

UNIVERSITY OF KWAZULU-NATAL

**THE IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE: A CASE STUDY
OF DIAGEO SA MANUFACTURING PLANT BASED IN ISIPINGO**

BY

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ABSTRACT

The main purpose of this study is finding impact of motivation on employee performance. The study used Diageo SA manufacturing plant as the case study. The study used a quantitative approach and descriptive research design. The target population was 120 employees of Diageo SA, a manufacturing company based in Isipingo. The census sampling techniques was used in this study and thus determined the sample size of the study to be 120. This study was completed in the form of a closed ended questionnaire survey using a five-point Likert scale sent to employees of Diageo SA manufacturing plant. The data collected from the close ended questionnaire was captured on excel and coded and analysed using a Statistical Package for Social Sciences (SPSS) version 20. The descriptive statistics were used in analysing the data. The Cronbach's test was be used to test the validity and reliability of results. The study revealed that well motivated employees always have good attitude towards their work. The study showed that it is vital for line managers to motivate their subordinates. The study showed that employees with good relationship with their managers and co-workers has the positive influence on the level of performance. The study showed that employees believe that money is the very important incentive to work motivation. This study indicated that having an authority to make decision increases performance, the good management team is a critical component of running a successful organisation. The study concluded that well motivated employees will always perform better hence Diageo SA, manufacturing plant, Isipingo needs to ensure employees are well motivated to sustain employee performance that will yield to improved organisational performance. The study concludes that providing authority to take decisions enables employees to be motivated and enhance employee performance. The study concludes that monetary incentives, non-monetary rewards, employee recognition, realistic and attainable goals, challenges in the work place, having recreational centers such as a gym and nature of work are factors that affect employee motivation. The study recommends that management of Diageo SA revise the motivational strategy to ensure that employee have more decision-making power.

Key Words: Motivation; Employee performance; Mentoring

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CHAPTER ONE: INTRODUCTION

1.0 Introduction of the Study

Discovering what motivates employees is one of the most fundamental yet challenging aspects of management. Being a critical component of effective management, employee motivation involves management encouraging employees to direct their efforts towards the successful attainment of the goals and objectives of the organisation. The success of any organisation is largely dependent on the motivational levels of its employees. Organisations can have the best strategy or organisational architecture in place, but they will only be effective and efficient if their employees are motivated to perform at a high level. Without a motivated workforce, productivity, profits, products, service delivery and morale suffer. From line managers to top executives, understanding what factor or factors motivate employees; is key to gaining the human resource advantage that leads to success in today's challenging marketplace. Therefore, if managers are to improve the productivity of organisations, adequate and appropriate attention must be given to the motivation status of their employees. The motivation for this study, the problem statement, the objectives, key research questions and chapter outline are discussed in this chapter.

1.1 Background to the Study

The current environment is highly competitive, all organizations want to be successful and achieve high level of performance through people and have a high employee retention rate (Chen et al., 2015). The most valuable asset in the organisation are its employees who are highly skilled, reliable and experienced employees. To be successful companies strive to retain best employees, acknowledging their important role and influence in the organizational effectiveness. The employee who are highly motivated are more likely to produce great productivity results. Nevertheless, Kusurkar et al. (2013) state that good performance is not product of good motivation only, but also comprises abilities. This is done through employee's motivation.

According to Aguinis, Joo and Gottfredson (2013), some organisations have experienced high employee turnover regardless of offering more than average salaries and bonuses. This informs us that monetary incentives are not the single way of motivating employees. This means different employees are motivated by diverse factors. George, Jones and Sharbrough (2014) state that it is vital for organisational leaders to realise that individual employees are motivated by different factors rather using a one-size-fit-all approach.

One of the huge obstacles that organizational leaders faces today is how to get their employees dedicated towards their work and put their best towards the achievement of organizational goals. Whilst the organisation is only strong as its employees. The strength of employee motive determines their motivation. Where by the motives are the wants, needs, desires, or wishes within the individual. When employees are not motivated the productivity and performance of the gets affected and costs the organization which results to increased staff turnover, lower employee morale and numerous absenteeism from employees (Olowokudejo and Ajemunigbohun, 2016).

Performance is an assessment of the effects of an individual's behaviour. It comprises finding out how good or unwell an individual has accomplished an assignment or completed a job. Motivation is considered as one of the factors that influence employee performance. Naile and Selesho (2014) state the need of identifying factors of motivation that affect performance when it's below standard. They managers need to ensure that's its employees have the capability, resources and motivation to meet their goals.

Modern organizations are operating in a globalization influenced markets, where challenges are ever changing in a work place. The opportunities and obstacles of the leadership and management are not the same compared to last decade. Therefore, studies of this magnitude are valuable resource in assisting organisations ascertain and capitalize on ways to motivate employees at the same time reducing employee turnover and low performance, stated by (Mohsan et al., 2011).

Conventionally the study of employee performance has been grounded on two slightly independent assumptions which are the individual ability to complete the task and the individual level of motivation (Kim and Scullion, 2013). Stanley, Graham and Borthwick (2012) as the psychological forces that control the direction of an individual level of determination inclusive of individual persistence when facing challenges.

Bhuvanaiah and Raya (2015) state that motivation responsibility is three-fold its cascades from the senior leadership to managers and employees. Many factors are considered to affect employee motivation such as trust, individual and organisational values, promotion opportunities, recognition, job satisfaction and rewards. Motivation plays a vital role in ensuring employee can work independently without supervision, including collaboration and effective teamwork (Stanley et al., 2012, Bhuvanaiah and Raya, 2015). According to Kumari (2014) to guarantee enhanced employee performance involves these important factors: employee engagement, management acknowledgement, employee recognition for work well done and the faithfulness of the entire leadership.

The employee turnover is a worldwide challenge in all organisations (Stanley et al., 2012). According to Lyimo (2017) demotivation is one of the factors that contribute to high employee turnover. All around the globe there is a mounting unanimity between leaders and managers about the importance of linking effective motivational incentives to promote good performance (Parijat and Bagga, 2014). Organisation needs to have a highly motivated workforce to achieve organisations goals, and work hard towards them (Ghazanfar et al., 2011).

Dweck (2013) raises an important aspect that motivating employees is difficult and sustaining the motivation is even a bigger obstacle. Contemporary organisations are under a huge stress to recognise and implement programs that will demonstrate effective in enhancing employee efficiency (Graves et al., 2013). Sekhar et al. (2013) state that using monetary incentives such as a salary to enhance employee performance is irrelevant as it is more complex than monetary influence.

Employee motivation has the impact on productivity and poorly motivated workforce results in higher operating costs for organisations due to decreased productivity and employee performance, huge staff turnover, numerous absenteeism and undesirable effects on employee morale (Jobber and Lee, 2015).

The survival and the success of all organisation is influenced by quality of its workforce, regardless of the industry its functions in (Deci, 2013). This has resulted leaders and managers to work harder to guarantee that their employees are highly motivated and therefore they will be efficient and productive. Vigoda-Gadot and Angert (2015) state that motivation is one of the most vital factors in issues related to human resource management and organisational behaviour management. The key determinant of employee performance is employee motivation. Thus vital for leaders and managers apprehend and recognise what motivates their workforce and also how to motivate them effectively (Graves et al., 2013, Deci, 2013).

1.2 Motivation for Study

The research findings will benefit the management of Diageo SA manufacturing plant implement and embark on programs that will be able to motivate and improve employee performance resulting in improved productivity. The findings from the study will help employers to understand problems associated with motivation.

The findings of the research will be beneficial to the Fast-Moving Consumer Goods (FMCG) organisations but also to the other organizations as well in understanding the importance of employee motivation. The study will contribute in enlarging the existing body of knowledge in employee motivation in relation to employee performance.

1.3 Focus of the Study

The study seeks to investigate the impact of motivation on employee performance in order to put their best to the productivity and the growth of Diageo SA manufacturing plant as an organization. It was done by evaluating factors that affect employee motivation used by Diageo SA manufacturing plant to motivate employees and it assessed the extent at which motivation influences the employee performance. The relationship between motivation and employee performance was assessed in Diageo SA manufacturing plant.

1.4 Problem Statement

The Diageo SA manufacturing plant based in Isipingo comprises of bargaining and non-bargaining unit employees. **The bargaining unit employees salary increment and conditions of employment are negotiated, by the trade unions representing the collective demands of their work force, whilst the non-bargaining unit each employee negotiates salary increase based on their performance.** These two factors has led to a high turnover of work force. Workers leave the Diageo SA manufacturing plant due to the fact that they are not motivated enough. Some workers are not willing to leave the organization as they are enjoying some benefits such as promotion which leads to the increase in salaries and bonuses.

In general, workers at Diageo SA manufacturing plant prefer monetary incentives to non-monetary incentives. The organizational problem of Diageo SA manufacturing plant is set up to low salaries, irregular promotional structure, and lack of recognition of workers achievement. Based on these organisational challenges, which affect Diageo SA, as decision was made to further study the impact of employee motivation on employee performance on Diageo SA manufacturing plant. This is based on the evident low performance of the manufacturing plant. To improve the employee performance and productivity this study will play a significant role.

1.5 Research Questions

This study intended to answer the following questions to give direction to leaders of Diageo SA manufacturing plant, to what motivates workers to contribute positively in leading the organization to success thus achieving the organization ambition:

1. What is the extent to which motivation influences employee performance at Diageo SA manufacturing plant?
2. Which factors affect employee motivation at Diageo SA manufacturing plant?
3. What is the relationship between motivation and employee performance at Diageo SA manufacturing plant?

1.6 Research Objectives

The overall aim of this research was to find the impact of motivation on employee performance on the workers of Diageo SA manufacturing plant Isipingo. In this study there were three specific objectives, these objectives are as follows:

1. To examine the extent to which motivation influences employee performance at Diageo SA manufacturing plant.
2. To establish factors that affect employee motivation at Diageo SA manufacturing plant.
3. To ascertain the relationship between motivation and employee performance at Diageo SA manufacturing plant.

1.7 Scope of the study

The relationship between the Diageo SA manufacturing plant, based Isipingo leaders or managers and its employees is administered by what motivates them to work and the fulfilments

they derive from it. The manager/leader needs to understand how to produce the cooperation of employees and direct their performance to achieving the goals and objectives of the organization.

This study focused on Diageo SA manufacturing plant based in Isipingo. The employees covered within the context of the study included all employees of Diageo SA manufacturing plant which was comprised of a population of 120 employees. This study is further delimited in terms of the organizational sub-sets of familiarity, concern and driving force as well as approach to work

1.8 Research Methodology

The quantitative approach was followed in this study for gaining a wider participation of employees in the evaluation process of the research. The study used a descriptive survey design. The purpose of using descriptive surveys was to collect detailed and factual information that describe an existing phenomenon.

