

**Factors affecting employee motivation in a small Engineering Consulting  
firm: A case study of KaMawewe Development Consultants in the  
Republic of South Africa.**

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**A dissertation submitted in partial fulfilment of the requirements for the degree of  
Master of Business Administration**

**Graduate School of Business and Leadership**

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**2019**

## DECLARATION

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- (ii) (ii) This dissertation/thesis has not been submitted for any degree or examination at any other university.
- (iii) This dissertation/thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
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Signature: \_\_\_\_\_

## ACKNOWLEDGEMENTS

My sincere appreciation goes to my family, friends and colleagues. This document would have never been completed if it was not for the following people whom I appreciated their words of encouragement, efforts and assistance.

- Mrs N. Mkhasibe and my children
- Dr. N. Khumalo (supervisor)
- Mr. S. Gobhozi
- Mr. S. Kunene
- Mrs. L. Dlamini
- Mr. S. Zungu
- Ms. E.T. Ngubane and her family
- Mr. D.T. Sokhela
- Mr. S.Ngubane
- Mr. P. Ngubane
- Ms. R. Duma

## ABSTRACT

Small businesses have been viewed internationally and locally as an integral part of the economic development aimed at providing entrepreneurs with good business opportunities and employees with employment opportunities. These employment opportunities are aimed at providing employees with satisfying and meaningful jobs. Satisfying job opportunities are an important element that assists in keeping the small business running as satisfied employees are easily motivated and motivated employees yield to a successful business. Less motivated employees are the virus that eats away the organisation's success and may lead to business failure should their behaviours, attitudes and needs be neglected by the leader(s) of the organisation(s). The study was aimed at exploring the factors that had an effect on motivation and job satisfaction of the employee in a small engineering firm and it was also aimed at providing recommendations to the owners and leaders of the small businesses that are aiming to develop blueprint procedures augmenting motivation and job satisfaction of their employees. A selected method for the study was a quantitative research method. Fifty-one (51) employees of the small engineering company formed the total sample size of the study. The census-based survey approach was adopted and data was collected by distribution of 51 questionnaires to the employees. Forty-five (45) questionnaires out of 51 questionnaires were correctly completed and returned. This resulted in a response rate of 88.2%. The study found that employee motivation cannot be discussed in isolation from job satisfaction. It was revealed by the current study that demographic factors such as level of education, age and gender significantly varied. The study also revealed that factors such as job content, working conditions, supervisor or manager, benefits, number of years working for the organisation and personal competences did not negatively affect the motivation of the employees of the small engineering firm. However, it was highlighted that salary/remuneration, promotion and recognition were significant factors that weighed down the motivation and job satisfaction level of the employees of the small engineering firm. It was recommended that in order for the employees to be motivated and satisfied, the business leaders and managers should at all times look at both content and process theories of motivation and apply these theories in strategies that would motivate the employees intrinsically and extrinsically through enhancement of salaries, promotion and benefits.

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# **CHAPTER ONE**

## **THE OVERVIEW OF THE STUDY**

### **1.1 THE INTRODUCTION OF CHAPTER ONE**

This chapter covers the background of the study, the aim of the study, the problem statement, the research objectives, the research questions, the contribution of the study, the ethical consideration, the conclusion of chapter one and the overview of five chapters.

### **1.2 THE BACKGROUND OF THE STUDY**

The motivated employee is the key element to the success of the organisation. The motivation of the study emanated from the desire of the researcher to find ways, methods and techniques that could be adopted by small businesses in the motivation strategies for their employees. Small businesses are the fundamental component of the economy in the local communities as these businesses provide growth and innovation to the communities (Bryson and White, 2019). They serve as the employer for the job seekers. Small businesses are also important to the economy of the country as they contribute with taxes and community development. Therefore, it was important to study the elements that could contribute positively to the future of small businesses and serve as the guide for motivation of employees to the existing business.

The study was conducted at KaMawewe Development Consultants (KDC) an organisation that falls under construction and engineering sector in South Africa. It is a small company that renders services of consultancy by providing services such as civil engineering designs, civil engineering project management and construction monitoring of civil engineering works (KDC, 2016). Construction and engineering sector plays an integral part on the South African economy (Ditibane, 2018). The South African construction and engineering sector has been underperforming for the past 10 years due to on going labour disputes, power generation and material prices (Economics, 2015). Considering the fact that infrastructure development has been prioritised by the government for economic growth, it is important to analyse the factors that could affect this initiative.

The construction and engineering sector is one of the most important aspects for the economic growth and has been taken lightly by scholars, especially in the context of job satisfaction and motivation. The sector requires motivated workforce to function effectively.

Without motivated workforce, the industry will continue underperforming and the government initiative to invest in small organisations and in infrastructure development will be sabotaged.

### **1.3 THE AIM OF THE STUDY**

The aim of the study was to investigate the factors of motivation that affect the employees of the small engineering firm in South Africa. Additionally, the study aims to provide recommendations that could be adopted by small businesses when motivating employees.

### **1.4 THE PROBLEM STATEMENT**

The rate at which small and medium enterprises (SME's) fail in South Africa is excessive (Asah, Fatoki and Rungani, 2015). The mortality rate of SME's in South Africa is the highest in the world (Muriithi, 2017). SME's are viewed as the key element of job creation and economic growth in developing countries (Fatoki, 2018). Job created by small and medium enterprises (SME's) is estimated at 68% (Douglas, Douglas, Muruti and Ochienge, 2017). Poor human resources management was counted as one of the elements that lead to SME's higher mortality rate in Africa (Muriithi, 2017). Research has over the years proven that job satisfaction is one of the important factors for business survival and profitability (Bin, 2015). Business with an educated and well-motivated workforce stands a chance of realising growth, productivity and sustainability (Muriithi, 2017).

Cheers and Botha (2014) conducted a study to gauge the employee motivation and job satisfaction on the employees of the retail stores in South Africa and found that they were not motivated due to the lack of employee recognition. A study by Cheers and Botha was conducted from the employees of other sectors and industries such as the institutions of higher education and Telecommunication Company. As a result, the study revealed that there was a positive correlation between job satisfaction and the working environment; these findings lead to the conclusion that good working conditions promoted job satisfaction (Raziq and Maulabakhsh, 2015). The study carried out by Safiullah (2015) concluded that money was not the only motivating factor for the employees in the telecommunication sector in Bangladesh. Mafini (2014) explored the factors that affected job satisfaction for the employees of the public sector in South Africa. The study then concluded that teamwork was the leading factor of job satisfaction among 246 government employees that participated in the study. Shah, Zaidi, Ahmed and Rehman (2016) concluded that remuneration, quality of residence, poor working environment and other factors contributed to the lack of motivation

among the doctors in Pakistan. The results of the study carried by Singh (2016) revealed that motivation was influenced by the combination of factors such as recognition, autonomy and engagement. Models, studies and theories that had been conducted for other environments could be invalid for the creation of applicable factors of motivation and job satisfaction for the employees of the small engineering firms. All the above studies had been conducted to explore the factors that affected the motivation and job satisfaction of the employees. However, it was evident that employees of the organisations were motivated and satisfied by different factors.

There was a dearth of studies that covered motivation and job satisfaction factors of employees of the small organisation in construction and engineering sector. As a result this gap requires to be filled. Motivation of employees of the small organisations in South Africa is important since small organisations account for 68% of job creation in the country (Machmud and Sidharta, 2016). Therefore, the purpose of this study is to fill the knowledge gap on the factors of motivation and job satisfaction that affect the employee of the small engineering firm in South Africa.

## **1.5 THE RESEARCH OBJECTIVES**

- To establish demographic factors that affect motivation and job satisfaction among the employees of the small engineering firm in South Africa
- To identify motivation factors that affect job satisfaction amongst the employees in the small engineering firm in South Africa.
- To provide recommendations on how small engineering firm in South Africa can improve employee motivation strategies that will yield to better job satisfaction among employees.

## **1.6 THE RESEARCH QUESTIONS**

- How do demographic factors affect motivation and job satisfaction among employees in a small engineering firm in South Africa?
- What are the motivational factors affecting job satisfaction among employees in a small engineering firm in South Africa?
- What are recommendations on motivational strategies that will yield to a better job satisfaction among the employees of small engineering organisation in South Africa?

## **1.7 THE CONTRIBUTION OF THE STUDY**

There is a number of people, organizations or entities that will benefit from this proposed research. The beneficiaries of the study include but not restricted to the employers or the organizations; the employees; the development of the country and its industry; future investors/future company owners and other people studying a related topic or merely interested in the topic.

- **The employers/Organization**

This study could be beneficial to employers or organisations by making them aware of the factors of motivation and job satisfaction that could affect their employees positively and those factors that should always be satisfied in order to prevent the employees from being less motivated in the workplace. By taking care of factors that affect the motivation and job satisfaction, the employers may be able to retain their good employees and also empower their so-called “problem employees” to achieve the necessary goals of the organization. Employees of an organization are an integral part of the well-being of the organization. If the employees are motivated accordingly, the organization may perhaps perform well in terms of its goods or services it provides.

- **The employees**

Employees of various organizations may benefit from this study in terms of their organisations realising the right way of influencing them to carry out their duties. The employees could grow in the organization due to their ability to possess the right motivation and be rewarded with benefits from the company, for example, promotions and long term service awards.

From the knowledge that motivation should stem from within, the employees would know that their performance is a contributing factor that would affect their organisation’s performance. Employees may realise that they also need to contribute to their motivation and not rely only on their managers to motivate them.

- **The Development of the Country and its Industry**

The development and sustainability of the economy of the country is regularly rooted in the various industries supported in a particular country. This means that if the industry is doing well, the country would usually flourish. Therefore, by possessing correct information on

motivation of employees. Motivated employees may energise the performance of the construction and engineer sector. In this case, the perfect motivation skills would assist in energising the built-environment by ensuring that employees of the small organisations are properly motivated in their working environment.

- **Future investors/future company owners**

The investors or future company owners might want to access essential information about the area and the potential employees of the business. Therefore, the study would assist by serving as the source of required information by providing the potential investors with the information on the factors that would affect the motivation and job satisfaction of their future employees or future investment.

- **The Other People Studying a Related Topic or Merely Interested in It**

These people may include future researchers who might require this type of data for their research work for academic or non-academic purposes. Some people may also require having this knowledge just for the sake of knowledge.

## **1.8 THE RESEARCH LIMITATIONS**

The questionnaires were only distributed by email. The completed questionnaires from the participants were handed back to the researcher for data capturing using the brown sealed A4 envelopes. The employees that were evaluated for the study were only those employees working for KaMawewe Development Consultants in both permanent and contractual basis.

The study only considered those employees that were employed by the organisation during the study. The company was only performing its duties in South Africa. Therefore, there were no participants that were considered from outside the borders of South Africa. The company had the main office in Pietermaritzburg and 3 branches in South Africa. Therefore, the recommendations and the study may be solely conducted and performed for KaMawewe Development Consultants. The study focused mainly on the factors of motivation and job satisfaction of the employee of the small engineering firm. Therefore, the results cannot be generalised.

## 1.9 THE ETHICAL CONSIDERATION

The researcher adhered to the ethical code of conduct prescribed by the University of KwaZulu Natal for research. The guiding principle for the University's ethical consideration encourages the researcher to be honest. The research was carried out with integrity by adopting safe and responsible methods. The written consent were handed to the participants. The participants were made aware that completion of the questionnaires was voluntary participation. The work was carried out with fairness and equity. The researcher was familiar with the code of conduct of the university. The ethical clearance was obtained from the Humanities and Social Sciences Research Ethics Committee prior to the study being carried out. The data from the research is stored in a safe place as per the requirements of the code.

## 1.10 THE CONCLUSION OF CHAPTER ONE

Chapter one covered the introduction of the study, followed by the motivation of the study, the aim of the study, the problem statement, the objectives, the research questions, the contribution of the study, the research limitations, the definition of terms and the ethical consideration.

## 1.11 THE OVERVIEW OF CHAPTERS

**Chapter One:** Covered the introduction of the study, the aim of the study and research objectives. The chapter also covers the problem statement, the motivation and significance of the study. Definition of the term motivation and the limitations to the study are covered in this chapter.

**Chapter Two:** Serves as the literature review of the study, where the broad context and theories associated with the research was explored and detailed in the form of topic arrangements. The topics were covering the research works that had been carried out by other researchers from their previous studies.

**Chapter Three:** Served as the methodology adopted and relevant to the study being conducted. The methods for research design, the collection of data, and analysis of the captured data, including the ethical consideration of the study are discussed and explained in this chapter.

**Chapter four:** Provides results of the study form the analysed data. The descriptive statistics in the form of tables and graphs are presented for employee motivation and job satisfaction

factors. This is followed by inferential statistics presented in the form of multivariate regressions.

**Chapter Five:** Provides the discussion of the results.

**Chapter Six:** The conclusions and recommendations are covered in chapter six. Chapter six also covered the limitations of the study and the recommendations for future research.

## CHAPTER TWO

### THE LITERATURE REVIEW

#### 2.1 THE INTRODUCTION OF CHAPTER TWO

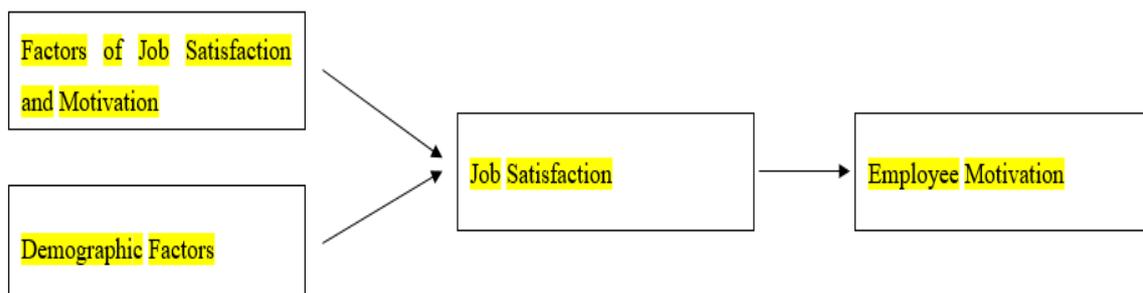
The aim of this chapter is to unpack the literature review that is related to this study. It will unpack the theoretical foundations of the variables included in this study. It covers the definition of the theoretical framework, motivation, employee motivation, the factors of motivation and job satisfaction. The conclusion of this chapter is covered in the end of chapter.

#### 2.2 THE THEORETICAL FRAMEWORK

A notable point of vantage from researchers such as Brayfield, Wells and Strate (1957) has suggested that there is a need for progressive research regarding motivation and job satisfaction (Mafini and Dlodlo, 2014). Job satisfaction is usually studied as a product of motivation (Bonenberger, Aikins, Akweongo and Wyss, 2014). The theories of job satisfaction have served as the foundation for the development of motivation theories (Kian, Yusoff and Rajah, 2014). Motivation cannot be directly studied on its own and therefore, previous researchers have opted to study the factors of motivation and the outcomes of the factors on the motivation of the employee (Bonenberger et al., 2014). The number of factors such as pay, working conditions, supervision, career advancement, recognition and benefits affect the satisfaction of the employee (Dugguh and Dennis, 2014).

The study has been conducted to find the factors of motivation and job satisfaction that affect the employee of the small engineering firm in the Republic of South Africa. It is also been the aim of the study to explore the effect of the demographic factors on employee motivation and job satisfaction.

Figure 2.1: Theoretical framework for motivation and job satisfaction



## 2.3 THE DEFINITION OF MOTIVATION

The word motivation has been applied inconsistently (Kachalla, 2014). Motivation is the major studied subject for business (Yeboah and Abdulai, 2016). Mangkunegara and Octorend (2015) viewed motivation as a set of circumstances that influence individuals to complete some tasks voluntarily as means to attain the goals and objectives of the employer or hosting organisation while satisfying their needs in the process. “Motivation is frequently used as an umbrella term meant to capture how interrelated the dense networks of concepts are and their interrelations that may lead to observable changes in the initiation, direction, intensity, and persistence of voluntary action (Kanfer, Frese and Johnson, 2017:67).” It is the internal and external drive that promotes the stimulation of the individual’s energy into being interested in the desire to continually remain interested and committed into a job or activity until achievement is attained (Ameh and Daniel, 2017). Motivation is the steering force behind a person’s willingness to achieve certain company objectives (Safiullah, 2015). The motivation process in the organisation depends strongly on how the goals of the employees are linked to those of the organisation to work together in the creation of a force that encourages certain behaviours from the employees (Wojtaszek, 2016). Osabiya (2015) gives four (4) characteristics that underlie the definition of the term, motivation:

- Individuality or uniqueness of the individual
- Intention – Planned action
- Multifaceted – “gets people activated and directs the behaviour”

Motivation is the subject that carries weight is very important in terms of organisational effectiveness (Wojtaszek, 2016). Motivation has been defined as the force that installs energy in the human behaviour, which in turn is responsible for the direction and sustainability of that particular behaviour (Mangi, Kanasro and Burdi, 2015). Mangi, Kanasro and Burdi, (2015) described work motivation as the combination of internalised and externalised forces that ignite certain behaviour and determines its form, direction, intensity, and duration. Work motivation is also defined as the psychological forces that map out human behaviour and gauge its level of intensity in the desire to achieve a specific goal (Kuranchie-Mensah and Amponsah-Tawiah, 2015). Kanfer and Chen (2016) defined motivation as a time-related set of commonly repeated behavioural and cognitive processes that are linked to one’s goal. Motivation is defined as the drive that pushes you to perform the activities towards the accomplishment of the specific goal no matter of the circumstances (Singh, 2016; Wojtaszek, 2016; Valero and Hirschi, 2016; Stankovska, Angelkoska, Osmani and Grncarovska, 2017).

Despite numerous definitions presented above, all the definitions agreed that motivation is the internal driving force that yields to actions that are meant to be fulfilled and having desirable results to the employee.

## **2.4 MOTIVATION**

Motivation has been studied by psychologists in pursuit to discover success factors associated with work performance and human behaviour (Allam, 2017). This topic has also been explored by management theorists for many decades with the aim to equip managers with successful approaches to business management (Hattangadi, 2015). In a bid to understand motivation some classical theories have been developed. The main proponents of theories emerging from Maslow's hierarchy of needs; two-factor theory and Alder's ERG theory are engulfed by the assumption that people have similar sets of needs (Kuranchie-Mensah and Amponsah-Tawiah, 2016). The current century is dominated by a business emphasis on committed, productive and highly effective human resources (Thulaseedharan and Nair, 2015). Employee motivation can be viewed as a purpose of understanding the theories of motivation driven by the fact that motivation predicts the means of gaining value from the employees by producing the results that exceed the amount of effort associated with the creation of those particular results (Kuranchie-Mensah and Amponsah-Tawiah, 2016).

The most challenging fact about studying and trying to establish facts about motivation as the process is that motivation cannot be seen and it is an internal hypothetical construct that cannot be directly measured and gauged (Kanfer and Chen, 2016). Motivation is an important topic for the managers of the organisations as it gives the clue to the manager as to what influences the employee's behaviour in the workplaces (Osabiya, 2015).

Motivation can also be viewed to be a spontaneous occurrence that has the purpose of understanding how the theories of motivation are driven by the fact that motivation predicts behaviour towards a given task (Mangi, Kanasro and Burdi, 2015). Motivated employees put their optimal effort into achieving a goal (van Antwerpen and Ferreira, 2016). Motivation theories are usually applied in the pursuit of understanding human behaviour (Chemolli and Gagné, 2014). Motivation has two sources and those sources are intrinsic and extrinsic sources (Howard, Gagne', Morin and Van den Broeck, 2016; Snelgar, Shelton and Giesser, 2017). However, these sources of motivation have been barely tested on how they relate to one another as extrinsic motivation is not always empirically investigated (Kuvaas, Buch, Weibel, Dysvik and Nerstad, 2017). As a result, there is a need to measure the importance

of motivation within a small scale business where many factors that can affect motivation are rampant and have been ignored by many scholars. Therefore, this study is aimed at addressing the ignored areas.

#### **2.4.1 The Intrinsic and Extrinsic Theories of Motivation**

The intrinsic and extrinsic motivations may be seen as opposite theories but in an organisation they may be combined to yield to high performance (Singh, 2016; Jansen and Samuel, 2014). Extrinsic motivation factors are those factors that reduce the level of job satisfaction of the employee but do not lead to job satisfaction if those factors were met (Osemeke and Adegboyega, 2017). Intrinsic and extrinsic incentives play an important in the motivation of managers (employees) with intrinsic incentives being more impactful compared to extrinsic incentives (Wang, Lu and Sun, 2018). Employers should refrain from relying heavily on extrinsic motivators as this habit has the tendency of creating dependence which may have a dangerous impact on the effectiveness of the organisation (Kiruja and Mukuru, 2018). Intrinsic motivation and intrinsic motivation are aspects of life that affect every employee in every sector and industry (Allam, 2017). The two main categories of motivation are content theories of motivation and process theories of motivation (Johnston, 2016).

Intrinsically motivated behaviours are explained as behaviours that are experienced by the individual from accomplishing the task itself (Llopis and Foss, 2015). Osemeke and Adegboyega (2017) define intrinsic motivation as the internal emotional state of an individual for satisfaction. Singh (2016) defines intrinsic motivation as the psychological feeling that the employee feels after successfully performing a meaningful task. Intrinsic motivation is strictly controlled and administered by the employee personally as it is not feasible for the manager to control the way the individual feels about the task (Osemeke and Adegboyega, 2017). Intrinsically motivated people find the task or activity inherently interesting and enjoyable (Jansen and Samuel, 2014 and Munyengabe, He, and Yiyi, 2016), while extrinsically motivated people find the benefit from performing the task more important (Osabiya, 2015). Therefore, intrinsic motivation involves employee performing an activity that he/she finds interesting and easily obtain satisfaction from the activity (Chemolli and Gagné, 2014). Behaviours brought about intrinsic motivation consist of fewer stresses and the mistakes made during the discharge of these behaviours are corrected with confidence (Ndungu, 2017). Intrinsic reasons are the main aspects of self-motivation as the individual who has taken a task that satisfies his or her inner needs will find it easy to

voluntary motivate the other colleagues into completing the tasks that don't form part of their scope in order to fulfil their inner goals and organisational goals (Wang, Lu and Sun, 2018).

Affective-ness and cognitive-ness are main components of intrinsic motivation (Johnston, 2016). Intrinsic rewards are the results of the intrinsically motivated behaviour that stems out from the positive feedback and praise (Ndungu, 2017). Motivated employees are very important to the business; however, motivation can be negatively affected by external interferences (Jacobsen, Hvitvet and Andersen, 2014). The extrinsic theories are sometimes called incentive theories as they are associated with external rewards such as power, money and status (Nhemachena and Murimbika, 2018). Extrinsically motivated behaviours are those behaviours that are performed with a hope to acquire material or social reward (Singh, 2016). The extrinsic motivation is the response from the external source (Osemeke and Adegboyega, 2017).

Extrinsically motivated people in the business setting will only perform their duties to obtain their desired requirements such as money, promotion, incentives or increased compensation (Putra, Cho and Liu, 2017 and Ndungu, 2017). Extrinsic rewards are the results of extrinsic motivation and they are dominantly controlled by managers in the organisations (Ndungu, 2017).

There is an existing connection between extrinsic motivation and tangible rewards (Johnston, 2016). Extrinsic motivation serves as the guide of specific behaviour towards the achievement of goals and also assists in enhancing employee's intrinsic motivation into achieving certain or specific goals (Wang, Lu and Sun, 2018). There is a strong connection that associates psychological rewards with intrinsic motivation (Johnston, 2016). Compensated behaviours are repeated and uncompensated behaviours are ignored (Hewett and Conway, 2016). With the limited empirical research on extrinsic motivation, it is unsafe to assume that tangible rewards lead to extrinsically motivated employees (Kuvaas et al., 2017).

#### **2.4.2 The Extrinsic Factors (Hygiene factors)**

Yeboah and Abdulai (2016); Koh, San Ong and Samuel (2017) presented four (4) hygiene factors as following: company policies, working environment, a culture of the organisation and compensation.

Herzberg presented the hygiene factors as the factors that enhance dissatisfaction when they are not fulfilled (Munyengabe, He, and Yiyi, 2016). Munyengabe, He, and Yiyi, (2016) presented five (5) typical Herzberg's factors of hygiene which are: salary, working condition, status, company policies and administration.

Almaaitah et al. (2017) labeled the following factors as non-job related factors that are responsible for the neutral working environment when they are achieved: policies of the organisation, compensation and relationship with colleagues. Ndungu (2017) tabled the extrinsic factors and suggested that the management can offer the employees various extrinsic factors but not limited to the following factors: status, compensation, company policies and company administration, relationship with co-employees, Supervision or management of employees and Job security. Mangi, Kanasro and Burdi (2015) also tabulated hygiene factors and stated that sometimes these factors are called maintenance factors: company policy, supervision, relationship with a boss, work conditions, salary, relationship with peers and security.

#### **2.4.3 The Intrinsic Factors (Motivators or Motivational factors)**

Intrinsic motivation takes place when three psychological states are met (Kuranchie-Mensah and Amponsah-Tawiah, 2016): meaningfulness of the task, sense of ownership for the task performed and the awareness of the results for the performed task. Munyengabe, He, and Yiyi (2016) and Alshmemri, Shahwan-Akl and Maude (2017) gave us three motivators (motivational factors) that create job satisfaction when they are fulfilled include: achievement, recognition and autonomy. Yeboah and Abdulai (2016) and Koh, San Ong and Samuel (2017) stated that there were commonly known motivational factors such as recognition, achievement, promotion and the job itself. Almaaitah et al. (2017) probed six internal factors of satisfaction of the employee and elaborated that when these internal factors have a positive effect on the satisfaction of the employee if they are met. The six internal factors are achievement, recognition, nature of work, responsibility, career advancement and growth.

Ndungu (2017) corroborated with the above-mentioned factors by tabling six intrinsic factors (achievement, recognition, nature of work, responsibility, promotion and growth) and suggested that the management can offer the employees various intrinsic factors in order for the employees to be motivated. Mangi, Kanasro and Burdi (2015) tabulated the intrinsic

factors and stated that these factors lead to employee's job satisfaction: achievement, recognition, work itself, responsibility, advancement, and Growth.

The non-job related factors are responsible for poor job satisfaction if they are not achieved (Almaaitah et al., 2017). The external factors are the main cause of job dissatisfaction when they are not recognised in the working environment (Thulaseedharan and Nair, 2015). Poor attention paid to hygiene factors leads to poor employee satisfaction as these factors serve as the gauge for extrinsic satisfaction of the employee (Mangi, Kanasro and Burdi, 2015). Salaries and working environment should be satisfactory and acceptable to induce satisfaction of the employee (Almaaitah et al., 2017). Hygiene factors that may be responsible for the motivation of semi-skilled and skilled labour force in the construction industry may not be effective to induce motivation for the highly skilled labour force (Ameh and Daniel, 2017). Herzberg theory has afforded many organisations the opportunities of dealing with employee's personal growth, job enrichment and recognition (Thulaseedharan and Nair, 2015).

Many studies have proven that the benefits of extrinsically motivated employees are short-lived when compared to intrinsically motivated employees. The study will look at both intrinsic factors of motivation and extrinsic factors of motivation in pursuit of a best combination to be recommended for the small engineering firm. Therefore, the intrinsic and extrinsic theories of motivation provide the foundation for the identification of motivation factors for this study.

## **2.5 THE CONTENT THEORIES OF MOTIVATION**

Many theories have been formulated to define the motivation of humans, with each theory shedding a light on a certain aspect of motivation while neglecting the necessity of the other theories (Cook and Artino Jr, 2016). Content theories of motivation are early theories of motivation developed in the 1950s, and they are presumed to be the earliest theories of motivation (Kanfer, Frese, and Johnson, 2017). Content theories of motivation bring about the concept of motivation and they are more concerned with the individual needs and factors that motivate the individual to satisfy those needs (Johnson, Irizarry, Nguyen and Maloney, 2018). They are known as needs-connected theories (Snelgar, Shelton and Giesser, 2017). Needs theories are mostly concerned with bridging the gap between the individual's needs and the manner at which those needs are aligned to satisfaction (Kuranchie-Mensah and Amponsah-Tawiah, 2016). These theories of motivation are concerned with the individual

needs and the ways to satisfy those needs (Johnston, 2016), by explaining theories the factors that motivate people (Kiruja and Mukuru, 2018). Content Theories explain the needs and factors that direct the actions of the employee into satisfying their existing needs (De Vito, Brown, Bannister, Cianci and Mujtaba, 2016). The content theories are also known as “Needs Theories.” The content theories are somehow a foundation of contemporary theories and they also serve as the reference point for managers when they are discussing employee motivation (Osabiya, 2015 and Ferreira, 2017). In the 21<sup>st</sup> century, motivation has been affected by the advancement in technology and the speedily growing competitiveness of businesses (Safiullah, 2015).

Motivation theories are concerned with the prediction of the employee behaviour and trying to align that particular behaviour with the organisational performance (Putra, Cho and Liu, 2017). Five (5) major content theories of motivation include Maslow’s hierarchy of needs model which was established in 1943; Herzberg’s two-factor theory which was established in 1959; McGregor’s theory X and theory Y which was established in 1960; McClelland’s achievement motivation theory which was established in 1962; and lastly, Alderfer’s modified need hierarchy model which was established in 1970 (Jansen and Samuel, 2014).

