

UNIVERSITY OF KWAZULU-NATAL

**THE INFLUENCE OF EMPLOYEE MOTIVATION ON JOB PERFORMANCE: A
STUDY OF A FEW SUPERSPAR STORES IN DURBAN CENTRAL**

By

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2017

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ABSTRACT

Organizations use motivation on their personnel so that they may be able to achieve high productivity. Every organization would want to motivate its employees and this motivation may be financial or non-financial. Management have to know and also understand what motivates its employees in the organization in order for them to achieve the desired performance. Good motivation in the organization pushes the employee to want to perform and show his/her full potential in the work performance. This study addresses the extent to which employee motivation can influence job productivity in the retail sector.

This study's objectives were to determine how motivation influences job performance, establish which motivational measures are currently in place and how effective are these and to establish ways to improve the performance of workers within the Superspars in Durban, Berea. The study's literature review covered the factors affecting employee motivation, employee performance, and theories of motivation which included Herzberg Two factor model and Maslow Hierarchy of needs just to mention a few. The model of employee motivation and employee performance used to guide the study was by Zameer, Ali, Nisar and Amir (2014).

The study follows a descriptive and an explanatory research approach. The primary data was collected from employees of Avonmore Superspar and Glenwood Superspar using survey questionnaires. The study used a quantitative approach with self-administered questionnaires with a Likert 5 point scale. The questionnaire was handed over to 143 participants and a non-probability sampling method was used to fulfil the required objectives. The data that were acquired were run on SPSS to enable the analysis. Descriptive and Inferential statistics were used in the analysis of the data.

According to the findings employees may be influenced by factors such as compensation, incentives, environment and training. The employers may use job security on the employees as a way to increase job performance. In addition communication within the various departments in the organization was found to be a motivational factor as employees felt to be part of the organization. The findings were used to make various recommendations for the management to use when formulating training, compensation and operative strategies so as to motivate employees in the retail business. The intuitions were used as recommendations for future studies.

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CHAPTER 1

Introduction and Background to the Study

1.1 Introduction

Motivation is a crucial factor in the organization's success. Employee motivation must be provided a priority in the organization as it is a vital ingredient to the survival and progression of the organization as whole in the rapidly changing markets. It is therefore, essential that management learn to appreciate motivation of their employees. Loyalty and commitment amongst employees is derived from motivation, employee satisfaction is also by-product of motivation. Demotivated employees are more likely to pull down the organization, this is due to the fact that they put less effort in their jobs, exit the organization and produce low quality of work. The most valuable tool of an organization is a well-motivated workforce which is competent and dedicated, willing to serve its customers (Kamal, 2014).

Considering the increasing number of retail supermarkets, the sector becomes a very competitive ground not only in-terms of prices or availability of products, but also in the human resources management. One of multiple bases used by customers to determine the supermarkets that they visit is the human resources that are available in that organization. It is therefore important to have strong human resources that can withstand competition from other retail brands. This chapter provides a general analysis of the study's research problem which it intends to address. This study is introduced in this chapter by providing the background and the problem statement of the study from which the study emanated from.

Outlined in the chapter are the study background, problem of the research, objectives of the study and the study's research questions. Also outlined in the chapter are the reasons for the study, the study's importance and concepts.

The chapter presents the background of employee motivation before linking it to employee motivation at selected Superspars on Durban's Berea. Finally the chapter has a summary of issues that have been discussed and contribute to the study.

1.2 Background of the Study

Organizations appreciate the need to motivate their employees so that there is an increase in production (Pradeep and Prabhu, 2011). Employee motivation is the process of inspiring employees in the organization by shaping up tools such as rewards and bonuses which enable the organization to achieve its goals (Zameer et al., 2014). Most employees are not motivated and therefore they come to work, await month end for their salaries and that becomes a cycle. There may be underlying factors that could be causing such behaviour so that warrants the need for investigation.

Spar is one of the largest retailers in Southern Africa. Spar trades in over 33 countries and operates over 12 000 stores on a global scale (Spar integrated report, 2014). Spar has a broader wing which includes; Superspars, Spar, Kwikspars, Tops, Savemor and Spar Pharmacy. Each Spar is tailor-made for its country's local conditions (Spar integrated report, 2014). Spar South Africa became operational in 1963 and has its Headquarters in KwaZulu-Natal. It was founded in Netherlands with the Headquarters in Amsterdam. In South Africa Spar is the 3rd largest retailer after its rivals, which are Shoprite/ Checkers and Pick n Pay respectively. Spar is a group of independent retailers who trade collectively under the Spar brand.

Superspars are one of the retail firms trading under Spar South Africa. They have been offering retail services for the past years although branding does consistently change. The staff compliment within the Superspars has increased with the count of customers that has also increased in the past few years (Spar integrated report, 2014). Superspars have a

Department of Human Resources Management (HRM) which assists with gearing employees towards key objectives, thus ensuring Superspar's growth and competitiveness as the retail market is quite competitive. Within the retail industry, competitor retailers are constantly fighting to regain their market share thus employee motivation is important. In the field of human resources management, the motivation of the employees is instrumental to their job performance in the workplace (Kamal, 2014). It is therefore imperative that the managers of Superspar retail outlets continuously strive to motivate their employees, for purpose of the employees continually performing their tasks adequately to meet the business goals and targets. Employee motivation is the stimulation of the worker with incentives or non-incentives so as to encourage them to be more productive (Greenberg and Baron, 2008).

Such matters imply that Superspars have to do staff appraisals which will help employees to be motivated to operate at the highest possible level of efficiency. It is the duty of the line managers and supervisor to enhance sanity within their departments with the help of HRM. In measuring efficiency with accordance to service delivery, an organization called Salute has shown moderate scores of service delivered upon visit of each store department with a hidden camera (Spar integrated report, 2014) and thus creating a need to train employees to achieve personal and organizational goals that will contribute to overall company productivity.

Superspars make the use of training initiatives to motivate their employees however some employees may not be keen on receiving training and thus are not particularly receptive whenever the opportunity arises. On the other end some other employees eagerly await this opportunity. For those who anticipate training opportunities, this represents a pivotal prospect to boost their career trajectory through the acquisition of additional skills and competencies which enable them to perform better as well as advance up the organisational ladder. Training of employees does help in the increase of productivity, when such happen it calls for scrutiny to establish why some are not willing to join training camps.

In the retail industry, it is typical of Human Resources Management to motivate employees through the provision of salaries, although the amounts paid are set by the government on an annual basis (Oosthuizen, 2012). These salaries are followed by the Superspars to motivate their employees. Is financial incentive a crucial matter in the increase of productivity? It must be so, given that retail employees either opt to or are forced to work extra hours during weekends so that they earn a higher salary.

Furthermore employees need to be disciplined, according to the Spar integrated report (2014) one of its key strategies is to have motivated employees that can forge success for the group and build a successful Spar brand. Discipline is important, employees who arrive early for work and are customer focused when conducting their work will operate at their highest possible level of efficiency. Some employees may feel not obliged to conduct themselves in line with objectives of the organization hence employee motivation of the selected Superspars needs scrutiny to investigate what can influence job productivity.

1.3 Research Problem/ Statement of the Problem

The intention of this research is to establish the purpose of motivation at Superspars in Durban's Berea so the need to investigate the impact of motivation on employees' performance at the two selected Superspars was inevitable. This was forced with current need of analysing employees' stimulus on performance across gender, department and job tenure. Stella (2008) highlights that employees and management should work together so that there is increased job performance by each individual. The above variables needed an investigation concerning employees that show symptoms related to lack of motivation.

Evaluate the contribution of motivation of employees to job performance with particular reference to Durban's Berea Superspars. Most of the studies conducted on the influence of motivation concentrate on the factors of motivation, and how this is linked to employees' performance the evidence is biased towards Western and Eastern economies (Kajura, 2015). It is this empirical evidence that has motivated this study to contextualise the phenomenon in a South African economy. This study attempted to analyze motivational tools that can be used by some selected Superspars on Durban's Berea to effectively increase employee job performance.

1.4 Aim of the Study

The fundamental intention of the study was to explain the influence of employee motivation on job performance in the retail sector. In the process, the study delivers motivational strategies for stimulating employees advertently increase in the performance of employees. The study further provides possible solutions to improve the enactment of the employees.

1.5 Research Objectives

The research objectives are:

- To determine how motivation influences job performance.
- To establish which motivational measures are in place and how effective they are.
- To establish ways to improve the performance of employees.

1.6 Research Questions

The research questions are:

- What is the relationship between employee motivation and job performance?
- What motivational measures currently are in place and to what extend do they motivate the employees?
- What alternative motivational measures can be identified in order to ensure improvement in job performance?

1.7 Significance and Justification of the Study

Employee motivation plays an important role in the retail sector's human resources management; this is because highly motivated employees deliver excellent service to the customer thereby enhancing productivity and growth (Kamal, 2014). There are numerous empirical studies that have been conducted as well as theoretical models that are centred on employee motivation and performance; however this study sought to add to that body of knowledge by exploring how employee motivation influences performance in a South African retail context.

In order for an organisation to excel, the personnel needs to perform and must be synergised and perform their jobs to achieve objectives. An organisation's Human Resources Management must understand the need to motivate its employees; they must understand factors which are motivating to employees so as to intensify their job performance. The findings of this study are particularly pertinent and essential to the management staff of Superspars, as it will impart relevant knowledge and information to understand the factors that impact on the motivation of their employees. This information will be vital for the structuring of their future strategies or initiatives to motivate their employees. This study will contribute to the existing literature of motivation, although it will investigate motivation in the retail sector in Africa, particularly in Durban.

This study will provide stakeholders like management and business owners, not only of the Spar Brand but also of established retail business enterprises and upcoming businesses such as Shoprite/Checkers and Jwayelani respectively, with a guide to more reliable insight of initiatives of motivation to their operations in the retail sector.

The study is all the more significant as it aims to provide management with insights into the problem of low levels of employee motivation within the retail sector. Although the study is limited to Glenwood Superspar and Avonmore Superspar on the Berea, other retail businesses with a similar setup or looking into venturing in the similar sector will find the results useful in their quest for motivating employees and ultimately contributing to the employee performance thereby eradicating, lessening and feasibly isolating the practices that demotivate employees.

Implementation of this study was to highlight how retail employees are essential to the success of the organization. Therefore it is important to motivate the employees so that increased performance is obtained. A limited number of studies have focused on motivation in retail employees under low economic growth so this research will add to the few that are existent. Studies have been done on motivation but none has been done on motivation targeted at Superspars in Durban. This research study will help management to realise their obligation and responsibilities in motivating employees so that they achieve good performance for the organization. If the study is not conducted the management of the selected Superspars will not be enlightened on the motivational factors that could be available.

1.8 An Overview of the Research Methodology

The study objectives were used to guide the selection of a suitable research methodology. In the review of literature, the researcher made use of subject relevant textbooks and previously researched journal articles which were retrieved from academic database such as Wiley Online Library, JSTOR and Google Scholar to mention a few. These information sources provided a valuable theoretical as well scientific background for the study. The literature review was designed to give comprehensive understanding of motivational theories. This study utilised a combination of explanatory as well as descriptive research design to enable the researcher to be able to describe, explain and predict the respondent's opinions, which would be essential in understanding their behaviour and choices. This study sought to describe, explain and predict the influence of employee motivation on job performance. The study pursued a quantitative approach, with analysis of employees from Glenwood Superspar and Avonmore Superspar in Berea area in Durban, South Africa. Self-administered questionnaires were distributed amongst employees for the purpose of acquiring the primary data for the study. Non-probability methods were implemented for questionnaire distribution. The researcher used descriptive and inferential statistics to analyse the data retrieved from respondents. This data was analysed and interpreted in order to describe, explain and understand the influence of employee motivation on job performance.

1.9 Definition of Terms

- Employee Motivation: According to Jaiswal and Dhar (2015) it is used to describe the drive that impels an individual to work.
- Job performance: it relates to the act of doing the job well (Sia, 2015).
- Human Resources: It is a set of individuals who make up the workforce of an organization, (Schuler and Jackson, 2008).

1.10 Ethical Considerations

This was considered as follows:

- Ethical clearance was obtained from the Ethical Clearance Committee of University of KwaZulu-Natal.
- The gatekeepers' letter was obtained from Administration Managers of both selected Superspars.
- The research was conducted in a dignified manner that did not compromise human dignity.
- Permission was sought from the respondents on whether to participate or not participate in the study.
- Anonymity and privacy was upheld at all times when conducting the study.

1.11 Limitations of the Study

The limitations of the study are:

- This study was conducted within the retail sector only particularly in the two selected Superspars which are Glenwood Superspar and Avonmore Superspar, this was because of refusal in participation by management of other Superspars in Durban central.
- This research used the case study method, 143 employees from two selected Superspars on Durban's Berea were chosen so as to establish the link between employee motivation and job performance, however the sample does not represent the whole of KwaZulu-Natal retail organizations therefore gaining accurate information would be problematic as this is only a selection of the retail.
- Another limitation of this study was that participants were only able to participate during their tea breaks, lunch breaks and after work hence their attentiveness and focus might not always have been optimal as responses would be rushed. This was because managers felt the survey took time to complete and did not want the employees to spend time away from their daily duties.

1.12 Study Outline

This study was divided into five chapters:

Chapter 1: Introduction and background to the study

This chapter presented the introduction, the circumstantial of the study, the drive behind the study, the research's problem statement, research questions, the study's objectives, the study's importance, and the study's structure.

Chapter 2: Literature review

It critically reviewed the existing literature covered by the study. It focused on literature that was related to employee motivation and job performance. The literature review was used to identify factors that influence the employee motivation and that were used to collect data that was analyzed.

Chapter 3: Methodology

The chapter presented the research methodology. It started by the research design, research approaches and data collection instruments, sampling size, data analysis and strategies used to ensure that the study was trustworthy. Ethical issues were also highlighted in this chapter.

Chapter 4: Data presentation

This chapter provided the presentation and discussion of the results of the study. This chapter interpreted and puts together the main findings that emanated from the study taking into consideration the context of the framework from chapter 2.

Chapter 5: Conclusions and recommendations

This chapter discussed conclusions and recommendations. It provided findings that emanated and was drawn from the results that were presented from the previous chapters. This final chapter provided some recommendations.

1.13 Conclusion

This chapter provided a short background of the history and employee motivation at selected Superspars in Durban's Berea. It presented a brief focus into the orientation of the study. The background to the influence of employee motivation on job performance has been highlighted and briefly discussed. Objectives of the study were clearly outlined along with the questions. The significance of the study was also outlined. The next chapter takes a look at the literature on employee motivation and also on job performance.

CHAPTER 2

Literature Review

2.1 Introduction

This chapter reviews the concept of motivation, factors of motivation, theories of motivation, motivational factors, theoretical framework, employee performance and the relationship between motivation and job performance. The literature has been drawn up from the studies that other scholars, academics have done on the influence of motivation on job performance and the relation between the two. The chapter concludes with the outline of the relationship between motivation and job performance.

2.2 Motivation

According to Foster (2005) motivation, in an organizational context, is defined as action that can positively increase or reduce the employee's attitude to work towards achievement of the organization's goal or their own goals. Motivation has also been described as an amalgamation of dynamic power which arises from within and beyond an individual's being (Meyer, Becker, and Vandenberghe, 2004). Motivation does initiate work-related behaviour and also determines its form, direction, intensity and duration.

Greenberg and Baron (2008) defined motivation in a three way definition. They firstly reviewed that there is an individual need or hunger that deals with a drive. An employee is energized and therefore portrays his or her own individual action. A person's interest tend to guide them to impress whatever they have to on others, this creates the need to do interesting work and achieving successfully what they have to achieve. Secondly, they regard that the choices which individuals attempt and the behavioural direction which they take contributes to their achievement (Greenberg and Baron, 2008). The third part attempts to have maintenance of behaviour which clearly shows how long people attempt to meet their goals (Greenberg and Baron, 2008).

Antomioni (1999) highlighted that motivation is an effort that an individual puts towards their work to a degree that the individual appreciates the motivational needs that will satisfy them. Other individuals may be demotivated as they would likely feel that something within the organization is making them not be able to achieve their desired outcomes. Motivation can either be intrinsic or extrinsic in nature (Lin, 2007). These are the two types of motivation which have been studied and they have shown one has to be moved by something so as to be motivated.

Intrinsic motivation is defined by Deci and Ryan (2000) as a doing of an activity that will be of satisfaction on the inherent part not on the separable consequence. Intrinsic motivation is not moved by external factors, pressures or rewards but it is for the fun or the challenge in it. Intrinsic motivation has been described by Lin (2007) as the participation in an activity for the sake of one's own and out of interest. It is also for the satisfaction of one's experience. Intrinsic motivation is done for the enjoyment of work. It emanated from within an individual, need to do that specific task without any reward offered to the person.

Extrinsic motivation focuses on goal driven reasons like reward and benefits which one gets to be able to accomplish an activity (Lin, 2007). Deci and Ryan (2000) ascertain that extrinsic motivation is an instrumental value which is used to motivate an individual. It is an activity which is done so that there is some separable outcome. Extrinsic motivation may come in form of money, presents or gift.

2.3 Factors Affecting Employee Motivation

Motivated employees are essential in our constantly changing workplace environments (Safiullah, 2015). Safiullah (2015) also mentioned that it is essential for an organization's survival for the need to have motivated employees so that they can help with the increase in productivity. He suggested that managers have to understand the role that they partake also affects that of the employees as their work performance is beelined together with motivational factors that they relinquish.