This study was completed in the form of a close ended questionnaire survey using a five-point Likert scale which will be sent to employees of Diageo SA manufacturing plant. Diageo SA manufacturing plant has 120 employees as the target population. The census sampling will be used, therefore the whole 120 Diageo SA manufacturing plant employees was used as participants in this study. The census sampling is applicable as the study is quantitative and the number of participants is manageable.

The data collected from the close ended questionnaire was captured on excel and coded and analysed using a Statistical Package for Social Sciences (SPSS) version 20. The descriptive statistics were used in analysing the data. The Cronbach's test will be used to test the validity and reliability of results.

1.9 Limitations of the study

The study had certain limitations and hence it focused only at Diageo SA, manufacturing plant, Isipingo not the whole of the organisation due to time constraints and limited financial resources. The major obstacle was a non-cooperative attitude from some of the respondents that resulted to the reduction of number of employees participated on the study than initially scheduled. The study used census sampling technique to ensure that even though there might be non-attendance the majority of sample size participated.

1.10 Chapter Outline

This study is structured into five chapters. Chapter one presents the introduction of the study. It takes the look at the background of the study, motivation of the study, focus of study, problem statement, research objective and questions, scope of study brief methodology used, limitations of the study and it concludes with the summary. Chapter two outlines the literature review on the topic of existing literature that directly linked with the concepts of the study and at the end with the theoretical framework. Chapter three elaborates the research methodology embraced for the study. It includes research design, research paradigm, study setting, population, sampling method, sample size, research instrument, data collection method, data analysis method, and it's also discusses the elimination of biasness and ethical considerations. Chapter four consist of the presentation of results and analysis of data collected from the research instrument. Chapter five consist of the discussion of findings, conclusions, recommendations of the study and recommendations for future studies.

1.11 Summary

This chapter elaborated on the background of the study, motivation of the study, focus of study, problem statement, research objective and questions of the study, scope of study brief methodology used, limitations of the study, chapter outline and it concludes with the summary. The next chapter two present the relevant literature review on employee motivation and employee performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review on the study. The overall aim of this research is to find the impact of motivation on employee performance on the workers of Diageo SA manufacturing plant Isipingo. This section elaborates on the definition of motivation, forms of motivation, employee performance, motivation influence on employee performance, and factors that affect employee motivation. An attempt was made to discuss the relationship of employee motivation and employee performance and ends with the development of a theoretical framework.

2.2 Definition of Motivation

Numerous academics in different study fields had made a contribution in comprehensively defining motivation. Güllü (2016) states that the term motivation evolves from the Latin word ‘movere’ (to move), and defined it as the psychological process that influences the incitement, direction and persistence of unforced actions which are objective orientated. Pertiwi and Ermayani (2015) state the term motivation is derived from the word “motivate”, which means a move, push, or influence to lead for accomplishing a want or the need. The Kiruja and Mukuru (2018), state that motivation is the psychological power that gives way of person’s degree of determination, including the degree of persistence when facing obstacles.

Motivation at work is defined as the series of revitalizing forces that initiate both within and beyond an individual self by (Dobre, 2013). These forces influence the individual’s productivity. Whilst Johnson et al. (2010), state that employee motivation is force that influences individuals to make a particular decision at work, to remain at the job and put more effort in it.

Boamah (2014) explained motivation as the cognitive decision making process that stimuli the determination and direction of goal focussed actions. Lyimo (2017) also defined motivation as the psychological forces that exist within the individual and influences the direction of that

individual's behaviour within the firm. Islam et al. (2008) consider motivation as the influential force that strengthens behaviours, provides direction into actions, and prompts the tendency to continue.

The study conducted by Nadeem et al. (2014) obtained that motivation suggests that to plot, influence to carry on for fulfilling a wish, whilst Claus and Briscoe (2009), suggested that motivation is that influence which helps to improve individual performance and maintain it in difficult times. Muogbo (2013), states that motivation is the set of ways involved with influence that improves productivity and attain objectives.

Burton (2012) explained motivation as the act of providing drive that influence somebody to take an action, therefore motivation is responsible for individual to act and an individual can influence someone to be motivated. Lai (2011), defined motivation in a generally as the attributes which influence someone to act or not to act. Motivation is discussed as the primary reason in people's behaviour Moran et al. (2012). Gomez-Mejia et al. (2014) defined motivation as the individuals desire to accomplish best as possible task or to use maximum strength to accomplish allocated tasks.

2.1.1 Forms of motivation

There are two forms of motivation, namely intrinsic and extrinsic (Dysvik and Kuvaas, 2013) highlighted that researchers have conflicting opinions regarding intrinsic and extrinsic motivation. Arshadi (2010) explained intrinsic motivation as the set of activities accomplished for inherent satisfaction rather than distinguishable consequences. The person who is intrinsically motivated or self-motivated engages in new challenges on his own and produces desired results without any external influence. Waiyaki (2017) explained intrinsic motivation as the behaviour where by an individual generates due to satisfying experiences related with the behaviour itself. These behaviours develop from motivation that is associated to task or job itself. Beer and Walton (2014), state that intrinsic motivation starts from execution the job itself, and the

satisfaction of achievement with the sense of inspiration. The intrinsic reward emanates from obtaining positive recognition, appreciation, sense of achievement, and satisfaction of accomplishing the challenge.

On the other hand Nyarko, Twumwaa and Adentwi (2014) explains extrinsic motivation as the behaviour accomplished, not for its own sake, but due to benefits related with it. Whilst Oudeyer and Kaplan (2009) state that extrinsic motivation is interpreted as set of activities executed exclusively with the objective of receiving reward which include salary increment, benefits and better working conditions. Beer and Walton (2014), state that extrinsic rewards arise from the firm in the form of monetary incentives, privileges or promotions from line managers including co-workers in the form of recognition. It is very critical for leaders to acknowledge that employees are motivated by both intrinsic and extrinsic factors at any given point in time (Taghipour and Dejban, 2013).

2.2 Employee Performance

Organisation relies on employee performance for the survival in these turbulent business environments, in which it is considered as effects an employee does or doesn't that contribute to organisational success. The study accomplished by Shahzadi et al. (2014) on individual employee performance illustrated that employers cannot verify performance of employees. Employee performance encompasses adding value and quantity of output, attendance at work, level accommodative and being helpful with unlimited output. Shahzadi et al. (2014) continued and declared that if employee performance is evident an organisation can use rewards and direct bonuses based on individual performance.

The study conducted by Güngör (2011) on employee performance obtained that there is direct relationship between employee productivity with acknowledgement, recognition and reward of good performance on employees, this study is aligned with the study conducted by Shahzadi et al. (2014). According to Rizwan et al. (2014), organisational effectiveness is highly influenced

by the moral and productivity of its employees dependent on the organisations reward management system.

Zameer et al. (2014) state that most organisations focus on increasing customer satisfaction and overlooking the employee satisfaction, in reality with low or no employee satisfaction customers will not be satisfied and employees that are satisfied or happy will accomplish more quality work thus will lead to customers being fully satisfied. Motivation is a huge influence on employee performance, several studies are in line of that motivated employees yield more output and better results (Kusurkar et al., 2013).

The organisational performance is the indication of the firm capability to effectively and efficiently attain independent goals (Muda et al., 2014). The organisational performance is examined using the employee performance, based on the employee productivity levels, which includes quality, quantity of output, experience and creativity of employee in their area of responsibility (Lin and Kuo, 2007).

Most of the executives are under the faulty impression that the level of employee performance at work is directly proportional to the employee package. The employee compensation package offers a minimal influence on the employee performance, but it's still regarded as the extrinsic drive tool (Baard et al., 2004). Most researchers and executives have extensively recognised that a healthier work environment promotes employees to improve their performance and yield superior final results (Kuvaas, 2006). When working in an office work environment it is described in two parts the behaviour and bodily part and these parts can be separated as individual unbiased factors. The study conducted by Naharuddin and Sadegi (2013) states that the 5-10% increases of employee performance is prompted by the change of organisation bodily design in the place of work. The study conducted by Mendis (2016) claimed that the organisational bodily structure is developed to fulfil employee desires for employee upsurge output and supreme employee fulfilment.

Cole and Kelly (2011) describe performance as a continuous process for improving the performance of individuals by aligning actual performance with that desired (and with the strategic goals of the organization) through a variety of means such as standard-setting, appraisal and evaluation both informally, day-to-day, and formally/systematically through appraisal interviews and goal-setting. Job performance is defined as the value of the set of employee behaviors that contribute, either positively or negatively to organizational goal accomplishment while task performance are employee behaviours that are directly involved in the transformation of organizational resources into the goods or services that the organization produces (Colquitt, Lepine and Wesson, 2014).

2.3 Motivation influence on employee performance

Ciobanu and Ristea (2015) defined motivation in relation to employee performance as the essentials, factors, or willingness which desire employee to pursue and complete work goals and tasks which becomes the main reason why employee act and conduct themselves in a certain manner which may perhaps be influenced. Motivation plays a vital role in influencing the organisational performance. Chaudhary (2012) states that managers and leaders use employee motivation as one of the policies to improve effective job or task management amongst employees in the organisation.

A motivated employee is reactive of the definite goals and objectives employee essential to accomplish, therefore the employee puts all of its energies in that direction to accomplish. Where there is lack of motivation organisational facilities go to waste as employees become unsuccessful to utilize the facilities efficiently. It is very important for organisations to consider employee performance and motivation as vital factors in guaranteeing organisational success.

Organisational leaders and managers recognise that positive motivations results to increased performance and higher productivity but uses incorrect tools that will develop disappointments and unhappiness between workers and yields to poor performance. Motivation improves the

enthusiasm of the employees to work by thus yielding to improved organisation effectiveness. Organization objective is to cultivate motivated workers and support their determination regarding their individual works for enhanced performance (Chaudhary, 2012).

The motivated workers relay to the behaviours of self-righteousness, self-fulfilment and pledge that are anticipated to yield enhanced quality of work and follow company policies which will results in enhanced efficiencies and sustainable competitive advantage. Muda et al. (2014) studies state that motivation grows job participation by making the work more eloquent, stimulating and interesting as well as the fact that it maintains workers to be more effective and enhance their job performance.