- The Maslow’s hierarchy of needs is a popular theory of motivation among the practicing managers and have been the source of theory for the contemporary theories of motivation (Lee and Hanna, 2015 and Osemeke and Adegboyega, 2017). Content theories of motivation are based on the five-tier motivation theory called Maslow’s hierarchy of needs (De Vito et al., 2016). Maslow’s theory revolves around the higher and lower level needs (Sahito and Vaisanen, 2017) by claiming that it is impossible to satisfy the needs on the higher level when the those of the lower level are not satisfied (Rakić and Živković, 2017; Kachalla, 2014).
- The two-factor theory by Herzberg’s is a content theory that is highly linked to Maslow’s hierarchy of needs-theory (Mangi, Kanasro and Burdi, 2015), but this theory claims that human motivation stems from motivators and hygiene factors (De Vito et al., 2016). The theory was the results of the study conducted to gauge satisfaction factors and dissatisfaction factors among the accountant and engineers (Fareed and Jan, 2016). Hygiene factors were simply created to reduce job dissatisfaction (Osemeke and Adegboyega, 2017).

- Theory X and Y were ranked as the second famous theory out of 73 known theories of organisational behaviour (Lawter, Kopelman and Prottas, 2015). There are lazy employees and there are determined employees in the world (Kachalla, 2014). Managers can either hold a positive belief or a negative belief about the employees of the organisation and labelled the positive belief as theory Y and negative belief as theory X (Aydin, 2018).
- McClelland's achievement motivation theory is the needs-theory that separates the needs into three types, the need for power, affiliation and for achievement (Güss, Burger and Dörner, 2017). People with the winning thirst perform extremely well compared to people that do not have or have a very low drive towards the achievement (Osemeke and Adegboyega, 2017). McClelland's theory suggests that achievement can be attained through goals, promotion in a form of advancement in career and recognition that is always assumed to be in association with accomplishment (Johnston, 2016).
- Alderfer's modified need hierarchy does not put the needs in a classified order like as Maslow, but he claims that individuals are driven by three types of need in a workplace (Rakić and Živković, 2017). This theory is an extension of Maslow's needs theory but the developer categorised the needs into 3 categories with his existence needs matching Maslow's psychological and safety needs, with his relatedness needs matching Maslow's belongingness and esteems and lastly his growth needs matching Maslow's esteem need and self-actualisation need (Mangi, Kanasro and Burdi, 2015). The theory is known as ERG because it is existence, relatedness and growth theory (Kachalla, 2014).

For this study, only three content theories (Herzberg's two-factor theory, McGregor's Theory X and Theory Y and McClelland's Achievement Motivation Theory) will be discussed to provide the theoretical framework of employee motivation.

### **2.5.1 The Herzberg's Two-Factor Theory**

Herzberg and his associates developed the two-factor theory following Maslow's hierarchy of needs theory (Andersson, 2017) and it is the most important theory in the topic of job satisfaction (Koh, San Ong and Samuel, 2017). Herzberg redefined the theory of needs that was developed by Maslow into two-factor theory (Mangi, Kanasro and Burdi, 2015). Herzberg developed his theory back in 1959 and the concept of this theory revolves around

two factors which are hygiene and motivation factors (Alshmemri, Shahwan-Akl and Maude, 2017; Sanjeev and Surya, 2016). The needs are divided into internal (psychological) needs and external (social) needs with external needs known as secondary needs and internal needs known as primary needs (Mangi, Kanasro and Burdi, 2015). It is also closely related to the dual theory of man's needs as physical need is closely associated with hygiene factors and on the hand psychological needs are closely associated with motivators (Thulaseedharan and Nair, 2015). Therefore, some refer to it as motivation-hygiene theory (Alshmemri, Shahwan-Akl and Maude, 2017).

The assumption behind the theory is that motivators (intrinsic factors) are known factors of improving job satisfaction while the hygiene factors (extrinsic factors) are known factors of reducing job dissatisfaction (Alshmemri, Shahwan-Akl and Maude, 2017). This theory has been applied by researchers in field of motivation and job satisfaction (Andersson, 2016). Herzberg viewed motivation as an element that is divided into two parts, with the first part being internal consideration, motivators and the second part being external consideration, hygiene factors (Convey, 2014; Thulaseedharan and Nair, 2015). It is one of the most controversial and interesting theories of motivation (Li, 2018). He surveyed a group of accountants and engineers and from that survey, he concluded that there were two sets of factors to be considered in work motivation (Alshmemri, Shahwan-Akl and Maude, 2017). The two sets of factors are the motivators and hygiene factors (Convey, 2014). Motivators are those factors that provide a feeling of job satisfaction in the workplace (De Vito et al., 2016). The theory stems from the assumption that motivators positively affect job satisfaction while the hygiene factors are provided to reduce job dissatisfaction (Alshmemri, Shahwan-Akl and Maude, 2017).

Lack of hygiene factors creates job dissatisfaction while their existence provides job satisfaction to employees (Almaaitah, Harada, Sakdan and Almaaitah, 2017). The extrinsic needs are mostly concerned with the elements that dissatisfy the employee (Kiruja and Mukuru, 2018). With his theory, Herzberg claimed that the opposite of satisfaction on the workplace was not dissatisfaction but both satisfaction and dissatisfaction operated at a scale with every factor scaled from higher level to lower level (Andersson, 2017). The employer should thrive to treat extrinsic motivation with care (Stachová, Stacho and Bartáková, 2015).

## **2.5.2 The McGregor's Theory X and Theory Y**

The theory is backed by the leadership's assumptions about the employees of the organisation (Hattangadi, 2015). Manager's view toward employees is more dictated about the way the manager assumes the employees behave when given a task to perform (Singh, 2016). McGregor is famously known for his theory X and Y, which assumes that manager view the employees as either lazy and not keen to work; and the other view is that employees are keen to work and will do whatever it takes to see the organisation achieves its goals (Lawter, Kopelman and Prottas, 2015). Theory X and Y have been a fundamental theory in developing the management style that affects the employees positively (Aydin, 2018). The responsibility of the manager in an organisation is to mould the employees so that they work towards achieving the objectives of the organisation (Hattangadi, 2015). Managers applying theory Y are more successful in the motivation of the employees compared to the managers using Theory X (Aithal and Kumar, 2016). The theory is only applied in the working setup and not outside of the working setup (Hattangadi, 2015).

- **Theory X**

In the small business setup, Theory X is more dominant compared to Theory Y (Hattangadi, 2015). Theory X is associated with the manager assuming that employees are not willing to work (Munyengabe, He, and Yiyi, 2016; Singh, 2016) and must be controlled and monitored to achieve a specific organisational goal (Hattangadi, 2015). Theory X managers assume that employees will never perform but will do anything possible to avoid responsibility (Hattangadi, 2015). Theory X assumes that employees will show less interest in the task if there is no reward presented for the specific task and will avoid responsibility whenever possible (Hattangadi, 2015). Theory X managers work as regulators that monitor the activities of the employees as their belief is that employees will stop working once they are not supervised (Hattangadi, 2015). Theory X inspired managers to depend on threats and intimidation to keep the employees motivated for the achievement of company goals (Hattangadi, 2015). The study conducted by Davison and Smothers (2015) concluded that there was no empirical evidence that supported the claim that Theory X led employees lacked motivation but suggested that the less motivating environment might be the reason for employee's lack of motivation. Theory X is associated with the authoritarian leadership style as the responsibility for the achievement of organisational goals solely is monitored by the manager (Hattangadi, 2015). Theory X is only responsible for the fulfilment of basic physical needs and fails dismally to address the psychological needs (Hattangadi, 2015).

- **Theory Y**

Theory Y is a participative leadership style that holds positive assumptions about the employees of the organisation and associated with a democratic leadership style (Hattangadi, 2015). Theory Y is a positive assumption by the manager about the employees (Munyengabe, He, and Yiyi, 2016). Managers seek input from their subordinates and encourage them to take part in making decisions which (managers) have the final word (Hattangadi, 2015). In Theory Y situation it is assumed that employee wants self-control and responsibility (Singh, 2016). Managers believe that employees care about the company and will seek responsibility and self-control to see the company achieve its goals and objectives (Hattangadi, 2015; Aithal and Kumar, 2016). McGregor believed that Theory Y is the one theory that can yield to positive organisational performance (Davison and Smothers, 2015). The leadership style of a Theory Y inspired manager is known to be the most effective management style for the current business environment (Hattangadi, 2015).

Hattangadi (2015) concludes the article by stating that there is no best style to the business management that is more powerful than the other but the success of each leadership style depends on the business environment. The relationship between the supervisor and the subordinates is very important for the job satisfaction of the employee (Fareed and Jan, 2016). Therefore, the study will briefly assess the relationship of the managers and the employees to gauge the satisfaction and motivation of the employees within the organistaion.

### **2.5.3 The McClelland's Achievement Motivation Theory**

McClelland's achievement theory is based on the manager's motivation and the motivation profile for the manager is suggesting that the motivation is higher when the need for power is much persuaded compared to the need for achievement and affiliation (Andersen, 2018). Not only financial reward is to be applied in order to keep the employees motivated, but there are other non-financial based rewards that can be used to motivate individuals (Pasztor and Valent, 2016). This is the theory that associates the motivation of the individual to the setting of difficult but achievable goals (Osemeke, and Adegboyega, 2017). Achievement theory was created by David McClelland and he put emphasis on three achievement needs theory (Freitas and Duarte, 2017). The achievements-theory has gained the popularity that is similar to Maslow's hierarchy of needs theory (Osemeke, and Adegboyega, 2017). The employee has three needs that require satisfaction and those needs are "need for achievement, need for affiliation and need for power" (Ferreira, 2017). McClelland's theory

is based on the suggestion that our need for achievement is closely related to our personal experience and our cultural background (Ferreira, 2017).

- Need for achievement is goal-oriented, result-driven and improved performance-focused (Nagar and Sharma, 2016). The need is also linked to self-discipline, time-based, owning up to the challenge and success-driven (Germak and Robinson, 2014). People with a need for achievement are always in need of the feedback (Osemeke, and Adegboyega, 2017). Need for achievement associates the motivation of the individual to the development of difficult but achievable goals (Rakić and Živković, 2017).
- Need for affiliation is linked to encouraging people to become a team and it focuses on companionship, interpersonal relationship and care for others (Rakić and Živković, 2017).
- Need for power is associated with the need for control over others and management of the company resources (Rakić and Živković, 2017). Osemeke and Adegboyega (2017) describe this need as the need to control and the need to influence others.

The core of needs theory is based on the idea that people join the organisation to satisfy their needs (Germak and Robinson, 2014). Their fundamental state is to seek the answer as to what factors are associated with human needs and goals accompanied by the appropriateness of reward for achieving those particular goals (Kiruja and Mukuru, 2018). Organisational behaviour theories must be in a state of being empirical in order to gain support and content theories lack that evidence, therefore they are labelled as inconclusive theories (Kanfer, Frese and Johnson, 2017). Despite the fact that these needs theories are not conclusive, manager of successful organisations always focus on making sure that the needs of the valuable employees are fulfilled in the organisation (Jones and George, 2011).

## **2.6 THE PROCESS THEORIES OF MOTIVATION**

The second group of theories is a process theory of motivation group and it focuses on the source of behaviours with factors that could affect that particular behaviour, the strength and the direction of that particular behaviour (Osabiya, 2015). The process theories of motivation put emphasis on the actual process of motivation (Kanfer, Frese and Johnson, 2017). The process theories are cognitive theories that are based on the understanding of the thought process that people go through when they are performing their tasks in the organisation

(Kuranchie -Mensah and Amponsah-Tawiah, 2016). These theories seek an understanding of how people initiate, direct and maintain their motivation (Sesay, Seisay, Kamara and Bangura, 2017). The process theories address the “how” of motivation, while the content theories address the “what” (Kachalla, 2014). They (process theories) pay attention in the way that motivation occurs (Brevis and Vrba, 2014), and the way it can be sustained (Kachalla, 2014). From the book *Contemporary Management Principles*, Brevis and Vrba (2014) discuss equity theory and expectancy theory as two process theories. Only equity theory will be discussed as the basis of this study.

### **2.6.1 The Adam’s Equity Theory**

The increased diversity and collaboration in the business world is the call for managers to update their motivation standards for effectiveness (Lloyd and Mertens, 2018). Adam’s equity theory matches the expectancy theory when compared to the group of theories of motivation (Turabik and Baskan, 2015). The expectancy theory has been empirically investigated and discussed by the researchers and scholars (Lloyd and Mertens, 2018). Equity motivation theory is built up of three grounds (expectancy, instrumentality and valence) and these grounds are a product of motivation (Webb, Perry and Fennelly, 2015; Yeheyis, Reza, Hewage, Ruwanpura and Sadiq, 2016). Valence on this theory represents value, instrumentality is the indication that performance would lead to a reward and expectancy is the belief that the effort will yield to the expected results (Kuranchie-Mensah and Amponsah-Tawiah, 2016). The equity theory is assumed to be relatively positive when the input of the employee is relatively equal to the output or input of the referent (Turabik and Baskan, 2015). The employee must be able to notice his or her effort against the reward being received for the particular task (Brevis and Vrba, 2014). Employees expect to strike a balance between their effort and the reward they receive for their effort (Turabik and Baskan, 2015). The employee compares his or her performance against the other employees based on the effort, experience, qualifications, seniority and status (Brevis and Vrba, 2014). The outputs that are compared by the employee to the others are praise, recognition, salary, promotions and benefits, etc (Adeoye and Elegunde, 2014).

The comparison of the employee to the other employees that are perceived to be on his same level may result in the employee feeling under-rewarded, over-rewarded or equitably rewarded (Brevis and Vrba, 2014). The comparison may occur when the employee is rating himself or herself against his or her friends, neighbours, peers, colleagues, co-workers, people from other companies, current job vs. the previous job and so on (Turabik and

Baskan, 2015). The fairness perceived by the employees when comparing their rewards to others is perceived to influence their level of motivation (Webb, Perry and Fennelly, 2015). When the employees suspect that they are under-rewarded, they adjust their behaviour to match the reward (Yeheyis et al., 2016). The equation of motivation that was created by Vroom states that with the increase of expectancy and an increase of valence (Turabik and Baskan, 2015). Most researchers have used this motivation theory for the comparison of pay, however, the employees seem to base their comparison on every organisational reward (Lloyd and Mertens, 2018).

Adam's Equity Theory will assist this study by pinpointing as to how the employees of the organisation feel about their reward and recognition when compared to their subordinates, expectations and to the other organisations.

## **2.7 THE EMPLOYEE MOTIVATION**

Employees are the very important elements required for the organisation as they boast with required energy, creativity and talents to run a productive firm (Mangkunegara and Octorend, 2015). Employees are motivated by a goal and what may be easy to the other employee might be difficult to the other and what may be a goal to the other might be not a goal to the other (Ibrahim and Brobbey, 2015). Motivated employees can do more than what is expected of them (Wojtaszek, 2016). Motivation is the factor that detects the core competencies of the organisation in the competitive business world (Kachalla, 2014). The early study that was conducted by Elton Mayo between 1924 and 1932 concluded that money was not the only driving force behind the employee's behaviour (Kuranchie-Mensah and Amponsah-Tawiah, 2016). Motivation is not the employee's behaviour but the internal force that drives the employee into achieving a company goal (Mangi, Kanasro and Burdi, 2015). Motivated employees are the requirement for the forever changing working environment (Safiullah, 2015). Motivated employees are fully aware of the efforts that expected from him to achieve a specific goal and the works accordingly to easily reach the aimed target (Mangi, Kanasro and Burdi, 2015). Happy employee results in a happy customer (Wojtaszek, 2016). The motivated behaviour of the employee is goal-oriented compared to other behaviours (Kachalla, 2014).

People in the workplace have a different approach to what they work for as some view work as the source of satisfaction while others view work as the burden that provides them with the means of survival (Hattangadi, 2015). Employees are goal-oriented, challenge-driven

and expect to be rewarded positively by the outcome of every goal achieved (Kachalla, 2014). Employees are driven by motivation into taking action that will result in the achievement of the task (Mangi, Kanasro and Burdi, 2015). Understanding of employee motivation is the important element of getting closer to the establishment of an energetic and satisfying working environment for the employees (Singh, 2016). Motivation is considered as the combination of external and internal forces working together to influence the employee's behaviour and affect the time, intensity and form of that particular behaviour (Safiullah, 2015).

Work context is a strong predictor of the employee's behaviours (Safiullah, 2015). Motivation is not a stationary object but a moving object that changes the position with time (Kachalla, 2014). The motivation of the employee is complex owing to the reason that it does not only end by being intrinsic and extrinsic but it also involves expectations and personalities of each employee (Singh, 2016). On the services business, the quality of the service which is the end product is dependent on the level at which the employee is motivated to render that service (Yeboah and Adulai, 2016). It is stated in the literature that worker satisfaction is closely related to the extent to which the employee is motivated to undertake a specific task, the well-being. (Fareed and Jan, 2016). Understanding motivational factors that work best for each given situation is the important element of human resources management at individual, team and organisational level (Singh, 2016).

Motivational theories have been highly explored in workplaces but there is limited work that has been carried out on the construction sector (Barg, Ruparathna, Mendis and Hewage, 2014). For the current study there were no articles that were discovered by the researcher that accounted for the employee motivation in the engineering sector and construction sector, especially in South Africa.

## **2.8 THE JOB SATISFACTION**

Job satisfaction is defined as the level of joy that the work environment brings to the employee in terms of enjoying being at work and being rewarded for the work done (Mafini and Dlodlo, 2014). Sahito and Vaisanen (2017) define job satisfaction as the general employee attitude towards their job while Octaviannand, Pandjaitan and Kuswanto (2017) define it as an extent to which the employees like their job. Arifin (2015) described job satisfaction as the total sum of positive plus negative feelings that indicate the way a person feels about the job or a particular factor of the job. High job satisfaction is an indication that

the employee loves his or her job a specific factor of the job (Sahito and Vaisanen, 2017 and Octaviannand, Pandjaitan and Kuswanto, 2017). An employee's attitude is a psychological indicator that reveals the way the employee feels about the job and the attitude is not constant as it changes with time (Stankovska et al., 2017).

The concept of job satisfaction enjoys increasing attention from organisations and people that study the topic since it is difficult to explain the effectiveness of the organisation without mentioning the satisfaction of the people that work for that specific company (Hahn, Gottschling, Konig and Spinath, 2016). Job satisfaction is viewed as the positive attitude of employees towards their job (Tentama and Pranungsari, 2016; Arifin, 2015).

Managers assume direct responsibility for the levels of satisfaction of their employees and they believe that satisfaction has a direct impact on the productivity of the employees (Neubert and Halbesleben, 2015). The concept of job satisfaction has been significantly important from the early 1900s (Ritz, Brewer and Neumann, 2016). Organisations are now aware that an employee who derives his or her satisfaction from the task he or she performs has a positive impact on company effectiveness and survival (Sahito and Vaisanen, 2017). A manager should refrain from thinking that job satisfaction is a once-off occurrence nonetheless treat it as a continuous event (Wojtaszek, 2016). There are other outcomes such as performance, health and tenure of the employee which are linked to the job satisfaction of the employee (Steel, Schmidt, Bosco and Uggerslev, 2019).

In job satisfaction, all factors (good and bad) are added together to weigh the overall job satisfaction and the positive results indicate that the employee is satisfied while the negative outcomes reveal that the employee is dissatisfied (Banwo and Du, 2018). It is possible to view job satisfaction from two separate standpoints (Hakanen, Peeters and Schaufeli, 2018). One may view job satisfaction as a single unit of feeling that the employee is showing towards his or her job (Octaviannand, Pandjaitan and Kuswanto, 2017) and the other standpoint would be to view satisfaction as a factor that may affect different components of the job such as rewards, social environment, and even characteristics of the job itself (Stankovska et al., 2017). Sahito and Vaisanen (2017) simply suggests that an employee would experience different levels of job satisfaction in the job or in the factors of the job Only an individual can be able to evaluate his or her satisfaction by weighing the impact of each element of the job against his or her needs (Yousef, 2017; Tentama and Pranungsari, 2016). In order to gauge employee satisfaction, employees evaluate their job against their needs (Allam, 2017). Working hours, pay, organogram, autonomy and communication are

some of the factors that may lead to satisfaction or dissatisfaction of the employee (Raziq and Maulabakhsh, 2015).

Job satisfaction is an important factor that is directly and indirectly connected to the life of the employee (Banwo and Du, 2018). Job satisfaction may affect the life of the employee in a positive and negative manner as a satisfied employee may live a satisfying life and a dissatisfied employee may live a dissatisfying life (Ilies, Yao, Curseu and Liang, 2019). Increased undesired working condition affects an employee's mental and physical health (Steel et al., 2019). The nature of the environment outside of the job directly influences a person's feelings and behaviour on the job (Ilies et al., 2019). Life satisfaction and job satisfaction are closely related (Upadyaya, Vartiainen and Salmela, 2016). Employees must be satisfied at work as they spend most of their time at work (van Antwerpen and Ferreira, 2016).

## **2.9 THE FACTORS OF MOTIVATION AND JOB SATISFACTION**

Motivation and job satisfaction are concepts that are important in the workplace, local community or worldwide (Scheers and Botha, 2014). Many studies have associated motivation factors (motivators) to job satisfaction (Thulaseedharan and Nair, 2015). Motivation and job satisfaction are both the major elements that dictate the effectiveness and efficiency of a business (Sahito and Vaisanen, 2017), the latter is considered important in keeping the employees motivated (Thulaseedharan and Nair, 2015). Companies must understand satisfaction to one employee does not translate to satisfaction on the other as employees have individual motives and values (Bin, 2015).

Job satisfaction and motivation are important because they are the source of encouragement for employees to engage in their job (Scheers and Botha, 2014). The level of happiness of the employee within the job is the indication of the employee's satisfaction (Octaviannand, Pandjaitan and Kusanto, 2017). The values brought by job satisfaction to the organisation can translate to the value of motivation within the organisation (Rakić and Živković, 2017). Tangible variables such as money and intangible variables such as achievement are factors aimed at motivating employees (Gagné, 2014). Employees are satisfied by different factors of job satisfaction but the most common ones are: pay, promotions, co-workers, supervisors and the job itself (van Antwerpen and Ferreira, 2016). Job satisfaction is a result of satisfaction in regards to remuneration, promotion, the job itself, supervision, relationship with fellow employees and opportunity for future promotions (Judge, Weiss, Kammeyer-

Mueller and Hulin, 2017). Neubert and Halbesleben (2015) stated that job satisfaction factors such as pay, supervision, the job itself and co-workers had a positive impact on employee extrinsic motivation and have a strong connection with job satisfaction. The report from the Harvard Professional Group named ten (10) elements of the organisations that want to inspire and enhance job satisfaction and those elements were given as below (Scheers and Botha, 2014):

- Working arrangements that meet the time schedule of the employee,
- Career advancement through training aimed at employee career growth,
- Challenging tasks that afford the employee the opportunity to shine and also allow the employee to sign off the final product.
- The opportunity for the employee to apply himself/herself to the task and be fully responsible for the task at hand,
- A working environment that provides security and continuity
- Accessible supervision that considers employee's input and treats the employee with respect,
- Benefits that are employee orientated,
- Technology that matches today's challenges
- Promotion opportunities and market-related compensation structures.

Job satisfaction is achieved when the employee completes a task within a determined task duration time and on the other hand, job satisfaction can be affected negatively when the employee fails to complete the task at the stipulated time (Fareed and Jan, 2016). Satisfied employees have the willingness and desire to perform their job (van Antwerpen and Ferreira, 2016). A study conducted in 2013 revealed that job dissatisfaction was the main source of Information Technology employees in India to leave the organisation (Thulaseedharan and Nair, 2015). Motivation and job satisfaction are the main drivers of organisational success (Adams and Van Rooyen, 2017). Organisations that are not capable of satisfying the employee's needs are prone to end up with job dissatisfaction (Khunou, and Davhana-Maselesele, 2016). Motivation is the fuel that energises someone into performing a task that will satisfy a need and job satisfaction is the emotional state of an individual about the need (Rakić and Živković, 2017). However, Judge et al. (2017) indicated that the concept of job satisfaction should not be related to motivation because there are no active relations of job satisfaction and motivation as testing satisfaction did not lead to finding ways to motivate and retain employees.

Many studies have concluded that there was a correlation between motivation and job satisfaction (Thulaseedharan and Nair, 2015). Job dissatisfaction leads to hazardous employee mental health and has a negative impact on the wellbeing of the employee (Khamisa, Oldenburg, Peltzer and Ilic, 2015). Job satisfaction has a direct impact on the level of employee absenteeism, employee commitment, employee performance and employee performance (Karanika-Murray, Duncan, Pontes and Griffiths, 2015). Van den Broeck, Vander, Baillien, Sercu, Schouteden, De Witte and Godderis (2017) concluded their study by indicating that high work demands had a negative impact on the life (both psychologically and physically) of the employee but support the notion that availability of resources increases motivation and leads to job satisfaction. Bin (2015) recommends that an organisation must at all cost place importance to employee development and employee well-being in order to improve job satisfaction. Facets such as job itself, benefits, fair treatment, recognition, good company policies, cooperation, team spirit and performance management system may improve job satisfaction (Van den Broeck et al.,2017).

The work that has been carried out by researchers has proven that motivation and job satisfaction are related. The lack of motivation results in very low job satisfaction and low job satisfaction results to the low levels of motivation (Zarei, Najafi, Rajaei and Shamseddini, 2016). The determinants of job satisfaction include job content, remuneration, promotion, recognition, working environment, benefits, supervisor and personal competence (Mangi, Kanasro and Burdi, 2015).

### **2.9.1 Job Content as a Determinant of Job Satisfaction**

Job content is known as job characteristics or work-itself and has been studied for over two decades, serving as the basis of job redesign interventions that are aimed at improving work motivation (Kanfer, Frese and Johnson, 2017). Job satisfaction determines the way in which the employee feels about the job and the job content (Neubert and Halbesleben, 2015). People do not like to perform the job tasks that are not enjoyable, repetitive and non-fulfilling (Davison and Smothers, 2015). Employees have the major belief that they must be in full control of their job, they should utilise the available company resources as they please to complete their tasks successfully and should be allowed to perform the tasks relating to their job without any interference (Adeoye and Elegunde, 2014). Job characteristics came along with five fundamental aspects which are skills consideration, task knowledge, task significance, autonomy and communication (Kanfer, Frese and Johnson, 2017). Skill is a term that describes what the management expect from the employees (van Antwerpen and

Ferreira, 2016). The lack of skills simply means that the employee cannot perform the tasks as expected by the management (van Antwerpen and Ferreira, 2016). Job content is important as the employees that perform the tasks that match their skills are motivated in the workplace.

### **2.9.2 Remuneration as a Facet of Job Satisfaction and Motivation**

Remuneration is the reward that the employee receives after he or she has completed his or her tasks (Jalal and Zaheer, 2017). Remuneration can also be defined as the offer provided to the employee for doing work as opposed to having any other reason for doing that particular job (Pasztor and Valent, 2016). Mabaso and Dlamini (2017) also allude that for the organisations to motivate the employees for the greater performance, they [organisations] must understand the relationship between the financial and non-financial rewards.

Remuneration is by far the strongest extrinsic motivation factor amongst the employees in South Africa (Mafini and Dlodlo, 2014). Every organisation requires a reward system that takes into consideration all four cohorts of employee's needs—compensation, benefits, recognition and appreciation (Ndungu, 2017). An employee that perceives the company remuneration system as the fair system is easily motivated (Mangi, Kanasro and Burdi, 2015). Money is familiar for being the cure to almost every possible problem and should be considered as the most integral component of motivation but the facts have rejected this claim (Safiullah, 2015). Salaries form the basic means of developing the ability for the employee to undertake and complete certain tasks within the organisation (Mangi, Kanasro and Burdi, 2015).

Money has gained a reputation for being the less motivating agent (Kuranchie-Mensah and Amponsah-Tawiah, 2016). Remuneration of the employee should be able to promote employee motivation by identifying and fulfilling the employee's personal needs (Stachová, Stacho and Bartáková, 2015). Upon the satisfaction of the monetary need, the employee will pursue other needs and once the perceived needs are achieved, the process starts all over again (Kachalla, 2014). Payment to the employee in a form of monetary incentive is the intention to compensate the employee for the time, efforts, and skills discharged at work to attain the company goals (Olafsen, Halvari, Forest, and Deci, 2015). Remuneration in the organisation is normally affected by productivity (Safiullah, 2015).

Incentive schemes of the organisation serve as the primary capacity development aspect for the organisation and employee to perform efficiently and effectively (Mangi, Kanasro and

Burdi, 2015). Remuneration system of the organisation is an explicit way of the organisation to communicate the organisational values and the organisational culture to the employees, potential employees or any other person who has an interest in the organisation (Stachová, Stacho and Bartáková, 2015).

Motivation on its own does not guarantee good behaviour from the employee (Mangi, Kanasro and Burdi, 2015). The employees of the organisation can achieve the company goal by sharing it (goal) with the colleagues and reward provision makes sure that this occurs (Ndungu, 2017). The size and structure of the reward system in the organisation is dictated by the size of the organisation (Safiullah, 2015). Remuneration and rewards are the intrinsic and extrinsic end results of the performed work expected by the employees from the employer (Almaaitah et al., 2017).