Bishop (1987) cited in Safiullah (2015) indicated that the size of the organization will determine the reward system although productivity and pay are directly related.

Organizations can motivate the employees through reward and recognition and other benefits. In a research conducted by Bishop (1987) cited in Safiullah (2015) proposed that as the employees get older money becomes less of a motivator even though there is an increase in the money, interesting work drives them to become a motivator.

Previous research has indicated that sufficient wages, few training and development courses, lack of new opportunities (boredom) and job security are some of the factors that affect employee motivation in various organizations in a way (Velo and Mitta, 2006). However in recent years, the factors highlighted that above had an impact on employee motivation and work performance. Previous studies carried out have highlighted different factors that motivate employees.

Vioasami et al., (2001) cited in Hosseini (2014) conducted a study that was done on the factors that affect employee motivation. They investigated the interconnection of communication skills, critical management, interpersonal skills, decision making, conflict management, error management, risk-taking, reward management, trust, supervision and guidance with the workers' perspective in the organization on the motivational climate. The results from the study revealed that there is increased employee participation in the decision making process. Progress, dependence, attachment, development, expertise and control have a massive influence on the public encouragement on employee motivation.

Lindner (1998) carried out a study analysing the factors of employee motivation. Some of the findings were that motivation factors affecting employee performance were ranked as follows: interesting work, good salary, recognition of the well done job, guaranteed job, excellent working conditions, moving up the organizational structure and growth in the organization, feeling of being in on things, personal loyalty to employees, strategized discipline, and sympathetic help with personal problems. In the 21st Century there has been a shift on factors that motivate employees, drastic changes have occurred due to technological developments that have taken place, rapid increase in competition amongst businesses, changes in employee needs and noticeable increase in gender equality (Safiullah, 2015).

In another study done by Rothenberger, Sprecher, Retcofsky, Wangi, Clarkson and Belford (1994) analysing the factors that affect motivation in Kenya, their findings highlighted that the quality of employee supervision and management, insurance, reward and job experience

did have an influence on the motivation of the employee. This is interesting to note because factors such as personal characteristics which include age, gender, marital status, and education level and job experience were deemed not to play part on influencing employee motivation.

Another outcome identified by Hossain and Hossain (2012) established many different factors which affect employee motivation according to the order of importance. These factors included good wages, overall job security, training and development, benefits, evaluating performance fairly, accepting mistakes positively, availability of logistics supports, opportunities for career growth and development, flexible working hours, recognition, challenging work and reasonableness in work. A surprising fact is that there are limited previous studies on employee motivation which have focused on work-life balance, facility of joining in a union as important motivational factors. These factors have shown that they could have great impact on employee motivation according to the study (Hosseini, 2014).

Franco, Bennett, Kanfer and Stubblebine (2004) investigated the factors that affect employees' health. Franco et al., (2004) arrived to a judgement that issues like pride, efficiency, honesty in management and job security made up the things that were regarded important as factors that motivate. Likewise, motivational factors which are financial and non-financial rewards for example bonuses and vouchers were noted to be very powerful as well.

In a different study which was conducted by Timreck (2002), results that were considered from the participants included factors such as recognition, feeling of success, getting a promotion and being given responsibilities as important motivational factors whilst guilty feeling and fear of threat was just a mere sign of negative factors (Safiuallah, 2015).

2.4 Theories of Motivation

Motivation is an important topic to the issue of organizational behaviour. Evidently shown are the number of competing theories that attempt to explain the nature of motivation, however each and every generalized theory of motivation aids in the need to understand the best and useful ways of motivating people at work.

Theories of motivation provide us with a framework on how best employees can be motivated to be productive in the organizations. Complexities such as employee characteristics and behaviour drive the need to have various theories. Nevertheless the various theories of motivation help in the understanding of employees at work. It is an important mechanism that managers are conscious of the core theories of motivation.

In the middle of the 20th century theorists such as Maslow (1943), Vroom (1964) and Herzberg (1957) to name a few created various theories. There are so many different types of motivation theories which include:

2.4.1 Herzberg Two Factor Model

The model has been published more than 50 years ago but still remains relevant (Dartey-Baah and Amoako, 2011). To better understand the issue of motivation there is need to explore theories like Herzberg's two factor model. Fredrick Herzberg came up with motivational-hygiene model which forms the basis of motivator factors and hygiene factors. Herzberg's motivation-hygiene theory is also widely known as the two-factor theory which has a practical approach towards motivating employees in the industry. In 1959, Fredrick Herzberg published an analysis of feelings of 200 engineers and accountants from over nine companies in the United States (Herzberg, 1959).

These employees had been asked to describe their job experiences so that they could tell their feelings whether they felt extremely bad or exceptionally good about their jobs; these were rated against their feelings on these experiences. The responses which displayed good feelings were normally linked to the job content which were the motivators, and the responses that displayed bad feelings were connected with job context which were the hygiene factors. Fredrick's motivational-hygiene model states that employee motivation is accomplished when challenging work is brought to the employees which is enjoyable work in which one can achieve, grow, and demonstrate responsibility together with advancing in the organization. Job satisfaction and motivation is brought about when the employees' efforts are appreciated or recognized (Dartey-Baah and Amoako, 2011).

- **Hygiene Factors**

These factors are similarly stated as the maintenance factors and they are made of physiological, safety and love needs which are derived from Maslow needs theory which was

developed by Abraham Maslow. Hygiene factors are ultimately unrelated to the work but they play a role on the conditions that frame the job. They are present primarily to dissatisfy the employees when they are not present; however, strong motivation is not built on such conditions (Gibson, Ivancevich, Donnelly Jr and Konopaske, 2012).

The factors that may satisfy employees include; policies formulated by the organization and organization administration, salaries and wages, worker’s employment security, day to day life of the employee, working environment and position, technical supervision, structure of the organogram, and the working relations with fellow colleague friends and subordinates. These factors are called hygiene factors, Herzberg named them that subsequently because they are very important to keep a sound level of happiness within the employees yet also they may cause dissatisfaction within employees. The hygiene factors are a starting point for motivation they are not necessarily there to prevent dissatisfaction, however, motivation is not created by improvements in these conditions, Huling (2003).

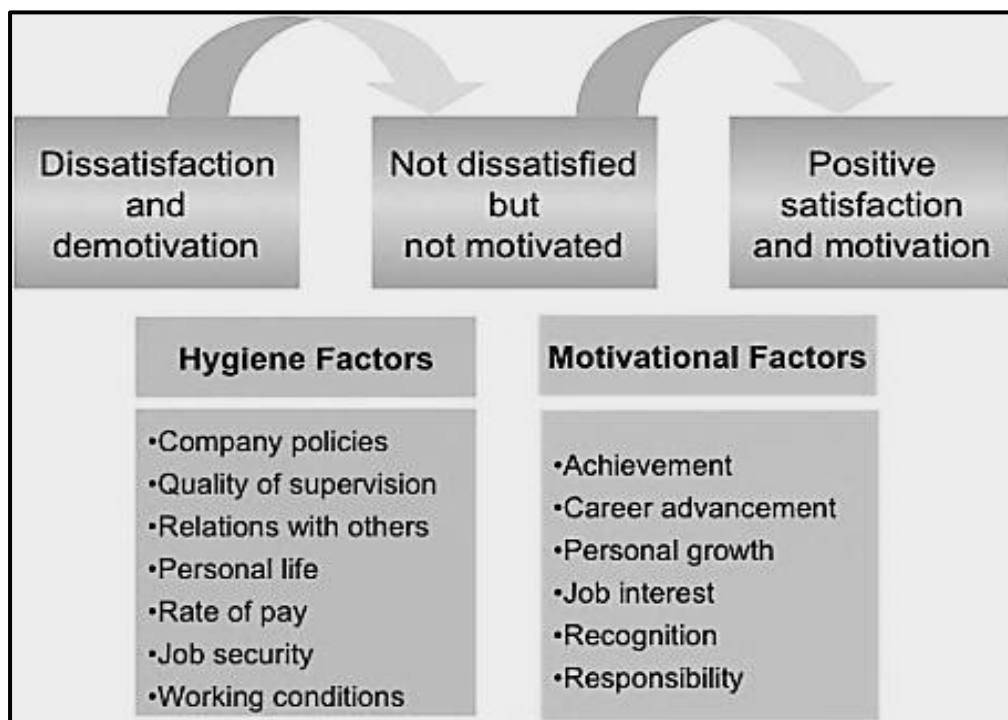


Figure 2.1: Herzberg hygiene model

Source: Cunliffe (2008)

- **Motivator Factors**

According to Herzberg (1959), the motivator factors pertain to the job content, they are essential to the work done by the individual and do not result from “carrot and stick incentives”. They comprise the physiological need for growth and recognition. Motivator factors comprise of self-actualization from Maslow hierarchy of needs. Motivator factors build strong levels of motivation which has an end result of good job performance. These factors are referred to as satisfiers or motivators and the factors may include the following: the job being done, employee achievement, worker recognition, growth within oneself and accountability.

According to Cinar, Bektas and Aslan (2011) Herzberg meant that employees generated motivational factors internally, at the same time these motivators produced satisfaction, which arose from intrinsic conditions created from the job itself. Motivation and the increase of work performance were enhanced and obtained through the activity of the motivational factors, which directly show the content of work that was done by the employee on his position. The contextual factors represent only the conditions necessary for the execution of work processes. This theory implies that it is important for managers to focus on job attitudes and productivity as this will help them with the motivation of the employees.

Management Application

In South Africa, the Herzberg’s two-factor theory has been important because it has brought about the importance of job enrichment through job design. It is absolutely important that management restructures jobs, making them more interesting and focusing on motivating employees. Managers should ensure that salaries and working conditions are reasonably favourable to employees this eradicates dissatisfaction. Managers must actively provide employment growth for their employees and good working environment which enhance their great achievement within the organization.

2.4.2 Maslow Hierarchy of Needs

Another motivation theory is that of Maslow, Maslow hierarchy of needs is a theory that was developed by Abraham Maslow in 1943 it was based on his paper called “A theory of human motivation”. This theory highlights that people progress from their lowest needs to their

highest needs as they fulfil the previous needs. They become motivated as they progress or fulfil their needs (Jerome, 2013).

Hierarchy of needs as stated by Maslow, it consists of five stages which are crucial. These stages are psychological, social, safety, esteem and self-actualization (Figure 2.2). The employee must first meet the lower needs before moving to the higher needs. When the basic needs are not met the employee is motivated to do work. Every employee has a capability of moving up the hierarchy towards the top of the needs. Basically the needs motivate the employee to move up the hierarchy towards the highest need (Sarwar, 2017).

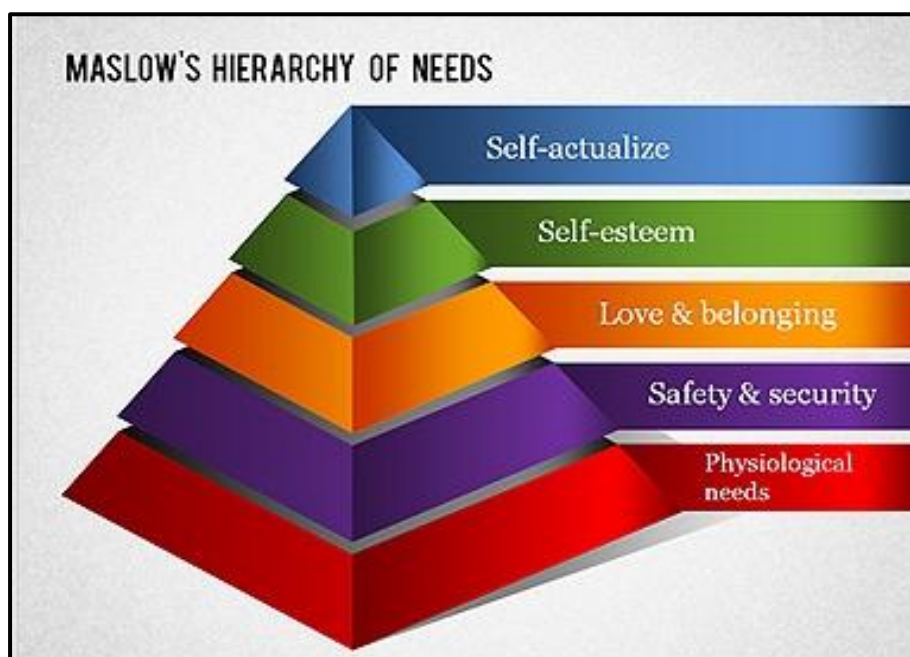


Figure 2.2: Maslow's hierarchy of needs

Source: Sarwar (2017).

- **Psychological Needs**

These are the basic needs that include food, water, air, shelter and sex. Maslow believed that they are the minimum needs in the hierarchy. The basic needs create a platform of vital survival of an individual (Sarwar, 2017).

- **Social Needs**

Social needs are safety and security. Safety needs encompass family, health and resources, whilst the security needs look at job security, health and morality. These needs can only be fulfilled once the basic needs are satisfied (Sarwar, 2017)

- **Love and Belonging Needs**

These needs were considered less basic by Maslow. Love and belonging needs involve social integration, involvement with church groups, social acceptance. Love is all about friendships, romantic and family love. They are more important than the basic and social needs mentioned above (Sarwar, 2017).

- **Esteem Needs**

Self-esteem is an important need in one's life. A person should be able to fulfil the need to see their personal worth. Esteem is based on the personal and social recognition of the individual upon accomplishments. However esteem can only be fulfilled when the other three needs below it have been accomplished (Sarwar, 2017).

- **Self-actualization**

Maslow highlighted self-actualization as the highest level of needs. This need is when one is fulfilling their potential growth and maximizing on personal growth. It does not allow prejudice and give strength to problem solving (Sarwar, 2017).

Maslow's theory relates to this study in the sense that employees have expectations and needs that need to be fulfilled from time to time and they constantly change. The employers should have the needs of the employees at heart, as the employees would want the organization to help through their need change from basic to the self-actualization stage. According to Jerome (2013) employees move from one need to the next, the previous need is no longer a motivator to them. Therefore there is need for organizations to constantly change employee motivators so that their performance may be enhanced.

The need theory promotes various programs that could be launched in-order to support employees in the workplace. Employees should aim to meet their basic needs before realizing the needs that are yet to follow (Ball, 2012). This theory optimizes employee motivation for enhanced work performance.

The table below shows how employers can be able to satisfy the needs of their employees.

Table 2.1: Satisfaction of worker needs

Need	Examples
Physiological	Cafeterias Vending machines Drinking fountains
Security	Economic Wages and salaries Fringe benefits Medical benefits Psychological Provide job descriptions Avoid abrupt changes Solve employee's problems Physical Working conditions Heating and ventilation Rest periods
Belonging	Encourage social interaction Create team spirit Facilitate outside social activities Use periodic praise Allow participation
Self-esteem	Design challenging jobs Use praise and awards Delegate responsibilities Give training Encourage participation
Self-actualization	Give training Provide challenges Encourage creativity

Source: Ball (2012).

Management Application

In South Africa, management may question themselves to what value does Maslow's hierarchy of needs bring to the employees in South African context in the workplace. Management need to look at the possibilities of applying this model considering the benefits and limitations of this model when being applied in the South African work environment. Surpassing the criticism, Maslow's theory of needs is very easy to understand and is more appealing.

Management need to help fulfil lower needs of the employees before moving to the higher order needs. Maslow has clear distinction between these needs and therefore stresses the importance of each need. An example of application of Maslow's need theory by management could be displayed by giving an employee a permanent post within the organization. Job security provides safety and security needs for the employee. Self-actualization can be created by promoting an employee within the organization.

2.4.3 Alderfer's (1969) ERG Theory

The ERG theory was an attempt by Clayton (1969) to improve Maslow's hierarchy needs theory in which he puts the needs into three categories. He re-categorized Maslow's hierarchy of needs into three simpler classes namely existence, relatedness and growth. The ERG theory has an idea that the employees are able to move from one category to the next and back. If there is no fulfilment of a need the employee can move back into the previous need (Ball, 2012).

- **Existence needs**

These are needs that are essential to the human being which include food, water, clothing, safety, and health. These needs cover the 1st two Maslow needs which are physiological needs and safety needs. They are material and physiological needs which are necessary to human beings (Ball, 2012).

- **Relatedness needs**

The next category of needs is more closely related to Maslow's love (social) and self-esteem needs which are the 3rd and 4th levels. These needs relate to relationships with the family,

friends and fellow employees. One has to feel loved and welcome into a certain circle of friends or group of friends. Sense of belonging is quite important (Ball, 2012).

- **Growth needs**

These needs are equal to Maslow's self-actualization needs. The needs make an employee to be more productive than ever, they also assist in creativity. The employee will be able to fulfil their highest goal or dream with these needs (Ball, 2012).

Alderfer put these needs in a way that they interact back and forth, so there is no need to satisfy the lower need to move to higher need. However in this theory Robbins and Judge (2013) highlighted satisfactory progression, frustration regression and satisfaction strengthening as follows:

Satisfaction progression is the fulfilment of needs moving to higher needs because the employee is satisfied. In this theory one is able to move back and forth even when from one need to the next when the other is not satisfied. Movement from relatedness needs to growth needs does not guarantee that all existence needs are satisfied.

Frustration regression happens when there are satisfied and unsatisfied needs. The frustration regression is encountered when one move from a higher need to the lower need. An employee might not be able to meet their growth needs but the importance of meeting existence needs will increase.

Satisfaction strengthening is when one's needs are currently satisfied. An already satisfied need can be kept satisfied but however the upper need may be a failure therefore having to maintain that need.