Muda et al. (2014) asserts that employee motivation is very important and essential factors for the attainment of workers goals, and which will results in the attainment of organisational goals, objectives and targets. Furthermore Olusola (2011) states that motivation to work either intrinsic or extrinsic it's very important in the lives of employees due to the form of ultimate reason for working in life. It embodies the complex forces and needs which gives the drive for an employee to accomplish a certain tasks (Salleh et al., 2011). Additionally Linz et al. (2006) asserts that employee motivation functions as the vital component of the organisations operations whereby high motivation corresponds with job satisfaction, a sense of pride and joy in employees work a lifelong commitment to company which improves performance, efficiency and productivity.

The equity theory has some effects for ways of motivating employees by not overpaying, underpaying and providing information about results in a comprehensive and socially sensitive manner. Organisations that try to cut costs by the reduction of employees' salaries which leads employee to respond in various ways to even the mark. The organisations leaders have a tendency to overpay some of the employees which is a valuable motivational technique to intensify employee performance but realized that when you over pay a few employees whilst under paying most of your staff. Hence the majority of employee will feel underpaid hence its will decrease their performance which will lead to net decrease in organisational performance

with most employees demotivated. Therefore leaders and managers should make every effort to treat all employees equally. Osei (2011), also come to an agreement with the equity theory that, one of the important issues which is sensitive and serious which can build or kill the organisation is the salary determination.

The expectancy theory has various vital implications for techniques used to motivate employees by clarifying workforces expectations that their effort will yield to high performance, that is achieved through employee training and development and its results to employee being more efficiently and achieve greater level of performance from their hard work and combining valued rewards and performance by stipulating precisely what job behaviours will yield to what results (Waiyaki, 2017). Employers are using much more convenient ways to pay their employed based on their performance such as through sales commission, pie-rate incentive system or bonuses.

The goal setting theory by Locke developed in 1968 have confidence that effective performance objective can be achieved by allocating specific goals; challenging but tolerable performance goals; and giving regular feedback regarding goal achievement (Latham and Baldes, 2008). The goal setting theory additional put forward that giving employee praises, management by objectives, and job design enhances employee performance. The employee praise is a motivational effect not the hygiene based on that is satisfy the needs for appreciation, self-actualization, advancement and accomplishment.

High levels of employee performance are accomplished when employee goals are challenging but specific, measurable, achievable, realistic, and with an agreed target date. The employee goals must be agreed not imposed by employer to the employee. This is the most productive, less costly and easiest tool but most organisations underutilise it. Organisation are required to have an employee reward management system where high performance is rewarded through salary increases, recognition, praise and promotion (Shahzadi et al., 2014).

2.4 Factors that affect employee motivation

Herzberg theory states that hygiene factors cannot be reflected as the motivator. Motivational factors enhance employee satisfaction and performance. Thus yielding employees to work and perform at their optimum. Safiullah (2015) states that these factors are intrinsically and extrinsically motivating. Thus, the factors that influence employee motivation are as follows.

Recognition: Managers and superiors need to applaud and recognise employees for the good work they are doing. Employee recognition enhances employee performance by the increase of the level of motivation based on recognition. There are several ways of recognition, such as bonuses or prizes for high performance or achievement. The monetary rewards have an enormous power in motivation employees particularly when employees are given after the accomplishment. It is vital for leaders and managers to appreciate, thank and acknowledge employees for their hard work and obtain several techniques to recognise employees. Employee appreciate even simple things such as having free lunch which goes a long way in recognising employees (Safiullah, 2015).

Growth and career development opportunities- it is vital for organisation to have growth and career development opportunities to enhance employee motivation which its results yields employee performance. Adebayo and Ogunsina (2011) state that for organisation to constantly remain competitive and provides superior service to its clients it is vital for organisational leaders and managers to introduce, manage and evaluate their plans with the main objective being to advance their employees, their knowledge, skills, attitudes.

Employees are mostly motivated if they see opportunities for promotion or advancement with increased responsibility which will yields high income (Jeske and Axtell, 2017). Most organisations inspire employees to enhance their skills and expertise and increase possibilities for promotion, whistles organisation sponsors employees for tuition fees and training for employees taking training courses related to the organisation. According to Jeske and Axtell

(2017) employees are required to map their development plan together with their superior showing what mandatory skills or knowledge is needed to uphold continuous growth within an organisation.

Employee development in the organisation is developed by planned development to purposefully to full fill future organisation needs and expectations. Employee training and development comprises of several educational programs and on job trainings. Liu et al. (2010) state that main motives for organisations to implement career development are employees are able to acquire need skills that will be in demand in the future, its decreases employee turnover within the organisation, and the quality of employees work life is enhanced whilst offered prospects for advancement in their career.

Responsibility- employees shall hold themselves responsible for their work, task and duties. Superiors have a duty to decrease employee control but promote employee accountability. According to Sattar and Ahmed (2014), employees are most probable to be inspired and enthused to complete better their tasks or duties when they have ownership of their work and duties. This includes enabling employee's independence and authority to complete their given tasks to ensure employees feel that they own the end product or results of their tasks.

Sense of achievement: it is essential for employees to obtain a sense of achievement and the sense of achievement can be influenced by the nature work.

Meaningfulness of work- the job has to be meaningful, exciting, inspiring and thought-provoking for employees to perform at their bests (Sattar and Ahmed, 2014)

Nature of work- employees are motivated by different things, organisations need to consider that the work environment that its employee needs to promote employee motivation. Employees besides monetary gains are motivated by the nature of work. The nature of work provides employees with fulfilment on numerous levels starting from making a living and "doing good

work” to aspiring to a vision and eventually having an effect on the quality of life. Success full organisation dedicate most of their time in trying to structure and design work to match the nature of work based on the nature of workforce to guarantee that work is exciting and amusing as possible (Wu et al., 2013).

Relationship with Superiors and co-workers: it is vital for employee to have good relationship with superiors and co-workers, due to it creates a good working environment where everyone is free and knows and recognise their place within the organisation. The study conducted by Erratul et al. (2015) revealed that having a good relationship with co-workers is the better way to improve employee performance. The study conducted by Nabi et al. (2017) agreed that relationship with superiors motivates employees to improve their performance.

Salaries and wages- play a vital role in employee motivation, satisfaction and performance. The salary is important in satisfying of employee’s needs. As per Maslow Hierarchy of needs earning money is very important to attaining of food, shelter, and clothing which make available to enjoy treasured leisure interest outside of work. Additionally a salary functions as the representation of success and foundation of appreciation and recognition. Baard et al. (2004) state that employees usually perceive salary as the reflection of the organisation employee recognition but it has been observed that fringe benefits does not influence employee job satisfaction in the engineering sector as much as the salary package does. While employee salaries are regularly quoted as the significant aspect in determining employee motivation in an organization, but they are not necessarily the most important aspect. Most studies supports the notion which state that compensating someone with a decent salary isn’t adequate to guarantee employee motivation and there are many other underlying factors that need to be considered especially in the engineering sector (Baard et al., 2004).

Money may not be an enormous motivator in the place of work, but not being compensated adequately has undoubtedly proven to demotivate, mainly in the non-profit organisations. In

excess of 40% of non-profit employees are unhappy with their compensation and benefits, as compared to the 20% of employees in the other sectors who feel the same way.

Benefits and incentives – employee motivation is influenced by the employees views regarding organisational fairness on salary scale including the contemporary compensation they may be getting. Amitay et al. (2010) state that organisation needs to have tools to assess and evaluate employee performance and provides incentive based on the employee performance. The top performers will have higher salary increases this acts as the motivator to enhance employee performance.

Employees are motivated by earning special incentives, such as bonuses, commission, and extra paid leave time. These benefits plays the significant role in retaining and recruiting vital employees in contemporary highly competitive market, whilst some organisation still considers employee benefits as expense instead of an investment, and do not recognize that a well-made benefits package can significantly enhance employee motivation (Amitay et al., 2010).

Workload and Stress Level – handling of demanding workloads and tight deadlines can decrease employee motivation and it could negatively affect top performing employees. Greenhaus and Beutell (2012) state that when employees do not attain deadlines it results to conflict between superiors and employees which results in increased stress levels. Most of the time poor planning and fruitless managers cultivates an environment where by employees are stressed and results in functioning in an emergency condition. Hence superiors do not support employees to complete their given tasks effectively due to increased workload.

Mostly increased workload is the outcome of manager's reduction in workforces whilst workload remain same or increases. This is yielded by budget reduction when the organisation is not doing well. This will have a short tem increase in productivity and long term dissatisfaction which will hurt employee motivation and results in decrease productivity in the future (Burt et al., 2013).

2.5 Relationship between employee motivation and employee performance

Greenhaus and Beutell (2012) state that motivation is of importance in the workplace because it has a positive influence on employee performance and productivity. Organisations are frequently trying to keep employees motivated by increasing their salaries and benefits and often do not recognise that individuals are motivated by different things which makes it difficult to find out what motivates employees. The majority of organisational leaders and managers can not recognise that individuals in an organisation have unique reasons for working.

Osemeke and Adegboyega (2017) state that there are specific things organisational leaders need to do to ensure that their employees grow into self-actualized, for the reason that such employees are to be expected to perform at their best when their needs are fully satisfied. The motivational theories are in agreement by endorsing a healthy workforce, providing financial security, acknowledging employee for good work they are doing and providing a conducive environment for employees to socialize, these are the first needs of Maslow Hierarchy of needs the psychological with yields enhanced employee performance.

According to (Bradler et al., 2016, Brun and Dugas, 2008) both indicated that employee recognition or full appreciation for work completed is frequently one of the best motivators which results in enhanced employee performance.

Employees are motivated by different things which can be both extrinsic and intrinsic in nature, and the study conducted by Chaudhary (2012) established that graduates that starting the career in engineering takes intrinsic aspects as the most essential predictor in engineering career, followed by lifestyle flexibility and the extrinsic aspects. Naile and Selesho (2014) highlighted that, the highly growing competition in organisations motivation and high employee retention rate are the key aspects that create sustainable competitive advantage with yields to organisational success.

Motivation is an employee's deep-down enthusiasms about and determination to accomplish activities related to work. According to Chaudhary (2012) motivation is the interior ambition that influence employees to decide to take action. From time to time manager's inattention to understand the importance of inspiration in accomplishing their essential goal and vision. Actually, when they understand the importance of motivation, they do not have the capability and learning to provide a workplace that can encourages employee motivation.