The properly planned reward system assist the employee in feeling positive about work and it plays a significant role in the motivation of employees (Pasztor and Valent, 2016). Remuneration structure should be guided by the employee's level of education, skills, market and the performance of the employee (Burriss, 2014). Rewards and job satisfaction are new challenges faced by employers (Ahmad, Ali, Nisar and Ahmed, 2017). Salaries, wages, rewards, bonuses, commission and remuneration are known as the compensation paid to the employee for the services he or she has offered the organisation (Schlechter, Hung and Bussin, 2014; Almaaitah et al., 2017). Salaries include all forms of compensations that the employer provides for the employees and it includes wages and salary increases (Alshmemri, Shahwan-Akl and Maude, 2017). Earlier studies did not recognise salary as the factor capable of predicting job satisfaction, however, the notion has changed with the research conducted by Dyer and Theriault suggesting that the salary impact on job satisfaction cannot be ignored (Fareed and Jan, 2016). The unfulfilled compensation increases the level of job dissatisfaction (Alshmemri, Shahwan-Akl and Maude, 2017). Motivation is a well-known influencer of behaviour and remuneration has the way of predicting behaviour (Stachová, Stacho and Bartáková, 2015). Low rewards are the sources work-related stress that can lead to heart sickness and increased absence of missing work (Ndungu, 2017).

Remuneration system is very important in any organisation since it affects human behaviour within the organisation (Shields, Brown, Kaine, Dolle-Samuel, North-Samardzic, McLean, Johns, O'Leary, Robinson and Plimmer, 2015). Remuneration systems may have desired influence on the behaviour of the employee and sometimes it may lead to undesired

behaviour (Mendes, Lunkes, Flach and Kruger, 2017). It may also influence the development of the organization future capabilities. Reward system can lead to attractive behaviour for a firm as people with skills could be attracted by a good reward system to join and stay with the company (Shields et al., 2015). They do not fulfil the extrinsic needs only; they also fulfil the employee intrinsic needs such as social status and power within the organisation (Terera and Ngirande, 2014). On the other hand, reward systems can lead to the steady deterioration of an organization and if not its failure (Shields et al, 2015). The non-financial (intangible) reward system is gaining popularity in the working place and they are found to be crucial for the motivation of employees (Haider et al, 2015). The non-financial rewards are identified as indirect compensation such as health care, life policies, and subsidised activities, leave policies, overtime and pension plans (Almaaitah et al., 2017). Unsuitable rewards are good enough to drive the employee into a less motivated state within the organisation (Safiullah, 2015).

Salaries are not aimed at only at meeting the employee's basic needs but they also assist the employees into a better serving of the company with innovative behaviours and attitudes (Wang, Lu and Sun, 2018). Employee rewards may be offered in many forms to the employee and some of the rewards include profit-sharing schemes, company shares and other recognition programs (Ndungu, 2017). Public accounting professionals have enjoyed job satisfaction attained from monetary rewards (Koh, San Ong and Samuel, 2017). The negative behaviour such as poor performance and stealing from the job are normally the results of unfair remuneration system of the organisation (Ndungu, 2017). Most employers claim that financial rewards are the best tools to motivate their employees (Haider, Rasli, Akhtar, Yusoff, Malik, Aamir, Arif, Naveed and Tariq, 2015).

Salaries are paid to the employee to encourage and motivate the employee's good behaviour (Terera and Ngirande, 2014). Studies carried out in most developing countries had confirmed that low salaries are closely related to job dissatisfaction and have a great impact on employees leaving their jobs for better-paying jobs (Okeke and Mtyuda, 2017; Jalal and Zaheer, 2017). Tasks and activities of less interest require a tangible reward in order to be performed; the size of the reward also dictates the level of quality of the outcome or performance for that particular activity (Olafsen et al., 2015). Salary has been adopted as one of the strategies that enhance motivation and satisfaction of the employees (Almaaitah et al., 2017).

### **2.9.3 Promotion as a Facet of Job Satisfaction and Motivation**

Promotion is an upward movement direction of the employee in the organogram of the company and it involves the opportunities for greater responsibilities (Koh, San Ong and Samuel, 2017). Promotion is the employee's growth that leads to the financial gains, responsibilities and higher status level within the organisation. Promotion opportunities have been predominantly used as the reward for the dedicated employees that go an extra mile in achieving the company objectives (Nguyen, Dang and Nguyen, 2014). Promotion-focused employees are intrinsically motivated and their attitudes towards their job are guided by their inner drivers and not affected by the external forces (Chang and Teng, 2017). Promotion is the vehicle used to enhance the employee's confidence in job satisfaction through greater pride in the job the employee does, well-being and higher status (Dong, Chuang, Zhou and Campbell, 2015). Career advancement can be linked to job performance with good job performance resulting in promotion and poor job performance resulting in demotion (Vandenabeele, 2015). Nguyen, Dang and Nguyen (2014) also suggest that employees perform at an optimal level when they know that they will be promoted to a better position. Employees that are offered training opportunities that are aimed at higher performance and opportunity for promotion feel valued and positive about the organisation (Yousaf, Latif, Aslam and Saddiqui, 2014). Promotion allows personal growth of the employee by undergoing training for the new position, learning new skills and new techniques that expand the professional knowledge of the employee (Alshmemri, Shahwan-Akl and Maude, 2017). High achievements on highly demanding jobs that have no form of recognition such as promotion offered to the employee by an employer are the triggers of work stress (Ndungu, 2017). Employees who view the promotion opportunities at work with the negative view find it difficult to be satisfied at work and end up looking for better opportunities in other companies (Mafini and Dlodlo, 2014).

On the extrinsically aspects, promotion satisfies the employee extrinsically in terms of higher job position, higher salary (incentives) and other facilities. Promotion effects are different with organisations, age groups, employee ages and career goals (Nguyen, Dang and Nguyen, 2014). The employees who perceive promotion as the incentive of work performance will find it easy to work hard to achieve promotion (Ma, Tang and Yan, 2015). "Performance is an internally controlled promotion channel because employees can work harder or smarter to improve their performance, whereas race/gender and luck/favouritism are externally controlled non-performance factors that are largely beyond employees' control" (Ma, Tang and Yan, 2015). Employees pay more attention to the positive results on their jobs that will

yield to promotion opportunities and tend to avoid the behaviours that will hinder their opportunities for promotion (Andrews, Kacmar and Kacmar, 2014). Career development and promotion opportunities have been linked to satisfaction and motivation giving reasons to the companies to provide employees with well-planned career development plans to assist their employees (Almaaitah et al., 2017). Many managers have recently considered entitlement and promotion more than they consider conventional compensation methods such as salaries and benefits to motivate their employees (Thulaseedharan and Nair, 2015).

From an organizational perspective, the promotion provides an employee higher position and salary, respect, facilities, etc. (Cohen, 2017). From a psychological point of view, promotion satisfies the demand for job security and career development of employees (Le Blanc, Demerouti and Bakker, 2017). Promotion enhances motivation and encourages superior performance.

#### **2.9.4 Recognition as a Facet of Job Satisfaction and Motivation**

Recognition is the internal feeling that one feels by being appreciated and valued from completing a task successfully (Singh, 2016). Recognition is the reward that cannot be compared to the other rewards in the organisation as it directly links employee's positive attitude to the appreciation of the positive outcome by the organisation (Clarke and Mahadi, 2017). Managers can improve the morale of the employees by recognising their employees (Safiullah, 2015). Employee recognition addresses two important spheres of employee's encouragement, with one being directly recognising the good behaviour of the employee and encouraging the employee to continue with the good behaviour and on the second sphere it serves as the force that leads the observers to perform as good as the person being recognised (Rasheed, Khan, Rasheed and Munir, 2015). Ahmad et al. (2017) supported this notion by adding that rewards and recognition are integral components of employee motivation as they assist in job satisfaction and encourage the employee to work wholeheartedly from knowing that they are appreciated. Recognition serves as the tool for a company to celebrate the efforts of the employees and notify the employee that their efforts are the driving force behind the success of the organisation (Singh, 2016).

The recognition of the employee is the positive sensation that occurs once the employee has received gratification from the work produced successfully with improved quality (Alshmemri, Shahwan-Akl and Maude, 2017). Recognition is the monetary reward or non-monetary reward that is enjoyed by those employees, who are better performers (Fareed and

Jan, 2016). Recognition occurs when the employee is given the deserved compliments for the job carried out successfully (Kiruja and Mukuru, 2018). It can address both the requirement of extrinsic and intrinsic need (Singh, 2016). Gratification and motivation of the employees in the workplace is the indication of how much the business values its employees (Haider et al., 2015). The rewards in the form of an award given to the employees after they have performed specific tasks successfully are an intention from the employer to encourage a re-occurrence of the good behaviour (Ndungu, 2017). “Recognition, either informal (oral) or formal (written remarks and events), has been the most cost-effective way to strengthen required actions for performance within an organization” (Picho, 2014). The study by Robinson in 1975 revealed that achievement and recognition were the best factors that affect job satisfaction and motivation positively (Thulaseedharan and Nair, 2015). Caring organisations are recognised as employers that show interest in the well-being of their employees (Nielsen, Nielsen, Ogbonnaya, Käsälä, Saari and Isaksson, 2017). Caring can be shown by the personal touch, personal follow-up, personalised remarks, public praise and frequent contact Ahmad et al. (2017). Recognition and financial rewards must be used or applied simultaneously in order to be effective as equity rewards is frequently meaningless when applied without compensation or tangible rewards (Waqas, Bashir, Sattar, Abdullah, Hussain, Anjum, and Arshad, 2014). Ndungu (2017) suggests that the management of the organisations should not provide only fixed strategies of motivating employees as employees are continuously motivated by different forms of motivation.

Kuvaas et al. (2017) postulate that positive feedback is critical for the development, expansion and satisfaction of the employee. Positive feedback from the supervisor is always believed to be true by the employee and feel satisfied with the feedback (Zheng, Diaz, Jing and Chiaburu, 2015). Therefore, equally important as recognition is positive feedback (Ndungu, 2017). Indication of mistakes and warnings produce results that are not good for the organisation as employees work towards avoiding mistakes instead of enjoying work and produce good results (Maduka and Okafor, 2014). The low satisfied employee might find it dissatisfying to be recognised as other employees (Andersson, 2017). The motivation that is associated with the avoidance of punishment is normally associated with bad results such as mental illness to the employees (Ndungu, 2017).

Singh (2016) reported that respondents required some recognition from the supervisors for their accomplishments and the dominant comments from the respondents were:

- They felt like their efforts were valued but somehow ignored,

- Gratification by saying “thank you” goes a long way,
- They required praise and recognition for achievement and
- Credit was desired across the organisation for contribution

Employees that work for the organisation that pays attention to their efforts and reward them for those efforts usually work hard towards producing work that would result in a prosperous organisation (Ahmad et al., 2017).

### **2.9.5 Working Environment as a Factor Influencing Job Satisfaction**

Working environment is the environment that the employer has provided for the employees to carry out their duties to achieve organisational goals (Awan and Tahir, 2015). The working environment has been divided into two major components which are behavioural components and physical components (Ndungu, 2017). The physical organisational environment is known as the surroundings of the working space that include but not limited to the amount of work, working space, working tools, temperature and safety to (Alshmemri, Shahwan-Akl and Maude, 2017). The behavioural environment of the organisation deals with the level of distractions, interruptions, colleagues and the level of noise (Ndungu, 2017).

Raziq and Maulabakhsh (2015) and Jayaweera (2015) concluded that the working environment has a direct impact on job satisfaction. Jayaweera (2015) further revealed that motivation was playing a role of being an arbitrator between working environment and job performance as those who negatively viewed the working environment, performed poorly compared to their counterparts who felt positive about the working environment. The study carried out by Aziz, Kumar, Rathore and Lal, (2015) concluded that employees working in the high demanding and unpredictable environment were developing emotions of uncertainty and lower job satisfaction levels.

Most studies had proven that employee motivation and job satisfaction respond to organisational variables such as structure and working conditions (Smith, Joubert and Karodia, 2015; Benedetti, Diefendorff, Gabriel and Chandler, 2015). Better working condition is the first requirement that the employer has to provide for employees to keep them motivated (Mangi, Kanasro and Burdi, 2015). Employees must be assigned tasks that they are trained and best suited for in order to keep them happy in the workplace (Osabiya, 2015). Perfect organisational environments are like a beautiful and unattainable dream (Hattangadi, 2015). A fully esteemed employee who is motivated intrinsically has the way

of bringing excellence and transformation to the organisation with dedication (Allam, 2017). The perceived obstacle that prevents the employee from achieving his or her goal is the trigger of de-motivation (Kachalla, 2014). A warm and friendly working environment has been linked to job satisfaction and motivation (Safiullah, 2015).

The comfortable working environment serves as the enhancer of employee morale (Yousaf et al., 2014). The negative feelings the employee have about the working environment may lead to less motivation and dissatisfaction (Safiullah, 2015). The working environment is an important factor that affects the level of employee's job satisfaction and motivation as the productivity of the employee is determined by the environment at which is provided for him or her to perform the work duties (Agbozo et al, 2017). The employee performance is directly and indirectly influenced by the organisational environment (Nguyen, Dang and Nguyen, 2014). The companies have to provide a good working environment in order to increase effectiveness, efficiency, commitment and productivity (Raziq and Maulabakhsh, 2015).

#### **2.9.6 Fringe Benefits as a Determinant of Job Satisfaction**

Fringe benefits are non-financial packages that the employer offers to the employees as an addition to the guaranteed monetary compensation (Mabaso and Dlamini, 2017). Benefits are offered to enhance the compensation package and motivation of the employee (Pasztor and Valent, 2016). Motivating human resources is normally associated with the provision of employee benefits but these benefits come at a high cost for small ventures (Messersmith, Patel and Crawford, 2018). The employment opportunity came with the decent pay that afforded the employee an opportunity to build a family financial cushion and it was accompanied by the benefits that contributed to the financial stability of the employee (Kahn, 2018). Other benefits are prescribed by the employment laws as minimum benefits that are to be offered by the employer to the employees, both the employer and the employee have no say or control over these benefits (Ndungu, 2017). Compensation programs are divided into direct compensation and indirect compensation, where the direct part caters for salary or wages aspects and the indirect compensation program caters for employee's benefits (Shields et al., 2015). Employee benefits are the tools used by the employer to enhance financial security that protects the employee and the family of the employee from the financial risks (Umoh, Amah and Wokocha 2014). These benefits are aimed at addressing both the financial and social needs of the employee, some of them are prescribed and dictated by the employment regulation acts (Messersmith, Patel and Crawford, 2018). Employee benefits are very important to both employee and the employer (Budd, 2005). Employee

benefits affect the organisational survival in two folds, with the first fold being a financial burden to the organisation and secondly, by being a valance that will be appreciated by both employer and employee (Messersmith, Patel and Crawford, 2018). However, employee benefits should be important to the employee by addressing the specific needs of the employee (Negash, Zewude and Megersa, 2014).

Fringe benefits viewed as common benefits by employees are not regarded as motivators but considered as hygiene factors because their absence causes dissatisfaction while their presence does not yield to satisfaction (Messersmith, Patel and Crawford, 2018). Benefits (salary supplements) and other allowances are financial expansions that influence the motivation and satisfaction of employee (Haider et al, 2015). The absence of fringe benefits can lead to employees that are not satisfied and less motivated.

### **2.9.7 Supervisor/ Manager as an Element of Job Satisfaction**

There has been a reported positive relationship between job satisfaction and supervision (Mafini and Dlodlo, 2014). Supervision revolves around the competencies and the impartiality of the manager (Alshmemri, Shahwan-Akl and Maude, 2017). Every manager's decision about the employees is subjective to the beliefs and assumptions he or she holds about his or her team. (Hattangadi, 2015). Leading and managing is the basic requirement of any organisation or company (Koh, San Ong and Samuel, 2017). The critical task for a manger of a small business is to manage the key resources of the business (Mikkelsen, Jacobsen and Andersen, 2017).

The enhancement of job satisfaction creates a good relationship between the supervisor and the employee (Koh, San Ong and Samuel, 2017). Suggested good ways of creating a good relationship between the supervisor and the employees are (Safiullah 2015):

- The effective communication between the supervisor and the employee,
- Listening and consideration of employee's ideas,
- Supervisor to consult with employees,
- Respect must be the order of the day and
- Caring for each employee should be promoted

The current working force requires leaders that attend to their needs (employee's needs) for satisfaction and development by providing a situation that satisfies the employee's needs (Almaaitah et al., 2017). Despite the differences that have been identified by the scholars in

terms of leaders and managers of the business, Brevis and Vrba (2014) state that managers and leaders are involved in the same tasks. The prosperity of any business is much dependent on the employees (Kuranchie-Mensah and Amponsah-Tawiah, 2016).

Manager's main focus should be to understand the reasons as to why employees do not behave the same and to make certain that those behaviours are turned into positive efforts of attaining company goals (Haque, Haque and Islam, 2014; Kachalla, 2014). Managers must strive to meet the important needs and basic requirements of the employee to promote work productively (Naile and Selesho, 2014). However, the challenge with the management of small businesses is that the owner-managers have to perform all the management duties to see the business succeed (Belisa and Koustelios, 2014).

The survival of the organisation is dependent on how its workforce is motivated to meet the objectives of the organisation (Kachalla, 2014). Leadership style has a great impact on the motivation and satisfaction of the employee (Koh, San Ong and Samuel, 2017). The major challenge for the managers is to lead and make sure that the employees are always motivated to perform at their optimum level (Jones and George, 2011). Effective management of employees is the key that opens the doors of success for the organisation (Imran, Ahmad, Nisar and Ahmad, 2014). The motivation of employees is one of the most critical management skills required from a manager (Long, 2015).

For a high employee performance, a leader is required to manage and lead his or her human resources with fairness (Elqadri et al., 2015). Well-being and thriving of the business depend on how the leadership influences its employees (Belias and Koustelios, 2014). Promotion of organisational fairness is essential for a manager to enhance the quality of the employee's contribution towards achieving the company goals (Long, 2015). Once employees feel that there is inequality in the working environment, they tend to be dissatisfied and end up withdrawing their efforts of achieving the company goals (Stephen and Ayaga, 2014). Managers or supervisors who often perceive themselves as bigger than his or her employees have a negative impact on the promotion of organisational fairness (Long, 2015).

Transformational and charismatic leadership styles have been linked with the high level of individual and organisational performances (Ahmad et al., 2015). Leadership practices play an important role in the motivation of employees through a combination of various motivation factors (Caillier, 2014). Organisational high performance is not enough to keep the employees motivated but assisting the employees in pursuing the achievement of their

own career goals is the most important element of the employee motivation (Naile and Selesho, 2014). Leaders of the organisation should consider avoiding the traditional methods of motivation such as “carrot and stick” approach when they want to motivate employees effectively (Singh, 2016).

Previous studies have proven that the motivation of the employee is a complicated and difficult subject but managers should try to understand it in order to obtain organisational success through proper management of employees (Abbah, 2014). Supervisors and managers must have positive impact on the motivation of the employee and on the job satisfaction of the employee in order to attain organisational success.

## **2.10 THE DEMOGRAPHIC FACTORS INFLUENCING JOB SATISFACTION**

A person’s level of motivation differs with the different stages of their life (Kuranchie-Mensah and Amponsah-Tawiah, 2016). The demographic factors such as gender, marital status, education level and age have an impact on the way in which the employee perceives job satisfaction or motivation (Fareed and Jan, 2016). Certain demographic factors have an influence on the way an employee perceives the importance of certain motivation factors (Snelgar, Shelton and Giesser, 2017). Individual characteristics have a great impact on the motivation levels of that particular individual (Ndungu, 2017). People define themselves according to the work they do (Kuranchie-Mensah and Amponsah-Tawiah, 2016).

### **2.10.1 Gender**

Earlier studies have concluded that women were highly satisfied at work compared to their male counterparts (Kuranchie-Mensah and Amponsah-Tawiah, 2016). There is a fair share amount of contradiction in the findings of gender differences and motivation in studies (Snelgar, Shelton and Giesser, 2017). In theory, gender differences in a workplace are mainly associated with work-life conflicts and work-life conflict has been associated with poor job satisfaction (Tabvuma, Georgellis and Lange, 2015). Men and women don’t view motivation in the same manner (Safiullah, 2015). Since women have greater responsibilities in the household and in raising children, female employees are known to be severely affected by work-life conflict compared to their male counterparts (Tabvuma, Georgellis and Lange, 2015). Women are not as confident as their male counterparts and they also prefer to engage in less challenging activities (Safiullah, 2015). Allam (2017) concluded his study by stating that both male and female employees rated fair salaries, respect and recognition as their priorities towards job satisfaction requirement. The study that was conducted in 2010 by

McKinsey and Company in Europe, Brazil and India revealed that the companies that had women in senior positions were outshining the companies that had no women in senior position by 41% (Thulaseedharan and Nair, 2015). Organisations are struggling to keep female employees satisfied (Thulaseedharan and Nair, 2015).

### **2.10.2 Age**

Age is an important socio-demographic that may have an impact on a strategic decision (Zareen, Razzaq and Mujtaba, 2015). It is more important to understand the job satisfaction driving factors in different age group than a mere understanding of the relationship between age groups and job satisfaction (Drabe, Hauff, and Richter, 2014). External conditions are the main drivers in the difference of motivation effects of different age groups (Snelgar, Shelton and Giesser, 2017).

Greater focus on enhancing employee intrinsic motivation for the younger employees is highly favoured in the study that was carried out by Kordbacheh, Schultz and Olson (2014). In the studies carried out by Drabe, Hauff and Richter (2014) concluded that older employees' job satisfaction was driven by different factors compared to younger employees. Older employees are not as concern about their remuneration like their younger counterparts (Safiullah, 2015). The study conducted by Scheers and Botha (2014) concluded that the correlation between job satisfaction and motivation was stronger for the older generation compared to the younger generation. Employees aged between the ages of 40 to 45 years are mostly concerned about motivational factors while the employees between the ages of 30 to 35 years are satisfied (Safiullah, 2015).

### **2.10.3 Level of Education**

Job performance is another factor that affects the satisfaction of the employee and in the studies conducted by Sarmiento and Beale revealed that there was no relationship between education and job performance (Bin, 2015). Education level affects both job satisfaction and the pay that the employee earns (Kuranchie-Mensah and Amponsah-Tawiah, 2016). In the study carried out by Noor, Khan and Imran (2015) showed that non-PHD faculty members were less satisfied compared to their PDH counterparts as the non-PHD faced more difficulties in their working environment. Fair compensation was rated as the priority for job satisfaction by the employees that completed tertiary level education and by those that did not any higher level of education (Allam, 2017).

#### **2.10.4 Personal Competences**

Researchers have found that the success of any organisation relies on the employee's input which is affected by the employee's personal characteristics associated with their working environment (van Antwerpen and Ferreira, 2016). The formula for a satisfied employee strongly relies on the self-directed employee and the relationship that employee has with his or her colleagues at work, sometimes this comes with the call to change the company goals in order to keep the employees motivated (Bin, 2015). Organisations prefer employing people that have skills and competencies preferred to employing people that have only qualifications to back up their knowledge of work (Lazányi, 2015). Previous studies have taught us that the misalignment of employee's skills level, competence, education level and working hours results in poor satisfaction of the employee in the workplace (Farwin and Uthayakumar, 2017).

#### **2.11 RETENTION AS A GENERAL PROXY FACTOR FOR GAUGING MOTIVATION**

Intrinsic factors of motivation are very important for the retention of the employees in an organisation (Putra, Cho and Liu, 2017). Employee retention is defined as every effort the organisation put in place to keep its talented and productive employees working for the organisation (Kassa, 2015). The unrealistic assumptions about deriving satisfaction from work by the employee who has just joined the organisation induce satisfaction to the individual until the reality kicks in and those assumptions are proven wrong (Kuranchie-Mensah and Amponsah-Tawiah, 2016).

#### **2.12 MOTIVATION AND JOB SATISFACTION**

Job satisfaction was normally used as the background concept in the development of motivation theories (Van Scheers and Botha, 2014). Job satisfaction and motivation are two different concepts that have similarities to the employees, employers and to the society (Van Scheers and Botha, 2014). Motivation and job satisfaction are highly discussed topics in organisational behaviour (Kian, Yusoff and Rajah, 2014). Job satisfaction and motivation are two totally different and intertwined topics: motivation is future-oriented and satisfaction is past-oriented (Osemeke and Adegboyega, 2017). The propensity of managers in the motivation of employees can lead the organisations to the high levels of satisfaction with the final product being organisational competitiveness and success (Wojtaszek, 2016). Working environment, work content and the personality of the employee are three factors of

satisfaction that have a control over job satisfaction (Fareed and Jan, 2016). Just like motivation, job satisfaction is also categorised into intrinsic job satisfaction and intrinsic job satisfaction (Jones, Hill and Henn, 2015). There are several definitions that have been put forward to explain job satisfaction. Job satisfaction is a positive psychological state of mind that reveals or exposes the sentiments of the employee in a working environment (Oliver, 2014). The higher level of employee satisfaction translates to a highly motivated employee (Van Scheers and Botha, 2014). Extrinsic motivation has a negative effect on job satisfaction and intrinsic motivation has a positive association with job satisfaction (Li, Hu, Zhou, He, Fan, Liu, Zhang, Li and Sun, 2014). In the studies, motivation and job satisfaction are usually used together due to their close related factors (Kian, Yusoff and Rajah, 2014). Most of the factors found in job satisfaction are also found as factors in motivation (Li et al., 2014). The shared factors are power, job security, rewards and promotion (Kian, Yusoff and Rajah, 2014). However, it must be noted that motivation cannot be explained as job satisfaction and job satisfaction cannot be explained as motivation (Kian, Yusoff and Rajah, 2014).

In terms of Herzberg's two factor theory, the motivators serve as the indicator of unsatisfactory or satisfactory conditions in the workplace (Mangi, Kanasro and Burdi, 2015). Studying four cohorts of motivation, Singh (2016) concluded that intrinsic motivational factors were outshining the extrinsic motivation factors. The study conducted by Yeboah and Abdulai (2016) using the Herzberg's two factor on the employees of the small company, a hotel in Ghana found that employees were highly motivated with the motivators such as policies addressing fairness and equity recording a mean of 3.63, training and development opportunities recording a mean of 3.62, promotion opportunity recording a mean of 3.45, recognition recording a mean of 3.44, work matching skills at a mean of 3.42, job beneficial to career sitting at a mean of 3.41 and finally tested the opportunity to satisfy personal goal recording a mean of 3.47. Yeboah and Abdulai (2016) further investigated the hygiene factors and also discovered that the employees were satisfied at an average mean of 3.2 when incentives, salary, good communication, good relation with co-workers, good access to company resources and promotion based on performance were tested. The study conducted by Thulaseedharan and Nair (2015) concluded that hygiene factors did not affect job satisfaction and that motivators affected job satisfaction.

Job satisfaction and motivation are two different topics but they are closely related (Asegid, Belachew and Yimam, 2014). Motivation is the internal force that affects the employee positively into achieving individual and company objectives. On the other hand, factors of

motivation influence the satisfaction level of the employee. Factors of motivation have been explained as the aspects of the job that provide the employees with satisfaction and encourage the employee to perform at work. The failure of aligning the factors of motivation to the needs of the employees leads to dissatisfaction.

### **2.13 THE CONCLUSION OF CHAPTER TWO**

Chapter 2 opened with the introduction and followed by the exploration of the literature by providing the definition of motivation. The chapter covered the literature review on the main topics such as theory framework, employee motivation, job satisfaction and demographic factors.

Theoretical framework covered intrinsic and extrinsic theories of motivation, content theories of motivation and process theories of motivation. Content theories briefly introduced the history of the content theories and gave a detailed review of Herzberg's two-factor theory, McGregor's Theory X and Theory Y and McClelland's Achievement Motivation Theory. Adam's Equity Theory was the only process theory that was briefly discussed.

Job satisfaction heading covered definition of job satisfaction reviewed the theory of job satisfaction against employee motivation. This heading also covered remuneration and rewards, recognition, benefits, promotion, organisational environment, supervisor or manager and retention as factors of job satisfaction and motivation. Demographic factors covered gender, age and the level of education.

## **CHAPTER THREE**

### **THE RESEARCH METHODOLOGY**

#### **3.1 THE INTRODUCTION OF CHAPTER THREE**

Chapter three (3) covers the research methodology by giving details to the location of the study, the research objectives, research design, population of the study, the sample of the study, the sampling method, the construction of an instrument, ethical consideration, the pilot study, validity and reliability of the questionnaire and the data analysis of the study.

#### **3.2 THE LOCATION OF THE STUDY**

The study was conducted in a small engineering firm with the head office located in Pietermaritzburg and 3 satellite offices in KwaZulu Natal (Port Shepstone), Northern Cape and Gauteng in South Africa.

#### **3.3 THE RESEARCH OBJECTIVES OF THE STUDY**

- To establish the demographic factors that affect motivation and job satisfaction among the employees of the small engineering firm in South Africa.
- To identify motivation factors that affect job satisfaction among the employees in the small engineering firm in South Africa.
- To provide recommendations on how small engineering firm in South Africa can improve their motivation strategies that will yield to better job satisfaction among the employees.

#### **3.4 THE RESEARCH DESIGN**

According to Creswell (2014) research design is the plan and framework in which the research will be done. Research can be carried out in three approaches and these approaches are a qualitative method, quantitative method and mixed methods (Creswell, 2014). Mixed methods approach is the research approach that combines both the qualitative approach and quantitative approach (Creswell, 2014). The mixed-method is conducted to gather and to better understand the situation or the nature of the problem and once the phenomenon has been understood, the theories are drawn and hypothesis is formulated (Palinkas, Horwitz, Green, Wisdom, Duan and Hoagwood, 2015). The quantitative method is adopted in a study

to acquire truthful and reliable measurements that can be used as the statistical analysis (Queirós, Faria and Almeida, 2017).