Management Application

In the South African context at work level, management should be able to identify employee's multiple needs. Management do not need to focus on one need at a time as this will not motivate workers. It is important that management provide all the needs at the same time. If growth of an employee is not provided, the employee may focus on relatedness needs and social needs. This will go on until there is realization of growth within the organization. Financial needs may be provided to the employees but this indirectly fulfils the human needs.

So even if other needs are being provided yet growth is lacking employees will not be motivated.

2.4.4 Goal-Setting Theory

This theory is driven and linked to the individual's performance. The theory was put forward by Edwin Locke in 1960. The theory highlights that certain goals have to be challenged alongside with having feedback; this gives an employee greater opportunities and chances to perform in the work place. In accordance with the theory there are two determinants which are values and intentions (Lunenburg, 2011). The theory creates the values that are consistent. The set goals affect the behaviour of the employee, however accomplishment of a goal equates to high performance. According to Robbins and Judge (2013) the theory of goal setting is committed to determine and to see results not being abandoned or lowered.

The Goal setting theory has the following features:

- Willingness to work towards a goal is the main source of motivation. Motivating factors within willingness to work include the goals being clear and difficult to accomplish better than the easy and vague goals.
- Specific and clear goals help in the increased work productivity, there is better performance when goals are clear. When the goals are clear there is less misunderstanding and also deadlines are easy to meet.
- Realistic and challenging goals have to be set. If the goals are challenging the employee aims to achieve the goal and go beyond. This gives the employee passion to try and achieve the goal.
- Feedback to the employee provides increased work performance and employee behaviour as the employees are kept at a minimal supervision. Feedback is very important. It gives the employee an insight of what needs to be done and what needs to be improved.
- Employee participation is essential as it drives the increased job performance.

Participation of setting goals, however, makes goals more acceptable and leads to more involvement.

Management Application

Management need to provide timeous feedback and knowledge of results in regards to performance goals of employees. When feedback is provided it is a means for the

management to check employee progress on accomplishing goals for the organization. It is essential for management to set challenging goals which are realistic to attain as well. Very difficult goals will affect performance as it will suffer due to discouragement. Conversely, difficult goals may also lead to great performance due to zeal to want to accomplish.

2.4.5 David McClelland Socially Acquired Needs Theory

David McClelland (1961) developed a theory that linked life experience to acquisition of needs. In a book he published he highlights that needs are inherited from the environment. Life experiences result in gaining needs over a certain period of time. The needs are extended from employees or managers. These needs motivate people and relate to individual work of employees or managers. The theory appreciates that different people have different needs. In the need theory there are three needs which are proposed: the need for achievement, the need for affiliation and the need for power.

- **Need for Achievement (n-Ach)**

Employees were to desire being productive and to achieve goals. These goals would form a standard of achievement or excellence. The need for achievement prompted employees to be able to problem solve, to put themselves in competitive situations and to excel in whatever they did in their workplace. Money is not a motivator, being able to achieve targets is important on its own. High achievers should be frequently given feedback in-order to see their progress (Ball, 2012).

- **Need for Affiliation (n-Aff)**

Employees were to be part of a social group. They also wanted to have friendly interactions with each other. Employees were willing to mix and personally engage with the aim of conflict avoidance. Ability to work in a team is essential as need for cooperative environment is vital (Ball, 2012).

- **Need for Power (n-Pow)**

When one is able to control others, have influence or take responsibility for the decisions one has made in an organization. The need for power is achieved through mentoring and coaching other fellow employees, being able to direct them to do what they are not capable. McClelland identifies two types of power which were positive and negative powers, these

powers identify how one is portrayed after the acquisition of the need. The positive power is when the employee does work benefits of the organization. Managers have to coordinate employees to perform so that there is a satisfactory result. However negative power is when the employee does work or is not focused on work but does things that benefit them only. This type of power is not good at all because the employee is seeking to be selfish at the expense of the company (Ball, 2012).

Management Application

Personnel have different needs, all workers have to be motivated differently, therefore McClelland's theory allows for the shaping of an employee's need profile through various ways such as increased training to mention a few. Organizations should be able to provide advantages and benefits of providing achievement motivation training to their employees. Processes such as selection should be able to provide management with the right strength into placing employees in the right department in the organization. Smit, Cronje, Brevis and Vrba (2011) view that management can use the McClelland acquired theory to help job placement of employees in the organization using their chief needs for improved performance.

- High need for achievement – Management should give challenging projects to the high achievers. These stimulating projects should have achievable goals. Such workers money is not an important stimulus; therefore it is the frequent effective feedback that motivates them.
- High need for affiliation – Employees who have a high affiliation need accelerate in their work best in a supportive organizational environment. Employees are motivated by employee working relations. Such employees are good at working in teams.
- High need for power – Staff with the need for high power, they must manage others in the organization. Management should grant them the need to lead other employees.

2.4.6 Mc Gregor's Theory X and Theory Y

Mc Gregor argued that there are two types of employees which are theory X and theory Y. In his book Mc Gregor viewed these types of employees on motivation based on managers. According to Arslan and Staub (2013) the negative and positive behaviour of these managers created the theories x and y.

Theory X

Theory X assumes that the employee is not motivated and is not interested in the work activity. The employee dislikes working, avoids positions which need responsibility and also need to be enticed so as to be productive.

Theory Y

Employee under theory Y is happy to work and is motivated to do the work that he has to do. The employee takes responsibility and fulfils each goal that they have to achieve. They are very participative around the workplace and are willing to learn every new thing that comes to their own place. Russ (2011) found that Theory Y managers are very contributively in the decision making in the workplace and therefore have increased work performance.

Management Application

In Theory X, management might seek to have close supervision and tight controls, hoping that the employee will cooperate when asked to perform specific tasks. This however might not work as it creates hostility within the employee.

In theory Y, management could increase the energy levels of its employee by placing various strategies of motivation like:

- Delegation – giving the employee responsibilities and becoming a decision maker.
- Job enlargement – increasing the scope of the job that the employee is doing.
- Performance appraisal – getting the employee to set objectives and making a follow up if the set objectives were met and how well were they achieved.

If management effectively implement such strategies they would result in increased level of motivation within the organization, employees will feel satisfied and perform better in their jobs.

2.5 The motivation process

According to Smit et al., (2011) in an organization, motivation is whereby the employee is willing to achieve set goals. The process of motivation is channelled through employee's behaviour in attainment of these set goals fostered by the state of mind.

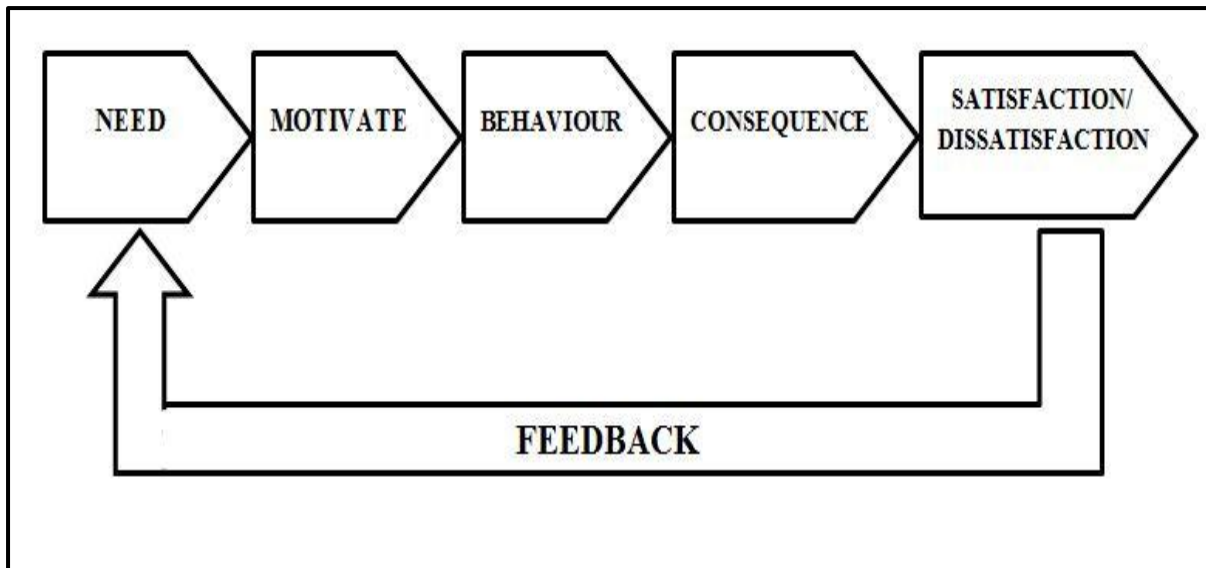


Figure 2.3: Motivation process

Source: Smit, Cronje, Brevis and Vrba (2011)

Smit et al., (2011) further highlighted that the motivation process consists of the following elements which are interdependent:

- **Need**

Employee in an organization will have unfulfilled need for higher status within the organization.

- **Motive**

The employee's want is to move to a senior position within the organization. The employee will want to climb up the organization ranks to a superior position than they occupied before.

- **Behaviour**

An employee may have to put in extra hours or have to work very hard and may want to further their educational levels whilst targeting the next step of their employment. An employee is encouraged to engage in certain behaviour.

- **Consequence**

Being an employee comes with consequences which are neither good nor bad. Consequences are formulated on the employee's behaviour. An employee may be given a merit or a warning as a result of their behaviour or action within the organization.

- **Satisfaction/ Dissatisfaction**

The result of an employee's behaviour within the organization can lead to satisfaction or dissatisfaction. If an employee is given an award they will be satisfied but if not they may be dissatisfied.

- **Feedback**

When an employee is satisfied, the state of satisfaction is limited before they start the motivation process again. The satisfaction period quickly goes away before another need arises which has to be motivated prompting the need to have the motivation process in play again. If the employee is dissatisfied, the need of the worker remains unfulfilled which then elicits the starting of the motivation process all over again.

In light with the motivation process people can be extrinsic, intrinsic or both. According to Deci and Ryan (2000) intrinsic motivation refers to the activity leading to the satisfaction of the individual at a personal level. When an individual is extrinsic the person is motivated by doing a task expecting some form of reward or payment. Having an employee with both extrinsic and intrinsic motivation depends with various personal characteristics which include nature of job, culture of the organization, attitude on the job and beliefs.

Despite the condition of the employee, whether they are intrinsic or extrinsic people join organizations so that they receive specific outcomes. According to Lin (2007), accomplishment or increase in responsibilities within the organization it creates atmosphere of work enjoyment or pleasure within the workplace which is intrinsic motivated. On the other hand salary, presents or gifts result in behaviour which is extrinsic.

2.6 Motivational Factors

There are numerous ways of motivational factors that intensifies the personnel's work performance within an organization. Jiang (2012) identified a few of these factors which have been discussed below:

- **Salaries and wages**

Salaries and wages are one of the most important motivational factors in an organization. Employers should pay employees reasonable amounts and on time. They should set them at the appropriate level that will enhance employees to considerably increase their performance. Salaries and wages are a very important aspect that motivates the employee in being able to perform well in the workplace (Jiang, 2012).

- **Bonus**

Bonus is a very important tool in the work performance of employees; it is used to increase employee productivity. Bonus is the increase of the salary and wages through additional benefits; however bonus can be given according to the employee performance (Jiang, 2012).

- **Encouragements**

Employees want encouragements from their employers, the likes of medical allowance and house allowance. Such encouragements can increase the employee's performance as it motivates them to perform well (Jiang, 2012).

- **Job Security**

Job security is quite important, it increases the employee performance because the employee has the security because they might have long contracts or they are made permanent in the organization. Job security increases employee's performance or productivity (Jiang, 2012).

- **Promotion**

Increasing the employee's job responsibilities increases work productivity. Promotion of the deserving employees is beneficial to the organization as work performance is increased. Organization increases the employee productivity by promoting them (Jiang, 2012).

Taking into consideration of theories, previous studies and findings, this research paper intends to supplement the knowledge of the influence of employee motivation on job performance focused on the retail sector, however with particular concentration on the factors.

2.7 Theoretical Framework

The theoretical or conceptual framework gives the independent variable the relationship with dependent variable. In this study the independent variable is motivation and the dependent variable is employee performance. This study will utilize the conceptual framework for employee motivation on work performance adapted from Zameer et al. (2014)'s study which measured motivation and work performances in the beverage industry in Pakistan.

The model is shown below on figure 2.3.

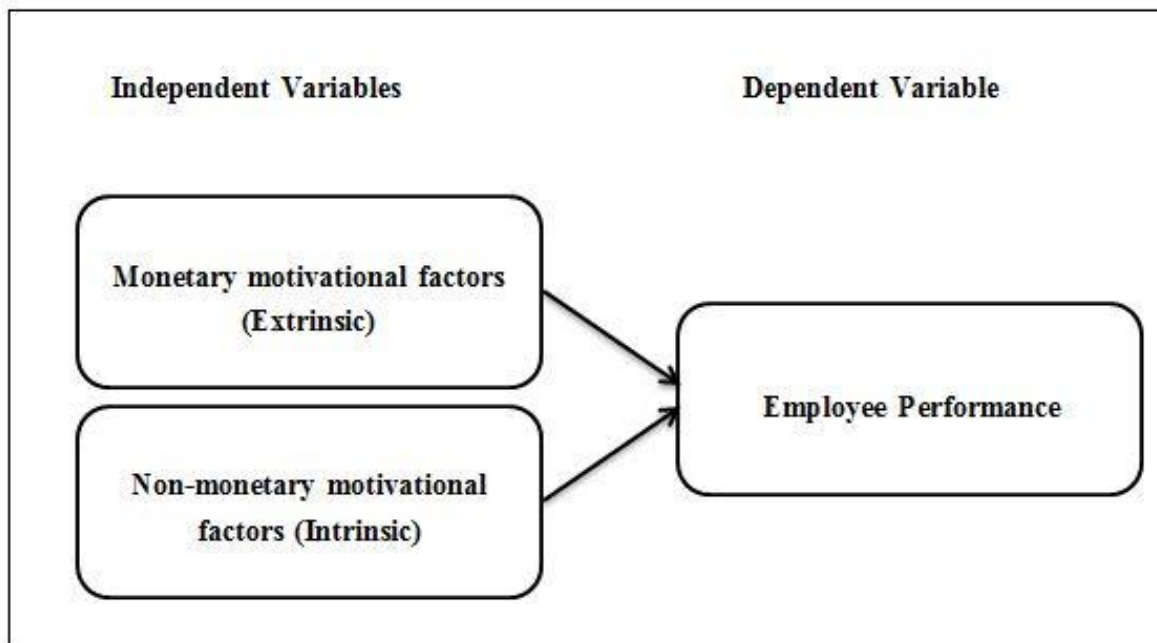


Figure 2.4: Theoretical framework on relationship between motivation and employee performance

Source: Zameer, Ali, Nisar and Amir (2014)

Extrinsic Motivators

They form the origin of the need satisfaction that are external to the task and also with tangible rewards which include salary, employee working relations, the external environment, fringe benefits and job security. These tangible motivators or extrinsic motivators are not detected by the organization but the individual takes control of them and may be out of the individual manager's control as well (Akanbi, 2011).

Intrinsic Motivators

These form what is called the need satisfaction; they can also be termed psychological motivations. They are derived from the individual so as to suit the job itself and involve job factors which the reward needs of an individual reach his/her aspirations. Intrinsic motivators include the following responsibilities, promotion, positive comments and high achievement (Stella, 2008).

2.8 Employee Performance

Job performance is related to the behaviour of the employee in terms of what he or she does on their work. Job performance behaviour is inclusive of the time done to produce output, the quality of the work done by the employee, the workload produced by the employee, attendance of the employee at work and also teamwork of the employee (Pinar Güngör, 2011).

Job performance is defined as a relation to the willingness and openness of a member of staff to try and promote new aspects of the work which in turn will bring about rise in the individual's output levels (Oluseyi and Ayo, 2009). According to Oluseyi and Ayo (2009) job performance can be defined as work behaviour that the employee displays whilst engaged at work. Khan, Nawaz, Aleem and Hamed (2012) detailed that a reasonable number of the personnel' behaviour demonstrated at work is not inevitably linked to job-specific features however to job performance quantity and quality that is expected from each employee.

In a study that was investigated by Yang (2008) his results showed that it was difficult to relate to individual performance, this study showed that individual performance cannot be verified however it is highlighted that the individual performance can be observed and can be motivated through bonuses and job security so as to increase it.

In another study that was carried out by Muogbo (2013) it showed the problem of how employee motivation has an influence on organizational performance of selected manufacturing firms in Embryo state. The study was conducted on 103 employees who were selected from 17 companies across the three senatorial zones in South East Nigeria over the population of 120 workers of the selected manufacturing firms. In this study it is discovered that there is a noteworthy connection stuck between employee motivation and employee enactment. It was presented that extrinsic motivation has a major influence on the employee's performance. In this study the researcher recommended that every organization should implement extrinsic rewards to increase productivity. The pay structures in the company should be developed continuously so as to motivate and retain employees.

2.9 The Association Between Employee Motivation and Job Performance

Motivation is a worker's essential excitements in which the employee wants to drive activities so as to accomplish activities that are work related. Chaudhary and Sharma (2012) reflect on motivation as an interior drive that makes an individual want to take a decisive action. Managers are always overlooking to realize the importance of encouragement in accomplishing their central goal and vision in employee stimulus. When management comprehend the essentialness of motivation, they do it in a manner that their expertise and learning has to give the workplace in which it will cultivate the employee's motivation.