Employee motivation is a process whereby a person has the enthusiasm to fulfil their needs. As per Maslow Theory of needs the employee needs can be in term of survival needs, safety, social, esteem and self-actualization. This need will yield the employees to perform better in their line of business in the simple they can perform in their job performance. Chaudhary (2012) argued that highly motivated workers are inclined to be more productive than non-motivated workers. When workers are satisfied and happy, then they will accomplish their job in an exceptionally astonishing manner. The outcome will be great, and to add motivated worker will motivate other workers in their work place.

A study completed by Burton (2012) asserts that employee motivation has the direct impact on gainfulness and development. This is evident that highly motivated employee uses their most energies in accomplishing their tasks, duties and responsibility. Improved employee performance will result to increase to the value of the organisation.

Said et al. (2015) state that it very important to address a number of issues to ensure the improvement in the work effectiveness and performance which include ensuring employees feel satisfied with their job and improving the employee wellbeing.

A motivated individual has the acquaintance with defined goals must be accomplished in specific ways, according on how the individual organises the drive to accomplish those goals (Owusu, 2012). It shows that motivated individual is appropriate for the goals that the individual desires to accomplish, as the individual is completely mindful of its assumptions. Consequently, Muda et

al. (2014) state that when employees are motivated, their capability to increase productivity will be improved.

2.6 Motivational Theories

2.6.1 Maslow's Hierarchy of needs

The Maslow Hierarchy of need theory is popular in the human motivation literature. This theory is first to evaluate the essential contributors to employee performance (Kehoe and Wright, 2013). Maslow Hierarchy of needs state that there are five human needs which are physiological, safety, belongingness/love, esteem, and self-actualization as seen in figure 2.1 below.

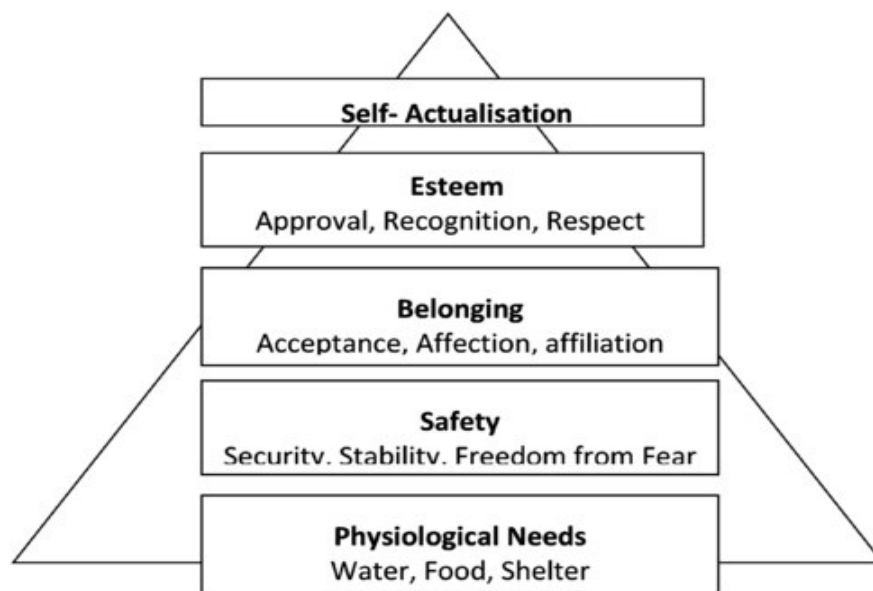


Figure 2.1: Maslow's Five-level hierarchy

Source: (Gawel, 1997:453)

The human motivation is explained by Maslow needs hierarchy in general. Nevertheless, its core principles are still appropriate to contemporary work environment and has been widely used to describe employee motivation. The basic need which are physiological needs are satisfied when the individual is employed and earning money to provide for basic needs such as food, shelter and water. Safety needs can be satisfied when the employee is physically safe from work environment including job security. Organisations have health and safety policies which aids as a protection layer to employees and the organisation as the whole. Once these needs are satisfied the employee can concentrate on his duties with the sense that he has a place and belongs in the organisation. This is belonging needs which can evolve form having a good relationship with superiors and co-workers by having a sense of acceptance, affection, and affiliation to the organisation (Gawel, 1997). This will result of employees feeling valued. When the satisfaction is achieved, the employee will start to feel that they are valued and appreciated by their colleagues and their superiors. This is the esteem need.

The last stage is where employee pursues to self-actualize; when employees are growing and developing in condition of being pleased with their competencies. Although self-actualization can be a single stage but moving from one stage to another contributes to the process of self-actualization. Hence organizations looking to enhance employee motivation shall meet the physiological needs before moving to higher stages of needs. Lately however, this theory has become less popular, because it does not make an allowance for the cognitive process of the employee, as well as the fact that it, lacks empirical supportive evidence in broad-spectrum (Gawel, 1997)

2.6.2 Herzberg's Two Factor Theory

The Herzberg Two factor theory was developed form the Maslow's hierarchy of needs, but the Herzberg two factor theory differentiates needs in form of hygiene factors and motivators. Hygiene factors are those factors linked to employee motivation such as organizational rules and regulations, working conditions, relationship with coworkers and superiors, job security, organizational structure. Yet, motivators are factors such as monetary incentives, salaries,

benefits, appreciation, acceptance, responsibility recognition, and the accomplishment need to be met to ensure full employee motivation.

The Herzberg hygiene and motivational factors are considered as independent, it is possible to have employee neither satisfied nor dissatisfied. When hygiene factors are in acceptable levels they do not cause any employee dissatisfaction, and it does not motivate employees. However, when the hygiene factors are below acceptable levels it will cause employee dissatisfaction and demotivate employee. When motivator's factors are not at the acceptable level job satisfaction reduces and employee motivation will be lacking. However, when motivational factors are at acceptable levels there will be high employee motivation and job satisfaction. The Herzberg two factor theory has been criticized by Hackman and Oldham (1976) because does not consider individual differences, such as personality traits, which could affect individual's inimitable reactions to motivating or hygiene factors. Yang (2011) come to an agreement that the Herzberg two factor theory has drawn-out of Maslow's hierarchy of need theory and is more directly appropriate for work situation.

Herzberg's motivation theory's emphasis that only motivation factors have the probability of raising job satisfaction. In comparison to motivation factors, hygiene factors can only be used to preclude dissatisfaction and can therefore not be used as incentives to create satisfaction (Steers and Porter, 2011). An employee may therefore very well be satisfied with his/her overall working conditions, but not especially motivated to work and perform to his/her full potential (Yang, 2011).

2.6.3 Alderfer's ERG Theory

The Alderfer's Existence, Relatedness, and Growth (ERG) theory rearranges Maslow's needs hierarchy into three levels namely Existence (Physiological and safety), Relatedness (Belonging) and Growth (esteem and self-actualization). Alderfer's ERG Theory upholds the upper and the lower order needs who come to an agreement with Maslow's need hierarchy that fulfilled needs

motivate individuals (Arnolds and Boshoff, 2002). Consequently, based on Maslow's needs hierarchy work managers or leaders are likely to fulfil the lower- level needs of their employees so that will not hold back progression in the employee's motivational process. In order for Management to increase workforce performance its needs to know the workforce needs and satisfy them. Contrasting Maslow Hierarchy of needs theory, the outcomes of Alderfer's ERG Theory study recommend that lower-level needs do not need to meet ahead of a higher-level need appears as a motivating impact. The Alderfer's Existence, Relatedness, and Growth (ERG) theory state that an employee is motivated to fulfil one or more fundamental sets of needs (Caulton, 2012). Yang (2011) state that if the individuals needs at a specific level are obstructed the attention should be concentrated on the fulfilment of the needs at the other levels.

2.6.4 Equity Theory

The equity theory was formulated in 1965 by Adam as an suitable approach to effective supervision and is the vital way of sustaining and ensuring motivation of workforce (Cook and Parcel, 1977). The workforce fully supports the equity theory based on the fairness of the organisations reward system. The equity theory takes an assumption that all individuals desire to be treated the same and they tend to compare contributions and rewards obtained by them with others. According to Dittrich and Carrell (1979) state that individuals desire to recognize equal outcomes for recognised equal circumstance. The basic fundamentals for the equity theory is that when the workforce notice that the organisation does not accurately reward them. The workers will feel dissatisfied and their work morale will decrease drastically. The results of this employee will not put their effort towards their work and may results to high staff turnover. When the workforce have confidence that they are appropriately rewarded for their work, they will sustain the same level of output and performance. On the other hand, if the workforce believe the rewards as more than what they expected then they will increase their output and enhance their performance within the organisation.

2.6.5 Expectancy theory

The expectancy theory was developed by Victor Vroom. The expectancy theory states that employee will be motivated to work hard when they believe that their hard work will yield to good performance appraisal, such as promotion, bonus, recognition and salary increment. Hence, this will lead in fulfilment of their individual objectives (Buchanan, 1979). Holistically the expectancy theory means individual are motivated by what they will get from doing work. There are three relationships the expectancy theory places much attention (Nimri et al., 2015). Effort-performance Association is the likelihood observed by an individual that using a certain amount of effort would results to enhanced performance. Performance-reward association is the level to which the individual considers that increase in performance will result to a certain consequence. Valence is the vital that an individual puts on the possible result or reward that can be accomplished on the work. This reflects the objectives and needs of the individual, for example, individuals will always notice that recognition and reward given by superiors are more valuable and better (Nimri et al., 2015).

2.6.6 The Reinforcement theory of motivation

The reinforcement theories developed by Skinner (1953) are essentially an opposite of cognitive theories for the reason that these theories do not relate with human understanding process. Skinner (1953) elaborated the reinforcement theory as people's behaviours can be explained by consequences in the environment, and as a result looking for cognitive explanations is not required. The reinforcement theory focuses more putting into practice on notion called the law of effect which states that behaviours yielding satisfying or positive consequences are more probable to be repeated and vice versa the behaviours resulting unsatisfying or negative consequences are less probable to be repeated. Quartey (2012) raised an agreement the, in stringent reinforcement theory, peoples own understandings, emotions, needs and expectations does not have the effect into motivation, it is entirely about consequences yielding from behaviours. Nevertheless, the modification of the theory (e.g. social learning theory) do permit

for the effect of people's perceptions of the rewards/ penalties acquired by others as a contributor to motivation.