The current study adopted the quantitative method as the aim was to find the factors that affect the motivation of employees in a small engineering firm and the known factors of motivation were rated by the employees. The advantage of choosing this method was based on the fact that it is easy to administer, it is not time-consuming and the results can be compared to the results of the previous similar studies (Choy, 2014).

### **3.4 THE POPULATION OF THE STUDY**

The population of the research is known to be a total quantity of the cases, events, people and things that equate to being subject of interest for the researcher (Etikan, Abubakar and Alkassim, 2016). The population of the entire company was 51 employees, including three (3) senior managers, forty four (44) technical staff members and four (4) administration staff members.

### **3.5 THE SAMPLE OF THE STUDY**

Sample of the study is defined as a portion of the population (Etikan, Musa and Alkassim, 2016). Serakan and Bougie (2013) define the sample as a subset of the population. The total sample size estimated for the current study was 51 participants, the entire population.

### **3.6 THE SAMPLING METHOD**

The process of selecting the right portion from the population to represent the entire population is known as the sampling method (Singh and Masuku, 2014; Serakan and Bougie, 2013). The elements being selected to represent the population must contain properties and characteristics that would match the characteristics and properties of the entire population (Serakan and Bougie, 2013). Sampling techniques are applied in research to reduce the cost and time effects on the project but bearing in mind the importance of the selection of elements that would represent the population with certain accuracy (Singh and Masuku, 2014). Most studies adopt a sample to present the target population of the study but it is recommended that the census-based survey is utilised whenever feasible (Martínez-Mesa, González-Chica, Duquia, Bonamigo and Bastos, 2016). Census-based approach is recommended for small populations of two hundred or less participants (Singh and Masuku, 2014). The population of the current study was less than two hundred and it was feasible to adopt census-based approach. Census surveys are surveys conducted on the entire target

population (Singh and Masuku, 2014). They are used by the researchers for small populations and when it is practically feasible to use the entire population as the sample of the study (Tyrer and Heyman, 2016).

### **3.7 THE DEVELOPMENT OF AN INSTRUMENT**

Developing and creating new questionnaire require time and money (Sousa, Matson and Dunn Lopez, 2017). Researchers usually adjust the existing instrument to suit the purpose of their research (Sousa, Matson and Dunn Lopez, 2017). The instrument was not created but adapted from the study conducted by De Beer in 1987 that was designed to evaluate work satisfaction and motivation. The nine dimensions that were created by De Beer (1987) were used for this study, however some questions were adjusted to meet the audience of the small engineering firm. De Beer (1987) used three-point scale and the participants could choose one among three options (true, not sure and untrue) to indicate the way they felt about each statement.

The questionnaire of the current study was divided into two sections. The first section consisted of general (demographic section) and motivation and job satisfaction section. The researcher should decide on the types of questions to be used for the study, the questions can be open questions or closed questions (Krosnick, 2018). Likert scales are usually adopted to measure and determine the respondent's attitude (Heiberger and Robbins, 2014). Five point Likert scales instruments yield to good response rate and are favoured by researchers because respondents easily understand them (Rahi, 2017). The motivation and job satisfaction section consisted of 46 closed statements that were to be rated in a five (5) point Likert scale, with 1 being strongly disagreed, 2 being disagreed, 3 being neutral, 4 being agree and 5 being strongly agree. On the negative statements, the ratings were reversed with 1 being strongly agree, 2 being agree, 3 being neutral, 4 being disagree and 5 being strongly disagree. On the other hand, the demographic section only consisted of only four (4) questions which consisted of the level of education, age group, gender and number of years working for the company. The rule of thumb is that the participant should be able to answer three (3) multiple-choice questions per minute (Ikart, 2019). Therefore, 20 minutes was an estimated time to complete the questionnaire of the current study.

#### **3.7.1 The Administration of the Instrument**

Self-administered questionnaires are ideal for coverage of a wide range of the population and they are less resource-intensive and recommended for collection of sensitive data

(Belisario, Jamsek, Huckvale, O'Donoghue, Morrison, and Car, 2015; Song, Son and Oh, 2015). The self-administered questionnaires can be collected through mail and post or physically (Song, Son and Oh, 2015).

The questionnaires were emailed to the participants using their work email addresses. The participants were instructed to use the brown A4 envelopes provided by the researcher for packaging of completed questionnaires. The envelopes were sealed by the participants and deposited in a box. The boxes were collected by the researcher after 2 weeks from the date of emailing. Out of 51 sent questionnaires, only 45 were completed resulting in a response rate of 88.2%.

### **3.8 ETHICAL CONSIDERATIONS**

Ethical clearance form was completed and submitted to the Department of Human and Social Sciences of the University of KwaZulu Natal to seek permission to conduct the study. Both the study and the researcher were bound by the rules and the code of conduct for the research of the university. The undertaking was signed by the researcher and the supervisor prior to the distribution of questionnaires. The written consent was handed to the participant and the participants were made aware that the completion of the questionnaires was voluntary participation. The data collected by the researcher through the questionnaire would not in any way expose the participants to any form of diminished self-respect, self-esteem and cause shame.

### **3.9 THE VALIDITY AND RELIABILITY OF THE QUESTIONNAIRE**

Validity is briefly explained as the test of how well is a developed instrument measure the particular concept that it is intended to measure (Artino Jr, La Rochelle, Dezee and Gehlbach, 2014; Bolarinwa, 2015). Validity ensures the generalizability of the research findings to similar situations. Face validation of the questionnaire is considered to be an unreliable method of testing the questionnaire for validity by many researchers but it is a common method in the developing countries (Bolarinwa, 2015). Therefore, the face validation of the instrument was adopted for this study as the questionnaire was seen suitable to gauge motivation of the employees of the small engineering firm.

Reliability is briefly explained as the test of how consistently the measuring instrument is used or can be used to measure the concept it is measuring on the other studies or trial studies (Bolarinwa, 2015). Testing the instrument for reliability is concerned with the consistency

of the correlation of variables within the survey instrument (Sharma, 2016). There are normally 4 tests that can be used to gauge the reliability of the study and these tests are: a) Inter-Rater/Observer Reliability, b) Test-Retest Reliability, c) Parallel-Forms Reliability and d) Internal Consistency Reliability (Sharma, 2016). The most commonly used method in testing the Likert scales about behaviour and attitude elements is Cronbach's alpha (Sharma, 2016). Coefficient (alpha) between 0.8 and 0.7 indicate the acceptable reliability of the survey instrument; with alpha between 0.8 and 0.9 suggesting good internal consistency; with alpha above 0.9 indicating excellent internal consistency; between 0.7 and 0.6 suggest questionable consistency; between 0.6 and 0.5 suggests poor consistency and the alpha value less than 0.5 indicate unacceptable consistency (Sharma, 2016).

De Beer (1987) adopted Cronbach's alpha test to gauge the reliability for his study. He obtained the average Cronbach's alpha coefficient of **0.801**. On each sub-section of the questionnaire, De Beer (1987) obtained the following results: Cronbach's alpha coefficient of 0.78 for Work content, Cronbach's alpha coefficient of 0.86 for remuneration, Cronbach's alpha coefficient of 0.86 for promotion, Cronbach's alpha coefficient of 0.9 for rerecognition, Cronbach's alpha coefficient of 0.77 for working conditions, Cronbach's alpha coefficient of 0.84 for benefits, Cronbach's alpha coefficient of 0.72 for supervisor or leader and on general he obtained a Cronbach's alpha coefficient of 0.75. The questionnaire developed by De Beer in 1987 was deemed acceptable and consistently reliable as it had an average Cronbach's Alpha coefficient of 0.801.

### **3.10 THE DATA ANALYSIS**

The raw or primary data that was collected by means of questionnaires was systematically arranged to be analysed using the IBM SPSS version 25 software for Microsoft Windows 64 bit. Statistical Package for Social Sciences (SPSS) was used because it was familiar software used in a research platform and the advantage of using it was that it carried out many types of analysis and the output could be obtained in any required form (Arkkelin, 2014). Data analysis was conducted at a 95% Confidence Interval, at the conventional 5% significance level. Univariate analysis was firstly conducted in the form of frequency tables and descriptive statistics.

The following analysis was performed for the current study:

- **Normal distribution tests:** Normality tests assist in determining if the hypothesis tests and other inferential statistics (correlation and regression) should follow

parametric or non-parametric tests. Normality tests assist in determining if the hypothesis tests and other inferential statistics (correlation and regression) should follow parametric or non-parametric tests (Das and Imon, 2016). However, the sample size (small sample size) dictated that the study should follow a non-parametric test.

- **Correlation:** Correlation is a measure of the strength and direction of the linear relationship between two variables. The correlation coefficient can range from -1 to +1, with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation, and 0 indicating no correlation at all. A variable correlated with itself will always have a correlation coefficient of 1. Pearson's correlation was adopted for the current study.
- **ANOVA:** In the current study, a one-way analysis of variance (ANOVA) was used to determine whether the mean of a dependent variable (job satisfaction) was the same across the demographic factors. ANOVA was used since independent-samples t-test is more commonly used when you have just two groups.
- **Paired T-Test:** Was used to determine the relationship between two variables using the t- distribution as the standard deviation was not known and the sample size was very small.

### 3.11 THE CONCLUSION OF CHAPTER THREE

Chapter 3 covered the research methodology to detail by looking at the location of the study, the research objectives, research design, population of the study, the sample of the study, the sampling method, the construction of an instrument, ethical consideration, the pilot study,

## CHAPTER FOUR

### THE PRESENTATION OF RESULTS

#### 4.1 THE INTRODUCTION OF CHAPTER FOUR

Chapter four presents the results of the study. The chapter starts by looking at the presentation of primary research results, motivation and demographic factors, the effect of motivation factors on job satisfaction and the conclusion of chapter four.

#### 4.2 THE PRESENTATION OF PRIMARY RESEARCH RESULTS

The primary research had a response rate of 88.2% as forty five (45) out of fifty one (51) members of the study sample successfully participated.

##### 4.2.1 The Demographics of The Employees

The demographics section of the study provides a presentation of the research results from the first part of the research questionnaire which collected the demographic factors of the employees.

##### 4.2.1.1 The Level of Education

Table 4.1 presents the results on the level of education based on the employee's highest level of education.

Table 4.1: Level of Education

Level of Education	Frequency
Grade 8-11	-
Grade 12	9
Degree	31
Honours	-
Masters	1
Other	4
<b>Total</b>	<b>45</b>

#### 4.2.1.2 The Age of the Employees

Table 4.2 presents the results based on the age of employees.

Table 4.2: Age

Age Group	Frequency
20-25 years	4
26-30 years	12
31-40 years	25
41-45 years	1
46-60 years	-
60+ years	-
Prefer not to say	3
<b>Total</b>	<b>45</b>

#### 4.2.1.3 The Gender of Employees

Table 4.3 presents the results based on the gender of employees.

Table 4.3: Gender

Education	Frequency
Female	18
Male	25
Prefer not to say	2
<b>Total</b>	<b>45</b>

#### 4.2.1.4 The Number of Years Working for the Organisation

Table 4.4 presents the results based on the number of years the employee has worked for the organisation (Tenure).

Table 4.4: Number of years working for the organisation

No. of years working for the Organisation	Frequency
0-3 years	25
4-5 years	9
6-10 years	6
10+ years	3
Prefer not to say	2
<b>Total</b>	<b>45</b>

#### 4.2.2 Results on Job Content

Job content formed section two of the questionnaire and the following part is a presentation of the job content aspect of motivation that was investigated as part of this research. The results obtained from the primary research pertaining to job content with that is as follows:

Figure 4.1 below presents the findings from statement number 2.1.1 (I love my job) of the research questionnaire.

Figure 4.1: I love my job.

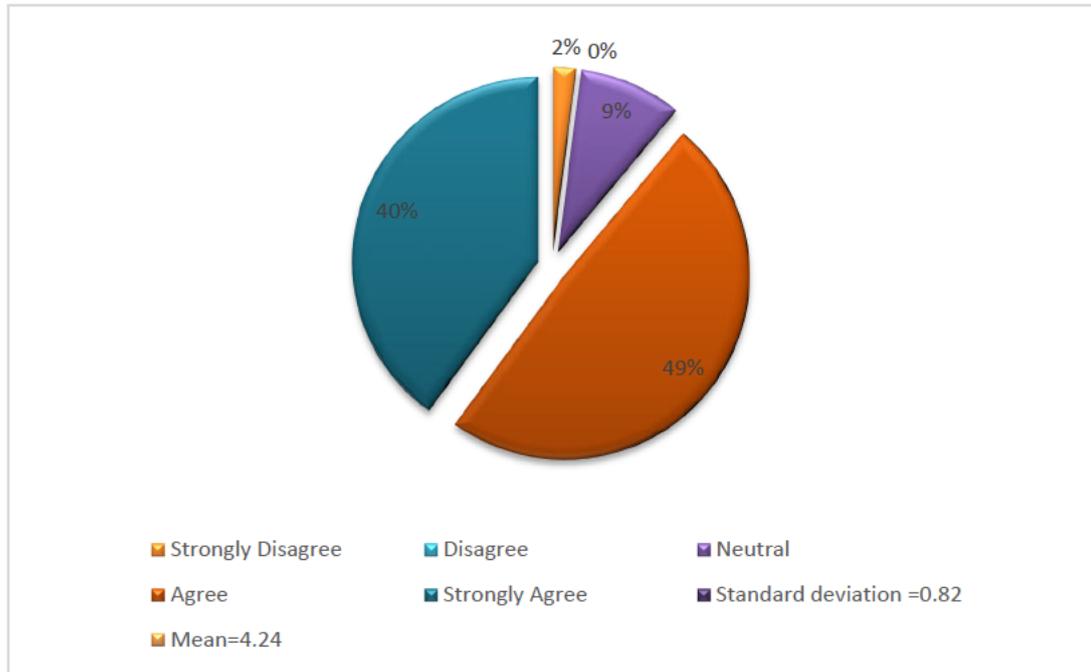


Figure 4.1 indicates that the greater number of participants (89%) responded “agree” and “strongly agree” while 9% responded “neutral” and 2% responded, “strongly disagree”. The standard deviation of 0.82 and a mean score of responses of 4.24 was obtained as a result.

Figure 4.2 below provides the results obtained from statement number 2.1.2 (I do a variety of tasks in my job).

Figure 4.2: I do a variety of tasks in my job.

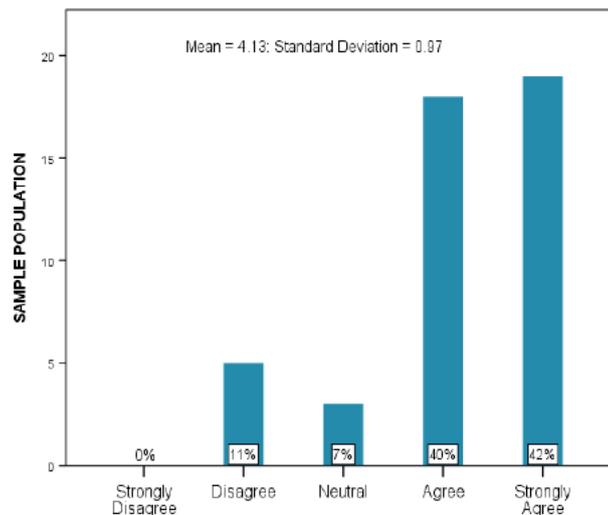
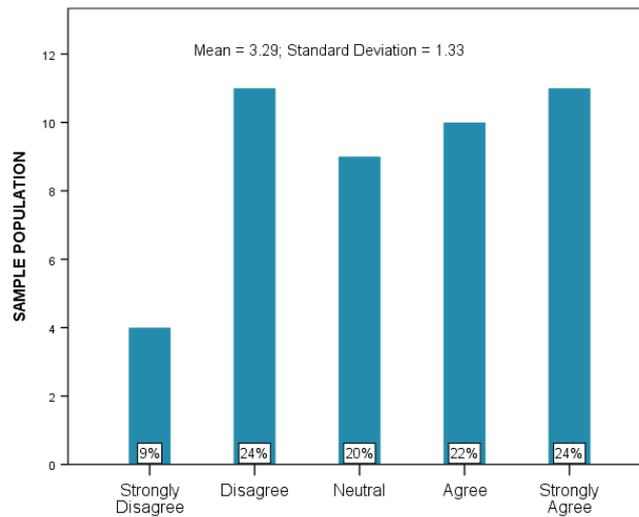


Figure 4.2 indicates that the greater number of the employees (82%) responded “agree” and “strongly agree” while 7% responded “neutral” and 11% responded, “disagree”. The standard deviation of 0.97 and a mean score of responses of 4.13 was obtained as the results.

Figure 4.3 below depicts the findings from the research statement number number 2.1.3 (I receive training which teaches me new things with my job) of the research questionnaire.

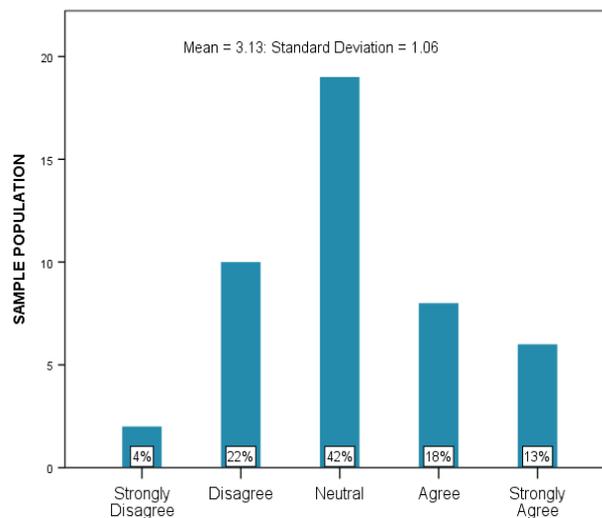
Figure 4.3: I receive training which teaches me new things with my job.



As shown in Figure 4.3, the greater number of the employees (46%) responded “agree” and “strongly agree” while 20% responded “neutral” and the remaining 33% responded "disagree" and “strongly disagree”. The standard deviation of 1.33 and a mean score of responses of 3.29 was obtained as the results.

Figure 4.4 depicts the results gathered from the questionnaire in response to statement number 2.1.4 (My work is easy) of the research questionnaire.

Figure 4.4: My work is easy.



Shown in Figure 4.4, the majority of the employees (42%) responded "neutral" 31% responded “agree” and “strongly agree” and 26% responded “disagree” and “strongly

disagree”. The standard deviation of 1.06 and a mean score of responses of 3.13 was obtained as a result.

Figure 4.5 depicts the results gathered from the response of statement number 2.1.5 (the amount of work is easy to manage) of the research questionnaire.

Figure 4.5: The amount of work is easy to manage.

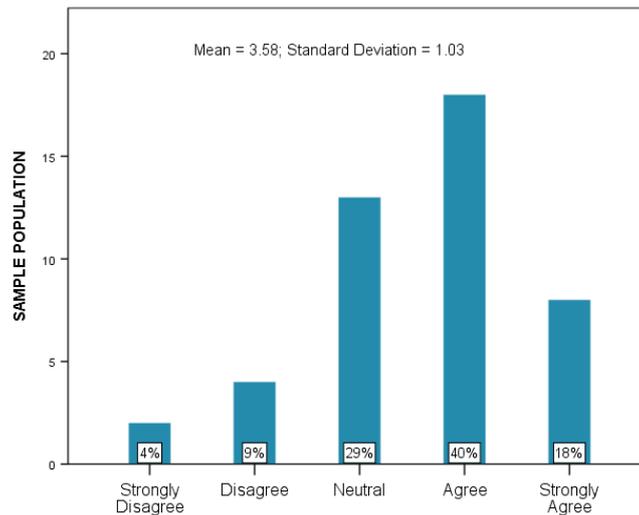


Figure 4.5 shows that the greater number of employees (58%) responded “agree” and “strongly agree” while 29% responded “neutral” and the remaining 13% responded "disagree" and “strongly disagree”. The standard deviation of 1.03 and a mean score of responses of 3.58 was obtained as a result.

Figure 4.6 depicts the results gathered from the questionnaire in response to statement number 2.1.6 (I manage the amount of work I do).

Figure 4.6: I manage the amount of work I do.

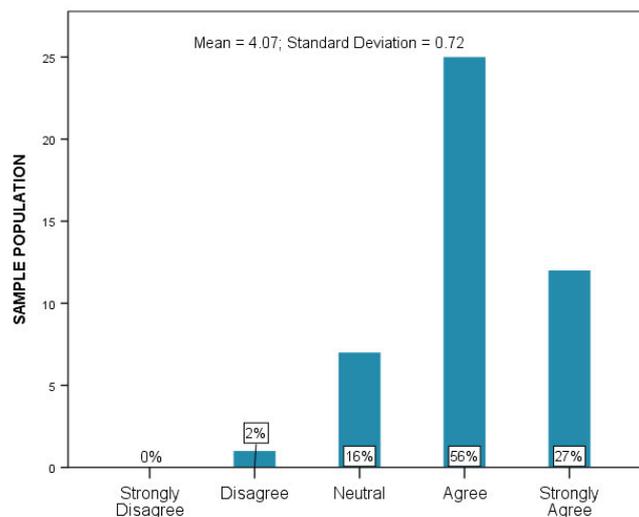


Figure 4.6 shows that the greater number of the employees (83%) responded “agree” and “strongly agree” while 16% responded “neutral” and the remaining 2% responded, “disagree”. The standard deviation of 0.72 and a mean score of responses of 4.07 was obtained as a result.

Figure 4.7 depicts the results gathered from the questionnaire in response to statement number 2.1.7 (I am completely independent of others) of the questionnaire.

Figure 4.7: I am completely independent of others.

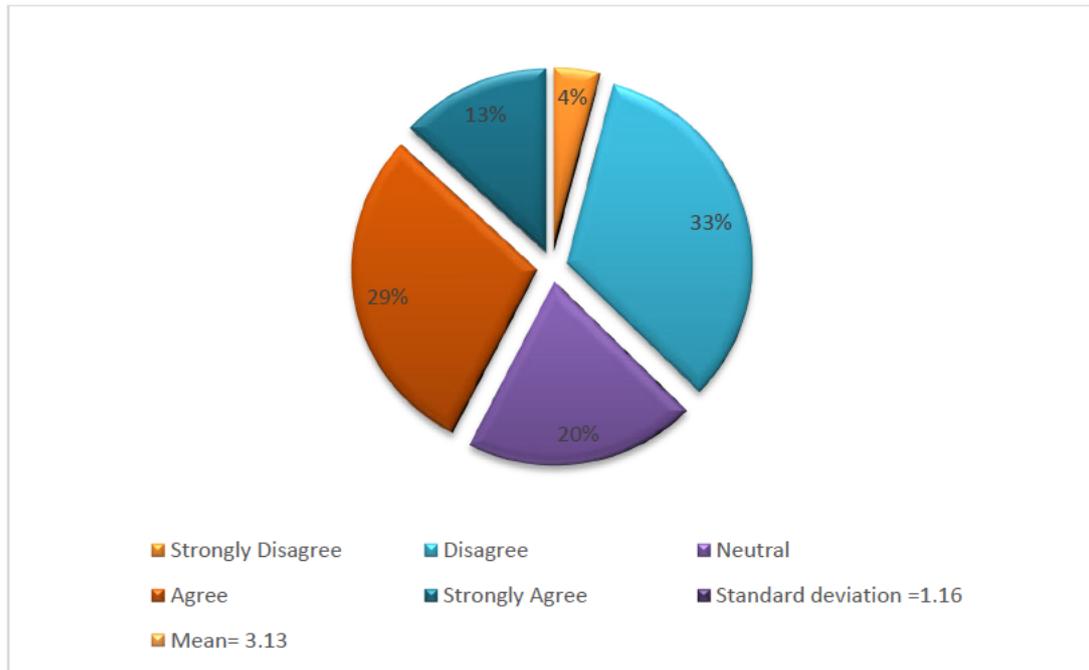


Figure 4.7 shows that the greater number of the employees (42%) responded “agree” and “strongly agree” while 20% responded “neutral” and the remaining 37% responded, “strongly disagree”. The standard deviation of 1.16 and a mean score of responses of 3.13 was obtained as a result.

Figure 4.8 depicts the results gathered from the questionnaires in response to statement number 2.1.8 (I consider the content of my work as my responsibility) of the research questionnaire.

Figure 4.8: I consider the content of my work as my responsibility.

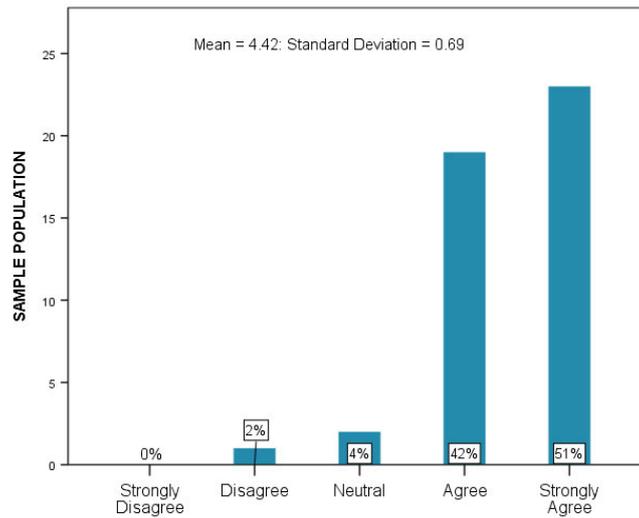


Figure 4.8 shows that the greater number of employees (93%) responded “agree” and “strongly agree” while 4% responded “neutral” and the remaining 2% responded, “disagree”. The standard deviation of 0.69 and a mean score of responses of 4.42 was obtained as a result.

Figure 4.9 depicts the results gathered from the questionnaires in response to statement number 2.1.9 (I know exactly what my tasks are) of the research questionnaire.

Figure 4.9: I know exactly what my tasks are.

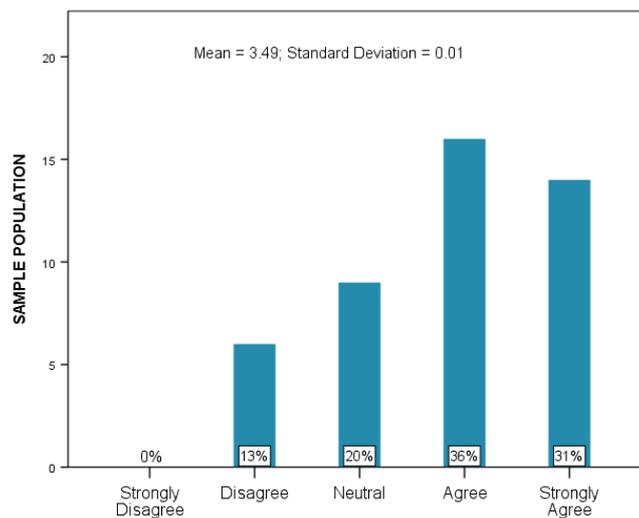


Figure 4.9, shows that the greater number of the employees (67%) responded “agree” and “strongly agree” while 20% responded “neutral” and the remaining 13% responded, “disagree”. The standard deviation of 1.01 and a mean score of responses of 3.49 was obtained as a result.

Figure 4.10 depicts the results gathered from the questionnaires in response to statement number 2.1.10 (I am allowed to decide on the methods for doing the work) of the research questionnaire.

Figure 4.10: I am allowed to decide on the methods for doing the work.

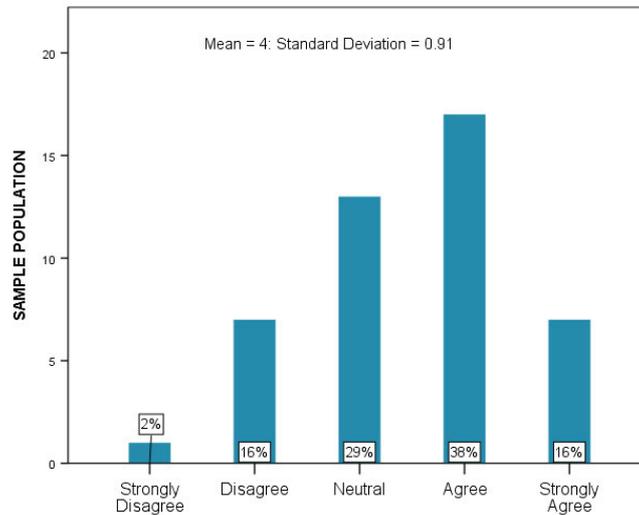


Figure 4.10 shows that the greater of the employees (54%) responded “agree” and “strongly agree” while 29% responded “neutral” and the remaining 18% responded, “strongly disagree”. The standard deviation of 0.91 and a mean score of responses of 4 was obtained as a result.

Figure 4.11 depicts the results gathered from the questionnaires in response to statement number 2.1.11 (I am proud of the work I do).

Figure 4.11: I am proud of the work I do.