When an employee is motivated it is a process that highlights a will in fulfilment of individual needs (Chaudhary and Sharma, 2012). These individual needs are termed survival needs, safety, social, love, esteem and self-actualization. Such fulfilment of individual needs lead to a better accomplishment of career and together the individual can perform well in the work assigned to them. Performance can be at maximum to satisfy customers so as to earn a better salary and other incentives.

Chaudhary and Sharma (2012) suggested that encouraged workers are considered to be additionally industrious and willing to work than non-motivated employees. When members of staff are content and joyful, they will do their work in a well-organized way. It will result in a good environment creation within the office space, which will make the entire office to be a well spirited area for the employees.

Chaudhary and Sharma (2012) articulate that employee incentive has unswerving effect on gainfulness and growth of the worker. In an organization if an employee is motivated they are likely to do all they can to carry out their duties and responsibilities in every aspect as they are happy. Employee productivity is enhanced by motivating individuals. Increased work performance will give value to the organization itself as the employee works to the maximum so that they are productive.

Bogdanova, Enfors and Naumovska (2008) highlighted that management should address various issues pertaining work effectiveness and performance, these issues include increased incentive within the workers, they should be made to feel happy with their work and increasing their-work related welfare overall. An inspired individual has the familiarity with particular goals that must be accomplished in particular ways, according to how he or she coordinates the push to attain such goals (Owusu, 2012).

When an individual is motivated they are able to achieve the goals they want to achieve and they are fully aware of the assumptions linked to motivation. Therefore a motivated individual has the ability to be highly productive (Ali and Ahmed, 2009). Worker incentives are one of the ways that can help to increase the job output of staff in the organization (Olluseyi and Ayo, 2009).

2.10 Conclusion

Chapter two has provided literature which highlighted theories and factors of motivation that influence employees in work performance. The theories highlight that employees can be motivated using various methods so that their work performance can be increased. The factors that affect motivation give a good understanding that managers may be able to motivate their employees and have work performance enhanced in their workplaces. The next chapter is chapter three, will provide a guidance on the methodology of the study used by the researcher during the study as well as the ethical clearance upheld by the study.

CHAPTER 3

Research Methodology

3.1 Introduction

This study investigates the influence of employee motivation on job performance at two Superspars. This chapter presents the research design used in the study, research methodology, study site and the population. It explores the sampling process, data collection instruments, data analysis techniques and also ensures that reliability and validity is addressed. This chapter highlights the ethical clearance issues of the study.

3.2 Research Design

Schwab (2013) defines research design as the intended plans, procedures of the research study and it covers defining aspects like the population of the study, sampling methods which are used in the research as well as the types of research design to be used. Research design may be also defined as a way in which the requisite data is gathered and analyzed (Sekaran and Bougie, 2009).

3.2.1 Correlational Research

Correlational research is a type of non-experimental research which uses a quantitative method to determine a relationship of two or more quantitative variables in the same group (Leary, 2001). Furthermore Leary (2001) says that correlational research may establish a relationship between one variable and another but does not tell whether one variable causes the other.

3.2.2 Exploratory Research

An exploratory study aims to seek new insights into a phenomena, to ask questions, to assess the phenomena in a new light, assist in clarifying in understanding a problem whenever you are not sure of precise nature of the problem, and it involves three principles which are

searching for literature, interviewing the experts in the subject matter and conducting focus group interviews (Saunders, Lewis and Thornhill, 2007).

3.2.3 Experimental Research

When researchers are interested in a study that has variables that cause changes in thought, behaviour or emotion they use experimental research, there is manipulation of one variable (independent) to see whether there is change in behaviour of the other variable (dependant) as an occurrence to this activity (Leary, 2001).

3.2.4 Descriptive Research

Descriptive research seeks to describe facts and characteristics of a particular individual, or of a group of subjects or phenomenon (Schwab, 2013).

3.2.5 Explanatory Research

Explanatory research is a study that establish the cause and effect of variables, it emphasises on trying to solve a problem in showing the relationship of variables (Saunders et al., 2007). Jackson (2008) highlights that the explanatory research has a main purpose to determine if there is a cause and effect relationship between variables.

This study used a combination of descriptive research design and explanatory research design. The study seeks to establish the influence of employee motivation on their job performance. The study used this type of design to try and establish the cause and effect of employee motivation on their job performance. The main purpose of the study was to ascertain factors in which motivation influence work performance in the employees of selected Superspars. This type of research design was used on the study because it brings an insight of motivational ways that play a part in job performance. The flexibility of the study was essential so that different aspects of the problem may be considered in the study when looking at the influence of motivation on job performance.

3.3 Research Methodology/ Approaches

Research is a survey that is valid, fair which has relating information that is needed and it must have clear objectives (Greener, 2008). Methodology is an approach to understanding the research and answering research questions (Greener, 2008).

Research methodology is a way in which a researcher systematically resolves research problems in a logic and scientific way. He further explains that the researcher should know various tests, techniques of calculations and should be aware of relevant techniques applicable to the particular study (Kothari, 2004). Research methodology or approaches may be quantitative, qualitative or mixed in nature.

3.3.1 Mixed Methodologies Research

In recent studies researchers have increasingly mixed the methods of data collection and analysis. Qualitative and quantitative research designs, both may be combined in one study to come up with a mixed researched method. Greener (2008) further explains that this type is used to enrich and confirm the picture you collect of a situation.

Mixed method research uses quantitative and qualitative data collection techniques and analysis procedures either at the same time (parallel) or one after the other (sequential) (Saunders et al., 2007).

3.3.2 Qualitative Research

Qualitative research is not quantifiable, does not use numerical data instead it presents words, pictures and video clips therefore it is a non-numerical data collection technique (Saunders et al., 2007). Qualitative research is predominantly used in the data collection and is done mainly through the use of interviews (Creswell, 2009).

3.3.3 Quantitative Research

A quantitative approach was used in this study as the methodology. Quantitative research is a collection of numeric data generated from data collection techniques such as questionnaires or data analysis procedures such as graphs that show the relationship between theories

(Saunders et al., 2007). According to Connaway and Powell (2010) the aim of the quantitative method is to predict the outcome of two different variables.

Cresswell (2009) ascertains that the quantitative approach is suitable when the researcher uses variables to answer the research question. The quantitative method involves the issue of quantifying the results; the study used a questionnaire which is related to this method. The quantitative method was important when the researcher had to deal with graphs and had to deal with problem solving. Waters (2008) says that it forms part of a broad numeric approach which is used for analyzing and solving problems. The analysis was descriptive and therefore appropriate to use the quantitative approach as statistical data was needed to support the study. One of the advantages of using quantitative data is that they are relatively easy to collect and analyze (Connaway and Powell, 2010).

Table 3.1: Qualitative research versus quantitative research

	Qualitative Research	Quantitative Research
Type of reasoning	Inductive (Subjective)	Deductive (Objective)
Purpose	Meaning – describes multiple realities and develops deep meaning, capturing everyday life	Causation – deals with theory testing, prediction, establishing facts, hypothesis testing
Research Focus	Process oriented – examines full context, interacts with participants, and collects data face-to-face from participants	Outcome oriented – isolate variables, uses large samples, is often anonymous to participants, and uses tests and formal instruments
Research Plan	Open-ended – flexible and tentative; starts with an initial plan that evolves as researchers learn more about participants	Pre-specified – structured and formal; developed before study is initiated
Data Analysis	Interpretive and descriptive	Statistical and numerical

Source: Easwaran and Singh (2012)

3.4 Study Site

The study site is the place where the study was conducted. According to Patton (2002) it is the geographical area where the desired data is collected. The research was conducted at two Superspars which are located in Durban Berea area. Berea is one of the oldest areas in the city of Durban and therefore is hub to economic activities (Census, 2011).

These Superspars are Glenwood Superspar and Avonmore Superspar. Glenwood Superspar is located in the Glenwood Village Shopping complex which is placed in Glenwood along Hunt Road and Che Guevara road in Berea area. Avonmore Superspar is located Avondale Road in Morningside. These are two of the leading retail supermarkets in the Durban Central in KwaZulu-Natal (KZN).

3.5 Target Population

Target population is defined as the collection of cases/ units about which the researcher wishes to make conclusions on (Welman and Kruger, 1999). Rosenfeld and Bluestone (2003) further defined target population as the entire collection of subjects for the study. The research population was all the employees at Glenwood Superspar and at Avonmore Superspar on the Durban Berea who comprised of permanent employees and temporary employees. This research study involved all the employees of the two organizations from which ten departments exist which included Administration, Delicatessen, Bakery, Butchery, Floor Merchandisers, Fruit and Vegetables, Perishables, Front End, Receiving staff and Tops.

3.6 Accessible Population

The accessible population forms the basis of judging the feasibility of the study at hand (Porter, 1999). Rosenfeld and Bluestone (2003) outline accessible population as the subset that is accessible for the study. The accessible population for this study was the employees at Glenwood Superspar and Avonmore Superspar on Durban's Berea, KwaZulu-Natal.

3.7 Sampling Strategies

According to Zikmund (2003) sampling is the process of making use of a small number out of the whole population to make a conclusion about the entire population. In a study various sampling strategies can be identified, these can be categorized into three and these are systematic sampling, probability sampling and non-probability sampling.

3.7.1 Systematic Sampling

Systematic sampling is an easy way of collecting data at an interval, has been classified as mixed sampling designs because it is near enough to random sampling and has characteristics of non-probability sampling designs (Waters, 2008).

3.7.2 Probability Sampling

Probability sampling is based on the concept of random selection or chance sampling. Under this sampling design an item has an equal chance of being chosen from the whole group (Kothari, 2004).

3.7.3 Non-Probability Sampling

According to Kothari (2004) non-probability sampling is referred as deliberate sampling, judgement sampling or and purposive/quota sampling, which refers to the sampling technique that does not give a basis for approximating. The sample method includes all the items that are being included in the sample.

In this study the non-probability sampling method was employed, particularly the purposive sampling method considering that the respondents were identifiable that they were from a particular department. Purposive (quota) sampling involves selection of subjects on own personal judgment. Zikmund (2003) states that quota sampling ensures that representation of the population would be of the researcher's desire. Various subgroups are represented well at the interviewer's discretion.

The use of the quota sampling resulted in a true representation of the entire population. Quota sampling was very convenient and relatively less expensive for the study to take place. The use of quota sampling enabled the researcher to select participants in each department which

are included in the sample. In addition to this the researcher selected the sample proportionally according to the size of each store and department.

3.8 Sample Size

Sample size is the total number of units available in the sampling process (Sekaran and Bougie, 2009). Bradley and Cracknell (2010) identified four main factors that influence the sample size which include:

- What the study is concerned about
- How big the population of the research and the nature
- The amount of resources available and the period of study
- Importance derived from the findings from the research

The total population of employees at the two Superspars is 300 employees, using this number as a basis, a sample size of 143 was acquired in accordance to the sample size tables devised by Krejcie and Morgan (1970). Their tables assume a standard error of 0.05, however to cross-check this sample size the study used Raosoft sample size calculator.

The Raosoft sample size calculator is used to calculate the margin of error of respondents that can be tolerated from a particular sample size (Raosoft, 2004). Using the Raosoft sample size calculator the study took into consideration the confidence level of 90% and a margin of error of 5%. This study therefore sought to obtain 143 respondents with the usable data for the analysis stage. This sample size allowed the researcher to be able to make generalizations with the results of the study. Avonmore Superspar had a sample of 71 respondents and Glenwood Superspar had a sample of 72 respondents. The study didn't want to underrepresent or over represent the population hence the need to use sample size table.

3.9 Data Collection Instruments

Waters (2008) highlights that data collection method such as questionnaires are the widely used instruments amongst others. Data collection is referred to the tools that the researcher uses to get information from the various participants of the study. For this study questionnaires were used. The questionnaire contained close ended structured questions

which were measured using the 5 point Likert scale. The questionnaires were conducted in English so that it would be easy for everyone to understand.

The questionnaires had questions on motivation and job performance so that there is a good understanding of both variables. Using questionnaires in this study gave the respondents the time to read and understand the questions asked. The employees had an opportunity to fill the questionnaires themselves and gave an overview of what they think about motivation and also the work performance. Questionnaires give less bias (Kothari, 2004). In this study the questionnaires were the right data collection tool as they are of less bias and less time consuming.

In the study the data collection process involved the questionnaires being handed-out to the respondents with the letter of consent as the introductory part of the questionnaire. This letter of consent outlines to the participants that they were free to participate or not and information would be kept private and confidential. In this study the process of filling out the questionnaire was done whilst the researcher waited for the questionnaire. The researcher approached the participants in the canteens of Glenwood Superspar and Avonmore Superspar. The researcher informed the respondents what the research was about and how it would be of benefit. The researcher administered the questionnaire. The respondents filled in the questionnaire and immediately returned it to the researcher because they had to go back to their workstations.

The administered questions consisted of the following two sections:

The first part of the questionnaire contained information that gave the researcher consent to hold the information of the respondent.

The second part of the questionnaire comprised of sections which were:

- **Section A**

In the questionnaire this section contained the demographics of the respondents. The information included in this section was such as sex and time the respondent been with the organization.

- **Section B**

This section of the questionnaire contained the rating scale type of questions that provided information which determined the respondent's feeling on the study.

3.10 Data Quality Control (Reliability and Validity)

Research has to have rigor, it has to be significant and have sense of meaning (Morse Karlinsky and Bankman, 2008). According to Kothari (2004) reliability measures the stableness of the criterion. The test of reliability is important in testing the consistency of an instrument, so therefore it does not have to be valid. The reliability of the instrument was established through a pilot study.

A pilot study is a process of pre-testing the instrument to be used in a study on a smaller scale of subjects before the actual study has to be done (Schwab, 2013). A pilot study of 10 respondents was carried out for this research two months before the full scale study was done. A staff compliment of 5 employees from Glenwood Superspar and 5 employees from Avonmore Superspar participated in the pilot study.

The pilot study was conducted for the following reasons:

- To test the reliability of research instruments.
- To test the feasibility of the study when to be done on a full-scale.
- Identification of problems which may occur when conducting the full-scale study.
- To assess the validity of collected primary data.

According to Fellows and Liu (2008) validity is the degree to which the instrument is to measure. In order to confirm the validity of the instrument face and content, the questionnaire used was in relation to the research questions to enable validity. The employees were chosen randomly to participate in the study from the two organizations.

3.11 Data Analysis

The data collected from the respondents was analyzed using the IBM Statistical Package for the Social Sciences (SPSS) version 23. Descriptive analysis and inferential statistics were

used to interpret data. They ensure that they outline how motivation influences job performance at two Superspars in Durban Berea, KwaZulu-Natal.

Statistical analysis refers to a wide range of techniques to describe, explore, understand, prove and predict based on sample datasets collected from populations, using some sampling strategy (Schwab, 2013). In this study to investigate the common style and distribution of the model surveyed descriptive statistics was used. Inferential statistical tools such as t-test and binomial test were used to enhance understanding of the topic.

3.11.1 Descriptive Statistics

This study used descriptive analysis. This method indicates statistical analysis which shows what each person, object or whatever achieved each value for each measure variable. In descriptive analysis the use of frequency distribution helps to describe the phenomenon. Standard deviation was also used to show the mean and mode. Descriptive analysis should reflect a true summary of what the persons or objects scored. Descriptive statistics frequency description, measures of tendencies and graphs like pie chart and bar charts were used to display the results.

According to Schwab (2013) descriptive statistics in analysis involve means and standard deviations where applicable. The frequencies were used to represent graphs or tables. The study used graphs and tables because they were easy to interpret respondent's data and it was inevitable to compare data sets of the same type together.

3.11.2 Inferential Statistics

According to Mitchell and Jolley (2010) inferential statistics uses the linear regression analyses, t-tests, Analysis of Variance, correlation analyses, Chi-Square, Analysis of Covariance, structural equation modelling and survival analysis. Inferential statistics enable the researcher to generalize their findings (Mitchell and Jolley, 2010). Inferential statistics have an ability to predict how employee motivation will affect job performance. The study used inferential statistics which was used to predict the sample under study. The study employed one sample t-test and binomial test as part of its analysis.

One Sample T- Test

The study used the t-test which are probably the most widely used statistical test of all time, and certainly the most widely known. Certainly the t-test was simple, straightforward, easy to use, and adaptable in the study's situation. It is a statistical tool employed by researchers to determine whether the means of the two groups of samples are significantly different (Schwab, 2013).

Binomial Test

Binomial test are commonly widely used in research because many situations approximate a binomial probability process. According to Schwab (2013) binomial tests may be used from a set of trials in which:

- The values of trials are independent.
- Each trial can lead to one of two values.
- The probability of each value is constant across trials.

The study employed binomial test to tests whether a significant proportion of respondents selected one of the two responses.

3.12 Ethical Considerations

The ethical considerations were:

- Ethical clearance was obtained from the Ethical Clearance Committee of University of KwaZulu-Natal and ethical practices were followed.
- The gatekeepers' letter was obtained from Administration Managers of Glenwood Superspar and Avonmore Superspar.
- For this study a questionnaire was used and no compensation was offered to the participants.
- Permission or consent was instituted from the respondents on whether to participate or not participate in the study.
- The participants remained unanimous and privacy was upheld at all times when conducting the study.

3.13 Conclusion

The chapter explored the research designs that were used in the study, which were descriptive and also the research methodology, study site which was Glenwood Superspar in Glenwood and Avonmore Superspar in Morningside. The chapter also features population of the study and the sample size which was 143 employees. The chapter also presented sampling process, data collection instruments and data analysis techniques. The issues of reliability and validity were also addressed. The chapter explored how the data would be analyzed, by highlighting descriptive and inferential statistics. In the chapter ethical issues were also presented. The next chapter focuses on the presentation of data and the presentation of the data.