2.7 Theoretical Framework

The phenomenon of employee motivation and its impact on employee performance to be studied empirically, there is the requirement for a conceptual framework that combines the concepts of motivation and employee performance. The theoretical framework, as illustrate in figure 2.4 describes the fundamental relationship. Employee motivation produces improved employee performance and is influence by factors such as salaries & wages, decision making power, sense of appreciation, promotion within the organisation, nature of work, recognition, training & development, working conditions, and relationships with superior and peers. The theoretical framework provides a basis for concentrating particular variables for the study. These variables are grounded on the literature reviewed on employee motivation and its effect on employee performance. The employee motivation is an independent variable, whilst factory that influence employee motivation are mediating variable and the employee performance is the dependent variable. The following figure 2.2 shows the theoretical framework of the study below:

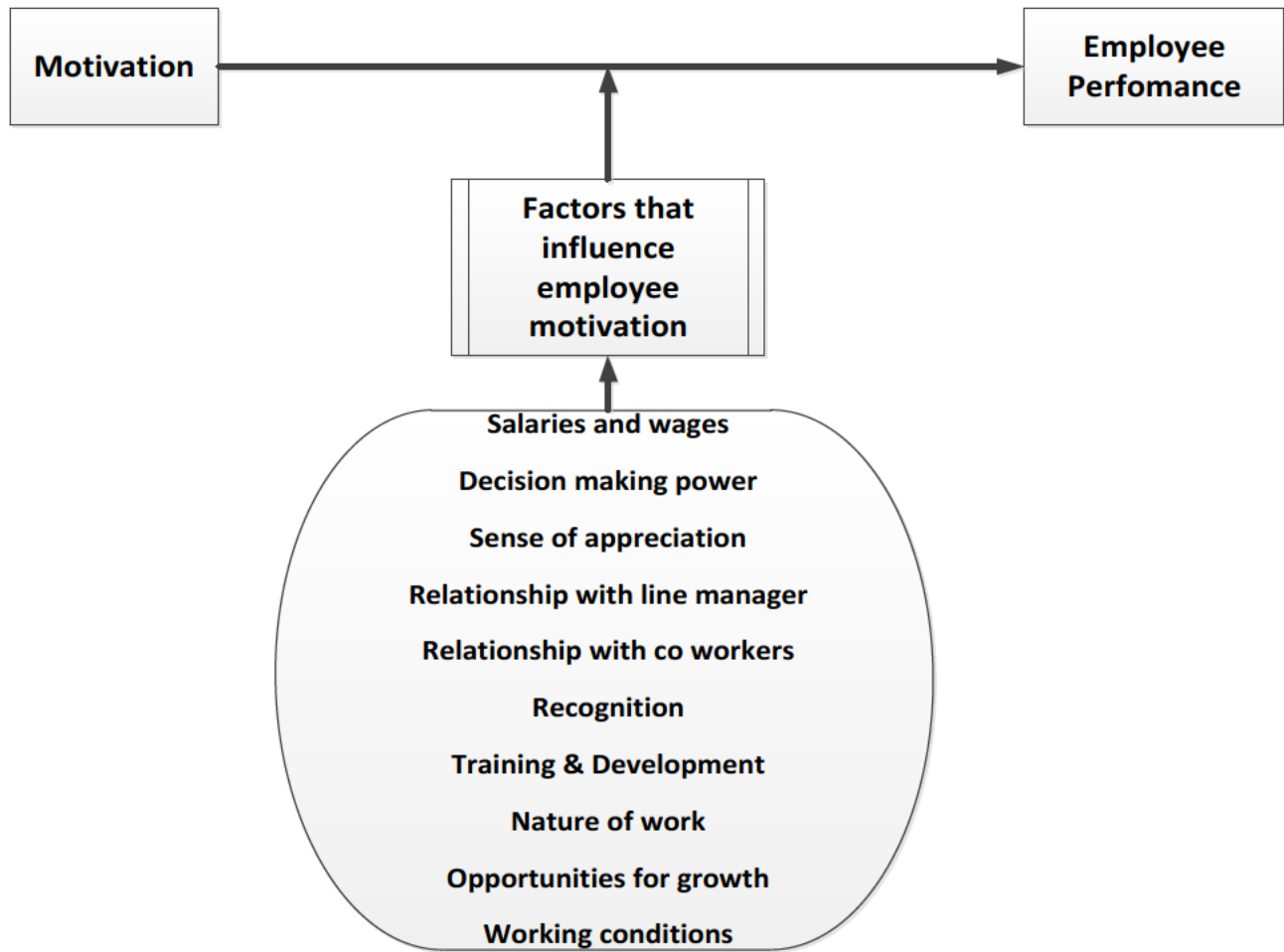


Figure 2.2: Theoretical Frame work

Source: Researcher Construct (2018)

2.8 Summary of literature review

This chapter has elaborated on the relevant literature on employee motivation and employee performance in a workplace. The numerous motivation theories were presented and highlighted on employee satisfaction models. The literature attempt was made in describing the relationship between motivation and employee performance and its influence. It also highlighted the factors that affect employee motivation which formed the basis of the theoretical framework. The next chapter three will expand on the research methodology employed in this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This Chapter discusses the research methodology employed when conducting this study. (McMillan and Schumacher, 2010) described a research design as a plan of data collection methods together with the procedures to be used in evaluating data. This chapter presents the research aim of the study, research design, methods, research paradigm, study setting, population and sample of the study, sapling method, data collection & analysis, reliability and validity the study including ethical consideration.

3.2 The Research Design

Sekaran and Bougie (2013) define research design as a blueprint for the collection, measurement, and analysis of data, based on the research questions of the study. There are different types of research designs that are used to conduct a research study, and these includes, exploratory research design, explanatory research design and descriptive research design (Babbie, 2011). Lindlof and Taylor (2010) state that research design is the logic plan of a research that throws light on how the study is to be directed. It also shows how all major fragments of the research study such as the samples or groups, measures and programs work together to address the research questions. The research design is like an architectural plan and can be seen as the actualization of a reason in a set of processes that enhances the legitimacy of data for a given research problem (Babin, 2013).

3.2.1 Exploratory study

Exploratory research is usually used when little information is known about the topic being studied. This indicates that there would be a small number of similar problems that would have been solved previously by other researchers (Sekaran, 2013). Such studies are often conducted in cases when the researcher needs to understand a certain problem. These studies are also

considered by researchers when some facts are known regarding a topic, but there is a need for more information to be revealed to help with the expansion of a relevant conceptual framework (Silverman, 2016). Exploratory studies are also significant in circumstances where there is a need for the researcher to get a worthy understanding of the subject of concern to build more knowledge frameworks through launching theories and significant conceptual frameworks (Cooper & Schindler, 2014);

3.2.2 Explanatory research

Explanatory research design, sometimes referred to as analytical study, mainly aims to identify any causal links between the factors or variables that pertain to the research problem, and is usually structured in nature (VanWyk, 2012). Explanatory research focuses on 'why' questions. For example, it is one thing to describe the crime rate in a country, to examine trends over time or to compare the rates in different countries. It is quite a different thing to develop explanations about why the crime rate is as high as it is, why some types of crime are increasing or why the rate is higher in some countries than in others (Hair *et al.*, 2013)

The way in which researchers develop research designs is fundamentally affected by whether the research question is descriptive or explanatory. The research design affects what information is collected (Hair *et al.*, 2014). Answering the 'why' questions involves developing causal explanations. Causal explanations argue that phenomenon Y is affected by factor X . Some causal explanations will be simple while others will be more complex (Walsh & Mitchell, 2010:631).

3.2.3 Correlational research

Correlational research is a type of no experimental research in which the researcher measures two variables and assesses the statistical relationship/correlation between them with little or no effort to control extraneous variables (Welman & Kruger, 2014). There are essentially two reasons that researchers interested in statistical relationships between variables would choose to

conduct a correlational study rather than an experiment. The first is that they do not believe that the statistical relationship is a causal one. For example, a researcher might evaluate the validity of a brief extraversion test by administering it to a large group of participants along with a longer extraversion test that has already been shown to be valid. This researcher might then check to see whether participants' scores on the brief test are strongly correlated with their scores on the longer one (Yilmaz, 2012). Neither test score is thought to cause the other, so there is no independent variable to manipulate;

3.2.3 Causal-comparative research

A causal-comparative design is a research design that seeks to find relationships between independent and dependent variables after an action or event has already occurred (McMillian & Schumacher, 2011). The researcher's goal is to determine whether the independent variable affected the outcome, or dependent variable, by comparing two or more groups of individuals. There are similarities and differences between causal-comparative research, also referred to as ex post facto research, and both correlational and experimental research (Rasinger, 2013); and

3.2.4 Descriptive study

A descriptive study is mostly conducted to learn more about a specific problem and to explain the features that are involved. This is naturally structured usually has a set of stated theories or investigative questions (Cooper & Schindler, 2014). Descriptive studies are also aimed at making sure that a valid and precise representation of the variables is provided (Hardy & Bryman, 2009). Descriptive studies have the purpose of precisely describing the phenomenon through use of numerous data collection tools (Terre Blanche *et al.*, 2016).

The study opted for a descriptive research design. The purpose of using descriptive surveys will be to collect detailed and factual information that describe an existing phenomenon. As the study employed the descriptive research design method utilizes facts in determining the precise nature and quantity of the problem which suite the study which based its analysis on facts and figures

rather than opinion. The descriptive research design was chosen due to its advantage of being able to produce good amount of responses from participants. The weaknesses of the descriptive research design were considered which is more time consuming in guaranteeing that the sample is representative, designing and leading data collection instrument and trying to guarantee a decent response rate. However the descriptive research design method was chosen as the most appropriate method for this study after considering its weaknesses. Data will be collected based on the concepts defined in the research objectives and find ways to answer the research questions. This research design was used in this study to find the impact of motivation on employee performance which is a case study of Diageo SA manufacturing plant based in Isipingo by the aid of a close ended questionnaire aimed in obtaining research objectives

3.3 The Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analysed and used (Sekaram & Bougie, 2013). Walsh and Mitchell (2010) asserts that there are essentially two schools of thought about science and knowledge - positivism and phenomenology. Positivism is closely associated with the quantitative approach. Positivists think that they can apply methods of the natural sciences on the practices of social sciences. Positivist social scientists try to replicate procedures followed by natural scientists to control and understand the natural world. Positivists are committed to value neutrality, statistical measurement, quantifiable elements, and observable events to establish causal laws (Seale, 2011). Grix (2014) presents the most significant premises of the positivist approach, where positivists believe in the possibility of establishing cause-effect relationship. Positivists are after regularities to make predictions and establish scientific laws and that, based on this factor; it is possible to use scientific methods to analyse the social world.