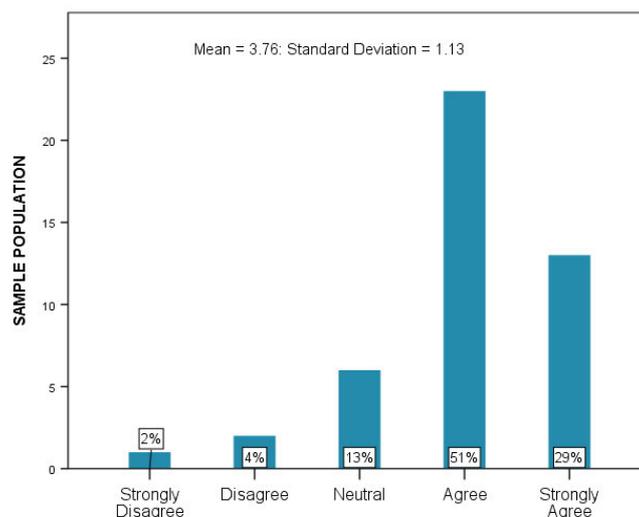


Figure 4.11 shows that the greater number of the employees (80%) responded “agree” and “strongly agree” while 13% responded “neutral” and the remaining 6% responded "disagree"

and “strongly disagree”. The standard deviation of 1.13 and a mean score of responses of 3.76 was obtained as a result.

Figure 4.12 depicts the results gathered from the questionnaires in response to statement number 2.1.12 (I see future success from the work I do) of the research questionnaire.

Figure 4.12: I see future success from the work I do.

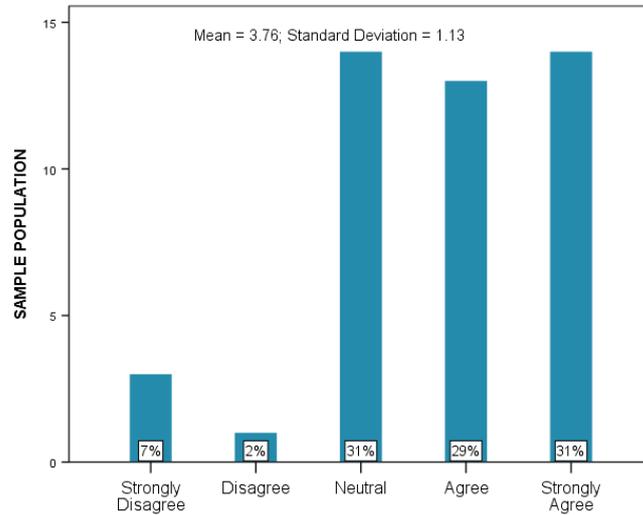


Figure 4.12 shows that the greater number of the employees (60%) responded “agree” and “strongly agree” while 31% responded “neutral” and the remaining 9% responded, “strongly disagree”. The standard deviation of 1.13 and a mean score of responses of 3.76 was obtained as a result.

Figure 4.13 depicts the results gathered from the questionnaires in response to statement number 2.1.13 (I see myself dismissed for no good reason) of the research questionnaire.

Figure 4.13: I see myself dismissed for no good reason.

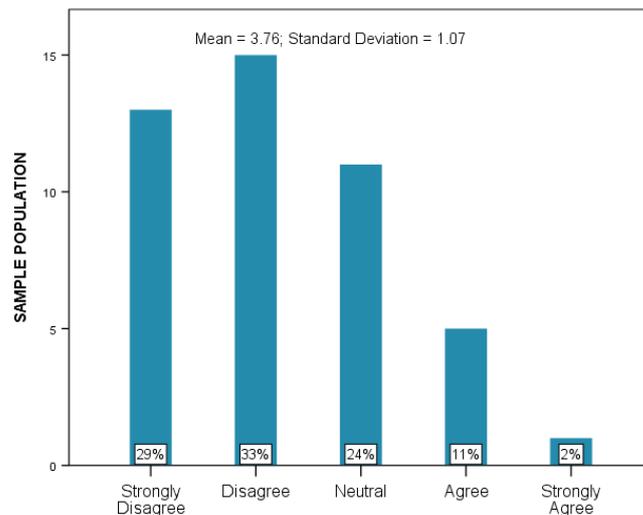


Figure 4.13 shows that a greater number of employees (62%) responded “disagree” and “strongly disagree” while 24% responded “neutral” and the remaining 13% responded “agree” and “strongly agree”. The standard deviation of 1.07 and a mean score of responses of 3.76 was obtained as a result.

Figure 4.14 depicts the results gathered from the questionnaires in response to statement number 2.1.14 (I have an opportunity to take part in decision making with regards to my work) of the research questionnaire.

Figure 4.14: I have an opportunity to take part in decision making with regards to my work.

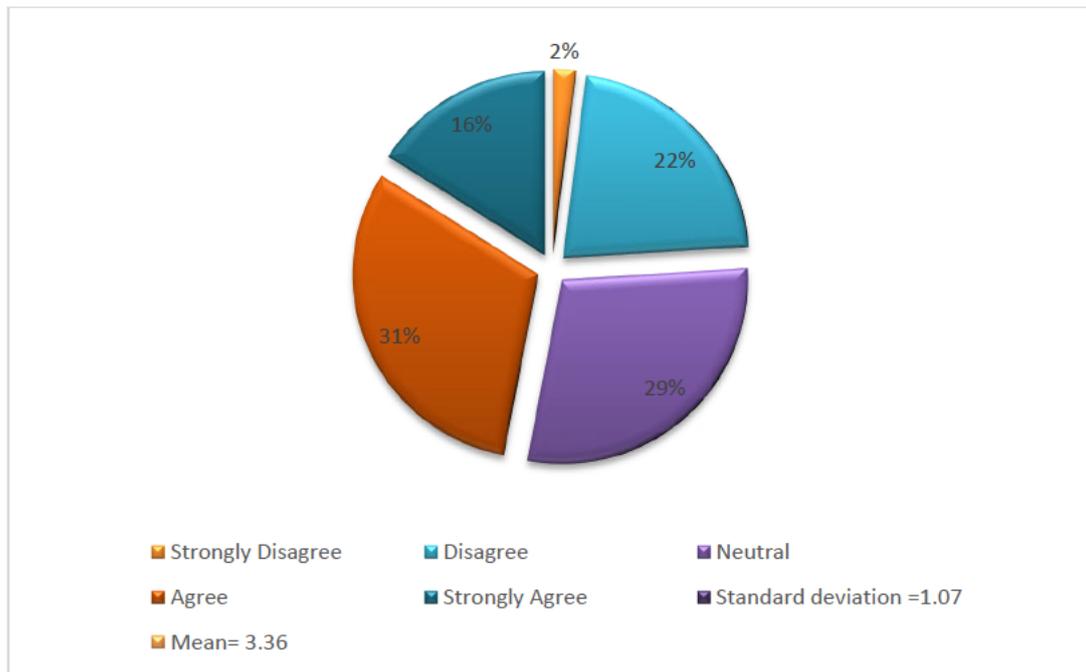


Figure 4.14 shows that a greater number of employees (47%) responded “agree” and “strongly agree” while 29% responded “neutral” and the remaining 24% responded, “strongly disagree”. The standard deviation of 1.07 and a mean score of responses of 3.36 was obtained as a result.

Figure 4.15 depicts the results gathered from the questionnaires in response to statement number 2.1.15 (My work adds value to the organization).

Figure 4.15: My work adds value to the organisation.

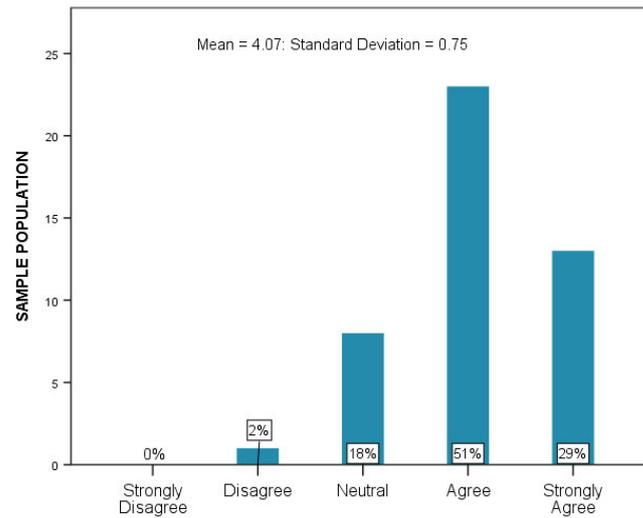


Figure 4.15 shows that greater number of the employees (80%) responded “agree” and “strongly agree” while 18% responded “neutral” and the remaining 2% responded, “disagree”. The standard deviation of 0.75 and a mean score of responses of 4.07 was obtained as a result.

Figure 4.16 depicts the results gathered from the questionnaires in response to statement number 2.1.16 (I have a certain degree of authority in my work) of the research questionnaire.

Figure 4.16: I have a certain degree of authority in my work.

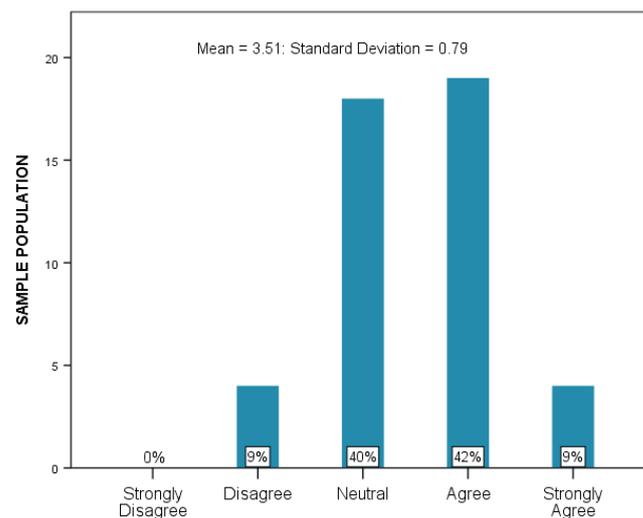


Figure 4.16 shows that the a greater number of employees (51%) responded “agree” and “strongly agree” while 40% responded “neutral” and the remaining 9% responded, “strongly disagree”. The standard deviation of 0.79 and a mean score of responses of 3.51 was obtained as a result.

### 4.2.3 Results on Remuneration

This part is the third part of the questionnaire and it provides a presentation of the remuneration aspect of motivation that was investigated. The results obtained from the primary research pertaining to remuneration with that is as follows:

Figure 4.17 depicts the results gathered from the questionnaires in response to statement number 2.2.1 (I am satisfied with my salary) of the research questionnaire.

Figure 4.17: I am satisfied with my salary.

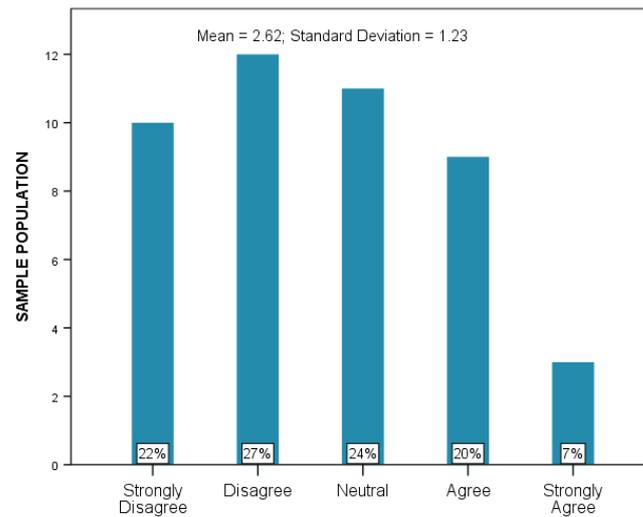


Figure 4.17 shows that a greater number of employees (49%) responded “disagree” and “strongly disagree” while 24% responded “neutral” and the remaining 27% responded “agree” and “strongly agree”. The standard deviation of 1.23 and a mean score of responses of 2.62 was obtained as a result.

Figure 4.18 depicts the results gathered from the questionnaires in response to statement number 2.2.2 (I earn the same as the people doing a similar job).

Figure 4.18: I earn the same as the people doing a similar job.

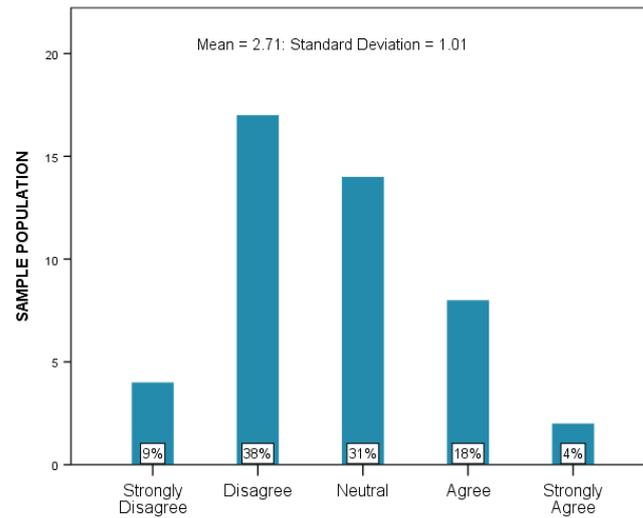


Figure 4.18 shows a greater number of employees (47%) responded “disagree” and “strongly disagree” while 31% responded “neutral” and the remaining 22% responded “agree” and “strongly agree”. The standard deviation of 1.01 and a mean score of responses of 2.71 was obtained as a result.

Figure 4.19 depicts the results gathered from the questionnaires in response to statement number 2.2.3 (I do a variety of tasks in my job).

Figure 4.19: I earn the same as people who have the same qualification.

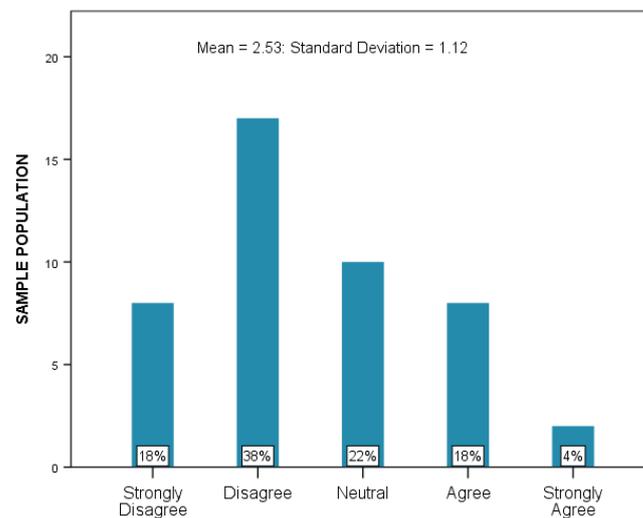


Figure 4.19 shows that a greater number of employees (56%) responded “disagree” and “strongly disagree” while 22% responded “neutral” and the remaining 22% responded, “strongly disagree”. The standard deviation of 1.12 and a mean score of responses of 2.53 was obtained as a result.

Figure 4.20 depicts the results gathered from the questionnaires in response to statement number 2.2.4 (My salary structure is perfect).

Figure 4.20: My salary structure is perfect.

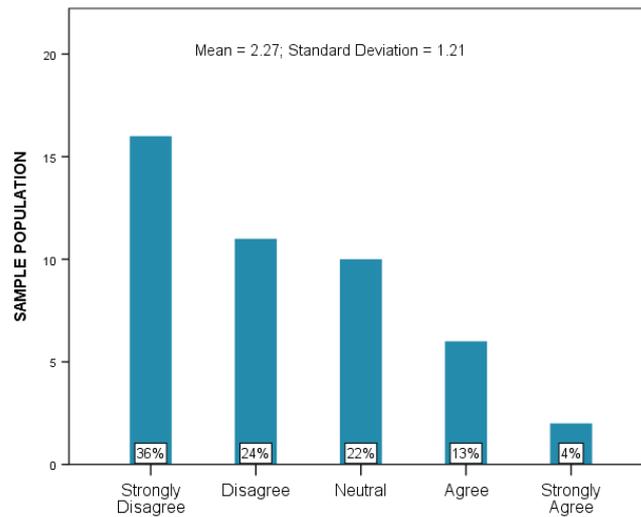


Figure 4.20 shows that a greater number of employees (60%) responded “disagree” and “strongly disagree” while 22% responded “neutral” and the remaining 17% responded "agree" and “strongly agree”. The standard deviation of 1.21 and a mean score of responses of 2.72 was obtained as a result.

Figure 4.21 depicts the results gathered from the questionnaires in response to statement presents the findings obtained from the primary research in response to statement number 2.2.5 (Salary increases are decided on a fair basis).

Figure 4.21: Salary increases are decided on a fair basis.

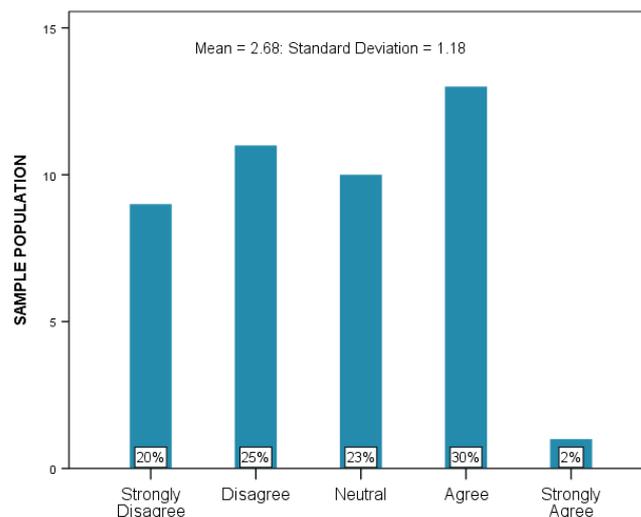


Figure 4.21 shows that a greater number of the employees (45%) responded “disagree” and “strongly disagree” while 23% responded “neutral” and the remaining 32% responded “agree” and “strongly agree”. The standard deviation of 1.18 and a mean score of responses of 2.68 was obtained as a result.

#### 4.2.4 Results on Promotion

This is the fourth section of the questionnaire and it provides a presentation of the promotions aspect of motivation that was investigated. The results obtained from the primary research pertaining to promotions with that is as follows:

Figure 4.22 depicts the results gathered from the questionnaires in response to statement number 2.3.1 (I will be promoted within two years).

Figure 4.22: I will be promoted within two years.

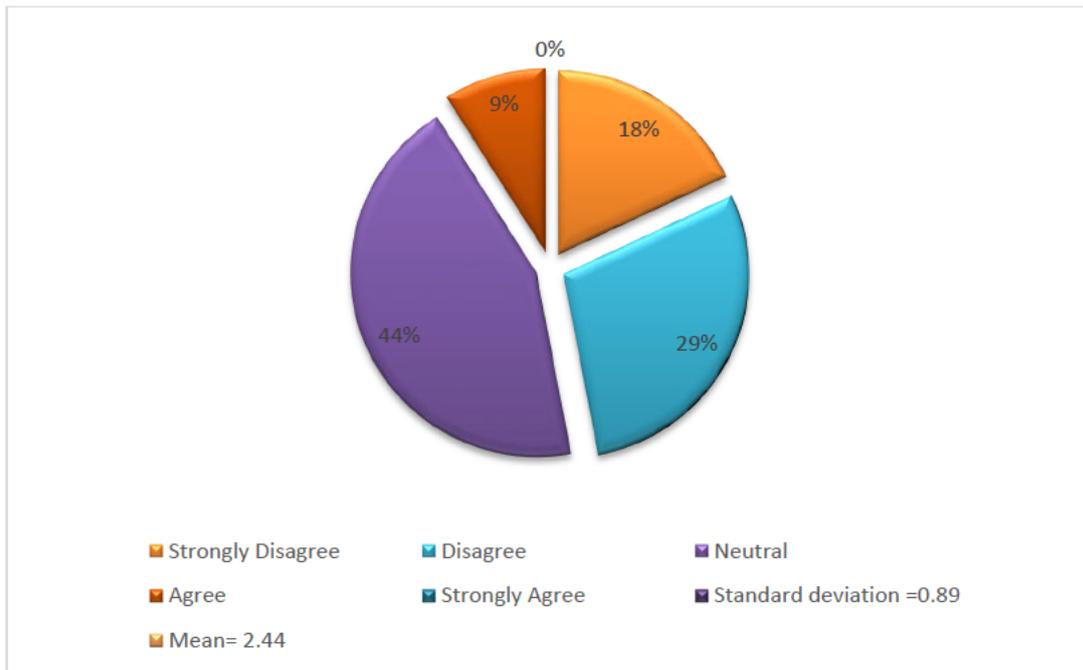


Figure 4.22 shows that the majority of the participants (47%) responded “disagree” and “strongly disagree” while 44% responded “neutral” and the remaining 9% responded, “agree”. The standard deviation of 0.89 and a mean score of responses of 2.44 was obtained as a result.

Figure 4.23 depicts the results gathered from the questionnaires in response to statement number 2.3.2 (Everyone has an equal opportunity for promotion).

Figure 4.23: Everyone has an equal opportunity for promotion.

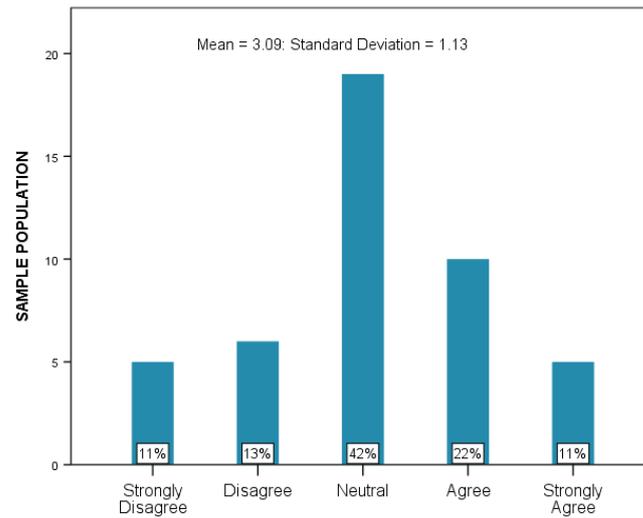


Figure 4.23 shows that a greater number of the employees (42%) responded "neutral", 33% responded "agree" and "strongly agree" while 24% responded "disagree" and "strongly disagree". The standard deviation of 1.13 and a mean score of responses of 3.09 was obtained as a result.

Figure 4.24 p depicts the results gathered from the questionnaires in response to statement number 2.3.3 (Employees are promoted in a fair and honest manner) of the research questionnaire.

Figure 4.24: Employees are promoted in a fair and honest manner.

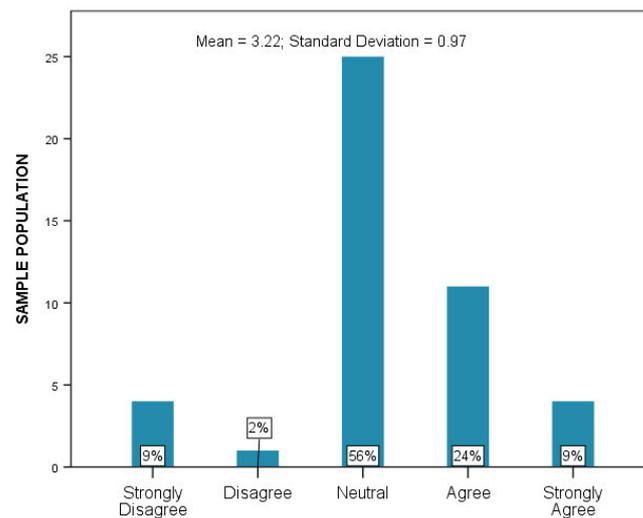


Figure 4.24 shows that a greater number of employees (56%) responded "neutral", 33% responded "agree" and "strongly agree" while 11% responded "agree" and "strongly disagree". The standard deviation of 0.97 and a mean score of responses of 3.22 was obtained as a result of the research.

Figure 4.25 depicts the results gathered from the questionnaires in response to statement number 2.3.4 (Being promoted means a lot to me).

Figure 4.25: Being promoted means a lot to me.

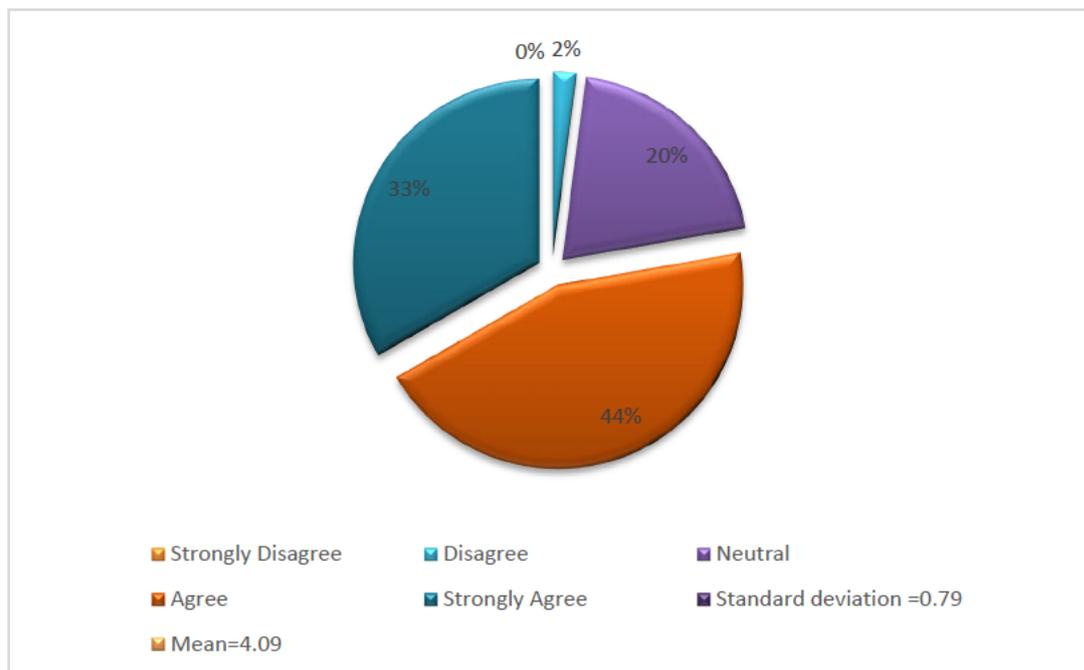


Figure 4.25 shows that a greater number of employees (77%) responded “agree” and “strongly agree” while 20% responded “neutral” and the remaining 2% responded, “disagree”. The standard deviation of 0.79 and a mean score of responses of 4.09 was obtained as the results from the research.

#### 4.2.5 Results on Recognition

This is the fifth section of the questionnaire and it provides a presentation of the recognition aspect of motivation that was investigated as part of this research. The results obtained from the primary research pertaining to recognition with that is as follows:

Figure 4.26 depicts the results gathered from the questionnaires in response to statement number 2.4.1 (I am praised regularly for what I do) of the research questionnaire.

Figure 4.26: I am praised regularly for what I do.

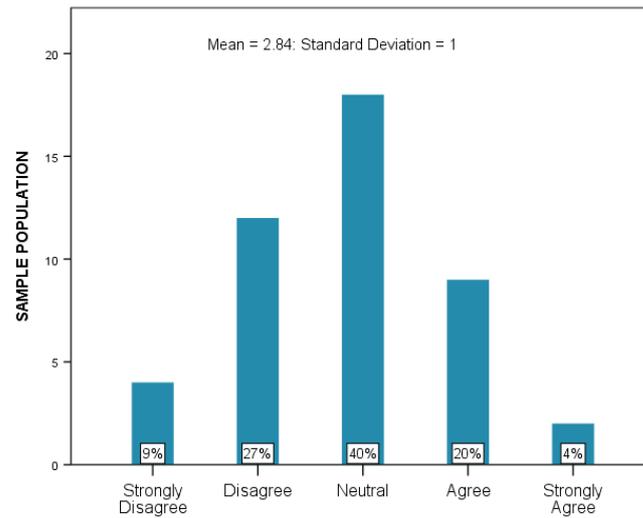


Figure 4.26 shows that a greater number of employees (40%) responded "neutral", 24% "agree" and "strongly agree" while 36% responded "disagree" and "strongly disagree". The standard deviation of 1 and a mean score of responses of 2.84 was obtained as a result of the research.

Figure 4.27 depicts the results gathered from the questionnaires in response to statement number 2.4.2 (I receive constructive criticism about my work).

Figure 4.27: I receive constructive criticism about my work.

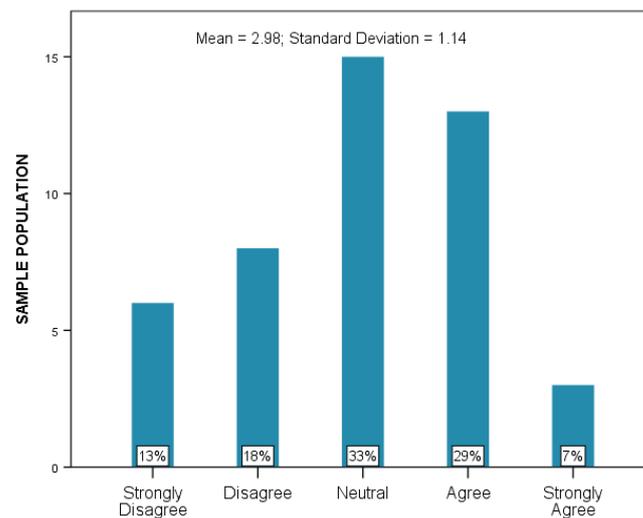


Figure 4.27 shows that a greater number of employees (36%) responded "agree" and "strongly agree" while 33% responded "neutral" and the remaining 31% responded "disagree" and "strongly disagree". The standard deviation of 1.14 and a mean score of responses of 2.89 was obtained as a result of the research.

Figure 4.28 depicts the results gathered from the questionnaires in response to statement number 2.4.3 (I get credit for what I do).

Figure 4.28: I get credit for what I do.