CHAPTER 4

Analysis and Findings

4.1 Introduction

Chapter 3 explained the research methods that were devised and employed to execute this study. After administering the survey to staff at Avonmore Superspar and Glenwood Superspar, it is important to take note of the data collected and present the findings. In this chapter there will be presentation of the research results. The collected data were analysed using descriptive and inferential statistics.

4.2 Data Analysis

Data analysis is defined as the extracting data in order to interpret the concerning data (Martins, Loubser and Van Wyk, 2002). The quantitative data used in this study were examined by means of the IBM Statistical Package for Social Sciences (SPSS) version 23 descriptive and inferential statistics.

The completed questionnaires were collected from the respondent, coded, collated and analyzed. The responses were cross checked against the original to ensure that accuracy. The Likert scale responses were coded on a basis with Strongly Disagree as 1 on the beginning of the scale; and Strongly Agree coded as 5 on the opposite end of the scale. Each questionnaire utilized during the survey was entered into a Microsoft Excel spreadsheet regardless of whether it was completed or not.

The deductions and conclusions in this study were performed by the numerator. The numerator sought the assistance of a statistician that was approved by the University of KwaZulu-Natal who subsequently imported the Excel spread sheet into the SPSS programme. Frequencies were computed, and then information was surveyed graphically as well as inferentially.

4.3 Survey Responses

According to Bradley and Cracknell (2010) response rate measures the quality of the research study. The response rate is observed as a barometer proposing whether a survey was good or bad. The results presented have been drawn from the sample size of approximately 143 employees, consisting of the staff from Avonmore Superspar (n=71) and Glenwood Superspar (n=72); in the population consisting of staff from within two selected Superspar as mentioned in Chapter 3.

The findings in this study showed how effective the research design as well as the instruments used were; as they assisted in clarifying and achieving the questions as well as the objectives of the study. The number of completed and useable questionnaires was 143, which equalled the prerequisite 143 sample size determined in Chapter 3. This means that out of this number all the questionnaires were completed and handed back. This gave the survey a completion rate of 100% as shown in the table below.

Table 4.1: Response rate

Number of Questionnaires Sent	Number of Questionnaires Returned	Response Rate
143	143	100%

4.4 Presentation of Results

The results presented have been drawn from the sample size of approximately 143 employees, consisting of operative employee, supervisors and managers from Avonmore Superspar and Glenwood Superspar as mentioned in Chapter 3. The findings in this study showed how effective the research design as well as the instruments used were; as they assisted in clarifying and achieving the questions as well as the objectives of the study.

4.4.1 Section A: Demographic Data of the Respondents

This section is made up of demographic characters of the respondents, which comprises gender, age, marital status, current position, number of years in the organization, number of years on current position as well as department.

a) Gender

Figure 4.1 below depicts gender distribution of the respondent.

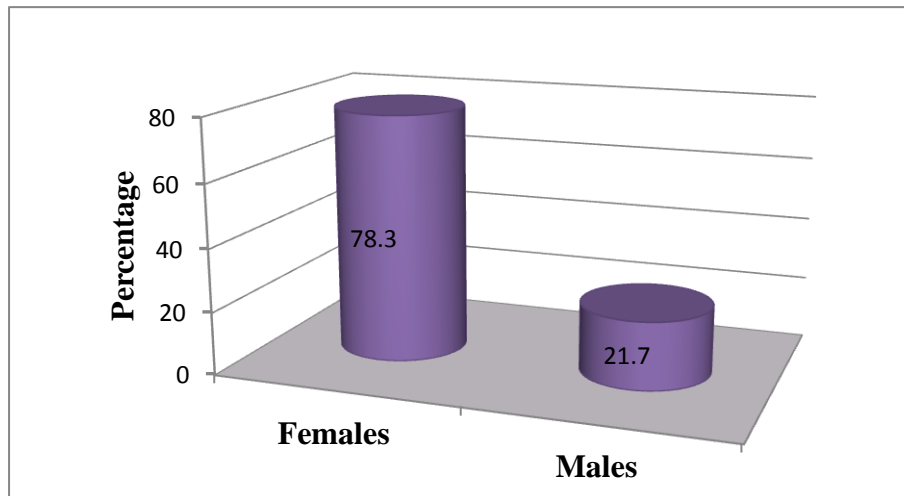


Figure 4.1: Gender distribution of the participants

Figure 4.1 shows that 78% of respondents were female while 22% were male. There were slightly more female respondents ($n = 112$) than male respondents ($n = 31$) in the study.

b) Age

Figure 4.2 depicts age distribution of the respondents.

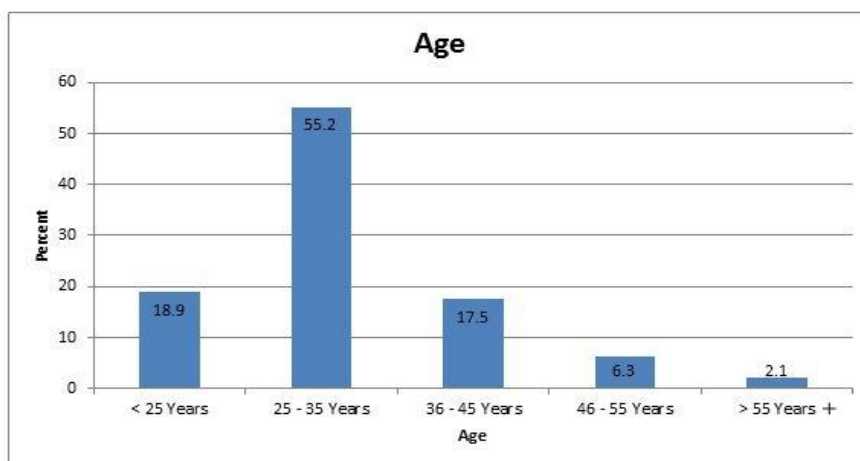


Figure 4.2: Age distribution of the participants

The graph in Figure 4.2 shows that the ages of respondents below the age of 25 were 18.9% ($n=27$). Most staff ranged in their mid-20s, early 30s, thus 25-35years of age which were 55.2% ($n=79$). Those participants aged 36-45 years constituted a moderate 17.5% ($n=25$) and

only 6.3% was aged between 46-55 years (n=9) whilst the respondents over 55 years was a mere 2.1% (n=3) this is depicted in Figure 4.2 above.

c) Marital Status

Figure 4.3 below depicts marital status of the respondents. The majority of the respondents were single at 78% (n=112), followed by 17% who were married (n=24) and 3% having been divorced (n=4). A low number of the respondents were widowed 2% (n=3).

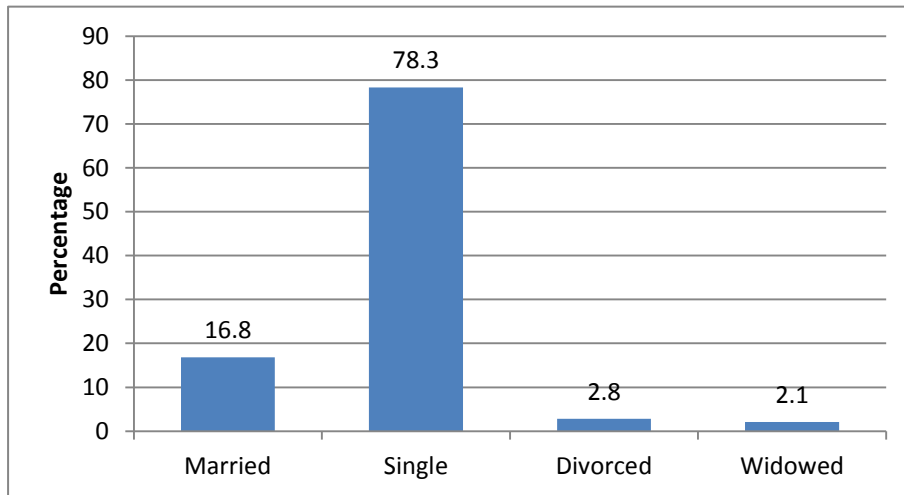


Figure 4.3: Distribution of participants by marital status

d) Position

Figure 4.4 depicts position of the respondents.

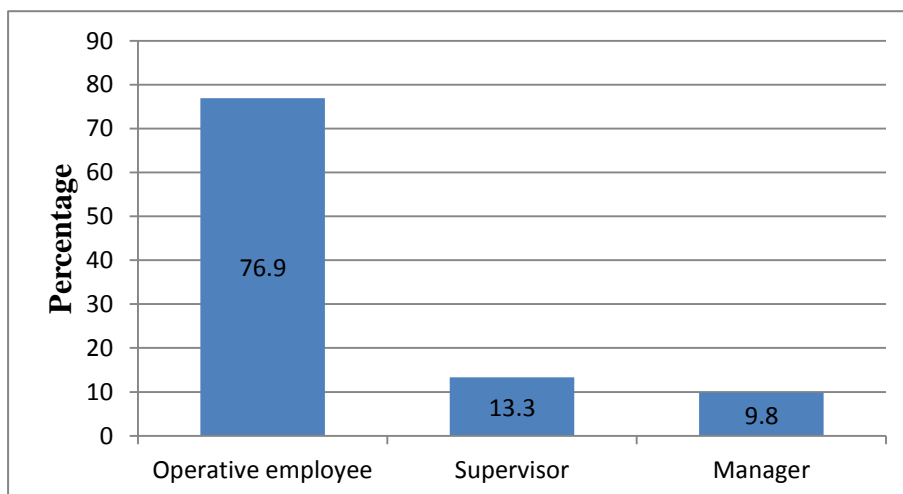


Figure 4.4: Distribution of positions

Figure 4.4 shows the positions of the respondents and shows that the majority at 76.9% of the respondents were operative employees (n=110), followed by 13.3% (n=19) who were Supervisors and 9.8 who were managers (n=14).

e) Experience in the Organization and on the Job

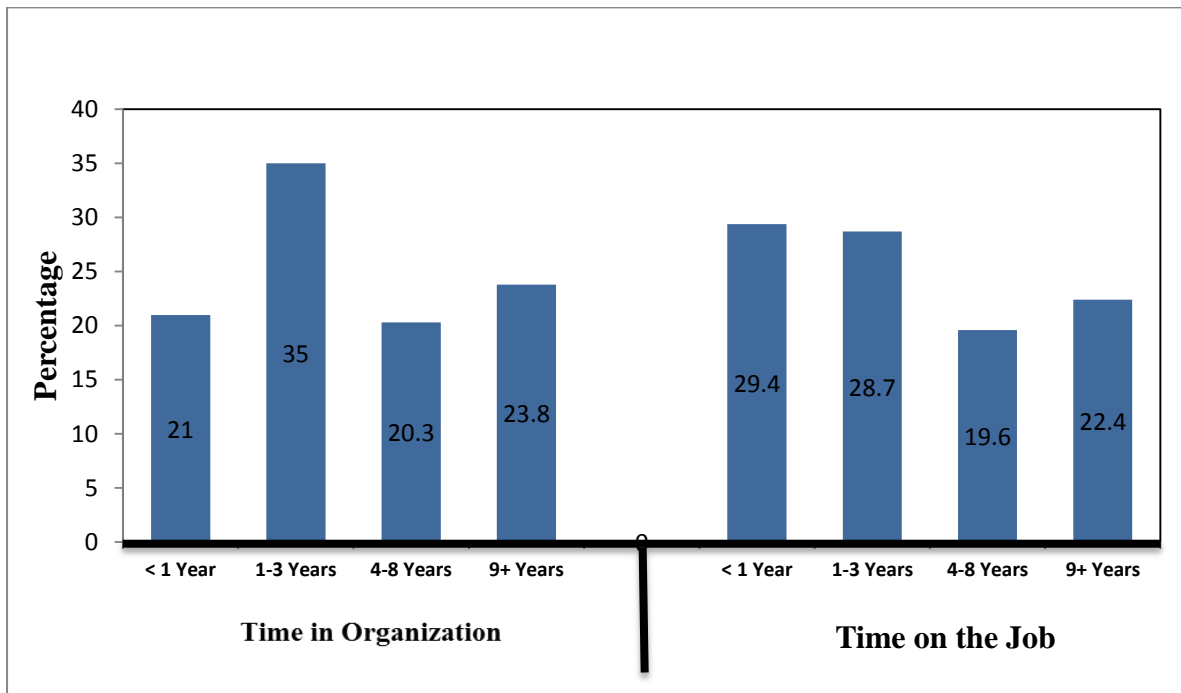


Figure 4.5: Distribution of time in organization

Figure 4.5 shows the relationships between experience within the organization and on the job. The results show that the highest number, 35% of respondents $n= 50$, had 1-3 years of experience working at the Superspars while 20.3%, the lowest $n= 29$, had 4-8 years of experience, more than 9 years $n= 34$, at 23.8% being the second highest number of respondents in the study and less than 1 year in the organization at 21% $n= 30$. While most staff 29.4%, had less than 1 year of experience working on current job, the number ranged between 1-3 years, at 28.7%, and picked up, with 22.4% of staff having more than 9 years of experience working on the current job.

This shows that the majority of staff at the Superspars had 1-3 years of experience, followed by those over 9 years of experience. Moreover, it shows that only a moderate number of staff

have less than 5 years working on the current job at the Superspars while the majority of them have been on the current job more than 9 years.

f) Departments

Figure 4.6 depicts department distribution of the respondents.

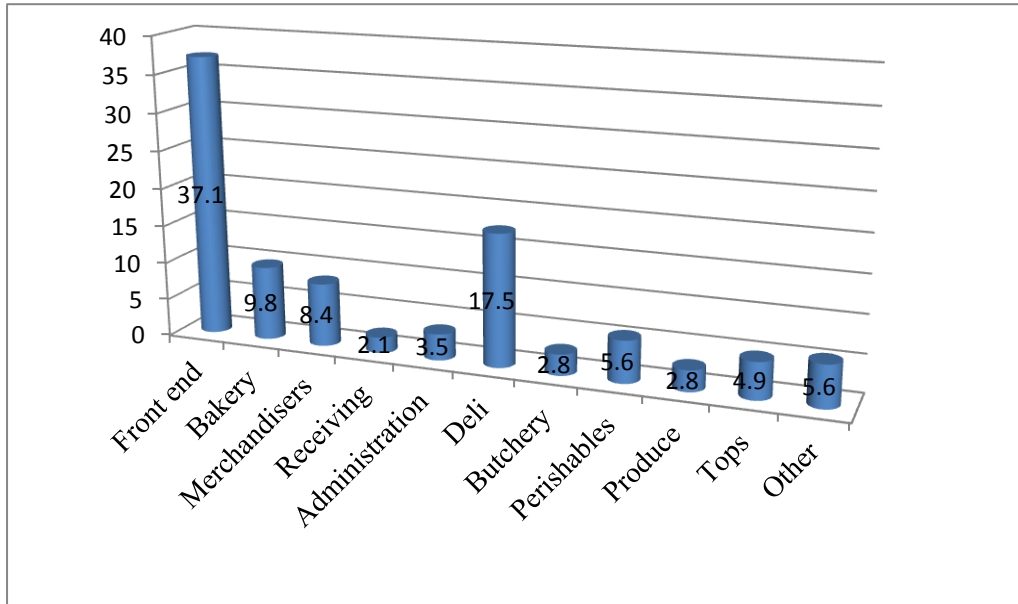


Figure 4.6: Distribution of respondents by department

Figure 4.6 shows the respondents by department. The results show that the highest number of respondents 37% were from the front end department $n=53$, followed by delicatessen department who had 17% respondents $n=25$, whilst bakery and merchandisers had 10% and 8% respectively. Receiving department had the lowest number of staff with 2% respondents $n=3$. This shows that majority of staff are from the front end department, followed by delicatessen department.

In summary, respondents in this study were staff consisting of operative employees, supervisors and managers of Avonmore Superspar and Glenwood Superspar $n= 300$. Moreover, this shows that there were more female respondents than the male. Additionally it has more employees that have less than 1 year on their current jobs with most of them having been in the organization for 1-3 years. Most of the employees are working in the front end

department, followed by the delicatessen and the least number coming from the receiving department.

4.4.2 Section B: Likert Scale Questions

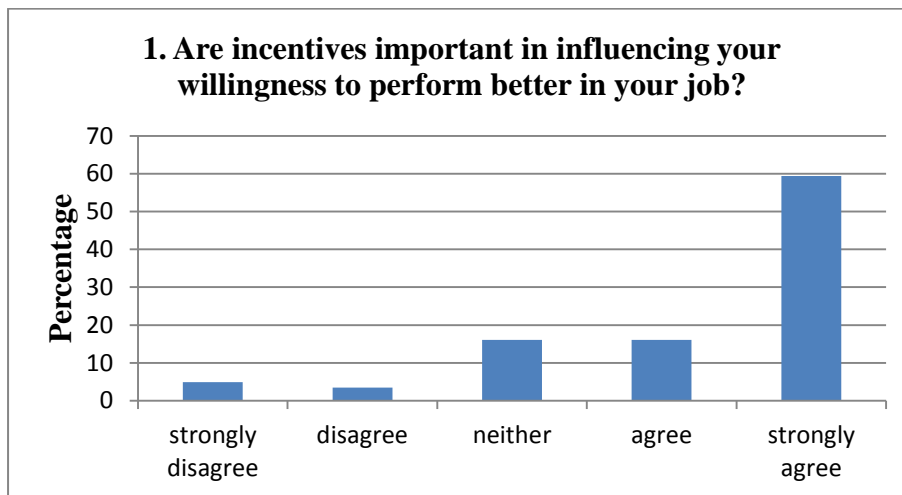


Figure 4.7: Importance of incentives

From the Figure 4.7 below it can be seen that at least 59% of the respondents strongly agree that incentives are important in influencing their willingness to perform better. A further equal 16% of responses agree and are neutral that incentives are significant in influencing their performance. The lowest 3.5% and 4.9% disagree and strongly disagree respectively that incentives are important in influencing their will to perform better. This is supported by the increase in responses to incentives being a motivating factor in the figure below (Figure 4.8). Over 78% of the respondents indicated that they incentives are a motivating factor. This implies that respondents appreciate incentives as being part of a motivational strategy.