On the other hand, phenomenology is closely linked to qualitative research, which is defined as a research that involves collecting and analyzing of data that are of descriptive in nature (Neuman, 2011). Phenomenology in business research focuses on experiences, events and occurrences with disregard or minimum regard for the external and physical reality. Phenomenology, also known

as non-positivism, is a variation of interpretivism, along with other variations such as hermeneutics, symbolic interactionism and others. This branch of philosophy describes the philosophical approach that what is directly perceived and felt is considered more reliable than explanations or interpretations in communication (Armstrong, 2010).

In phenomenology ideas are generated from rich amount of data by the means of induction and human interests, as well as stakeholder perspective may have their reflection on the study (Bryman, 2013). Moreover, phenomenology in business studies is a valuable philosophy for exploring human experiences in management studies. Qualitative approach mainly focuses on collecting and analyzing of descriptive data (Neuman, 2011). Qualitative approach is used when a researcher is trying to get an in-depth understanding about a certain experience and processes. This type of research methodology is very useful when a research seeks to study the feelings of the people, their opinions and the reasons of the practices thereto performed. In addition, the approach is suitable when studying the attitudes and behaviors of people (Harwell, 2011).

Mixed methods research is a methodology for conducting research that involves collecting, analyzing, and integrating (or mixing) quantitative and qualitative research (and data) in a single study (Creswell, 2013). The purpose of this form of research is that both qualitative and quantitative research, in combination, provide a better understanding of a research problem or issue than either research approach alone (Alvesson & Sandberg, 2011).

This study employed a quantitative research approach because of the method's use numerical data to answer research questions to provide an added level of understanding to the research problem.

3.4 Research Strategies

Sarandakos (2012:465), defined research method as the theory of methods, or the way through which a researcher makes sense of the object of inquiry. Within research methodology, research

strategy assumes as the general plan of how the researcher will go about answering the research questions (Saunders, 2009:90). Discussed below are some of the phenomenological research strategies;

3.4.1 Case study

Case studies have become a popular research design as they are expressive in nature and provide broad information pertaining to specific individuals and organizations. Terre Blanche et al (2016) state that case studies involve ideographic research methods that study individuals or organisations as being distinct from sub-sets of a broader population. Case studies comprise an in-depth analysis of related circumstances that would have occurred in other organizations given that the nature and definition of the problem is the same as that experienced by other organisations. The authors place an emphasis on a contextual analysis of few occasions and provide a comprehensive insight on the researched objectives in the framework of a population or organisation (Creswell, 2013);

3.4.2 Observation

According to Gupta and Gupta (2012), qualitative research at its most simple can take the form of observation. In observation, the researcher simply observes the research matter, like in the way a child psychologist may watch a kid play. This method is frequently used when the researcher wants to examine a subject in its natural environment or study naturally occurring behaviours. In this method, as with other forms of qualitative research, the researcher must be very careful to not introduce personal bias into his observations (Blackstone, 2013).

Observation may also be conducted on stationary objects, such as artefacts. For example, when an anthropologist or archaeologist looks at an artefact and draws conclusions about the way a people lived, thus performing a type of qualitative research (Easterby-Smith *et al.*,2014) Similarly, when a researcher reads historical documents, histories and diaries to draw

conclusions about an era, that is also performing qualitative research. However, personal bias can be an issue (Kothari, 2013);

3.4.3 Interviews

In some cases, qualitative research may be conducted through interviews, such as listening to someone recount something that happened in the past, such as a wartime experience or other event (Hair, 2012). When qualitative research takes the form of an interview, the interviewer asks open-ended questions and simply records what the participant says. Personal bias can be an issue, but other issues arise as well. For instance, the researcher may react to the subject's responses, encouraging or discouraging the dialogue in a certain direction. Moreover, the researcher has to be careful not to ask leading questions (Denscombe, 2014); and

3.4.4 Focus Groups

To reduce the risk of researcher bias, a qualitative research method called focus group is sometimes used (Mackey & Gass, 2012). In a focus group, several people are interviewed at once to gain their opinions on a subject or item. Researchers may conduct the focus groups by interviewing them or by observing the groups converse about an issue (McMillian & Schumacher, 2011). This method could be used to find out what people think about a product or an advertisement. A risk in this method of interviewing is that bias is introduced into the group through the choice of group members (Kumar, 2013).

On the other hand, is the positivist approach with its strategies mainly being surveys and experiments as discussed below;

3.4.5 Survey Research

Kumar, (2013) defined survey as any procedure in which data are systematically collected from a population or a sample thereof through some form or direct solicitation, such as face to face

interviews, telephone interviews or mail questionnaires. Survey research is also defined as a method of descriptive research used for collecting primary data based on verbal or written communication with a representative sample of individuals or respondents from the target population (Gupta & Gupta, 2012).

3.4.6 Experimental Research

According to Denscombe, (2014), experimental research designs are the primary approach used to investigate causal (cause/effect) relationships and to study the relationship between one variable and another. This is a traditional type of research that is quantitative in nature. In short, researchers use experimental research to compare two or more groups on one or more measures (Mackey & Gass, 2012). In these designs, one variable is manipulated to see if it influences the other variable. Experimental designs are used in this way to answer hypotheses. A hypothesis is a testable statement that is formulated by the researcher to address a specific question. The researcher designs an experimental study which will then support or disprove the hypothesis (Denscombe, 2014).

The research made use of the survey strategy. A survey was preferred because of its dependability. Sekaran and Bougie (2013) points out that the anonymity of surveys allows respondents to answer with more candid and valid answers. The authors further assert that the most accurate data is obtainable if respondents are given room to be as open and honest as possible with their answers. Surveys conducted anonymously provide an avenue for more honest and unambiguous responses than other types of research methodologies, especially if it is clearly stated that survey answers will remain completely confidential” (Bryman, 2011).

3.5 Target Population

The target population refers to the total that is made up from units falling into various subgroups in which the researcher might be interested. Research indicated that a population is the aggregate of all cases that conform to some designated set of specifications i.e. participants, whom the

researcher needs to draw outcomes and conclusions and generalized the findings of the study (Judd et al., 2011). According to Babbie et al. (2007) define target population as the all-inclusive combination of respondents that meet the selected set of criteria within a study. The selected sample, as a subset of the target population, provided data from which one can draw and make decisions about the larger group and fully reflect the population (Wagner and Halley, 2010). According to Fridah (2000) and Onwuegbuzie and Leech (2005) a population element is the study subject and may consist of a person, an organization, customer database, or the amount of quantitative data on which the study measurement is being taken. The target population for this research comprised 120 employees who are workers at the Diageo SA manufacturing plant that included all category of employees. The study population comprised of all the staff members who came from various departments within the organization. According to Fridah (2000) sampling is the act, process or technique of selecting a suitable sample or representative part of the population for the purpose of parameters or characteristics of the whole population.

3.6 Sampling Method

To answer the research objectives and questions, data needs to be collected. Saunders et al. (2015), state that it is difficult to gather all the data available because of constraints of time, money or accessibility. Saunders et al. (2015) proceeds and state that sampling strategies are useful in decreasing the amount of data to be collected, by considering collected information from a sub-group, relatively to the broad variety of possible cases or elements. According to Cooper and Schindler (2001) state, that sampling refers to the process of selecting some part of the population and develop generalizable conclusion about the whole population being studied.

3.6.1 Sampling Technique

Most of the quantitative researches employs the statistical sampling techniques which are approach applied by researchers in the course of the statistical sampling process (Noy, 2008). For the purpose of this study the census sampling technique was used. Lohr (2010) state that a census

is an exploration of each element, each, item, each person or everything, in a population. It is known as a comprehensive identification, which indicates a complete count.

The census technique was employed the study to select the number respondents from the head count of employees obtained from the human capital department to ensure the whole population is captured. This method was selected by the specialist since it provided a sincere size of the population with no sampling error, it likewise set a point of reference information that was acquired for future studies, and it presented a point by point data regarding the miniature sub-bunches within the population.

3.6.2 Sample Size

Denscombe (2014) states that the sample size are quantity of elements selected from a studied population. Judd et al. (2011)state that the sample size determination is the act of selecting amount of observations or replicates to comprise in a statistical sample. Taking in consideration that the sampling technique selected the researcher focused on the entire population. All 120 employees that work at Diageo SA Isipingo manufacturing plant were taken as the part of the sample for this study. **The questionnaire was distributed between 10 and 15 September 2018. The questionnaire received back were 110 forms with made the response rate to be 91.7%**

Table 3. 1: Sample size distribution

Department	Sample Size Distribution
Quality	16
Engineering	15
Production	53
Blending	12
Receiving	14
Total	110

Source: Diageo SA (2018)

3.7 Data Collection

The data was collected by the use of a self-administered questionnaire distributed to all 120 employees of Diageo SA, Isipingo Manufacturing Plant. Saunders et al. (2015) described data collection as the process of assembling data after the investigator has recognized. The kinds of information required which include: the research questions the study has to answer, and has also recognized the essential data sort such as ordinal, nominal, interval or ratio for all of these questions and also find out the features of the sample unit that is whether a research participant can express their beliefs, views and experiences.

Sekaran and Bougie (2016) defines the research questionnaire is a tool for gathering of data from the participants. The research questions were prepared in accordance to answer the research questions. The study used closed ended questionnaire as it employed the quantitative approach where by open ended question were removed. The closed-ended questionnaire was to safeguard that the participants selected the options with which they agree with the most. The 120 copies of the questionnaire were distributed to all employees of Diageo SA, manufacturing, Isipingo using the list provided by the Human capital department. Nevertheless, in the data collection phase, 110 questionnaires were administered.

The questionnaires consisted of four sections:

- **Section A**, which was made up of screening questions to find out the respondents demographic details. Age, gender, grade, department, level of experience in company
- **Section B**, which consist of questions aimed to evaluate the extent to which motivation influences employee performance.
- **Section C**, which was consist of questions, aimed at establishing factors that affect employee motivation.
- **Section D**, which was consist of questions, aimed at assessing the relationship between employee motivation and employee performance.

3.8 Data Analysis

The main objective of data analysis is the reduction of collected data to a workable size, developing summaries, evaluating patterns, and applying statistical techniques (Bloomberg et al., 2011). Skinner and Wakefield (2017) stated that during the data analysis process the researcher judgment and expertise are always applied intensively. **The data collected from the questionnaires was coded transferred to Microsoft excel and SPSS version 20 software for analysis.**

The data was analyzed by means of the descriptive analysis and correlation tests. The proportions and frequency of variables were determined by means of descriptive analysis, which deals in consolidating and summarizing quantitative data into information. The correlation tests were employed to draw inferences regarding the population obtained from the sample.