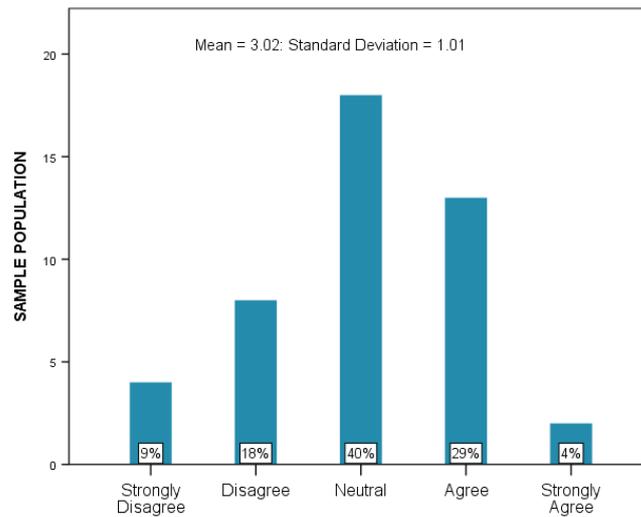


Figure 4.28 shows that a greater number of employees (40%) responded "neutral", 33% responded "agree" and "strongly agree" while 27% responded "disagree" and "strongly disagree". The standard deviation of 1.01 and a mean score of responses of 3.02 was obtained as a result of the research.

Figure 4.29 depicts the results gathered from the questionnaires in response to statement number 2.4.4 (I am told that my work has improved).

Figure 4.29: I am told that my work has improved.

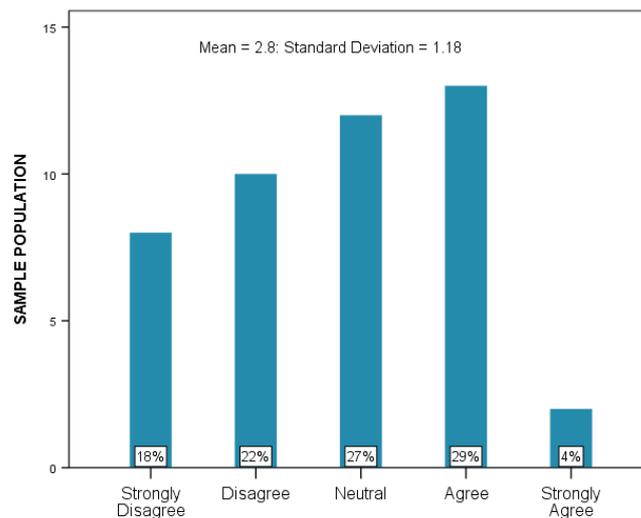


Figure 4.29 shows that a greater number of employees (40%) responded "disagree" and "strongly disagree" while 27% responded "neutral" and the remaining 33% responded

"agree" and "strongly agree". The standard deviation of 1.18 and a mean score of responses of 2.8 was obtained as the results from the research.

#### 4.2.6 Results on Working Conditions

This is the sixth part of the questionnaire and it provides a presentation of the working conditions aspect of motivation that was investigated as part of this research. The results obtained from the primary research pertaining to working conditions with that is as follows:

Figure 4.30 depicts the results gathered from the questionnaires in response to statement number 2.5.1 (My working hours are fair).

Figure 4.30: My working hours are fair.

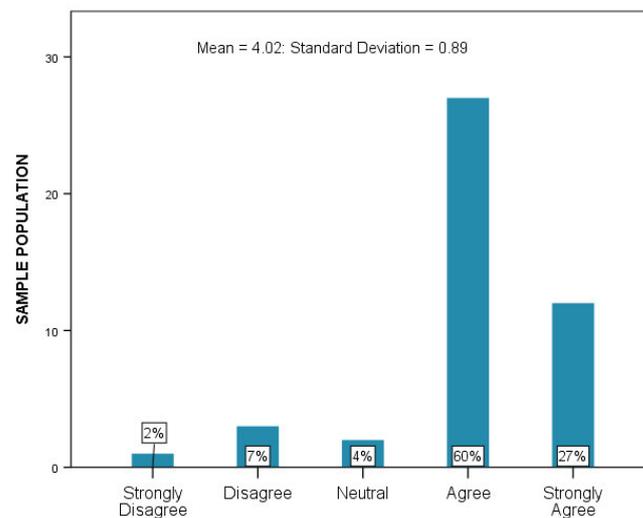


Figure 4.30 shows that a greater number of employees (87%) responded "agree" and "strongly agree" while 4% responded "neutral" and the remaining 9% responded "disagree" and "strongly disagree". The standard deviation of 0.89 and a mean score of responses of 4.02 was obtained as a result of the research.

Figure 4.31 depicts the results gathered from the questionnaires in response to statement number 2.5.2 (I feel overworked) of the research questionnaire).

Figure 4.31: I feel overworked.

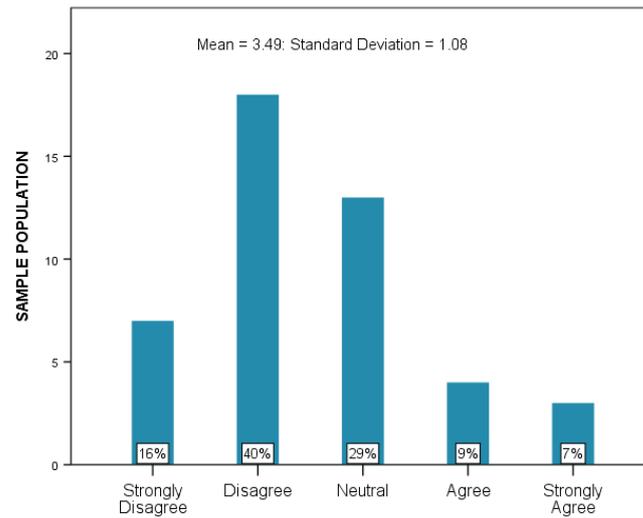


Figure 4.31 shows that a greater number of employees (56%) responded “disagree” and “strongly disagree” while 29% responded “neutral” and the remaining 16% responded and "agree" and “strongly agree”. The standard deviation of 1.08 and a mean score of responses of 3.49 was obtained as a result of the research.

Figure 4.32 depicts the results gathered from the questionnaires in response to statement number 2.5.3 (Our environment is open to discussing our work with colleagues).

Figure 4.32: Our environment is open to discuss our work with colleagues.

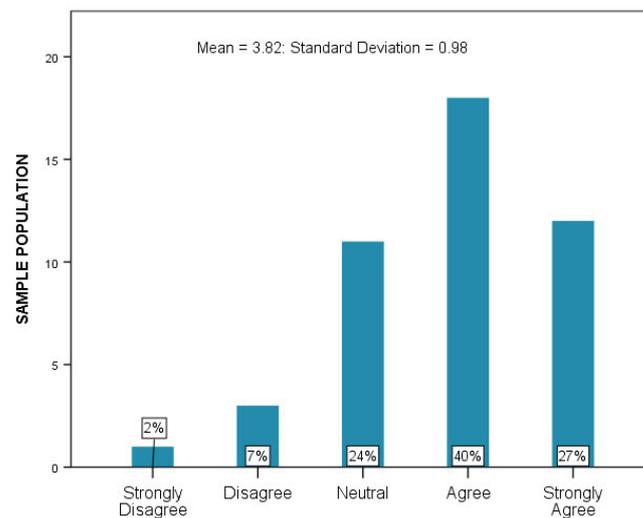


Figure 4.32 shows that a greater number of employees (67%) responded “agree” and “strongly agree” while 24% responded “neutral” and the remaining 9% responded "disagree" and “strongly disagree”. The standard deviation of 0.98 and a mean score of responses of 3.82 was obtained from the research. These results suggest that the majority of the employees find their working environment is open to discuss work with colleagues

Figure 4.33 depicts the results gathered from the questionnaires in response to statement number 2.5.4 (We have equal opportunities to utilize company resources available to employees of the company).

Figure 4.33: Equity of opportunities to utilize company resources available to employees of the company.

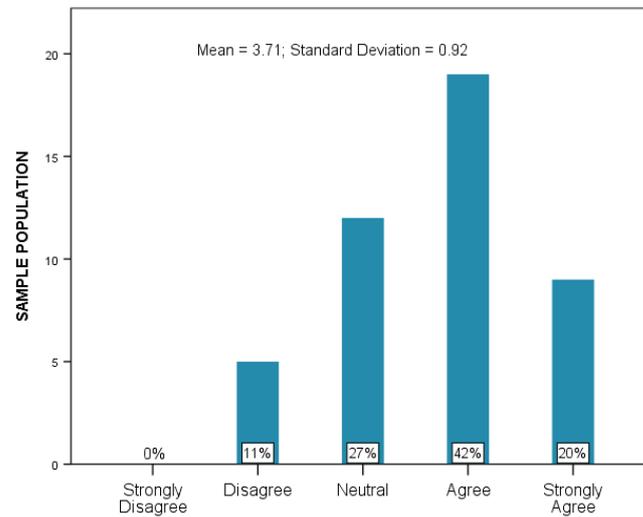


Figure 4.33 shows that a greater number of employees (62%) responded “agree” and “strongly agree” while 27% responded “neutral” and the remaining 11% responded, “agree”. The standard deviation of 0.92 and a mean score of responses of 3.71 was obtained as a result of the research.

#### 4.2.7 Results on Fringe Benefits

This is the seventh part of the questionnaire and it provides a presentation of the benefits aspect of motivation that was investigated as part of this research. The results obtained from the primary research pertaining to benefits with that is as follows:

Figure 4.34 depicts the results gathered from the questionnaires in response to statement number 2.6.1 (I would leave my job for the same job that offers me a company pension fund (scheme) as a benefit).

Figure 4.34: I would leave my job for the same job that offers me a company pension fund (scheme) as a benefit.

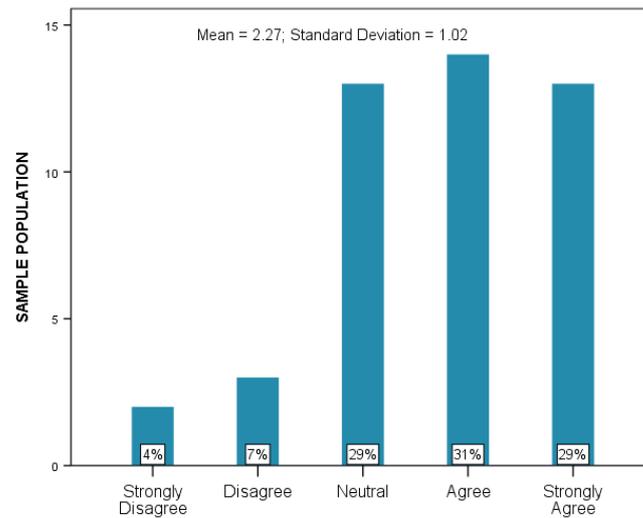


Figure 4.34 shows that a greater number of employees (60%) responded “agree” and “strongly agree” while 29% responded “neutral” and the remaining 11% responded “disagree” and “strongly disagree”. The standard deviation of 1.02 and a mean score of responses of 2.27 was obtained as a result of the research.

Figure 4.35 depicts the results gathered from the questionnaires in response to statement number 2.6.2 (I will leave my job for the same job that offers me a company medical aid as a benefit).

Figure 4.35: I will leave my job for the same job that offers me a company medical aid as a benefit.

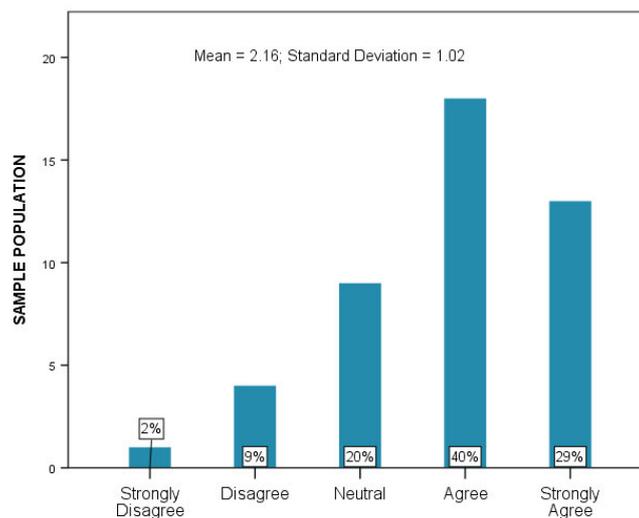


Figure 4.35 shows that a greater number of employees (69%) responded “agree” and “strongly agree” while 20% responded “neutral” and the remaining 11% responded

"disagree" and "strongly disagree". The standard deviation of 1.02 and a mean score of responses of 2.16 was obtained from the research.

Figure 4.36 depicts the results gathered from the questionnaires in response to statement number 2.6.3 (The leave arrangement is fair).

Figure 4.36: Fairness of leave arrangement.

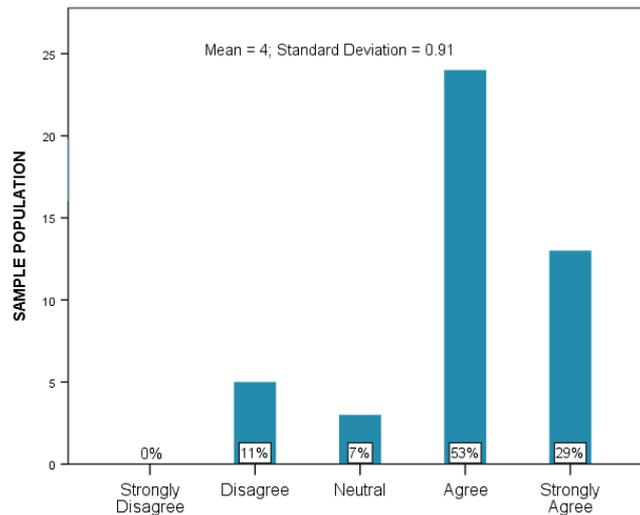


Figure 4.36 shows that a greater number of participants (82%) responded "agree" and "strongly agree" while 7% responded "neutral" and the remaining 11% responded, "disagree". The standard deviation of 0.91 and a mean score of responses of 4 was obtained as the result of the research.

Figure 4.37 depicts the results gathered from the questionnaires in response to statement number 2.6.4 (I like being in control of what I do with my medical aid contributions) of the research questionnaire.

Figure 4.37: I like being in control of what I do with my medical aid contributions.

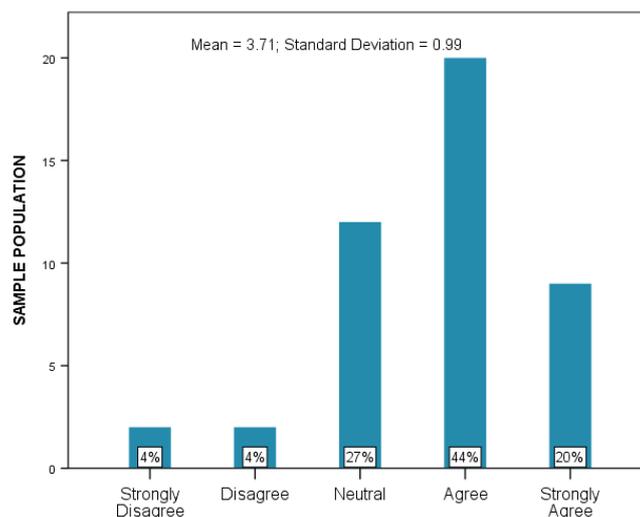


Figure 4.37 shows that a greater number of participants (64%) responded “agree” and “strongly agree” while 27% responded “neutral” and the remaining 8% responded “disagree” and “strongly disagree”. The standard deviation of 0.99 and a mean score of responses of 3.71 was obtained from the research.

Figure 4.38 depicts the results gathered from the questionnaires in response to statement number 2.6.5 (I like being in control of what happens to my pension fund contributions).

Figure 4.38: I like being in control of what happens to my pension fund contributions.

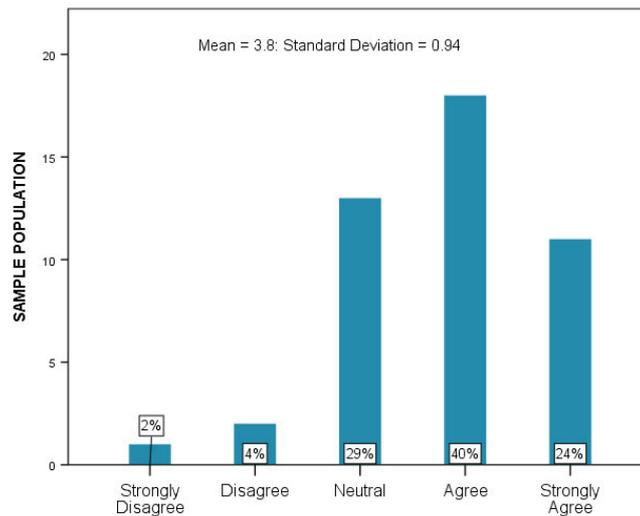


Figure 4.38 shows that a greater number of employees (64%) responded “agree” and “strongly agree” while 29% responded “neutral” and the remaining 6% responded, “strongly disagree”. The standard deviation of 0.94 and a mean score of responses of 3.8 was obtained as the result of the research.

#### 4.2.8 Results on Supervision and Management

This is the eighth section of the questionnaire and it provides a presentation of the supervision and management aspect of motivation that was investigated as part of this research. The results obtained from the primary research pertaining to supervision and management with that is as follows:

Figure 4.39 depicts the results gathered from the questionnaires in response to statement number 2.7.1 (Is easily satisfied).

Figure 4.39: My Supervisor is easily satisfied.

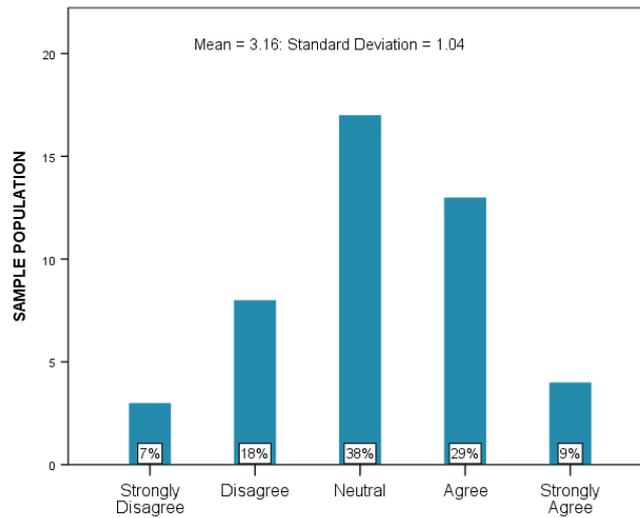


Figure 4.39 shows that 38% of the employees responded “agree” and “strongly agree” another 38% responded “neutral” and the remaining 25% responded "agree" and “strongly disagree”. The standard deviation of 1.04 and a mean score of responses of 3.16 was obtained as a result of the research.

Figure 4.40 depicts the results gathered from the questionnaires in response to statement 2.7.2 (Supports me when I have challenges).

Figure 4.40: Manager or Supervisor supports me when I have challenges.

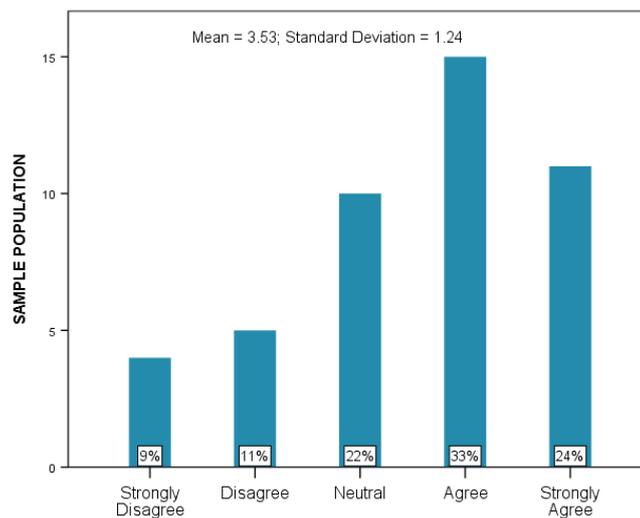


Figure 4.40 shows that a greater number of employees (57%) responded “agree” and “strongly agree” while 22% responded “neutral” and the remaining 20% responded "disagree" and “strongly disagree”. The standard deviation of 1.24 and a mean score of responses of 3.53 was obtained as a result of the research.

Figure 4.41 depicts the results gathered from the questionnaires in response to statement number 2.7.3 (Can be persuaded and convinced).

Figure 4.41: Manager or supervisor can be persuaded and convinced.

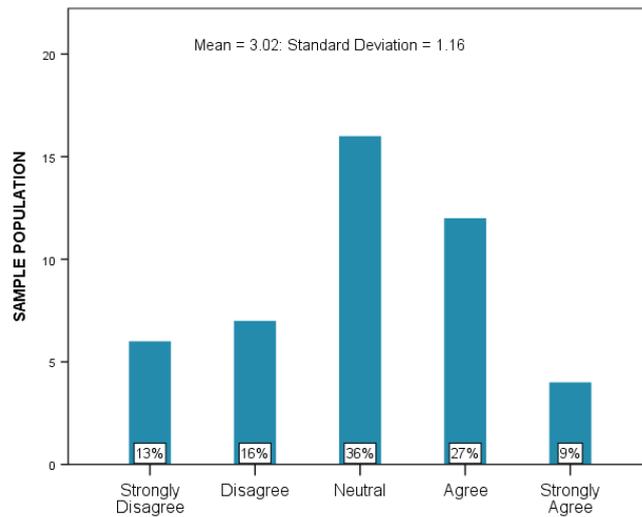


Figure 4.41 shows that 36% of employees responded “agree” and “strongly agree” while another 36% responded “neutral” and the remaining 29% responded “disagree” and “strongly disagree”. The standard deviation of 1.16 and a mean score of responses of 3.02 was obtained from the research.

Figure 4.42 depicts the results gathered from the questionnaires in response to statement number 2.7.4 (Is a warm-hearted person).

Figure 4.42: Manager or supervisor is a warm-hearted person.

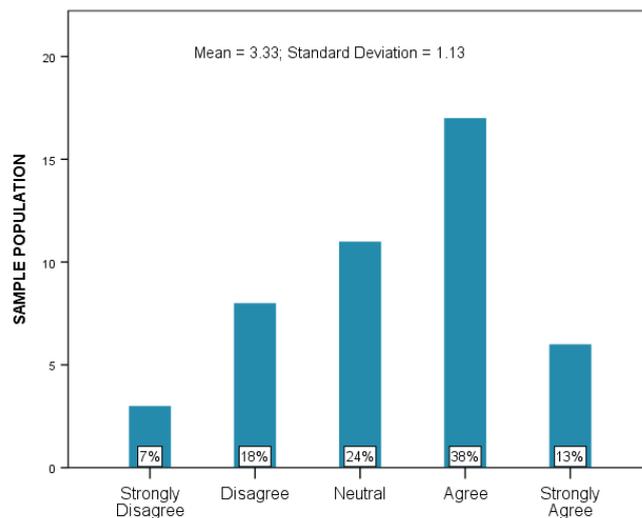


Figure 4.42 shows that a greater number of employees (51%) responded “agree” and “strongly agree” while 24% responded “neutral” and the remaining 25% responded,

“disagree and strongly disagree”. The standard deviation of 1.13 and a mean score of responses of 3.33 was obtained from the research.

Figure 4.43 depicts the results gathered from the questionnaires in response to statement number 2.7.5 (Treats all the employees the same).

Figure 4.43: Manager or supervisor treats all the employees the same.

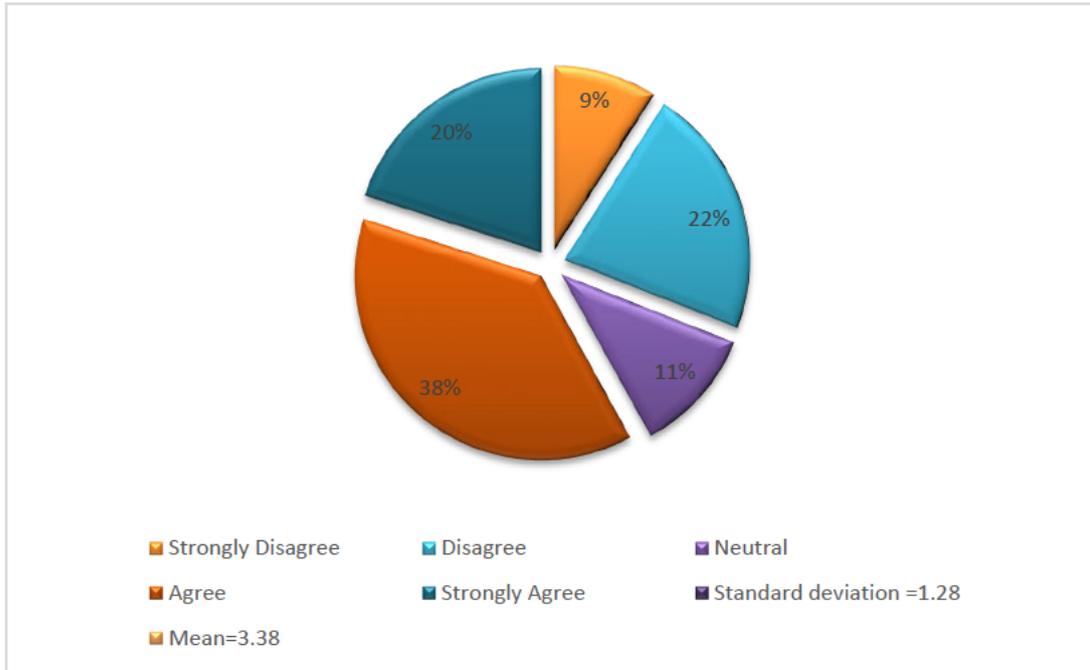


Figure 4.43 that a greater number of employees (58%) responded “agree” and “strongly agree” while 11% responded “neutral” and the remaining 31% responded "disagree" and “strongly disagree”. The standard deviation of 1.28 and a mean score of responses of 3.38 was obtained as a result of the research.

#### 4.2.9 Results on Personal Competence

This is the tenth section of the questionnaire and it provides a presentation of the personal aspect of motivation that was investigated as part of this research. The results obtained from the primary research pertaining to the personal aspect as follows:

Figure 4.44 depicts the results gathered from the questionnaires in response to statement number 2.8.1 (I am given tasks that match my educational level).

Figure 4.44: I am given tasks that match my educational level.

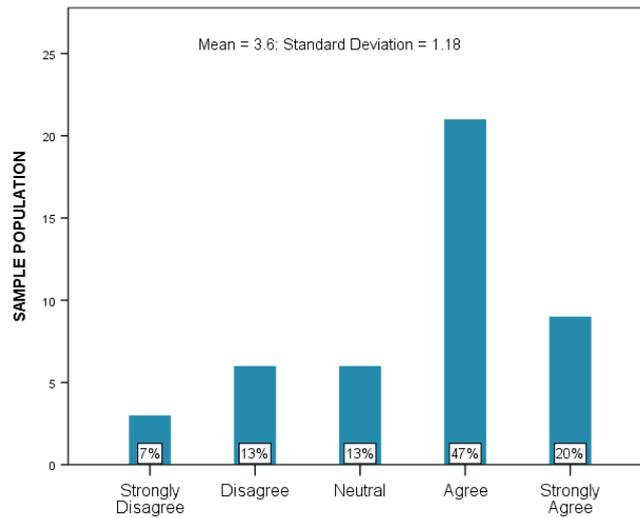


Figure 4.44 shows that a greater number of employees (67%) responded “agree” and “strongly agree” while 13% responded “neutral” and the remaining 20% responded “disagree” and “strongly disagree”. The standard deviation of 1.18 and a mean score of responses of 3.6 was obtained as the result of the research.

Figure 4.45 depicts the results gathered from the questionnaires in response to statement number 2.8.2 (I am working in the department of my choice) of the research questionnaire.

Figure 4.45: I am working in the department of my choice.

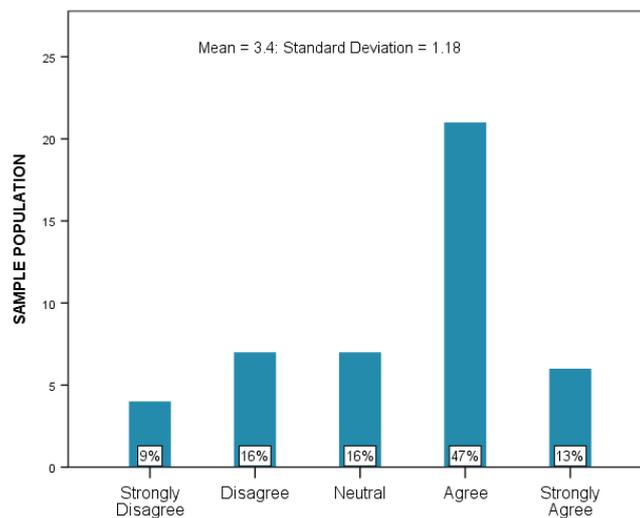


Figure 4.45 shows that a greater number of employees (60%) responded “agree” and “strongly agree” while 16% responded “neutral” and the remaining 25% responded “disagree” and “strongly disagree”. The standard deviation of 1.18 and a mean score of responses of 3.4 was obtained as the result of the research.