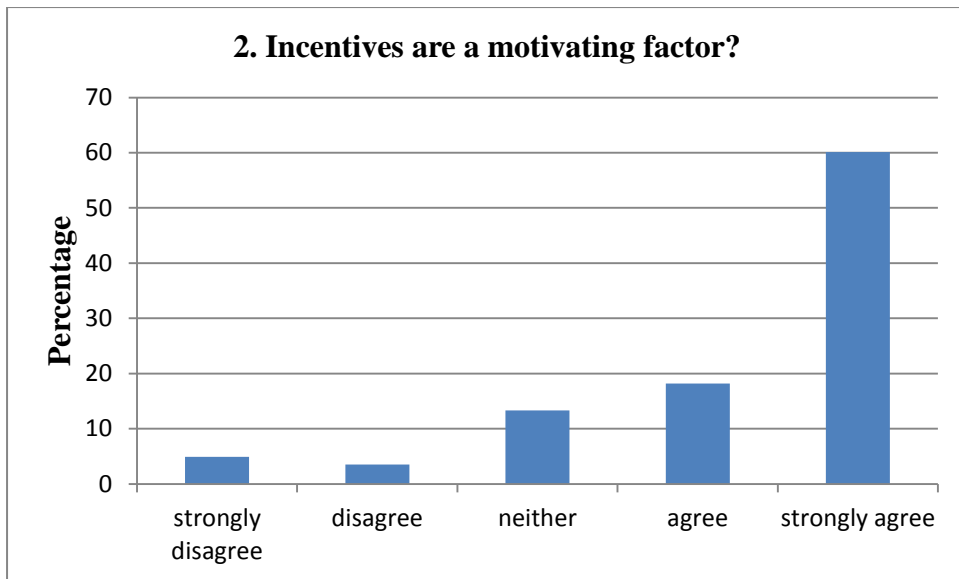


Figure 4.8: Incentives as a motivating factor

From the figure 4.9 below approximately 68% of the respondents strongly agree to feeling motivated when praised followed by 19% which agree. A mere 8% disagree to not being motivated when praised; this articulates that it is important to praise employees for a job well done.

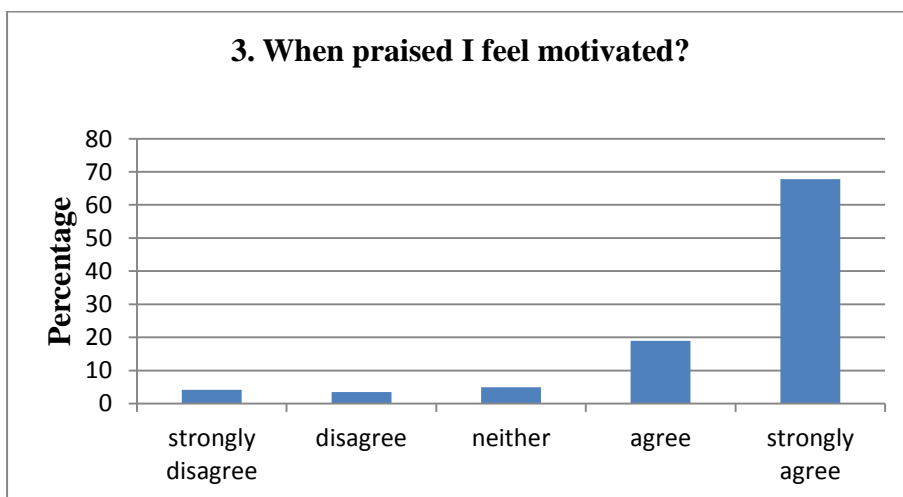


Figure 4.9: Reaction to praise

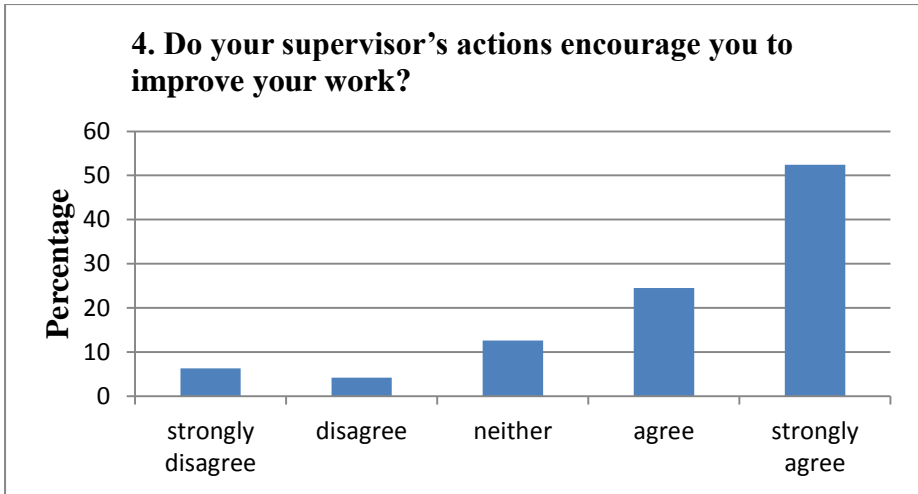


Figure 4.10: Supervisor' actions

Most of the respondents indicated that supervisor's action does encourage them to improve on their performance.

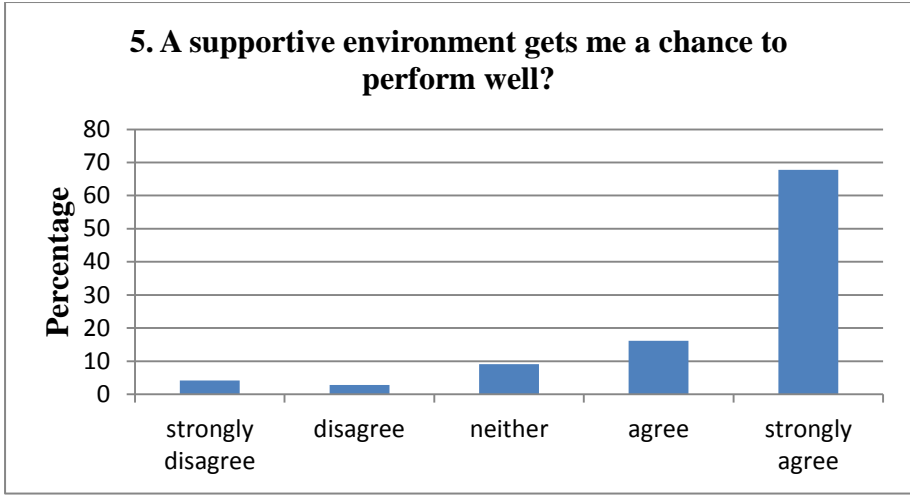


Figure 4.11: Supportive environment

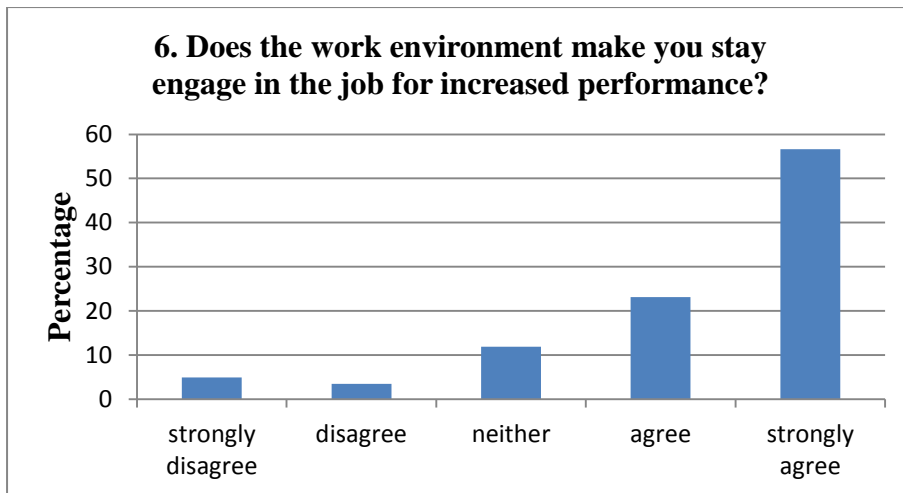


Figure 4.12: Work environment

The majority of the respondents from figure 4.12 above agree that the work environment make them stay engaged in the job for increased performance.

In figure 4.13 most of the respondents 80% identified effective communication to bring motivation in the organization. This implies that the respondents appreciate effective communication as a tool that can be used to motivate them.

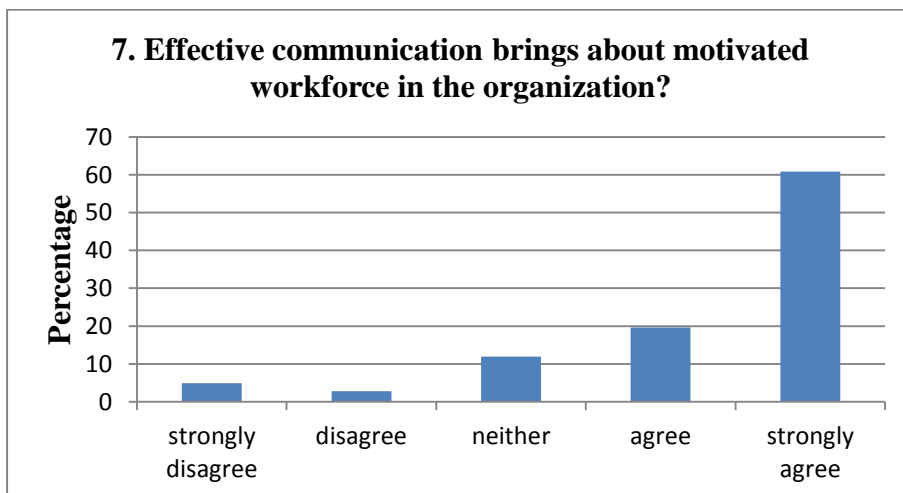


Figure 4.13: Effective communication



Figure 4.14: Employee training

From Figure 4.14 above it can be seen that at least 73% strongly agree that employee training will provide willingness to perform better. A further 14% agree, which implies that employees probably perceive training to be significant when it comes to performance. This is also corroborated by the responses to store assessments presented in the figure below. Approximately over 75% of the respondents indicated that store assessments help them to perform better in the future. This also implies that the respondents are willing to learn from having scored less in the store assessments.

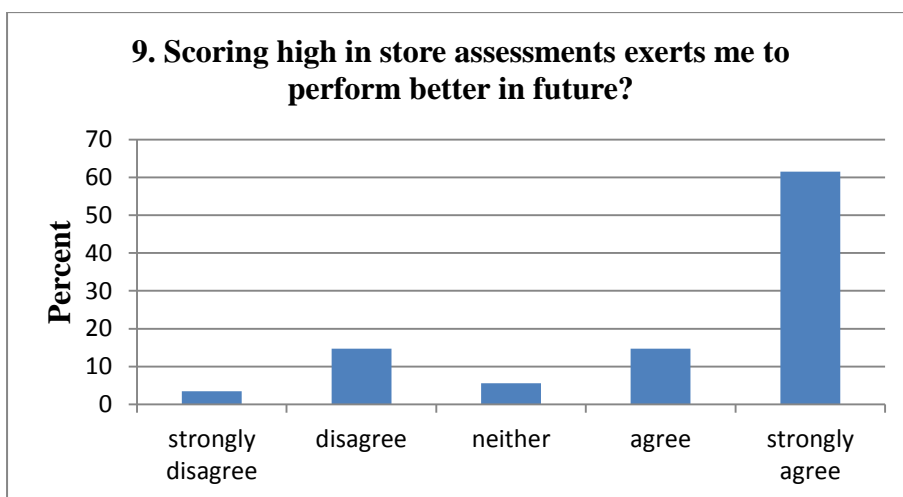


Figure 4.15: Effective communication

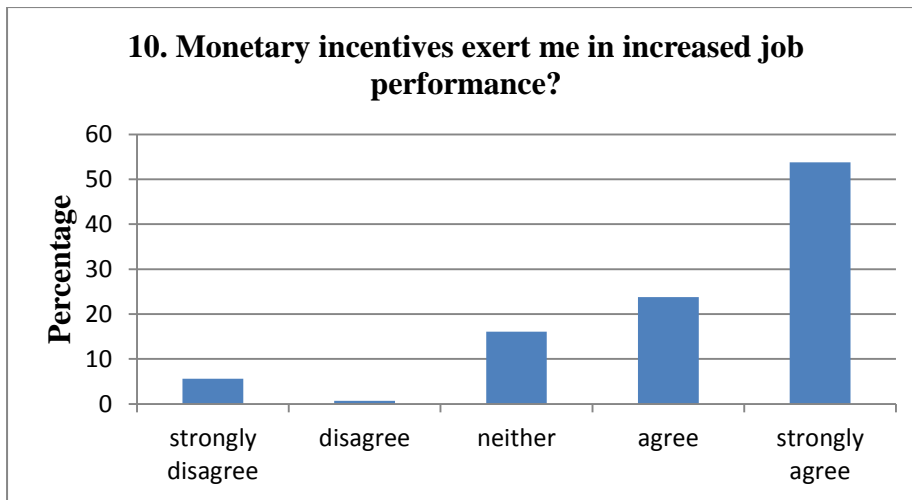


Figure 4.16: Monetary incentives

Most of the employees indicated that monetary incentive increased their job performance. Majority of the employees 71% strongly agree that salary motivate their work output, followed by 18% that agree to that. This implies that most employees are motivated by salary.

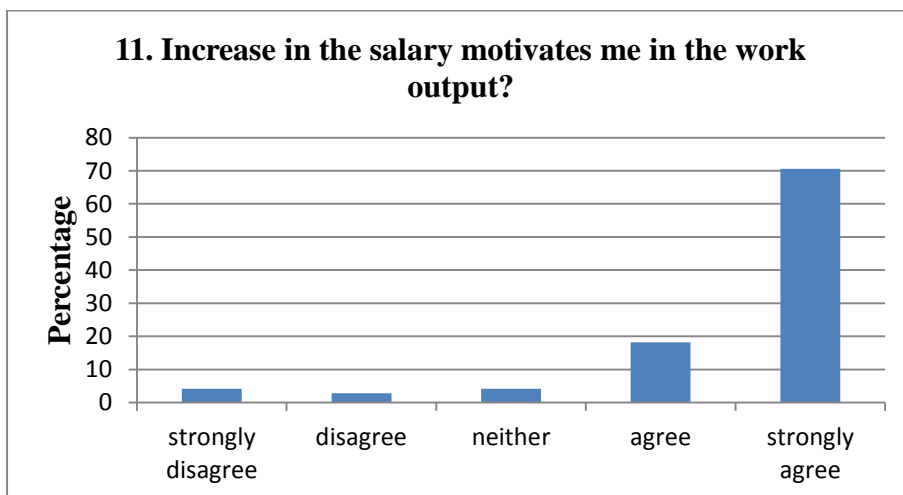


Figure 4.17: Increase in salary

Table 4.2: Job security

12. Job security motivates me to higher work output?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	5.6	5.6	5.6
Disagree	5	3.5	3.5	9.1
Neither	17	11.9	11.9	21.0
Agree	41	28.7	28.7	49.7
Strongly Agree	72	50.3	50.3	100.0
Total	143	100.0	100.0	

From Table 4.2 above it can be seen that at least 50% strongly agree that job security motivates them to have a higher work output. A further 28% agree, which implies that employees probably perceive job security to be significant when it comes to motivation. Over 88% of the respondents indicated that moving from a lower level to a higher level motivates them to perform better. This also implies that respondents consider position within the organization to be a motivational factor.

Table 4.3: Position within the organization

13. Moving from a lower level to a higher level within the organization motivates me to perform higher?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.4	1.4	1.4
Disagree	5	3.5	3.5	4.9
Neither	8	5.6	5.6	10.5
Agree	21	14.7	14.7	25.2
Strongly Agree	107	74.8	74.8	100.0
Total	143	100.0	100.0	

Table 4.4: Key position

14. If I'm put in a key position, I would be motivated?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	2.1	2.1	2.1
Disagree	2	1.4	1.4	3.5
Neither	21	14.7	14.7	18.2
Agree	25	17.5	17.5	35.7
Strongly Agree	92	64.3	64.3	100.0
Total	143	100.0	100.0	

Most employees indicated that they would be motivated if they held key positions within the organization. From Table 4.5 it can be seen that at least 70% strongly agree that job responsibility will boost their job performance. A further 17% agree, which implies that employees will boost their performance when job responsibilities are increased.