Upon data capturing variables were compared to one another and analyzed precisely using a statistical software SPSS version 20. The results from the analysis were presented using graphs, tables, figures and other visual aids.

3.9 Reliability and Validity

Cronbach's Alpha is a measure of internal consistency. Technically speaking, Cronbach's alpha is not a statistical test but a test of internal consistency. In order to measure internal consistency and reliability, Cronbach's coefficient alpha is commonly used. According to Sekaran and Bougie (2016), the closer the Cronbach's alpha is to 1.0, the higher the internal consistency reliability. While, Böhlen et al. (1998) stated that adequate reliability occurs when the alpha values are above 0.70. Whereas values below 0.50 suggest that, at least one-half of the observed variance may be due to random error and should be considered unreliable **The pilot study was conducted on the 8 of August 2018, to validate the questionnaire and test the elements of biasness.**

As shown in Table 3.2, the Cronbach's alpha coefficients for motivation and employee performance, factors that affect employee motivation and the relationship between motivation and employee performance were 0.830, 0.720 and 0.739 respectively. However, two of the coefficients are lower than 0.80 but within the acceptable range of coefficient and one exceeded the recommended significance level of 0.80. Therefore, the results indicate that the research instrument's continual study variables have high internal consistency and reliability.

Table 3. 2: Cronbach's Alpha per dimension using Expectations section

Dimensions (Perceptions section)	Cronbach's Alpha	N. of items
Motivation influences employee performance	0.830	10
Factors that affect employee motivation	0.720	9
Relationship between motivation and employee performance	0.739	8

3.10 Biasness

The forms of bias in a research study develops from sexual category, race, language used, typecasting and any forms of assumptions. In this study the researcher tried to avoid the elements of biasness, due to the responses from the questionnaire were not influenced by the demographical spreading of the sample (Cooper and Schindler, 2001). The language used in the research questionnaire was simple and easily understandable. The researcher used the quantitative approach in an attempt to eliminate the possibility of biasness, as it entails the researcher to distance himself from participants.

3.11 Ethical Consideration

According to Cooper and Schindler (2001) define ethics as norms or standards of behaviour that lead our ethical choices about our behaviour and relationship with others. In research ethics need to be carefully considered to have a negative affect on the respondents. Saunders et al. (2009) state that research design ethics has the vital consequences predominantly for negotiation and

access to individuals and organisations and collection of data from them. The main objective of ethics in research is to make sure that no respondent is affected or suffer adverse consequences after the research investigation.

The researcher informed the participants that the study was not initiated by Diageo SA, manufacturing plant, Isipingo but it was essentially for academic purposes but the finding of the study will be shared with the Management Team for improvement opportunities. The research obligatory "informed consent" from each participant (Creswell, 2009:89). The participant's personal identity and responses was kept anonymous and they were advised of their right to withdraw from the study at any stage (e.g. pre- or post-data collection) should they wish to do so.

3.12 Summary

This chapter presents research methods techniques the researcher used in order to answer the research questions presented in the chapter one. This chapter is presented in the following manner, research design, research paradigm, study setting, target population, sampling method, data collection data analysis, biasness and ethical consideration. The next chapter presents the analysis of data that was obtained from the research questionnaire and its findings.

CHAPTER FOUR: FINDINGS, ANALYSIS, AND DISCUSSION

4.1 Introduction

In Chapter three, the research design, methods, data collections and questionnaire design were discussed. The purpose of this chapter is to present and interpret the findings of the empirical study. Descriptive statistics and correlation are used to explore the relationship between these factors and their impact on employee insights of the motivation and performance of the service offerings at Diageo SA manufacturing plant. All statistical results of the study are from the statistical computer programme SPSS version 20.

The chapter is divided into four sections. First, this chapter deals with general information and analyses all demographic information obtained from 110 respondents who chose the anticipations and views in the service offerings at Diageo SA manufacturing plant. Secondly, a detailed analysis of the findings relating to Section B, C and D of the questionnaire is explained. Then, the chapter focuses on analysing the relationships between statements aligned with the objectives of the study are presented.

4.2.1 Response Rate

In the process of data collection, 120 questionnaires were distributed by the researcher to the whole sample, and 110 questionnaires were obtained back completed. Subsequently the processing and data cleaning which incorporated the scrutiny of the questionnaires, this gave the study a response rate of 91.7%.

4.3 Demographic details of respondents

This section describes the demographic profile of the employees, including gender, age, working department, current grade hold in the company and years worked in the existing company of the 110 respondents. The detailed information is explained in Figures below.

4.3.1 Gender

The respondents were asked to indicate their gender and the results were as shown. Figure 4.1 shows that 74.5% of the respondents were male ($n = 82$) and 25.5% were female ($n = 28$). Majority of the respondents were male, thus indicating that Diageo had more male employees compared to the female employees. As shown in Figure 4.1, the percentage of male respondents were high than those of female respondents at the Diageo SA.

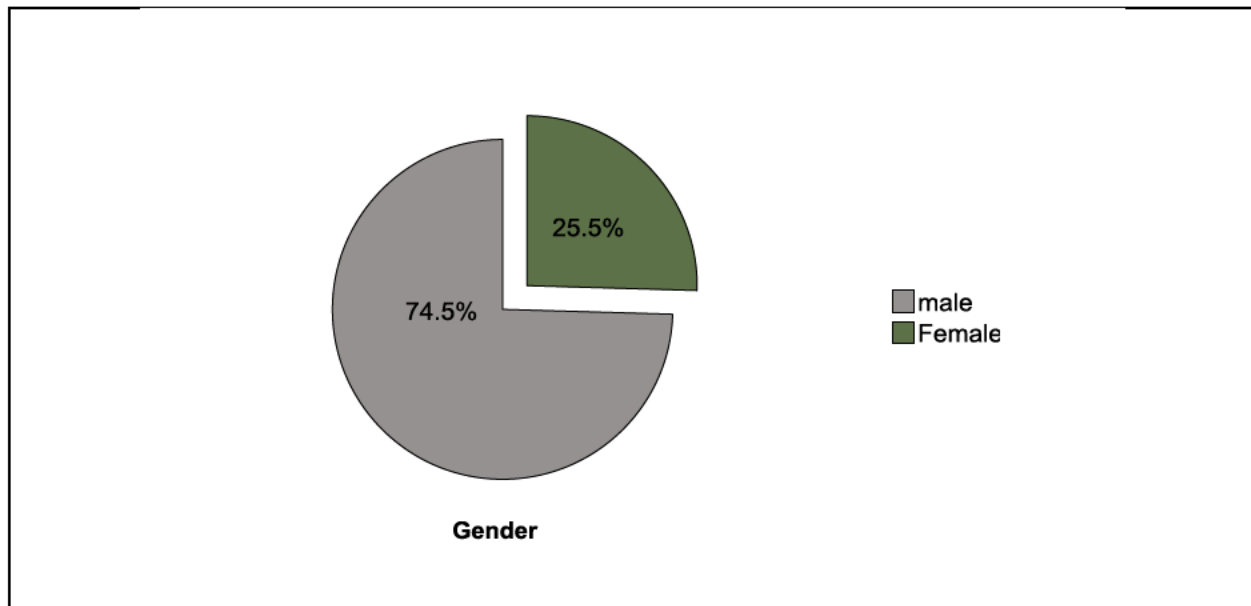


Figure 4. 1: Gender distribution of respondents

4.3.2 Age Group of Respondents

The respondents were asked to indicate which group they belong and the results were as shown. Figure 4.2 indicates that 20 (18.2%) of the respondents were in the 31-35 age group, followed by 19 (17.3%) were between 51 and above age group, 13 (11.8%) of the respondents were between 26-30 years old, and 5 (4.5%) were between the age of less than 25 years old. The demographic age group profile of this study indicates that the 31 to 35 age group was the dominant group as shown in figure 4.2.

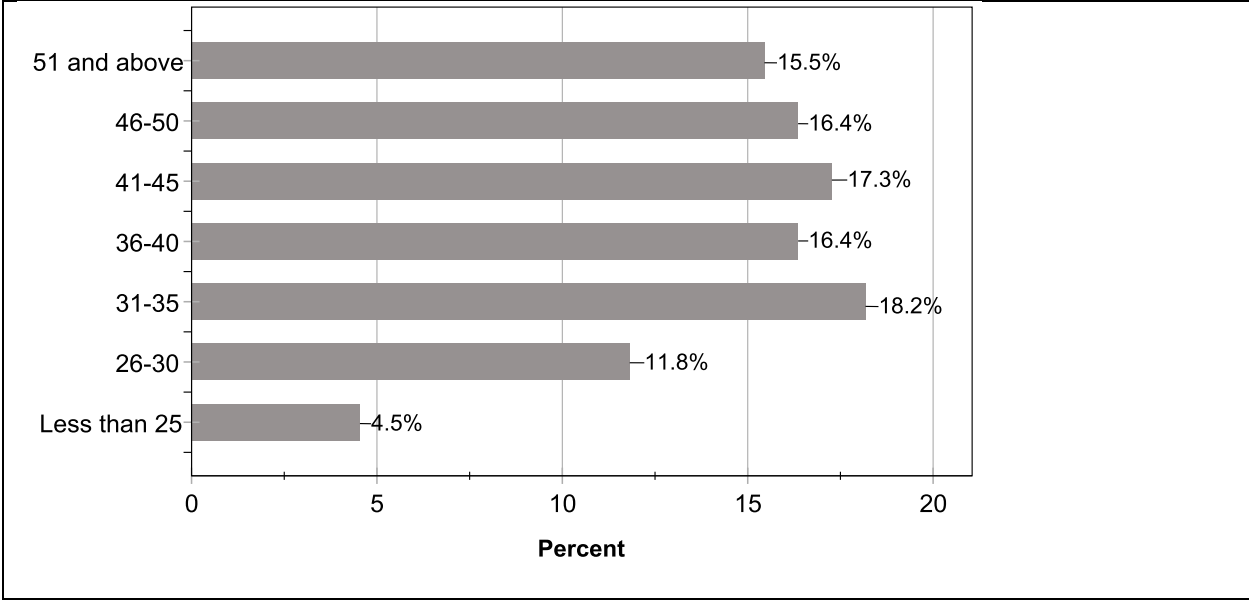


Figure 4. 2: Age group of the respondents

4.3.3 Department

The respondents were requested to specify the department they worked in and the results were as shown. Figure 4.3 displays that 50.9% (56) of the respondents worked in the production department, 14.5% (16) were in engineering, 12.7% (14) were in product quality, 12.7% (14) were in receiving department and 9.1% (10) were in blending process. These results are in accordance with the population distribution that specified the productivity was the leading group.