#### 4.2.10 Results on Employee Retention as a General Proxy Factor for Motivation

This is the eleventh and also the last subsection of the questionnaire. It provides a presentation of the employee retention aspect of motivation that was investigated as part of this research. The results obtained from the primary research pertaining to employee retention were as follows:

Figure 4.46 depicts the results gathered from the questionnaires in response to statement number 2.9.1 (I am no longer happy with the company).

Figure 4.46: I am no longer happy with the company.

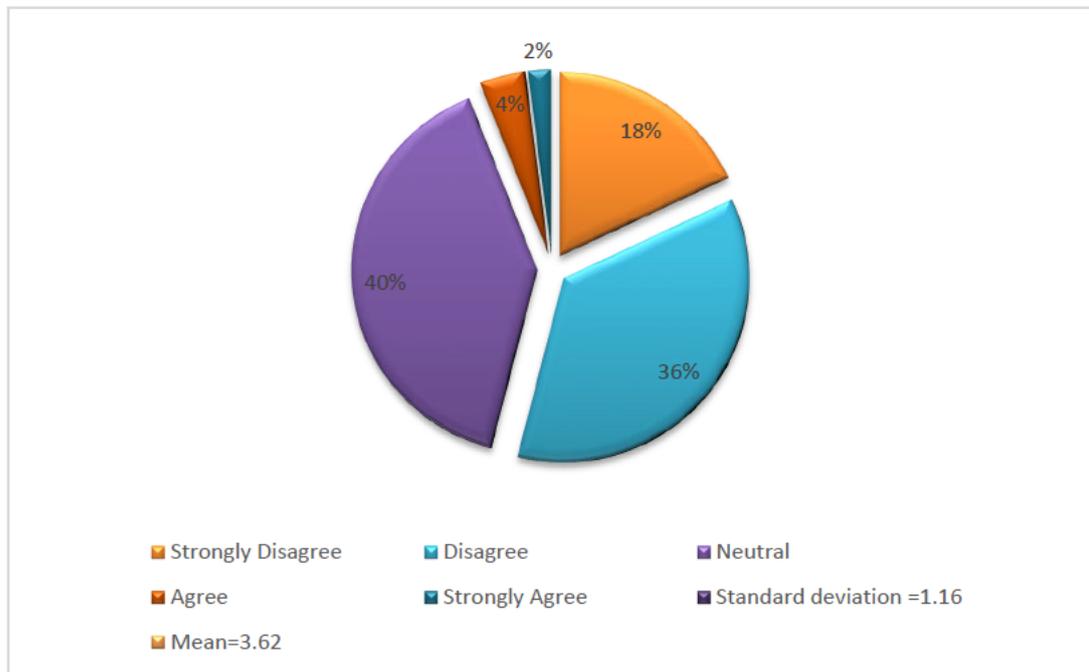


Figure 4.46 shows that a greater number of employees (54%) responded “disagree” and “strongly disagree” while 40% responded “neutral” and the remaining 6% responded “agree” and “strongly agree”. The standard deviation of 1.16 and a mean score of responses of 3.62 was obtained as the results from the research.

Figure 4.47 depicts the results gathered from the questionnaires in response to statement number 2.9.2 (I am looking for another job).

Figure 4.47: I am looking for another job.

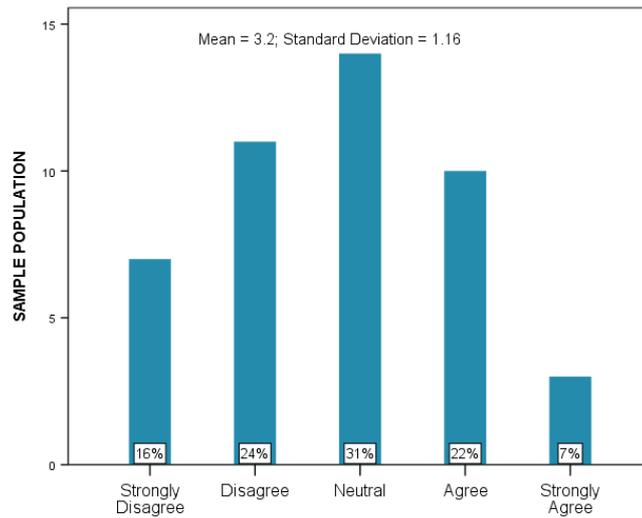


Figure 4.47 shows that a greater number of participants (40%) responded “disagree” and “strongly disagree” while 31% responded “neutral” and the remaining 31% responded “agree” and “strongly agree”. The standard deviation of 1.16 and a mean score of responses of 3.2 was obtained as the result of the research.

Figure 4.48 depicts the results gathered from the questionnaires in response to statement number 2.9.3 (I want to quit my job).

Figure 4.48: I want to quit my job.

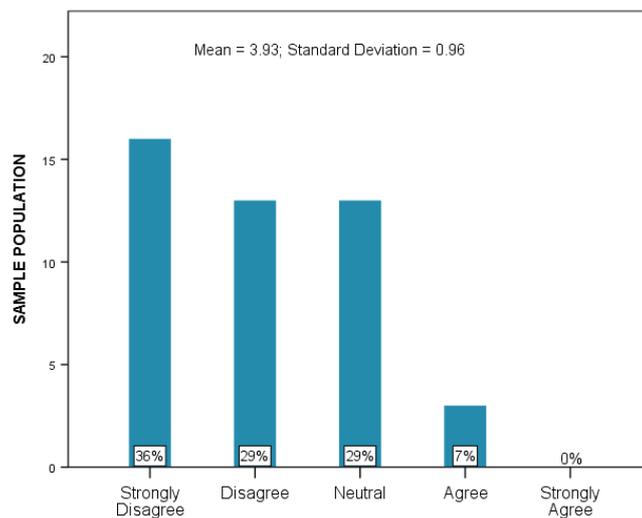


Figure 4.48 shows that a greater number of participants (65%) responded “agree” and “strongly agree” while 29% responded “neutral” and the remaining 7% responded, “agree”. The standard deviation of 0.96 and a mean score of responses of 3.93 was obtained as a result of the research.

### 4.3 SUMMARY OF FINDINGS

This is the presentation of a summary of the findings from an assessment of the motivation factors within the organisation under investigation. The summary is provided in the following Table 4.5.

Table 4.5: Mean scores of responses from motivation and job satisfaction factors

Motivation Aspect	Mean	Std. Deviation
Job content	3.736	0.522
Remuneration	2.566	0.906
Promotion	3.21	0.668
Recognition	2.911	0.831
Working conditions	3.761	0.668
Benefits	3.187	0.621
Supervisor or Management	3.284	1.052
Personal	3.5	1.098
Employee retention	3.585	0.847
<b>Total</b>	<b>3.17</b>	<b>0.435</b>

### 4.4 ANOVA RESULTS ON DEMOGRAPHIC FACTORS

This section provides a presentation of the analysis of the relationship between employee motivation and demographic factors. This analysis was achieved by conducting the one-way (analysis of variance) ANOVA test. The mean score responses were analysed using this test to determine whether motivation varied across particular demographic factors of education, age, gender and work experience. Grade 8 – 11 and Honours were not included in the results as there were no respondents that chose those education levels.

#### 4.4.1 Results on Education

To compare the mean of scale scores across gender, the t student test for independent samples was utilised. The research results of the analysis are shown in Table 4.6 below.

Table 4.6: Responses by respondent's education

<b>N=45</b>	<b>Grade 12 (n=7)</b>	<b>Degree (n=32)</b>	<b>Masters (n=1)</b>	<b>Other (n=5)</b>	<b>F; p-value</b>
Job Content	3.99	3.72	3.13	3.59	F= 0.757; p= 0.56
Remuneration	3.26	2.45	1.2	2.61	F= 1.483; p= 0.226
Promotions	3.57	3.16	3.5	2.95	F= 1.196; p= 0.328
Recognition	3.36	2.88	2.5	2.6	F= 1.714; p= 0.166
Working Conditions	4.39	3.7	2.5	3.55	F= 2.784; p= 0.039
Benefits	3.09	3.26	2.4	1.8	F=1.283; p=0.293
Supervisor or Manager	3.17	3.43	1.8	2.8	F= 0.67; p= 0.617
Personal	3.99	3.58	3.5	2.6	F= 0.731; p= 0.576
Employee Retention	3.26	2.4	3.6	3.59	F= 1.645; p= 0.182

The results in Table 4.6 indicated that there are significant differences between groups with regards to working conditions which have a probability value of 0.039.

#### 4.4.2 Results on Age

Table 4.7: Responses by respondent's Age

N=45	20-25 yrs. (n=4)	26-30 yrs. (n=12)	31-40 yrs. (n=25)	41-45 yrs. (n=1)	Prefer not to say (n=3)	F; p-value
Job Con.	3.61	3.52	3.9	3.19	3.65	F= 1.547; <i>p</i> = 0.207
Rem.	3.05	2.55	2.62	2.2	1.6	F= 1.231; <i>p</i> = 0.313
Prom.	3.44	3.17	3.3	3	2.42	F= 1.370; <i>p</i> = 0.261
Rec.	3.25	2.88	3.04	2	1.83	F= 2.066; <i>p</i> = 0.103
Working Con.	4	3.65	3.92	3.25	2.75	F= 2.846; <i>p</i> = 0.036
Ben.	3	3.15	3.32	2.4	2.73	F= 1.211; <i>p</i> = 0.321
Supervisor or Manager	3.61	3.17	3.3	2.8	3.27	F= 0.198; <i>p</i> = 0.938
Personal	3.05	3.46	3.56	3.5	2.67	F= 0.549; <i>p</i> = 0.701
Employee Retention	3.44	2.42	2.4	2.67	2.78	F= 0.23; <i>p</i> = 0.92

The ANOVA test results in Table 4.7 showed that significant differences existed only in the study across the working conditions aspect of motivation with a probability value of 0.036.

#### 4.4.3 Results on Gender

To compare the mean of scale scores across gender, two-way ANOVA test was utilised. The research results of the analysis are shown in Table 4.8 below.

Table 4.8: Responses by respondent's gender

<b>N=45</b>	<b>Female (n=18)</b>	<b>Male (n=25)</b>	<b>Prefer not to say (n=2)</b>	<b>F; <i>p-value</i></b>
Job Con.	3.67	3.79	3.72	F= 0.273; <i>p= 0.763</i>
Rem.	2.76	2.52	1.4	F= 2.211; <i>p= 0.122</i>
Prom.	3.19	3.28	2.5	F= 1.289; <i>p= 0.286</i>
Rec.	3.01	2.93	1.75	F= 2.211; <i>p= 0.122</i>
Working Con.	3.81	3.84	2.38	F= 5.465; <i>p= 0.008</i>
Ben.	3.16	3.26	2.5	F= 1.468; <i>p= 0.242</i>
Supervisor or Manager	2.88	3.51	4.1	F= 2.731; <i>p= 0.077</i>
Personal	3.33	3.62	3.5	F= 0.346; <i>p= 0.709</i>
Employee Retention	2.5	2.33	2.67	F= 0.285; <i>p= 0.753</i>

The ANOVA test results in Table 4.8 show that significant differences exist only in the study across the working conditions aspect of motivation with a probability value of 0.008.

#### 4.4.4 Results on Number of Years Working for the Organisation

To compare the mean of scale scores across work experience, the two-way ANOVA test was conducted and the findings are presented in the following Table 4.9.

Table 4.9: Mean scores of the responses by respondents work experience

N=45	0-3 years (n=25)	4-5 years (n=9)	6-10 years (n=6)	10+ years (n=3)	Prefer not to say (n=2)	F; <i>p-value</i>
Job Content	3.75	3.94	3.5	3.52	3.72	F= 0.757; <i>p</i> = 0.56
Job Con.	2.75	2.33	2.37	2.93	1.4	F= 1.483; <i>p</i> = 0.226
Rem.	3.25	3.47	3.04	2.92	2.5	F= 1.196; <i>p</i> = 0.328
Prom.	2.92	3.19	2.63	3.33	1.75	F= 1.714; <i>p</i> = 0.166
Rec.	3.86	3.72	3.92	3.67	2.38	F= 2.784; <i>p</i> = 0.39
Working Con.	3.22	3.13	3.1	3.73	2.5	F= 1.283; <i>p</i> = 0.293
Ben.	3.35	2.86	3.37	3.27	4.1	F= 0.67; <i>p</i> = 0.617
Supervisor or Manager	3.5	3.94	3	3.17	3.5	F= 0.731; <i>p</i> = 0.576
Personal	2.29	2.33	3.17	2	2.67	F= 1.645; <i>p</i> = 0.182

The results in Table 4.9 show that there are no significant differences in any aspect of motivation across the demographic factor of work experience.

#### 4.5 THE EFFECT OF MOTIVATION FACTORS ON JOB SATISFACTION

To explicitly determine the effect of the factors of motivation on job satisfaction, multivariate analysis was conducted in the form of step-wise regression analysis. Step-wise regression analysis removes insignificant variables from the final regression model. A multiple linear regression, using the step-wise method, was calculated to predict employee retention (ER), which was used as a proxy for job satisfaction, based on job content (JC), remuneration (REM), promotion (PROM), recognition (RECO), working conditions (WC), benefits (BEN), supervisor or manager (SOR) and personal (PER), the factors of motivation identified in this research. The results of the regression analysis resulted in a significant regression model  $\{F(17.781) = 17.861, p < 0.000\}$ , with an  $R^2$  of 0.565. The study participants predicted that ER is equal to  $0.443PROM + 0.273BEN + 0.307REM - 0.244$ , where, PROM, BEN and REM are coded on a scale from 1 to 5.

The following Tables provide a presentation of the findings from the regression analysis. Analysis of variance (ANOVA) was used to determine the overall significance of the regression model of the effect of motivation factors on job satisfaction on Table 4.10 below presents the findings of the ANOVA.

Table 4.10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.861	3	5.954	17.781	0.000 <sup>b</sup>
	Residual	13.729	41	0.335		
	Total	24.272	44			

a. Dependent Variable: ER (employee retention), b. Predictor: PROM (promotion), BEN (benefits), and REM (remuneration).

As shown in Table 4.10 above, the regression model for this research is significant at the 0.05 level of significance shown by the probability value (Sig) of 0.000. Thus, based on these findings the regression model is statistically significant in predicting job satisfaction based on motivation factors of promotion, benefits and remuneration. Below in Table 4.11 is the model summary for this study showing the extent to which variations in the independent variables (PROM, BEN and REM) can explain variations in the dependent variable (ER).

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.752 <sup>a</sup>	0.565	0.534	0.57866

a. Dependent Variable: ER (employee retention), b. Predictor: PROM (promotion), BEN (benefits), and REM (remuneration).

As shown in Table 4.11 above, the extent to which the independent variable predicts the dependent variable is indicated by the coefficient of determination ( $R^2$ /R Square) of 0.565, this means that 56.5% of the variations in ER within the small engineering firm under investigation can be explained by the variations in PROM, BEN and REM.

The following Table 4.12 presents the results from multiple regression analysis, providing the coefficients for the regression model expressing the effect of the motivation factors of promotion, benefits and remuneration on employee retention.

Table 4.12: Summary of Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.143	0.586		-0.244	0.808
	Promotion	0.562	0.149	0.443	3.777	0.001
	Benefits	0.372	0.145	0.273	2.573	0.014
	Remuneration	0.287	0.112	0.307	2.562	0.014

Based on the findings presented in Table 4.12 above, the research findings suggest that job satisfaction (represented by employee retention) is significantly influenced by the motivation factors of promotion, benefits and remuneration.

#### 4.6 THE CONCLUSION OF CHAPTER FOUR

Chapter four presented the findings or results of the study by presenting the demographics of the participants, job content, remuneration, promotion recognition, working conditions, benefits, supervisor or manager, personal competence and employee retention as it was laid out on the instrument for the study. This chapter further presented the summary of findings and the ANOVA analysis results of motivation against demographic factors and present the effect of motivation factors on job satisfaction.

## **CHAPTER FIVE**

### **THE DISCUSSION OF RESULTS**

#### **5.1 THE INTRODUCTION OF CHAPTER FIVE**

Chapter five will be discussing the results and the findings of the study by covering the participants' demographics, job content, remuneration and rewards, promotion, recognition, working conditions, benefits, supervisor or manager, personal, employee retention and regression analysis of the study.

#### **5.2 THE DEMOGRAPHIC FACTORS OF EMPLOYEES**

This section provides the discussion of the results or findings from the first part of the questionnaire that collected the demographic information of the participants regarding education, age, gender and number of years working for the organisation.

##### **5.2.1 Education Level Discussion**

The results on education level revealed that the organisation employed the majority (69%) of the participants that had a degree qualification. The results revealed that there were no employees that only completed grade 11 employed by the company. These results suggest that the engineering company's core business is of high technical skills and professional skills requirement and the employees should be qualified in order to be employed by the organisation.

##### **5.2.2 Age**

The results on the age of the respondents revealed that the organisation has the majority (56%) of the workforce between the ages of 31 and 40 years followed by the employees aged between 26 years and 30 years by 27%. The results suggested that the company still had a young workforce with the majority still have more than 20 years before retirement and to work as active employees.

##### **5.2.3 Gender**

The results on the aspects of gender revealed that males were mostly employed people by the company with female employees staggering by 16% from their male counterparts. These results suggested that the organisation employed more male than female employees.

#### **5.2.4 Number of Years Working for the Organisation**

The results revealed that the organisation had the most of the employees that had just joined the organisation. These employees constituted 56% of the employees that had been employed by the company for three or fewer years. The majority of the employees was followed by 20% of employees that had between 4 and 5 years of experience with the organisation. This indicated that 76% of the employees had less than 5 years working for the organisation.

#### **5.3 JOB CONTENT**

The job content formed the first subsection of the second section of the questionnaire with 16 statements of which 9 of them were presenting intrinsic factors of motivation and 7 of them were presenting extrinsic factors of motivation. The statements that were asked in terms of intrinsic factors were: I love my job, my work is easy, amount of work was easy to manage, the employee managed the work he/ she did, considered work to be his/ her responsibility, knowledge of his/ tasks, proud of the work he/she did and that his or her work adds value to the company.

Out of these nine (9) statements the respondents felt positive about eight of these statements and the respondents' rating on the statement, "my work is easy" revealed that 40% of the respondents were in hesitation with the easiness of their tasks and 22% clearly indicated that their work was not easy. Seven (7) statements that were presenting the extrinsic factors of motivation under job content were: I do a variety of tasks in my job, I receive training which teaches me new things about my job, I am completely independent of others, I am allowed to decide on the methods for doing the work, I see future success from the work I do, I see myself dismissed for no good reason and I have an opportunity to take part in decision-making about my job. The extrinsic statements revealed that the employees of the organisation were not totally satisfied with the external factors that affect their motivation regarding job content. They rated only 4 statements positively and their rating above 50% to indicate that the majority was positive about the statements being asked. The other results revealed that most participants felt either neutral or negative about the statements. These results indicated that the company has to do something to enhance the extrinsic motivational factors of the job content for the employees.

## **5.4 REMUNERATION**

This formed the second subsection of the second section of the questionnaire and had 5 statements. The five statements were asked based on the extrinsic factors of motivation of the employee. The statements were: I am satisfied with my salary, I earn the same as the people doing the similar job, I earn the same as the people who have the same qualification, my salary structure is perfect and salary increases are decided on the fair basis. The results of the study revealed that under this subsection employees were totally in disagreement or in hesitation with the remuneration and rewards statements. Out of 5 statements, the highest positively scored statement was, “Salaries increases are decided on the fair basis” with a scoring of 32% composed of “strongly agree” and “agree” participants.

## **5.5 PROMOTION**

Promotion formed the 3<sup>rd</sup> subsection of the second section of the questionnaire with 4 statements posed to the participants. The three (3) statements were representing extrinsic factors of motivation and the last statement represented the intrinsic factors of motivation. On three statements that asked about the promotion on the extrinsic aspects, the majority of the respondents revealed that they did not feel positive about the statement and they were either in hesitation or disagreement. The results of one intrinsic factor revealed that employees want to be promoted. The second-highest score (77%) among all other ratings was obtained from the latter statement when strongly agree and agree were combined.

## **5.6 RECOGNITION**

Recognition formed the 4<sup>th</sup> subsection of the second section of the questionnaire with only four (4) statements. The four (4) statements were of the extrinsic nature. The results of the statements revealed that the majority of the employees did not feel positive about the aspects of recognition in the organisation. The results revealed that employees were either feeling negative or hesitant about the recognition aspects within the organisation. On the 4 statements, the highest percentage (37%) of positive ratings was for the second statement of the subsection, ‘I receive constructive criticism for about my work.’

## **5.7 WORKING CONDITIONS**

This is the 5<sup>th</sup> subsection of the second section of the questionnaire and it contained only four (4) statements. These statements had three (3) statements considered for extrinsic motivation and only one (1) statement considered for intrinsic motivation or job satisfaction.

The majority of the respondents agreed and strongly agreed to these 4 statements. This subsection was the first subsection that was rated as being outright positive by the respondents on the extrinsic factors. The respondents were satisfied with the working condition of the organisation.

## **5.8 FRINGE BENEFITS**

This was the sixth (6<sup>th</sup>) subsection of the second section of the questionnaire and it consisted of only five (5) statements. These five statements consisted of five (5) extrinsic factor statements and no provision for the intrinsic factor statements. The majority of the employees indicated that they were happy with the leave benefits offered by the company. However, the employees indicated that they would leave the organisation for the companies that offered benefits such as medical aid and pension fund as the company benefits. These results suggested that the employees were not satisfied with the company in terms of the benefits the organisation offer to the employees.

## **5.9 SUPERVISOR or MANAGER**

This was the seventh (7<sup>th</sup>) subsection of the second part of the questionnaire consisted of five (5) extrinsic related statements that related to the aspects of supervision and management of the employee by his or her supervisor or manager. The results revealed that out of 5 statements, the majority of the employees felt positive about only two statements. On the other three statements, the majority of the employees either felt hesitant or negative about their supervisors.

## **5.10 PERSONAL COMPETENCE**

Personal competence formed the eighth (8<sup>th</sup>) subsection of the second section of the questionnaire and consisted of only 2 intrinsic related statements. The majority of the respondents indicated on these two statements there were satisfied with the tasks that they were given and they matched their education levels. The majority of the respondents also rated positively the statement that talked about the department of their choice. These results revealed that the majority of employees worked happily in the department of their choice. Only a few employees revealed that they were hesitant about the statements and again only a few rated negatively on both statements that were asked under personal.

## **5.11 EMPLOYEE RETENTION (PROXY FACTOR)**

This was the ninth (9<sup>th</sup>) subsection of the second part of the questionnaire and consisted of three (3) statements. On these statements, the majority of the respondents revealed that they were hesitant about working for the organisation with just over 50% revealing that they were still happy about the organisation and 4% revealing that there no longer happy with the organisation. The majority of the respondents revealed that they either strongly disagreed or disagreed with the statement that stated that they were looking for another job and 31% was hesitant about the same statement. The majority of the employees revealed on the last statement posed to them suggested that employees were not thinking of quitting their job and 29% was hesitant about quitting their job and 7% was positive that they wanted to quit their job.

## **5.12 THE MEAN SCORES AND STANDARD DEVIATION OF THE STUDY**

The mean scores of the study revealed that the order of the factors of motivation which were most significant (as shown by mean scores of responses from Table 4.5) was as following: work conditions (3.761), job content (3.736), employee retention (3.585), personal (3.5), supervisor or management (3.284), promotion (3.21), benefits (3.187), recognition (2.911) and remuneration (2.566). The mean and standard deviations reflect that the mentioned variables reflect a strong relationship between motivation and job satisfaction.

## **5.13 DEMOGRAPHIC FACTORS AND MOTIVATION**

### **5.13.1 Education on Motivation or Job Satisfaction**

The working condition had a significant factor of  $p=0.039$ . The results of the study suggest that the working conditions aspect of motivation varies significantly across levels of education of the employees. Based on the results, employees with higher levels of education are more motivated (with regards to working conditions) than those with lower levels of education.

### **5.13.2 Age on Motivation and Job Satisfaction**

The working condition had a significant factor of  $p=0.036$ . The results of the study suggest that the working conditions aspect of motivation varies significantly across the age groups of the employees. Based on the results, employees of ages between 41 and 45 years were more motivated than the other groups.

### **5.13.3 Gender on Motivation or Job Satisfaction**

The working condition had a significant factor of  $p=0.008$ . The results of the study suggest that the working conditions aspect of motivation varies significantly across gender of the employees. Based on the research findings, male employees are more motivated (in the context of working conditions) than their female counterparts.

### **5.13.4 Number of Years with the Organisation on Motivation**

There were no significant factors in this part of the study. Based on these results the study suggested that a number of years that a person had worked in the company had no bearing on employee motivation and job satisfaction.

## **5.14 REGRESSION ANALYSIS OF THE STUDY**

The results from the regression analysis of the study revealed that when the retention variable was used as the proxy factor of job satisfaction and motivation, it accounted for 56.5% in explanation of work motivation and job satisfaction. The remaining 43.5% could be explained by other variables. The only 3 factors of motivation and job satisfaction that were significant were promotion, remuneration and benefits. The results further revealed that the enhancement of promotion could increase the job satisfaction and motivation of the employee by 44.3%. The enhancement of remuneration could increase the job satisfaction of the employee by 30.7% and further suggested that with the enhancement of benefits, the job satisfaction and motivation of the employee could increase by 27.3%.

On the other hand, job content, recognition, working conditions, supervisor or manager and personal competence factors of motivation were found as insignificant, therefore, they were excluded from the regression model displayed in the following equation, where  $ER$  = employee retention,  $PROM$  = promotion,  $BEN$  = benefits, and  $REM$  = remuneration.

$$ER = 0.443 PROM + 0.273 BEN + 0.307 REM - 0.244$$

## **5.15 THE CONCLUSION OF CHAPTER FIVE**

The chapter had discussed the results and the findings of the study by covering the introduction of chapter five, the participants' demographics, job content, remuneration and rewards, promotion, recognition, working conditions, benefits, supervisor or manager, personal, employee retention and regression analysis of the study.

## **CHAPTER SIX**

### **THE INTERPRETATION OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS**

#### **6.1 THE INTRODUCTION OF CHAPTER SIX**

This chapter presents the interpretation of the findings by comparing the findings of the current study to the relevant studies that had been carried out by other researchers. The chapter is structured in a manner that factors of motivation are discussed first followed by demographic factors, conclusion, practical implication, research limits and the recommendations for future research.

#### **6.2 THE FACTORS OF MOTIVATION AND JOB SATISFACTION**

##### **6.2.1 The Effect of Job Content**

The mean score (3.736) of the current study revealed that job content was the second positively rated factor of job satisfaction and motivation of the employee of a small engineering firm. However, the multivariate analysis revealed that there was an absence of significance when job content was measured against a proxy variable (retention). These results suggested that the employees of the organisation could not leave the organisation based on their job content as they were mostly satisfied with the current status of the job content within the organisation. Employees of the organisation scored the highest mean of 4.24 on the statement stating that the employee loved his or her job. The mean score for the statement that stated that the employee viewed his or her work as his responsibility was high and sitting as 4.42. The other statement on the job content that had a higher mean was the valued added by the employee in the organisation and it scored 4.07. These scores indicated that the employees were highly internally motivated and moderately externally motivated on the job.

The results were in line with the results of the study conducted by Munyengabe, He and Yiyi (2016) who found that the lecturers that scored the highest mean score of 2.97 were internally motivated as they declared that they chose to lecture because they loved it. The current study also corroborated with the study that was conducted by Snelgar, Shelton and Giesser (2017) on the South African employees and German employees. Their study revealed that South African employees were both highly intrinsically motivated and moderately extrinsically

motivated. The study conform with the findings of Kanfer, Frese and Johnson (2017) that Job content is known as job characteristics or work-itself has been studied for over two decades and serving as the basis of job redesign interventions that aimed at improving work motivation. It has been originally noted that Job satisfaction determines the way in which the employee feels about the job and the job content (Neubert and Halbesleben, 2015). It has been once supported by Davison and Smothers (2015) that people do not like to perform the job tasks that are not enjoyable, repetitive and non-fulfilling.

### **6.2.2 The Effect of Remuneration**

The mean score of the subset that asked about remuneration was 2.566. This was the lowest mean score of the study revealing that the remuneration of the staff was the most dissatisfying motivational factor within the organisation. Regression analysis revealed that there was a positive significance between remuneration and job satisfaction and motivation. The results suggested that employees of the organisation were not satisfied with their remuneration. The results also suggested that with the enhancement of the remuneration of the employee, job satisfaction and motivation of the employee could increase by approximately 31% and prevent the employee from thinking about leaving the organisation for a better paying job.

Viewing these results in consideration of Herzberg's Two-factor theory, remuneration is the hygiene factor that has a negative impact on the job satisfaction of the employee if the employee feels that he or she is underpaid. Viewing the results in comparison with Adam's equity theory which states that the employees expect to be compensated adequately for their efforts, the results of the current study suggested that there was the absence of equity between their efforts and the pay they received.

The latter was suggested by the low mean scores of 2.71 and 2.53 on the statement that suggested that they earned the same salary as people that had similar job and qualification. The statement that suggested that employees were satisfied with their salary received a fair mean scoring of 2.62. The results of the current study were in line with the results of the study conducted by Munyengabe, He and Yiyi (2016) who found that the salary was the most unsatisfying factor of motivation with a mean score of 2.13 among the lecturers from the University of Rwanda. The study also corroborated with the study that was conducted by Mafini and Dlodlo (2014) which concluded that remuneration was one of the factors that determined job satisfaction and had strong correlation ( $r = 0.562$ ,  $p < 0.01$ ). Public

accounting professionals are satisfied with their jobs if they are highly compensated with higher salaries (Koh, San Ong and Samuel, 2017).