Table 4.5: Increased responsibilities

15. Increased job responsibility will boost my job performance?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	4.9	4.9	4.9
Disagree	5	3.5	3.5	8.4
Neither	5	3.5	3.5	11.9
Agree	25	17.5	17.5	29.4
Strongly Agree	101	70.6	70.6	100.0
Total	143	100.0	100.0	

4.4.3 Inferential Statistics

As mentioned in the previous chapter results were also analysed using the inferential statistics. The following inferential statistics were used in this section:

- Binomial test: Tests whether a significant proportion of respondents select one of the possible two responses. This can be extended when data with more than two response options is split into two distinct groups.
- One sample t-test: Tests whether a mean score is significantly different from a scalar value. This test was applied so as to test for the significant of agreement/disagreement.

One sample t-test

Using the One sample t-test the results are summarised in Table 4.6 and 4.7 below

Table 4.6: One-Sample statistics

	N	Mean	Std. Deviation	Std. Error Mean
1 Are incentives important in influencing your willingness to perform better in your job?	143	4.22	1.139	.095
2 Incentives are a motivating factor	143	4.25	1.123	.094
3 When praised I feel motivated	142	4.44	1.035	.087
4 Do your supervisor's actions encourage you to improve your work	143	4.13	1.174	.098
5 A supportive environment gets me a chance to perform well	143	4.41	1.050	.088
6 Does the work environment make you stay engage in the job for increased performance	143	4.23	1.105	.092
7 Effective communication brings about motivated workforce in the organization	143	4.29	1.098	.092
8 Employee training I receive provide me with willingness to perform better	143	4.55	.902	.075
9 Scoring high in store assessments exerts me to perform better in future	143	4.16	1.248	.104
10 Monetary incentives exert me in increased job performance	143	4.20	1.096	.092
11 Increase in the salary motivates me in the work output	143	4.48	1.006	.084
12 Job security motivates me to higher work output	143	4.15	1.119	.094
13 Moving from a lower level to a higher level within the organization motivates me to perform higher	143	4.58	.859	.072
14 If I'm put in a key position, I would be motivated	143	4.41	.936	.078
15 Increased job responsibility will boost my job performance	143	4.45	1.060	.089

Table 4.7: One-Sample test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
1 Are incentives important in influencing your willingness to perform better in your job?	12.773	142	.000	1.217	1.03	1.41
2 Incentives are a motivating factor	13.335	142	.000	1.252	1.07	1.44
3 When praised I feel motivated	16.547	141	.000	1.437	1.26	1.61
4 Do your supervisor's actions encourage you to improve your work	11.467	142	.000	1.126	.93	1.32
5 A supportive environment gets me a chance to perform well	16.012	142	.000	1.406	1.23	1.58
6 Does the work environment make you stay engage in the job for increased performance	13.319	142	.000	1.231	1.05	1.41
7 Effective communication brings about motivated workforce in the organization	14.012	142	.000	1.287	1.11	1.47
8 Employee training I receive provide me with willingness to perform better	20.496	142	.000	1.545	1.40	1.69
9 Scoring high in store assessments exerts me to perform better in future	11.120	142	.000	1.161	.95	1.37
10 Monetary incentives exert me in increased job performance	13.049	142	.000	1.196	1.01	1.38
11 Increase in the salary motivates me in the work output	17.623	142	.000	1.483	1.32	1.65
12 Job security motivates me to higher work output	12.252	142	.000	1.147	.96	1.33
13 Moving from a lower level to a higher level within the organization motivates me to perform higher	21.996	142	.000	1.580	1.44	1.72
14 If I'm put in a key position, I would be motivated	17.953	142	.000	1.406	1.25	1.56
15 Increased job responsibility will boost my job performance	16.414	142	.000	1.455	1.28	1.63

The results indicate that there is significant agreement ($M=4.22$, $SD = 1.139$) that incentives are important in influencing ones willingness to perform better in one's job, $t(142) = 12.773$, $p<.0005$. These results suggest that incentives influence the willingness of job performance. Specifically, these results suggest that incentives play an important role in influencing employees' will to perform better in their work. Furthermore there is significant agreement ($M=4.25$, $SD = 1.123$) that incentives are a motivating factor, $t(142) = 13.335$, $p<.0005$, further clarifying that incentives are important in the influence of employee performance.

There is a significant agreement ($M=4.44$, $SD=1.035$) that when praised I feel motivated, $t(141) = 16.547$, $p<.0005$. This means that employees want to be praised so as to have an increase on the work performance. There is a significant agreement ($M=4.13$, $SD=1.174$) that the supervisor's actions to encourage employee to improve their work influence the work performance $t(142) = 11.467$, $p<.0005$.

There is a significant agreement ($M=4.41$, $SD=1.050$) that a supportive environment gets me a chance to perform well $t(142) = 16.012$, $p<.0005$. There is a significant agreement ($M=4.23$, $SD=1.105$) that the work environment make you stay engaged in the job for increased performance $t(142) = 13.319$, $p<.0005$. It suggests that the respondents prefer an environment that is conducive for work performance.

There is a significant agreement ($M=4.29$, $SD=1.098$) that effective communication brings about motivated workforce in the organization $t(142) = 14.012$. There is also a significant agreement ($M=4.55$, $SD=0.902$) that employee training received will provide willingness to perform better $t(142) = 20.496$.

There is a significant agreement ($M=4.16$, $SD=1.248$) that scoring high in store assessments exerts to perform better in the future $t(142) = 11.120$. Employees feel motivated when they score high in the shop assessments as they become happy that they have done well this will increase the work performance.

There is a significant agreement ($M=4.2$, $SD=1.096$) that monetary incentive exerts increased job performance $t(142) = 13.049$. There is also a significant agreement ($M=4.48$, $SD=1.006$) that increase in the salary motivates employees in the work output $t(142) = 13.049$. The

results suggest that when employees are given money their work performance is likely to increase.

There is a significant agreement ($M=4.15$, $SD=1.119$) that job security motivates employees to having a higher work output $t(142) = 12.252$. There is a significant agreement ($M=4.58$, $SD=0.859$) that moving from a lower level position to a higher level position within the organization motivates employees to perform better $t(142) = 21.996$.

There is a significant agreement ($M= 4.41$, $SD=0.936$) that being put in a key position would motivate the employees $t(142) = 17.953$. There is also a significant agreement ($M=4.45$, $SD=1.060$) that increased job responsibility will boost job performance $t(142) = 16.414$.

Factor Analysis

From the results, a factor analysis was used with varimax rotation. It suggests that there are four possible factors in the data that was presented from the study.

Factor one appears to measure the increase in the money and responsibilities of the employees, which implies increased salary and responsibilities are crucial for increased work performance.

Factor two appears to measure the work environment. A better work environment leads to better work performance of the employees.

Factor three in the factor analysis seems to measure incentives, the more the employees are given incentives the more work performance.

Finally factor four seems to measure training, when the employees are trained they may be able to perform in their assessments thereby being motivated to increased work performance.

Table 4.8: Pattern matrix^a

	Factor			
	1	2	3	4
13 Moving from a lower level to a higher level within the organization motivates me to perform higher	.716			
11 Increase in the salary motivates me in the work output	.655			
15 Increased job responsibility will boost my job performance	.629			
12 Job security motivates me to higher work output	.596			
10 Monetary incentives exert me in increased job performance	.563			
14 If I'm put in a key position, I would be motivated	.356			
4 Do your supervisor's actions encourage you to improve your work		.891		
5 A supportive environment gets me a chance to perform well		.776		
6 Does the work environment make you stay engage in the job for increased performance		.510		
2 Incentives are a motivating factor			-.841	
1 Are incentives important in influencing your willingness to perform better in your job?			-.839	
3 When praised I feel motivated			-.487	
7 Effective communication brings about motivated workforce in the organization				.604
9 Scoring high in store assessments exerts me to perform better in future				.494
8 Employee training I receive provide me with willingness to perform better				.461

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Binomial Test

Analysis of question 16-18 binomial test was used to see the significant proportion to the responses of Yes or No.

A significant proportion of 98% indicated that gratitude for a job well done is important, $p < .0005$ (2-sided). Table 4.9 shows a significant proportion of 76% indicated that they would want a reward after a successful accomplishment in their jobs, $p < .0005$ (2-sided). Lastly a significant proportion of 90% indicated that they do want public celebrations for a job well done to motivate them, $p < .0005$ (2-sided).

Table 4.9: Binomial test

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
16 Gratitude for a job well done is important	Group 1	140	.98	.50	.000 ^a
	Group 2	3	.02		
	Total	143	1.00		
17 Every successful accomplishment in your job would you want a reward	Group 1	109	.76	.50	.000 ^a
	Group 2	34	.24		
	Total	143	1.00		
18 Do public celebrations for a job well done motivate you	Group 1	129	.90	.50	.000 ^a
	Group 2	14	.10		
	Total	143	1.00		

4.5 Discussion of Results

This section shall provide an in-depth of findings of the study in relation to the objectives and literature. Research objectives shall be used as a guide to the discussion. The section highlights previous studies and literature to the results of the study.

4.5.1 To Determine How Motivation Influences Job Performance

The general indication from the results shows that motivation influences work performance, motivation maybe intrinsic or extrinsic. From Table 4.6, the one sample t-test results show a significant agreement that motivation influences work performance. The one sample t-test shows a mean average of M=4 and above which means that out of the 143 respondents they agree that motivation does influence their work. For example, if incentives are important to one’s willingness to perform better with a t value of 12.773 and a mean value of 4.22. This shows that the majority 78% agree that incentives are a motivational factor to their work performance, refer to figure 4.8. Theorists such as Herzberg talked about the motivators in his two factor model in which he points out that they help in the motivation of employees so that they may be able to achieve high work performance. According to Cinar et al. (2011) employees or managers performed better when intrinsic motivators were increased.

In a similar study, Owusu (2012) examined the effects of motivation on employee performance in Ghana commercial bank. The study covered 24 branches and 7 divisions. Data was collected using questionnaires and interviews; however the results show that employees enjoyed the intrinsic and extrinsic motivational factors provided to them. In the study it is highlighted that management should ensure that employee needs must be identified, they should also ensure that the needs are satisfied to increased performance of the employees. Similar to the study management has to ensure that the needs of the employees are satisfied so that there is enhanced work performance. The questionnaire looked at the incentives, salary, environment, management support, and celebration upon success and the employees highlighted that it is important for them to have an increased support on all the subject matters so that there is enhanced work performance.

4.5.2 To Establish Which Motivational Measures Are In Place and How Effective They Are

Motivational factors play a big role in the work performance of employees. According to Jiang (2012) these motivational factors include salary, bonus, job security and praises. From the results that were shown from the study under descriptive data it displays that most of the employees have been in the organization for a period of 1-3 years. Job security is important for the employee on their work performance. When an employee is made permanent in the organization they devote their work strength to performance.

Employees appear to agree with the results from the t-test, there is no significant difference with time in the organization. Salleh, Dzulkifli, Abdullah and Yaakob (2011) did a study on the effects of motivation on employees' performance in Malaysia. The study measured affiliation motivation and achievement motivation. The study used 150 employees who were given questionnaires on job motivation and job performance. The results suggest that affiliation motivation, achievement motivation and job performance are positively related.

Results shown in the binomial test have a significant proportion for example there was a significant 76% (Table 4.9) that after every accomplishment in job one would want a reward, it is supported in the study by Salleh, et al. (2011) which shows a positive relation to achievement motivation.

4.5.3 To Establish Ways To Improve The Performance Of Workers

Results show that environment, salary, celebration, environment and promotions have a substantial link to improvement of performance. The study shows that employees are motivated using the above factors and management has to find ways to motivate employees in those factors. Safiullah (2015) highlights that environment and changing the reward system will help in the productivity of the employees as these are directly related.

Manongi and Marchant (2006) conducted a study which aimed at improving motivation among health care workers in Tanzania, focus groups and interviews were used to collect the data. The participants discussed about employee motivation and satisfaction amongst health workers, training and promotion. The overall findings indicated that staff needed individual valuation and support in the environment. In this study there was a mean value of 4.23 and mean 4.41 value on the issue of environment support, this is on Figure 4.10 and Figure 4.11 respectively.

In this study motivational theories are highlighted earlier which include Maslow theory of needs, Herzberg two factor model, Alderfer's ERG theory, Goal setting theory, David McClelland's socially acquired need theory and McGregor's theory X and Y. With regards to the results these theories play an important role, they motivate employees in any organization. Previous studies have used the theories of motivation, and in the present study these theory of motivation are essential with the results obtained.

Maslow theory is relevant to the results in that once an employee has a capability of fulfilling the need he or she is motivated to move up the hierarchy. Once the lower needs such as food, water, job security and love are fulfilled. Supported by the results the employees would like to have their lower needs fulfilled, which include incentives, work environment before having to move up the hierarchy.

Alderfer's ERG theory basically supports Maslow hierarchy of needs although his theory suggests existence, relatedness and growth needs. All these needs improve the performance of the employee. Results show that the employees get motivated when managers put them in key positions and also if they are given incentives.

In the present study which focuses on the influence of employee motivation on job performance the results further suggest that motivation significantly has a positive impact on job performance from the results obtained from the section B' Likert scale responses. The management have to play a significant role in motivating their employees so that they potentially display their performance at their maximum.

4.6 Conclusion

In this chapter various factors were found to have a significant agreement from the results obtained from the study. Various tests were used which include the one sample t-test and the binomial test. In the discussion the results were linked to previous research papers related to the study, however it is important to highlight that most of the studies support the results that have come out of this study.

CHAPTER 5

Conclusion and Recommendations

5.1 Introduction

This final chapter serves to deliver a summative comprehension of the all the findings from the study, as well as relevant literature. The structure of this chapter is dictated by the research objectives of the study. The objectives of the study were addressed through the research questionnaires. The findings were discussed in relation to the research objectives, thereby permitting deductions to be made. After the presentation of conclusions, various recommendations were synthesised for the Spar Group.

5.2 The Study Findings

This section provides some illumination on the findings from the research study. The findings are discussed two sections which are as follows:

- Literature review findings
- Primary research findings

5.2.1 Literature Review Findings

- Motivation is an action that can positively increase or reduce the employee's attitude to work towards achievement of the organization's goals or their own goals (Foster, 2005).
- Motivation can either be intrinsic or extrinsic.
- According to Herzberg (1957) a two factor model helped to better understanding the issue of motivation, these factors are hygiene and motivator factors; hygiene model states that employees are motivated by challenging work whilst motivator factors are achieved through to mention a few, recognition and advancement.
- It is important to satisfy the employee needs from the basic moving up to the highest needs, Maslow (1943) identified five crucial stages which are physiological needs, safety and security, love and belonging, self-esteem and self-actualization.
- According to Robbins and Judge (2013), the Goal setting theory has the following features willingness to work, specific and clear goals, realistic and challenging goals,

feedback to employees and employee participation which are essential for employee motivation so as to enhance increased performance.

- McGregor's Theory X and Theory Y argued that there are two types of employees; these are the negative (Theory X) and positive (theory Y) behaviour which formed base of motivation on managers (Arslan and Staub, 2013).
- Motivated employees are essential for the organization (Saffiullah, 2015).
- Organizational size is important as it determines the rewards system, productivity and pay structure as they are directed related (Saffiullah, 2015).
- Motivational factors that may increase employee performance include bonus, encouragements, job security, and promotions (Jiang, 2012).
- Motivated employees are regarded as the most productive and willing to work than non-motivated employees (Chaudhary and Sharma, 2012).

5.2.2 Primary Research Findings

- Females were the most respondents.
- In the study 55.2% of the respondents that participated were predominantly aged between 25-35 years.
- A very large percentage of the respondents (77%) were operative employees.
- Just over 35% of the respondents were in the range of 1-3 years of experience within the organization.
- Over 29% of the respondents had been on their jobs for less than a year.
- Approximately 37% of the respondents who participated in the survey were predominantly from the front-end department.
- A very large percentage (59%) of the respondents indicated that incentives are important in influencing their willingness to perform better in the job; this is interesting in that incentives are an enticing measure in the performance of the employees.
- To support the above point, over half (60%) of the respondents also felt that incentives were a motivating factor. Management may use incentives to motive their employees for the increase in the performance.
- When asked if they felt motivated when praised, 67.8% of the respondents strongly agreed.
- On the question do your supervisor's actions encourage you to improve your work, about

52% of the respondents strongly agreed and again, a small 4% of the respondents disagreed whilst 6% of the respondents strongly disagreed.

- The majority of the respondents 67% strongly agreed that a supportive environment gives them a chance to perform well.
- Just over half (56%) of the respondents strongly agreed that work environment makes them stay engaged in the job for increased performance while a combined percentage of 8.4% strongly disagreed or disagreed.
- When the respondents were asked if effective communication brings about motivated workforce in the organization 60% of the respondents strongly agreed. Management may make use of effective communication as it is another way to improve the performance of employees.
- Employees interact with customer, hence the need to be well accustomed to good customer service which is brought by training. A majority of the respondents 73% strongly agreed that training provided them with the will to perform better.
- The majority of the respondents (61.5%) strongly agreed that store assessments make them want to perform better in their jobs.
- A combined percentage of 77% (23.8% agreed and 53.8 strongly agreed) of the respondents felt monetary incentives exerts increased job performance.
- A majority (70.6%) of the respondents strongly agreed that an increase in the salary would motivate them.
- When asked if job security motivated them to perform better a combined 9.1% strongly disagreed or disagreed and 50.3% strongly agreed.
- The majority of the respondents 74.8% strongly agreed with the statement that moving from a lower level to a higher level within the organization motivates them to perform better.
- On the question of being put on a key position 64.3% of the respondents strongly agreed whilst 17.5% agreed that they would be motivated.
- Reward has always been used by many to encourage employees, when the respondents were asked if they would want a reward for every successful accomplishment 76.2% said yes.
- A small number of respondents (9.8%) felt that public celebrations for a job well done motivate them.

