choice if it's more convenient for an employee to work from home.

ii. Opportunities for further development

The possibilities that employees have to advance their talents should be outlined by leaders. Not only does this fill skills gaps and reduce the need to attract new people, but it also makes ones staff members feel appreciated because you're recognizing their potential for advancement. To boost employee satisfaction all around, possibilities such as online training and webinars, management coaching and mentorship, cross-training, and stretch projects.

iii. Work Variety

Sometimes all it takes to make employees happier is a change of scenery. One may show employees why their role in the company matters by giving them a variety of tasks. A new task can relieve performance pressure and inspire a person to view things differently if they are stuck on a challenging project. If companies want to retain workers in a world where 74% of workers describe their jobs as "complex" or "highly complex," they must be able to offer respite.

iv. Listening Ear

Leaders must truly listen to their staff members and keep in mind that, at the end of the day, they are also individuals. Employee dissatisfaction will result if workplace problems are regularly disregarded. By setting up individual or group meetings, conducting surveys, and providing a forum for employee feedback, one may show one's staff that one are paying attention to what they have to say.

v. Periodic, Intensive Training

There is always a learning curve for new staff, regardless of experience. By providing new hires with intensive training, businesses may reduce the stress of attempting to get up to speed. If workers are interested in performing other crucial tasks in the future, training can be provided regularly. Periodic, intensive training helps current employees expand their skill sets while boosting the confidence of new hires. It increases employee happiness in many ways, including by lowering turnover rates, fostering innovation, and doing many other things.

6.5 CONCLUSION

The study indicated that motivation is categorised into two factors, which include intrinsic and extrinsic. Intrinsic as earlier indicated refers to the behaviour that is driven by internal rewards and extrinsic which is driven by external rewards. It was noted that intrinsic and extrinsic motivators may differ in how they shape motivation however when intrinsic and extrinsic factors of individuals are satisfied, the employees would display loyalty and tend to be more engaged in their work. The global competitive economy has posed a challenge to organisations and has encouraged employers to adopt strategies that would contribute to achieving optimal results.

For this reason, organisations should constantly be seeking ways to improve employee motivation in the workplace as it is believed that an employee who is motivated has an increased chance of performing better. This is supported as it was shown that employees who are motivated are more productive as they contribute towards the organisation's success. Furthermore, it was found that there is a positive link between motivation and employee engagement. Regarding the aforementioned, the study also noted that work engagement is a

critical motivational variable presuming that a well-fulfilled and motivated employee is highly engaged.

Hence, the management of employee engagement in the workplace is critical for the organisation to evolve into an efficient business. Employee engagement was defined as the psychological, and emotional commitment an individual has towards their job and the organisation which results in positive outcomes. This is often reflected in the manner the employee performs the job. The study noted how important it is for the organisation to initiate passion projects with the employees to foster innovation. Employees who believe they can effectively contribute to the company's aims and mission by using their unique skills and knowledge will not only feel more engaged at work but also more passionate about their careers.

Helping to instil passion in the workplace is a crucial area for growth when it comes to employee engagement since GoRemotely reports that just 20% of Americans are passionate about their professions. By encouraging employees to create at work and allocating a week out of every three months for teams to focus on initiatives aside from their regular tasks, Bonusely combats a lack of passion. This enables teams from various departments within the firm to collaborate and support one another.

6.6 Contribution of the study

The study contributes to the current body of knowledge around work motivation and employee engagement by examining this relationship with a parastatal organisation in Richards Bay. It brings to light the current challenges in this unique workplace and allows an insight into the experience of employees within a state-owned enterprise. It also provides practical recommendations to management on how to improve the current status quo and improve retention in the organisation.

6.7 Recommendations for future research

This study adopted a quantitative methodology therefore future researchers can adopt a qualitative methodology in order to truly capture the complexities of the challenges faced by the employees in the organisation.

A comparative study could be done with other state-owned organisations in order to get a holistic picture of employee experiences regarding work motivation and employee engagement.

In addition, the study could be extended to all branches of the state-owned company to get a more holistic understanding of the complexities of employee experiences regarding motivation and employee engagement and to come up with recommendation on how to improve these aspects.

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APPENDIX 2- ETHICAL CLEARANCE LETTER



22 October 2021

Lungile Sinethemba Xulu (205522283)
School Of Man Info Tech & Gov
Westville Campus

Dear LS Xulu,

Protocol reference number: HSSREC/00003475/2021

Project title: Work motivation and employee engagement at a state-owned enterprise in Richards Bay

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 30 September 2021 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) 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.

This approval is valid until 22 October 2022.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

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Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

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APPENDIX 3- QUESTIONNAIRE

Measuring Instrument

The researcher has opted to use the below questionnaires:

Section 1. Work Engagement UWES-9 Questionnaires

Special Instructions: *On a scale of “strongly disagree” to “strongly agree” please rate the following statements by ticking where appropriate.*

	Strongly disagree	disagree	Neutral	Agree	Strongly Agree
1. At my work, I feel bursting with energy.					
2. At my job, I feel strong and vigorous.					
3. I am enthusiastic about my job.					
4. My job inspires me.					
5. When I get up in the morning, I feel like going to work.					
6. I feel happy when I am working intensely.					
7. I am proud of the work that I do.					
8. I am immersed in my work.					
9. I get carried away when I'm working.					

Section 2. Intrinsic motivation (WPI-10) questionnaire

Special Instructions: *On a scale of “strongly disagree” to “strongly agree” please rate the following statements by ticking where appropriate.*

	Strongly disagree	disagree	Neutral	Agree	Strongly agree
1. I enjoy tackling problems that are completely new to me.					
2. I enjoy trying to solve complex problems.					
3. The more difficult the problem, the more I enjoy trying to solve it.					
4. What matters to me is enjoying what I do.					
5. It is important for me to do what I enjoy the most.					

Section 3. Extrinsic motivation (WPI-10) questionnaire

Special Instructions: *On a scale of “strongly disagree” to “strongly agree”, please rate the following statements by ticking where appropriate.*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1. I am strongly motivated by the money that I can earn.					
2. I want other people to find out how good I can really be at my work.					
3. To me, success means doing better than other people.					
4. I am keenly aware of the Promotion goals I have for myself.					
5. I am keenly aware of the income goals I have for myself.					