### **6.2.3 The Effect of Promotion**

The mean score for promotion was recorded at 3.21 and revealed that out of 9 subsets, promotion was ranked number 7. The results suggested that the employees felt that promotion was not carried out by the company in a manner that induced motivation and job satisfaction. The statement that suggested that employees saw themselves promoted within 2 years scored a mean score of 2.44. These results could not be conclusive as most of the employees indicated that they were new in the organisation. The majority of the employees believed that there was fairness on the promotion opportunities as the mean score for the statement was at 3.09.

The highest mean score on the promotion subset was 4.09 and it was from the respondent that indicated that being promoted meant a lot to them. The regression analysis results revealed that there was a positive association between promotion and the motivation of the employee. The results also revealed that the enhancement of promotion could increase the level of motivation and satisfaction of the employees by 44.3% and prevent employees from thinking about leaving the organisation.

The results of the current study are in line with the results of the study that was carried out by Ndungu (2017) which found that perceived lack of promotion opportunities within the organisation raised the dissatisfaction level of the employees of the Kenyatta University in Kenya. The study is in line with the study conducted by Noor, Khan and Naseem (2015) that revealed that employees of the universities of Khyber Pakhtunkhwa were less satisfied with promotion and advancement in their job. Coetzee and Stoltz (2015) discovered that the change in the professional development of 321 employees from South African automotive industry had positive effects on job satisfaction. The study carried out by Andrews, Kacmar and Kacmar (2014) confirmed that there was a positive relationship between job satisfaction and promotion. Individuals that are promotion-focused have a positive effect on job satisfaction in the working environment that has promotion opportunities available for employees. Safiullah (2015) found that opportunities for future growth and career development were ranked as number 1 motivating factor within the telecommunication industry, ranked as 8 in 10 as the most important factor.

#### **6.2.4 The Impact of Recognition**

The mean score for recognition in the current was 2.911 making recognition the second poorly rated factor of motivation and job satisfaction by the employees of the organisation. The results suggested that the employees of the organisation were not recognised by the managers of the organisation as they indicated by scoring a moderate score of 2.84 on being praised regularly for the work they do, a moderate mean score of 2.98 for constructive criticism, a highest mean score of 3.02 on the subset for receiving credit on the work they do and lastly a moderate mean score of 2.8 for being told that their work had improved. The multiple linear regression analysis removed the factor from the significant factors of motivation and job satisfaction for the employees of the organisation.

The recognition of employees would insignificantly affect the motivation and job satisfaction levels of the employees of the small engineering firm. The study suggested that employees of the small company feel somehow feel less motivated at work and improving on the recognition of the employees might not add any significant effect on the motivation levels of the employees. Recognition is an esteem factor and the rating of this factor by the respondents is contrary to the study conducted by Ahmad et al. (2017) and in line with the study conducted by Safiullah (2015). The study conducted by Safiullah (2015) revealed that recognition in terms of being appreciated at work was ranked as number 5 from 8 factors that were tested for employee motivation. The study by Ahmad et al. (2017) revealed that recognition was ranked (mean =6.58) as the second-highest factor of motivation and job satisfaction for the employees of Kenyatta University. The latter study found that a significant factor of 0.306 was sufficient to conclude that recognition was significantly related to motivation and job satisfaction. The study carried out by Bradler, Dur, Neckermann and Non (2016) concluded that employees performed better and had high organisational commitment when they felt that they were cared for. The study by Mone et al. (2014) concluded that rewards and recognition had a positive impact on job satisfaction and also concluded that there was an existing correlation between recognition and job satisfaction. The regression analysis results of the study by Waqas et al. (2014) revealed a strong and positive significance between job satisfaction and rewards and recognition. The latter concurs with the study done by Alsughayir (2014) that concluded that there was a positive relationship between job satisfaction and rewards and recognition. Jha and Kumar (2016) concluded that by appreciation and respect from management, the employees would be motivated to commit to the organisational goals. Appreciation and recognition are the most desired elements of motivation as these elements enhance the employee morale

concluded Safiullah (2015), however, poor rewards and recognition systems are promoters of reduction in employee job satisfaction (Waqas et al., 2014)

### **6.2.5 The Effect of Working Conditions**

The mean score for the working conditions as a factor of both motivation and job satisfaction was 3.761 indicating that working conditions were moderately rated by the employees based on their working hours ( mean= 4.02), overworked (mean = 3.49), openness of working environment for discussion ( mean 3.82) and opportunities to use company resources freely (mean =3.71). These results suggested that the employees are most satisfied with their working conditions. The multiple linear regression indicated that there was an absence of significance on this factor and would never have a visible impact on the satisfaction of the employee should it be enhanced.

However, the working condition is identified as external factors or hygiene factors of motivation. They might not add value to the motivation of the employee but they can demoralise the employee should they be left at an unsatisfactory/ unappealing state. The current study is in line with the study conducted by Safiullah (2015) which found that the working environment was insignificantly related to all components of job satisfaction. The current study is contrary to the study carried out by Agbozo et al. (2017) as they found that the majority of employees were not satisfied with their working environment and rated the working conditions poorly. A study conducted by Ndungu (2017) corroborated with the current study by revealing that was insignificance in satisfaction and working conditions. Oliver (2014) established that the organisational work environment had a significant impact on the social worker's overall job satisfaction.

### **6.2.6 The Impact of Fringe Benefits**

The mean for benefits as a factor of motivation was 3.187 which was a moderate level of satisfaction and job satisfaction. A negative statement that stated that employees would leave their job for the same job that offered them pension fund as a benefit scored a mean score of 2.27 with 60% respondents in agreement with the statement. A negative statement that stated that employees would leave their job for the same job that offered them medical aid as a benefit scored a mean score of 2.16 with 69% respondents in agreement with the statement. The fairness in leave arrangement scored a mean score of 4 and assisted in diluting the poorly rated statements under working conditions. The other statements that assisted the positive rating of the score were the statement that stated that the employee would like to be in control

with what happened to their pension fund (mean = 3.8) and medical aid (mean = 3.71). The results suggested that the employees were not satisfied in terms of the benefits that the company was not offering to them. These results also suggest that employees would like to have input on benefits. The employees were also satisfied with leave arrangement of the organisation. The regression analysis indicated that employee benefits were significantly had an impact on job satisfaction of the employee of the small organisation. The factor of benefits on employee motivation and job satisfaction was 0.273, suggesting that the enhancement of benefit could increase the employee level of satisfaction and motivation by 27.3%. The current study corroborated the study that was conducted by Pasztor and Valent (2016) as they revealed that benefits only had an effect on the motivation of the employee once the job has been secured. The latter means that when the people are looking for job opportunities they don't consider benefits as the factor that could affect their motivation but upon being employed, the need for benefits kicks in and the employee ends up feeling unsatisfied and less motivated. The current study is however contrary to the study that was conducted by Mabaso and Dlamini (2017) which found no significant relationship between job satisfaction and benefits amongst academic staff.

### **6.2.7 The Effect of Supervisor or Manager**

The mean of this subset of the questionnaire was 3.284 indicating that employees were moderately satisfied with the aspects of the supervisor. One of the statements was aimed at finding how the supervisors in the organisation were perceived in terms of being warm-hearted. The results revealed that supervisors were positively rated for being warm-hearted with a mean score of 3.33 and 51% of the respondents indicating that their supervisor(s) were warm-hearted. The manner in which the supervisor treated employees was rated with a mean score of 3.38 and the employees indicating that their supervisor(s) treated them in the same manner. The supervisor supported employees when they were faced with challenges received a mean score of 3.53. The supervisor can be persuaded received a mean score of 3.02 and positively rated by 36%. These results indicate that the majority of the employees cannot or they were hesitant that their supervisors could be persuaded. The regression results revealed that there was no significance between supervisor and employee motivation and job satisfaction. The overall mean and regression analysis results indicated that employees were satisfied with their supervisors and anything that could be done to enhance their supervision would bear no fruitful results in the motivation of employees. The results were contrary to the study performed by Mafini and Dlodlo (2014) that found a strong significance between supervisor and motivation and job satisfaction. The current results

were contrary to the study conducted by Koh, San Ong and Samuel (2017) as their study revealed that there was a strong significance on management style and satisfaction of the employee. The study carried out by Syafii, Thoyib and Nimran, (2015) concluded that leadership style significantly affects the corporate culture and the motivation of the employee. Zareen, Razzaq and Mujtaba (2014) concluded by stating that managers should be wary of the working environment and adopt a leadership style that is the best suit for the employees to be motivated and to be committed to the organisational goals.

### **6.2.8 The Effect of Personal Competence**

The two statements on subsection eight (8) of the questionnaire were asked to evaluate the respondent's feeling towards his or her education level against motivation and the other was asked to evaluate if the employee worked in the department that he or she liked. "I am given the tasks that matched my education level" was rated with a mean score of 3.6 and a majority of respondents (67%) indicated that they worked in the department of their choice. The second statement received a mean score of 3.4 and 60% of the respondents indicated that they were given tasks that matched their education level. The results of the study revealed that the employees feel satisfied with their personal competence on the job as they are working in the department of their choice and given tasks that matched their education level. The regression analysis revealed that there was insignificance in the factor. The latter suggests that personal competence is a hygiene factor that does not affect the motivation level of the employee when it is satisfying but could affect the motivation of the employee should it be treated without care. The results of the study are in line with the study that was conducted by Güss, Burger and Dörner (2017) which revealed that personal competence of the teachers had a positive effect on job satisfaction but was not significant for motivation and job satisfaction.

### **6.2.9 The Impact on Employee Retention**

Employee retention was the last subsection of the questionnaire and contained only 3 statements. Three statements were negative statements that were aimed at finding the way in which the employee felt about the job and the company. The statement about the way the employee felt about the job received a mean score of 3.6 and more than 50% of the respondents indicating that they were still happy with the organisation. The statement that probed how the employees felt about leaving the company for other companies, the statement received a mean score of 3.2 and 40% of the respondents indicated that they were

not thinking about leaving the company while 31% was hesitant and 29% were thinking about leaving the organisation. The statement about the employee thinking of quitting his or her job revealed that 65% was not thinking about quitting their job but 29% was hesitant and 7% were positive that they wanted to quit their job. The regression results revealed that this general proxy factor was insignificant for the motivation and satisfaction of the employee of the small engineering firm. The results suggest that employees of the company were not totally satisfied with the company. The company had more than 75% of new employees (people who have not worked for over 5 years) and the results indicated that the noticeable number of employees would leave the company should the opportunity prevail. The study was contrary to the study performed by Terera and Ngirande (2014) that revealed that there was significance in job satisfaction and the retention of the employee.

### **6.3 THE EFFECT OF DEMOGRAPHIC FACTORS**

The results of the current study revealed that the satisfaction and motivation of the employee varied significantly with regards to the level of education, age and gender and that there was insignificance when considering the number of years the employee had spent working for the organisation.

#### **6.3.1 The Effect of Level of Education**

The level of education had insignificance on the factors of job satisfaction except for working conditions. The level of education was significant ( $p\text{-value} = 0.0389$ ) on the working conditions. These results suggest that employee with a higher level of education found satisfaction in the current working. The company specialises in the provision of professional services that one has to be qualified for. Therefore, these results could mean that the working environment favours the highly qualified people more than it favours the employees who are less qualified or who have a minimum level of qualification. The current study was in line with the study conducted by Noor, Khan and Imran (2015) showed that none-PHD faculty members were less satisfied compared to their PDH counterparts as the none-PHD faced more difficulties in their working environment.

#### **6.3.2 The Effect of Age**

The age of the employee had insignificance on the factors of job satisfaction except for working conditions. Age had a significant factor ( $p\text{-value} = 0.036$ ) on the working conditions of the employee. These results suggest that employees between the ages 31 to 40

and those who preferred not to say were significantly motivated than those of the other ages. The results of this study are suspected to be subjective on the significance of age groups as most of the employees (56%) indicated that there were 31 to 40 years old. Should we have had a proportional or equivalent number of employees in different age groups perhaps the results would have been different. Even though the interpretation of the results prove to be subjective, they corroborate with the study conducted by Safiullah (2015) who concluded employees aged between 35 and 39 years were more motivated than the employees of other age groups in the telecom industry of Bangladesh.

### **6.3.3 The Effect of Gender**

The gender of the employee had insignificance on the factors of job satisfaction except for working conditions. Gender had a significant factor ( $p\text{-value} = 0.008$ ) on the working conditions of the employee. These results suggest that male employees were satisfied than female counterparts in their current working conditions. The company had more male employees compared to female employees and this might have influenced the results of the study. If the number of female employees was equal or closer to the number of male employees in the organisation perhaps the results of the study would have shown different aspects with regards to gender and employee motivation in an organisation. However, the current results could mean that the working environment favours male employees compared to female employees. Even though the results could not be conclusive based on the gap in the employment of male and female employees, the current study was in line with the study conducted by Safiullah (2015) who concluded that male employees of the telecommunications industry of Bangladesh were more motivated than their female colleagues.

### **6.3.4 The Effect of Number of years working for the Organisation**

The number of years of the employee working for the company had insignificance to the motivation of the employee motivation and job satisfaction. These results revealed that the motivation of the employee cannot be gauged from the number of years that the employee has worked for the company. The results of the current study are somewhat subjective and contrary to those of the study conducted by Dobrow Riza, Ganzach and Liu (2018) that revealed that job satisfaction levels of the employees decreases with the number of years spent working for the organisation.

## **6.4 THE CONCLUSION OF THE STUDY**

The main of the research was to identify the factors of motivation and job satisfaction that affected the employee of the small engineering organisation. The results of the mean score revealed that the employees were satisfied by the examined nine (9) factors. The findings from the mean scores of responses of the current study revealed that working condition was ranked as the most satisfying factor of motivation for the employees followed by job content, personal competence, supervisor, promotion, benefits, recognition and remuneration, in that order. The study also discovered that promotion, fringe benefits and remuneration were three factors of motivation that could significantly affect the motivation and satisfaction of the employee when employee retention was used as the general proxy factor for gauging motivation.

The study was somehow inconclusive when it came to demographic factors as most variables were insignificant. However, the study discovered that male employees of the organisation were significantly motivated by working conditions compared to their female counterparts. The people with age varying from 31 to 40 years and those who preferred not to declare their age were significantly motivated than other age groups. The study also pointed out that there was no significance at all on the number of years that the employees had spent working for the company with motivation and job satisfaction.

## **6.5 THE PRACTICAL IMPLICATION OF THE STUDY**

Extrinsic motivation factors such as working environment play an important role in employee motivation. This study, therefore, recommends that the organisation must always strive to keep the working environment at a satisfying level. The organisation should continuously provide good working conditions for the employees to increase effectiveness, efficiency and commitment. Creative, collaborative and supportive environment is the key for the employees empowerment and the organisation must always make provision for such environment.

### **6.5.1 The Practical Implication on Remuneration**

- The salaries of the employees must be optimised so as to enhance their (employees) level of extrinsic motivation.
- The incentive rewards should be handled with care and with flexibility by the organisation.

### **6.5.2 The Practical Implication on Promotion**

- Managers should encourage employees to attain personal growth and development by sending employees to recognised training and workshops that will prepare the employee for career advancement.
- Promotion at the workplace should be treated like other rewards and be treated as incentives for recognising performance.
- Employees should be equipped with training that is aligned with the skills, techniques, knowledge and experience required for job advancement.

### **6.5.3 The Practical Implication on Personal Competence**

- Employers should work together with employees in the assessment process of the individual needs of the employee in order to try and meet the employee's expectations.

### **6.5.4 The Practical Implication on Recognition**

- Organisation should strive to introduce enhanced and effective recognition and rewards program.
- Formal rewards and recognition system should be developed to encourage job involvement.

### **6.5.5 The Practical Implication on Supervisor or Manager**

- The company should always encourage and promote a strong moral identity among its managers and supervisors.
- Managers should create and apply policies that will address the issues of fairness and create a neutral environment for their employees.
- Managers should adopt a decision-making approach that will allow employees to contribute during the decision process.
- Strategic leadership of the organisation is recommended for all organisations that want to achieve company objectives.
- Leadership should establish and align the theories of motivation that are suitable to satisfy and motivate the employees of the organisation.

- Managers should adopt managerial standards that would align their expectations to the duties assigned to the employee in terms of the job description.
- In the development of leadership, the organisation should always put emphasis on the empowerment techniques as the fundamental elements of development programs.

## **6.6 THE STUDY LIMITATIONS**

The current study was not immune to limitations.

- The findings of the current study may not be generalised as they are only based on the employees of a small engineering firm and these findings could be situational.
- The study has combined the factors of motivation and job satisfaction. However these two topics should be treated as individual topics so that factors affecting each field in practice can be easily identified.
- The study did not include all the demographic factors that could affect the job satisfaction and motivation of the employees.
- The population of the study was dominated by male employees and employees that were aged between 30 years and 40 years old.
- The sample size was very small.

## **6.7 THE RECOMMENDATIONS FOR FUTURE RESEARCH**

- The study has combined the factors of motivation and job satisfaction. However these two topics should be treated as individual fields so that factors affecting each field could be easily identified.
- The future research could enhance the sample size by investigating more firms of the similar size and characteristics of a small engineering firm.
- Future research should also consider collecting data over a wide range of different employees and different departments in order to enhance the reliability of the findings.
- The qualitative research is recommended to expose other factors that have effects on employee motivation in a small engineering firm in South Africa.

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## APPENDIX A

### Informed Consent Letter 3C

UNIVERSITY OF KWAZULU-NATAL  
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Dear Respondent,

#### MBA Research Project

Researcher: Siyabonga Mkhasibe

Supervisor: Dr. M. Kanyangale  
031 260 1615

Research Office: Ms P Ximba 031-2603587

I, **Siyabonga Mkhasibe**, Student Number **213570642** an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu Natal. You are invited to participate in a research project entitled, "Factors affecting Employee Motivation in a small engineering consulting firm: A case study of KaMawewe Development Consultants in South Africa."

The aim of this study is to:

- To establish the relationship between employee motivation and job satisfaction.
- To establish the relationship between employee motivation and the demographical factors of the employee
- To establish the relationship between demographical factors and job satisfaction
- To identify factors of employee motivation that are relevant to the small engineering firm
- To provide recommendations on the employee motivation strategies that can be adopted by the small engineering firms in South Africa

Through your participation I hope to understand relationship that exists in the motivation of employees in a small engineering firm. The results of the focus group are intended to contribute to the limited information about motivating the employees in the small engineering firm

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequences. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 15-20 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature:

Date: 07 August 2018

This page is to be retained by participant

## EMPLOYEE MOTIVATION QUESTIONNAIRE

Please take a few minutes to complete this survey. Your specific answers will be completely anonymous. Your participation in combination with those of others, are extremely important. To ensure your anonymity, please insert your completed questionnaire in a provided brown A4 envelope and seal it, deposit the sealed envelope in a provided box, placed at the reception.

### SECTION 1: DEMOGRAPHICS

Please complete the following details for purposes of the research study by marking the box (with an X) that is appropriate for you.

#### 1.1. HIGHEST LEVEL OF EDUCATION

- 1.1.1) Grade 8-11       1.1.2) Grade 12       1.1.3) Degree       1.1.4) Honours
- 1.1.5) Masters       1.1.6) Other  Please specify: \_\_\_\_\_

#### 1.2. AGE

- 1.2.1) 20-25 years       1.2.2) 26-30 years       1.2.3) 31-40 years
- 1.2.4) 41-45 years       1.2.5) 46-60 years       1.2.6) 61+ years
- 1.2.7) Prefer Not to Say

#### 1.3. GENDER

- 1.3.1) Male       1.3.2) Female       1.3.3) Prefer Not to Say

#### 1.4. NUMBER OF YEARS WORKING FOR THE COMPANY

- 1.4.1) 0-3years       1.4.2) 3-5 years       1.4.3) 5-10 years
- 1.4.4) 10+ years       1.4.5) Prefer Not to Say

Thank you for completing the first Section of the Questionnaire, please proceed to the next page for the next sections

## SECTION 2: JOB CONTENT AND MOTIVATION SECTION

**CONFIDENTIAL**

Different people are working in different jobs and for same reasons and others work in same jobs for different reasons. The work we do on the daily basis is what takes us to the different levels of life and also it keeps us in the same level. Most jobs are not perfect, think about the way you can change your work to keep you satisfied with what you do on a daily basis.

Note: With each question provided below, you have a choice of 5 answers. Please rate your answer by marking (X) one box that has the answer that best suit the way you feel about the given statement.

1= Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5= Strongly Agree (SA)

**2.1. JOB CONTENT**

No.	QUESTION OR STATEMENT	SD	D	N	A	SA
2.1.1	I love my job.	1	2	3	4	5
2.1.2	I do variety of tasks in my job.	1	2	3	4	5
2.1.3	I receive training which teaches me new with my job.	1	2	3	4	5
2.1.4	My work is easy.	1	2	3	4	5
2.1.5	The amount of work is easy to manage.	1	2	3	4	5
2.1.6	I manage the amount of work I do.	1	2	3	4	5
2.1.7	I am completely independent of others.	1	2	3	4	5
2.1.8	I consider the content of my work as my responsibility.	1	2	3	4	5
2.1.9	I know exactly what my tasks are.	1	2	3	4	5
2.1.10	I am allowed to decide on the methods for doing the work	1	2	3	4	5
2.1.11	I am proud of the work I do.	1	2	3	4	5
2.1.12	I see future success from the work I do.	1	2	3	4	5
2.1.13	I see myself dismissed for no good reason.	1	2	3	4	5
2.1.14	I have an opportunity to take part in decision making with regards to my work.	1	2	3	4	5
2.1.15	My work adds value to the organisation.	1	2	3	4	5
2.1.16	I have a certain degree of authority in my work	1	2	3	4	5

**2.2. REMUNERATION**

No.	QUESTION OR STATEMENT	SD	D	N	A	SA
2.2.1	I am satisfied with my salary	1	2	3	4	5
2.2.2	I earn the same as the people doing the similar job.	1	2	3	4	5
2.2.3	I earn the same as people who have same qualifications.	1	2	3	4	5
2.2.4	My salary structure is perfect	1	2	3	4	5
2.2.5	Salary increases are decided on the fair basis	1	2	3	4	5

**2.3. PROMOTIONS**

No.	QUESTION OR STATEMENT	SD	D	N	A	SA
2.3.1	I will be promoted within two years	1	2	3	4	5
2.3.2	Everyone has an equal opportunity for promotion	1	2	3	4	5
2.3.3	Employees are promoted in a fair and honest manner	1	2	3	4	5
2.3.4	Being promoted means a lot to me	1	2	3	4	5

Please proceed to the last page

Please make sure that all your answers are completed.

**Note:** With each question provided below, you have a choice of 5 answers. Please rate your answer by marking (X) one box that has the answer that best suit the way you feel about the given statement.

**1= Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5= Strongly Agree (SA)**

#### 2.4. RECOGNITION

No.	QUESTION OR STATEMENT	SD	D	N	A	SA
2.4.1	I am praised regularly for what I do.	1	2	3	4	5
2.4.2	I receive constructive criticism about my work	1	2	3	4	5
2.4.3	I get credit for what I do	1	2	3	4	5
2.4.4	I am told that my work has improved	1	2	3	4	5

#### 2.5. WORKING CONDITIONS

No.	QUESTION OR STATEMENT	SD	D	N	A	SA
2.5.1	My working hours are fair	1	2	3	4	5
2.5.2	I feel overworked.	1	2	3	4	5
2.5.3	Our environment is open to discuss our work with colleagues	1	2	3	4	5

#### 2.6. BENEFITS

No.	QUESTION OR STATEMENT	SD	D	N	A	SA
2.6.1	I would leave my job for the same job that offers me a company pension fund (scheme) as a benefit.	1	2	3	4	5
2.6.2	I will leave my job for the same job that offers me a company medical aid as a benefit.	1	2	3	4	5
2.6.3	The leave arrangement is fair.	1	2	3	4	5
2.6.4	I like being in control of what I do with my medical aid	1	2	3	4	5
2.6.5	I like being in control of what happens to my pension fund contributions	1	2	3	4	5

#### 2.7. SUPERVISOR OR MANAGER

No.	QUESTION OR STATEMENT	SD	D	N	A	SA
2.7.1	Is easily satisfied.	1	2	3	4	5
2.7.2	Supports me when I have challenges.	1	2	3	4	5
2.7.3	Can be persuaded and convinced.	1	2	3	4	5
2.7.4	Is a warm-hearted person.	1	2	3	4	5

#### 2.8. PERSONAL

No.	QUESTION OR STATEMENT	SD	D	N	A	SA
2.8.1	I am given tasks that match my educational level.	1	2	3	4	5
2.8.2	I am working in the department of my choice.	1	2	3	4	5

#### 2.9. EMPLOYEE RETENTION

No.	QUESTION OR STATEMENT	SD	D	N	A	SA
2.9.1	I am looking for another job.	1	2	3	4	5
2.9.2	I am no longer happy with the company.	1	2	3	4	5
2.9.3	I want to quit my job.	1	2	3	4	5

**Thank you for your participation.**

**Please make sure that all your answers are completed.**



Tel: + 27 33 342 9507  
Fax: +27 33 342 9249  
Email: [www.kamawewe.co.za](http://www.kamawewe.co.za)  
Co.Reg: 2018/267265/07

Your Ref: Dissertation Gate Keepers

Req Number: \_\_\_\_\_ N/A \_\_\_\_\_

Our Ref: KDC-17002\_General

Enquiries to: S. Nkosi

Date: 06 August 2018

Dear Sir/Madam

**Re: Gatekeeper's letter for Mr. S.C. Mkhasibe, student number 213570642 in KwaZulu Natal University**

I, S. Nkosi the director of KaMawewe Development Consultants give permission to the above mentioned student to conduct his research in our firm. This will allow him to complete his Master's Degree in Business Administration. I am aware of his chosen topic, "Motivation in a small engineering consulting firm: A case study of motivation in KaMawewe Development Consultants in RSA."

He may collect the information from the employees of KaMawewe Development Consultants using emails and scanners from the designated offices.

I am aware that this study may be made available to the public domain and the work may be published in the public domain in provision that the identity of the firm and its employees contributing to the study remain protected, private and confidential.

Should you wish to discuss the content of this letter, feel free to contact me in the above stipulated contact details.

You

S. Nkosi

Director

For Kwamawewe Development Consultants (KDC)

15 October 2018

**Mr Siyabonga Cyril Mkhasibe (213570642)**  
Graduate School of Business & Leadership  
Westville Campus

Dear Mr Mkhasibe,

**Protocol reference number: HSS/1572/018M**

**Project title:** Factors of affecting employee motivation in a small Engineering Consulting firm: A case study of KaMawewe Development Consultants in RSA

**Approval Notification – Expedited Application**

In response to your application received 08 October 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

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

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

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

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

Yours faithfully



Dr Rosemary Sibanda (Deputy Chair)

/ms

Cc Supervisor: Dr Njabulo Khumalo  
Cc Academic Leader Research: Professor Muhammad Hoque  
Cc School Administrator: Ms Zarina Bullyraj

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Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: [ximbap@ukzn.ac.za](mailto:ximbap@ukzn.ac.za) / [snymam@ukzn.ac.za](mailto:snymam@ukzn.ac.za) / [mohunp@ukzn.ac.za](mailto:mohunp@ukzn.ac.za)

Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



100 YEARS OF ACADEMIC EXCELLENCE

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

12 December 2019

Mr Siyabonga Cyril Mkhasibe (213570642)  
Graduate School of Business & Leadership  
Westville Campus

Dear Mr Mkhasibe,

**Protocol reference number: HSS/1572/018M**

**New Project title:** Factors affecting employee motivation in a small Engineering Consulting firm: A case study of KaMawewe Development Consultants in the Republic of South Africa

**Approval Notification – Amendment Application**

This letter serves to notify you that your application and request for an amendment received on 06 December 2019 has now been approved as follows:

- **Change in title**

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an 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.

Best wishes for the successful completion of your research protocol.

Yours faithfully



**Professor Urmilla Bob**  
University Dean of Research

/dd

Cc Supervisor: Dr Njabulo Khumalo  
Cc Academic Leader Research: Professor Muhammad Hoque  
Cc School Administrator: Ms Zarina Bullyraj

---

**Humanities & Social Sciences Research Ethics Committee**

**Professor Shenuka Singh (Chair)**

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Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



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# FACTORS AFFECTING EMPLOYEE MOTIVATION IN A SMALL ENGINEERING FIRM: A CASE STUDY OF KAMAWEWE DEVELOPMENT CONSULTANTS IN RSA REVISION 1

APPENDIX E

## ORIGINALITY REPORT

10%

SIMILARITY INDEX

4%

INTERNET SOURCES

2%

PUBLICATIONS

10%

STUDENT PAPERS

## PRIMARY SOURCES

1	Submitted to Mancosa Student Paper	4%
2	Submitted to Napier University Student Paper	1%
3	Smith , Elmien   Joubert , Pieter   Karodia , Anis Mahomed. "The Impact of Intrinsic and Extrinsic Rewards on Employee Motivation at a Medical Devices Company in South Africa", Kuwait Chapter of Arabian Journal of Business and Management Review, 2015 Publication	<1%
4	Submitted to Ghana Technology University College Student Paper	<1%
5	Submitted to Intercollege Student Paper	<1%
6	Submitted to Higher Education Commission Pakistan	<1%