5.3 Conclusions of Findings

The purpose of the study was to determine how motivation influences job performance. The study was also undertaken to establish which motivational measures are in place and how effective they are in motivating the employees of the selected Superspars. The study was done to establish ways to improve the performance of employees so that they provide excellent and quality service.

The results from the study indicated that the respondents were motivated by the salary, gratitude and incentives. The respondents felt that the work environment enhanced them to perform better; environment significantly motivated them to perform better in the organization.

The study demonstrated that employees felt that they had to celebrate each time that their store achieved better amongst other stores. The study also indicated that the supervisor's actions towards the employees have an effect in the improvement of their performance.

The study revealed that effective communication and employee training brings about a motivated workforce and willingness to perform better. On the issue of promotion, the study shows that employees were motivated when they are put in positions. A great finding was that employees were willing to perform better when increased job responsibilities were given to them.

5.4 Recommendations

5.4.1 Employee Engagement

In as much as the business side of the organization is important for the management of retail outlets, it is also important that employees are engaged. Motivational factors that make employees perform better should be initiated and employed. The main issues that need to be addressed are:

- The importance of training all employees. All employees should be thoroughly trained and regularly sent on training courses for them to be aware and appreciate their roles in the organization. All employees play an important role in the organization hence training

will make them to be aware of their important fit in the organization and enhance productivity.

- Management should involve all employees when celebrating the achievement of the organization. Celebrations for achievement should be done to motivate the employees, this way the employees will feel to be part of the organization.
- Employees should be given more autonomy, responsibilities and room for promotions within the organization.

5.4.2 Review of Existing Employee Policies

- The organizations need to operate in a hospitality environment considering that they provide essential service in the retail sector, it is important that the work environment is conducive for the performance of the employees. The management should ensure that the employees are encouraged so that quality of service is not compromised.
- The fact that the organizations operate within the retail industry means that salary expectations to the employees is high, management should make salary a motivating factor for the employees. Management should map out a strategy that will ensure a significant annual review of employee salary a necessity. Management should scale out a strategy that will see employees getting competitive salaries against other Superspars or competitor brands. More pronounced incentives should be availed to employees, as the employees will target to perform better in their work.

5.5 Areas for Further Study

The following research was limited to selected Superspars in the Durban central areas, further study may incorporate the whole of KwaZulu-Natal as a region, as well as other Spar stores in other provinces across South Africa and Africa

The research was done in the retail sector; it would be interesting if further studies look at other sectors of the industries as they would help in achieving better results. Further studies

can also look at influences on employee motivation and satisfaction which also relate to the employees' willingness to perform better on their work.

5.6 Conclusion

In conclusion this study has been based on research questions highlighted in chapter one, these formed the base of the study. The conclusions and recommendations drawn about employee motivation on work performance show that it is necessary for employers to strategically motivate their employees so that they perform better. The study also shows that employee motivation is directly related to the work performance of the employees.

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INFORMED CONSENT

I _____ (*Name: Optional*) the undersigned have read and understand the above information. You are invited to participate in the study outlined in this document. This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number:).

I understand that participation is voluntary and that I may withdraw at any stage of the process.

Participant's Signature _____

Date _____

Appendix B: Questionnaire

UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANGEMENT STUDIES
RESEARCH PROJECT

Researcher: Mabika Mabika

Mobile Telephone no: 083 750 3289

Supervisor: Mrs Jayrasha Ramasamy-Gurayah

Office Telephone no: 033 260 8713

Research Office: Ms H. Muteswa

Office Telephone no: 031 260 7013

Title of Study: *The influence of employee motivation on job performance: A study of a few Superspar stores in Durban Central.*

The purpose of this survey:

- To determine how motivation influences job performance.
- To establish which motivational measures are currently in place and how effective are these.
- To establish ways to improve the performance of workers

This questionnaire comprises of two sections:

- **Section A:** Demographics questions
- **Section B:** Motivation and Performance related questions

How to complete the questionnaire:

- You can mark each response by making a tick () or a cross (), or encircling each appropriate response with a pen or a pencil, or by filling in the required words or numbers.
- Please remember to circle an answer on the scale from 1 to 5 for Section B.
 - 1 being an answer to a statement that you “Strongly Disagree” with.
 - 5 being an answer to a statement that you “Strongly Agree” with.

Please answer **ALL** the questions.

Thank you for your time.

Section A: Demographic Data

Directions: Please select the option that best describe you.

1. Gender?

Female Male

2. Age?

Less than 25 25 – 35 36 – 45 46 -55 More than 55

3. What is your marital status?

Married Single Divorced Widowed

4. What is your position level?

Operative Employee Supervisor Manager

5. How long have you worked for this organization?

Less than 1 year 1+ – 3 years 4+ – 8 years 9 years and more

6. How long have you been on the current job?

Less than 1 year 1+ – 3 years 4+ – 8 years 9 years and more

7. What department do you work in?

Front End Bakery Merchandiser Receiving
Administration Deli Butchery Perishables
Produce Tops Other _____ (specify)

Section B

Please indicate by circle how strongly you agree and disagree with the statements.

Question: 1

Are incentives important in influencing your willingness to perform better in your job?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question: 2

Incentives are a motivating factor?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 3

When praised I feel motivated?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 4

Do your supervisor's actions encourage you to improve your work?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 5

A supportive environment gets me a chance to perform well?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 6

Does the work environment make you stay engage in the job for increased performance?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 7

Effective communication brings about motivated workforce in the organization?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 8

Employee training I receive provide me with willingness to perform better?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 9

Scoring high in store assessments exerts me to perform better in future?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 10

Monetary incentives exert me in increased job performance?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 11

Increase in the salary motivates me in the work output?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 12

Job security motivates me to higher work output?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 13

Moving from a lower level to a higher level within the organization motivates me to perform higher?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 14

If I'm put in a key position, I would be motivated?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Question 15

Increased job responsibility will boost my job performance?

Strongly Disagree 1 2 3 4 5 **Strongly Agree**

Please indicate any choice for your answer why you are presently involved in your work

16. Gratitude for a job well done is important?	Yes	No
17. Every successful accomplishment in your job would you want a reward?	Yes	No
18. Do public celebrations for a job well done motivate you?	Yes	No

THANK YOU!

Appendix C: Ethical Clearance Approval



22 March 2018

Mr Mabika Mabika (214585578)
School of Management, IT & Governance
Westville Campus

Dear Mr Mabika,

Protocol reference number: HSS/1734/016M

New project title: The influence of employee motivation on job performance: A study of a few Superspar stores in Durban Central

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 20 March 2018 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.

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

Best wishes for the successful completion of your research protocol.

Yours faithfully

Professor Shenuka Singh (Chair)

/ms

Cc Supervisor: Jayrush Ramasamy-Gurayah
Cc Academic Leader Research: Professor Isabel Martins
Cc School Administrator: Ms Angela Pearce

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 3587/03504557 Facsimile: +27 (0) 31 260 4608 Email: yimbep@ukzn.ac.za / snymadm@ukzn.ac.za / mohunpl@ukzn.ac.za

Website: www.ukzn.ac.za



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Appendix D: Gate Keepers Letter

MILA TRADING (PTY) LTD T/A



Glenwood Village Centre
Cnr. Moore & Hunt Roads, Durban
P.O. Box 50887, Musgrave 4062
Telephone: 031 2022341
Fax: 031 202 1491
Email: glenwood1@retail.spar.co.za
Email: norbert@worldonline.co.za
VAT Reg. No. 4560199756

01 December 2016

To Whom It may Concern

I Norbert Steffen hereby grant Mabika Mabika student No : 214585578,
permission to conduct research at Glenwood Superspar.

Yours Sincerely

A handwritten signature in black ink, appearing to read "Norbert Steffen", written over a horizontal dashed line.

Norbert Steffen
Director

Directors: R.R. Downs & N.G. Steffen
2000/008917/07

Kensington Square (Pty) Ltd t/a

Avonmore Superspar

277 Avondale Road
Greyville

P O Box 78001
Avondale Road

4011

4101

Tel: 031 303-2624

Fax: 031 312-8681

E-Mail: managers@kensingtongroup.

Friday, 18 November 2016

Mr Mabika Mabika

School of Management, IT and Governance

College of Law and Management Studies

Westville Campus

UKZN

Email: mabikamabika@hotmail.com

Dear Mr Mabika

RE: PERMISSION TO CONDUCT RESEARCH

Gatekeeper's permission is hereby granted for you to conduct research at Avonmore Superspar towards your Master's Degree studies, provided Ethical Clearance has been obtained. We note the title of the research is:

"The influence of employee motivation on job performance: A study of selected Superspars in Durban central".

It is noted that a questionnaire will be handed out to employees so that they may participate in the research.

Data must be treated with confidentiality and anonymity.

Yours Sincerely



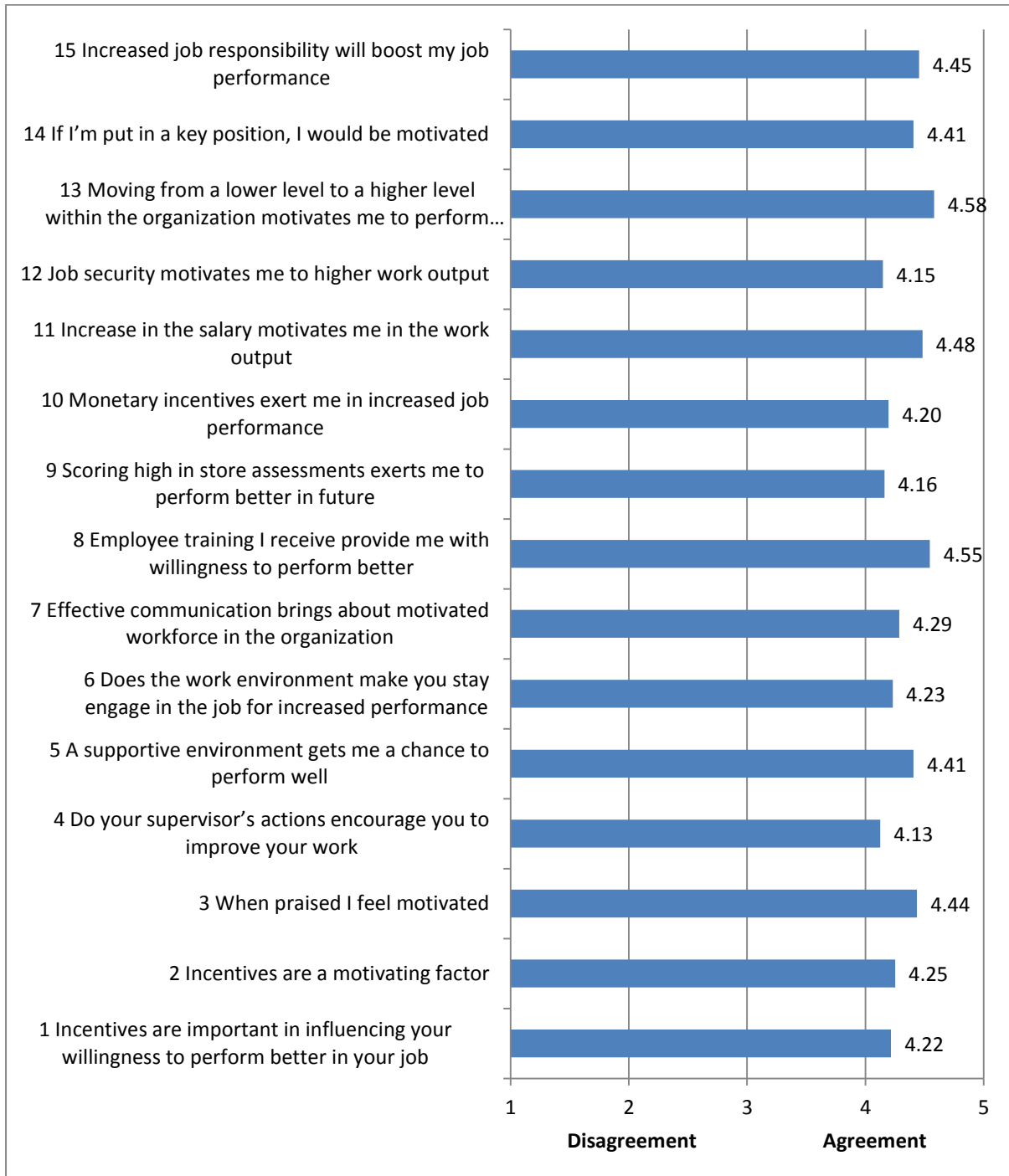
Antony Da Conceicao

Manager

AVONMORE SUPERSPAR	
SPAR A/C No. 10020	
GOODS RECEIVED BY:	(Name)
SIGNATURE:	
DATE:	GRV No:
In the event of queries our claim no/s	
refer/s	

Appendix E: Statistical Test Data

A summary of mean responds on questions.



One-Sample Statistics.

	N	Mean	Std. Deviation	Std. Error Mean
1 Are incentives important in influencing your willingness to perform better in your job?	143	4.22	1.139	.095
2 Incentives are a motivating factor	143	4.25	1.123	.094
3 When praised I feel motivated	142	4.44	1.035	.087
4 Do your supervisor's actions encourage you to improve your work	143	4.13	1.174	.098
5 A supportive environment gets me a chance to perform well	143	4.41	1.050	.088
6 Does the work environment make you stay engage in the job for increased performance	143	4.23	1.105	.092
7 Effective communication brings about motivated workforce in the organization	143	4.29	1.098	.092
8 Employee training I receive provide me with willingness to perform better	143	4.55	.902	.075
9 Scoring high in store assessments exerts me to perform better in future	143	4.16	1.248	.104
10 Monetary incentives exert me in increased job performance	143	4.20	1.096	.092
11 Increase in the salary motivates me in the work output	143	4.48	1.006	.084
12 Job security motivates me to higher work output	143	4.15	1.119	.094
13 Moving from a lower level to a higher level within the organization motivates me to perform higher	143	4.58	.859	.072
14 If I'm put in a key position, I would be motivated	143	4.41	.936	.078
15 Increased job responsibility will boost my job performance	143	4.45	1.060	.089

One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
1 Are incentives important in influencing your willingness to perform better in your job?	12.773	142	.000	1.217	1.03	1.41
2 Incentives are a motivating factor	13.335	142	.000	1.252	1.07	1.44
3 When praised I feel motivated	16.547	141	.000	1.437	1.26	1.61
4 Do your supervisor's actions encourage you to improve your work	11.467	142	.000	1.126	.93	1.32
5 A supportive environment gets me a chance to perform well	16.012	142	.000	1.406	1.23	1.58
6 Does the work environment make you stay engage in the job for increased performance	13.319	142	.000	1.231	1.05	1.41
7 Effective communication brings about motivated workforce in the organization	14.012	142	.000	1.287	1.11	1.47
8 Employee training I receive provide me with willingness to perform better	20.496	142	.000	1.545	1.40	1.69
9 Scoring high in store assessments exerts me to perform better in future	11.120	142	.000	1.161	.95	1.37
10 Monetary incentives exert me in increased job performance	13.049	142	.000	1.196	1.01	1.38
11 Increase in the salary motivates me in the work output	17.623	142	.000	1.483	1.32	1.65
12 Job security motivates me to higher work output	12.252	142	.000	1.147	.96	1.33
13 Moving from a lower level to a higher level within the organization motivates me to perform higher	21.996	142	.000	1.580	1.44	1.72
14 If I'm put in a key position, I would be motivated	17.953	142	.000	1.406	1.25	1.56
15 Increased job responsibility will boost my job performance	16.414	142	.000	1.455	1.28	1.63

Pattern Matrix^a

	Factor			
	1	2	3	4
13 Moving from a lower level to a higher level within the organization motivates me to perform higher	.716			
11 Increase in the salary motivates me in the work output	.655			
15 Increased job responsibility will boost my job performance	.629			
12 Job security motivates me to higher work output	.596			
10 Monetary incentives exert me in increased job performance	.563			
14 If I'm put in a key position, I would be motivated	.356			
4 Do your supervisor's actions encourage you to improve your work		.891		
5 A supportive environment gets me a chance to perform well		.776		
6 Does the work environment make you stay engage in the job for increased performance		.510		
2 Incentives are a motivating factor			-.841	
1 Are incentives important in influencing your willingness to perform better in your job?			-.839	
3 When praised I feel motivated			-.487	
7 Effective communication brings about motivated workforce in the organization				.604
9 Scoring high in store assessments exerts me to perform better in future				.494
8 Employee training I receive provide me with willingness to perform better				.461

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Binomial Test

		Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
16 Gratitude for a job well done is important	Group 1	Yes	140	.98	.50	.000 ^a
	Group 2	No	3	.02		
	Total		143	1.00		
17 Every successful accomplishment in your job would you want a reward	Group 1	Yes	109	.76	.50	.000 ^a
	Group 2	No	34	.24		
	Total		143	1.00		
18 Do public celebrations for a job well done motivate you	Group 1	Yes	129	.90	.50	.000 ^a
	Group 2	No	14	.10		
	Total		143	1.00		

Appendix F: Turnitin Report

Mabika Final 2018

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22 March 2018

Mr Mabika Mabika (214585578)
School of Management, IT & Governance
Westville Campus

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.....
Professor Shenuka Singh (Chair)

/ms

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