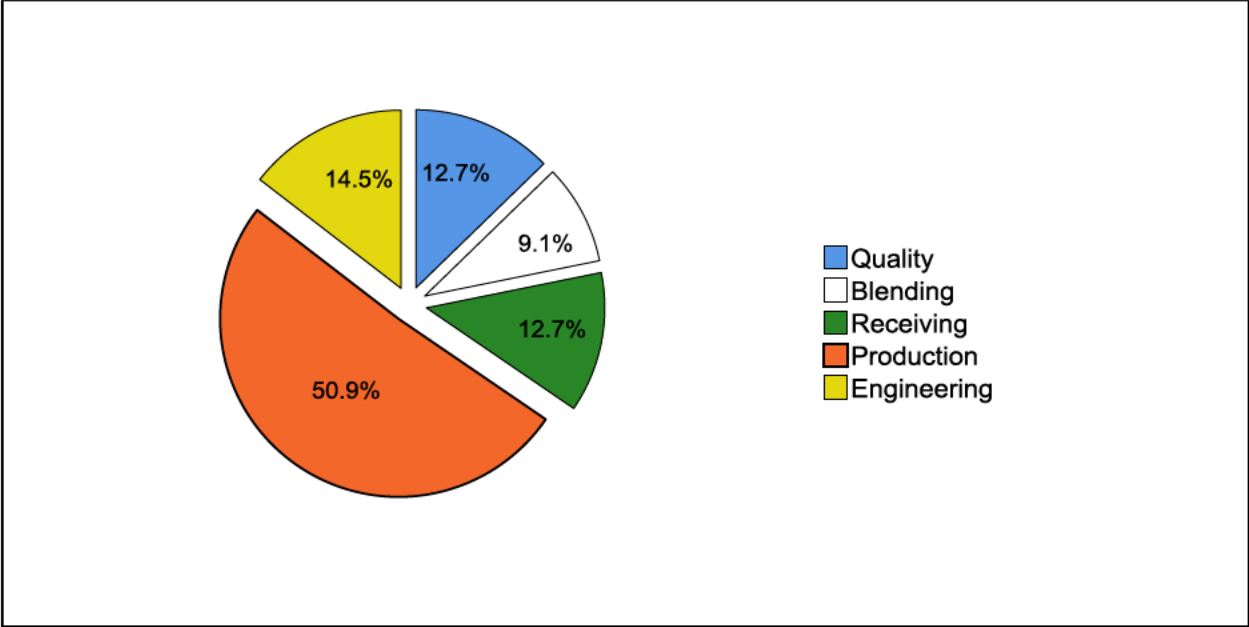


Figure 4. 3: Department working in

4.3.4 Level you are on

The respondents were asked to indicate the grade they occupied while working in the organization (Diageo, SA) and the results were as shown. Figure 4.4 shows that 52.7% of the respondents had level 7 and above, 31.8% of the respondents had level 6 and, and 15.5% of workers had level 5 and below. This showed that majority of the respondents had level 7 and above, which explains the number of years worked within the various departments of the organization.

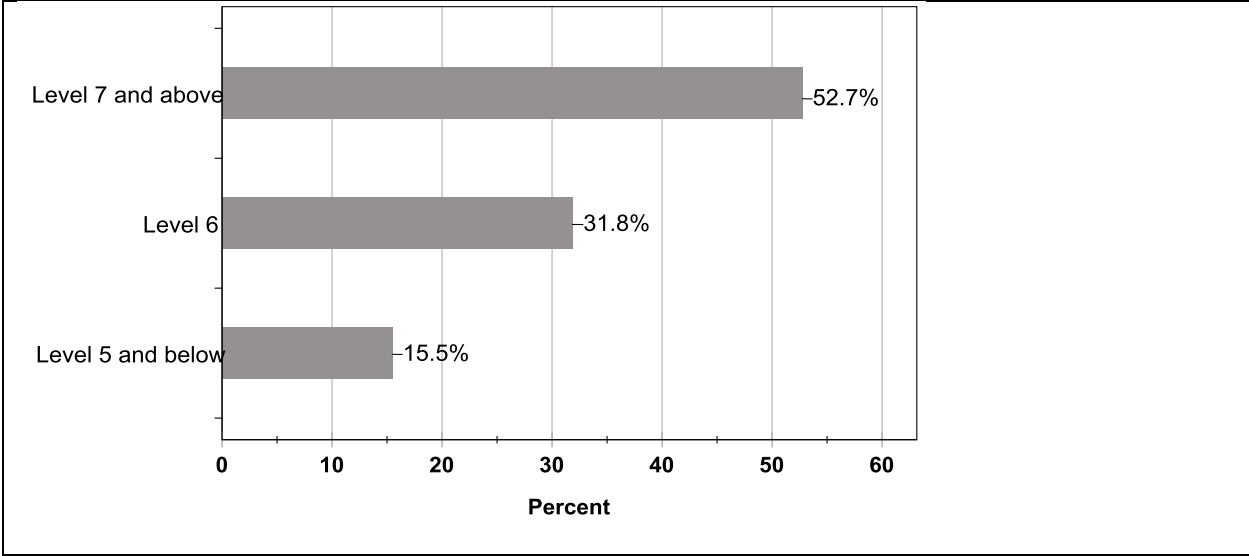


Figure 4. 4: Level grade on

4.3.5 Years Worked at Diageo SA

The respondents were requested to specify the number of years they had worked within their organization and the results were as shown. Figure 4.5 shows that 44.5% of the respondents had worked for 10 years and above, 22.7% had worked for 7-10 years, 17.3% had worked for 5 to 7 years, 7.3% had worked for 3 to 5 years, 5.5% had worked for 1-3 years and 2.7% of the respondents had worked for less than a year within their various departments. This showed that majority of the respondents had settled into their job across various departments within Diageo SA.

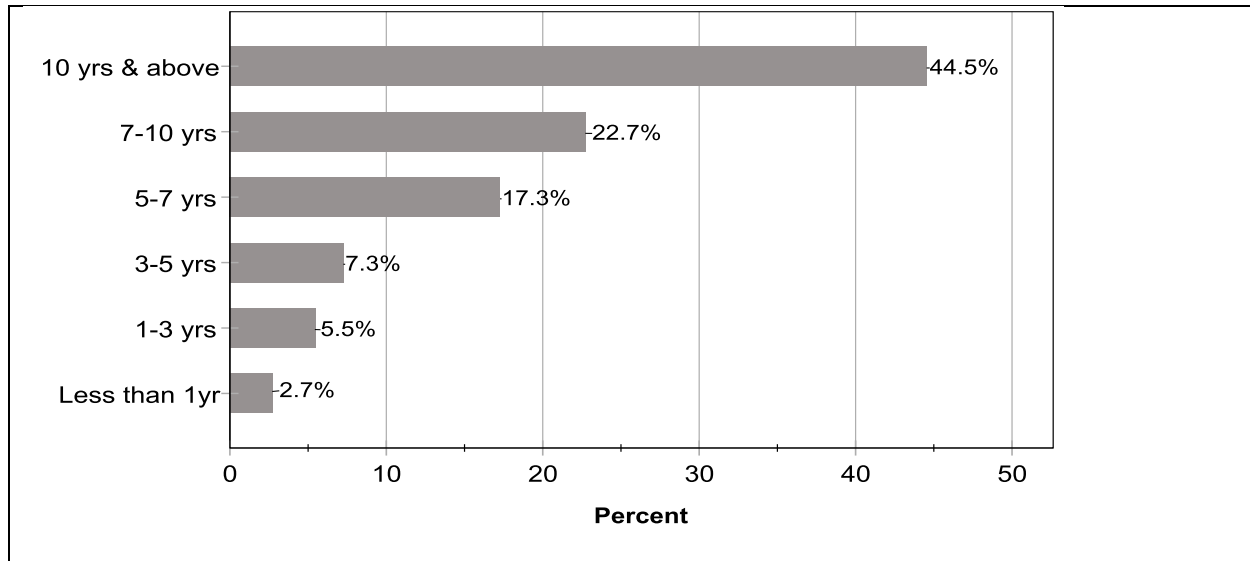


Figure 4. 5: Years worked

4.4 Impact of motivation factor on employee performance at Diageo SA manufacturing plant

The respondents were asked to rate various motivation factors using the Likert scale ‘Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree’. The results of the study were as follows:

4.4.1 I feel a sense of personal satisfaction when accomplish my task well

The aim of this section was to gain the employees’ views on the extent to which motivation influences their performance at Diageo SA manufacturing plant. The respondents were asked to indicate how they feel when they are accomplishing a task within the organization and the results were as shown. Table 4.1 shows that 56.4% strongly agreed and 35.5% agreed. However, only a small proportion of 2.7% (n = 3) of the respondents disagreed and 0.9% (n = 1) of the respondents and strongly agreed. The results indicated that the sense of personal satisfaction when an employee accomplish a task gives workers a sense of satisfaction.

Table 4. 1: Sense of personal satisfaction

Sense of personal satisfaction	Frequency	Percentage
Strongly Disagree	4	3.6
Disagree	6	5.5
Neutral	8	7.3
Agree	44	40.0
Strongly Agree	48	43.6
Total	110	100.0

4.4.2 I take pride in accomplishing my work as well as I can

The respondents were asked to indicate whether they take pride in accomplishing work as they can in the organization and the results were as shown. Table 4.2 shows that 56.4% of the respondents strongly agreed, followed by 35.5% agreed while, 2.7% disagreed and 0.9% of the respondents strongly disagreed. However, 4.5% of employee respondents were undecided or neutral. The results indicated that, the majority of employees strongly agreed to the statement that they took pride when they accomplishment a work.

Table 4. 2: Pride in accomplishing my work

I take pride in accomplishing my work	Frequency	Percentage
Strongly disagree	1	0.9
Disagree	3	2.7
Neutral	5	4.5
Agree	39	35.5
Strongly Agree	62	56.4
Total	110	100.0

4.4.3 I feel unhappy when my work is not up to my usual standard

The respondents were asked to indicate whether they feel unhappy when the work is not up to the usual standard of the company or the organization and the results were as shown. Figure 4.6 shows that 52.7% (58) of the respondents strongly agreed, 30.9% (34) agreed, 6.4% (7) were neutral, while 4.5% (5) of the respondents disagreed and 5.5% (6) strongly disagreed. The results indicated that, the majority of employees strongly agreed to the statement that they feel unhappy when the work is not up to my usual standard.

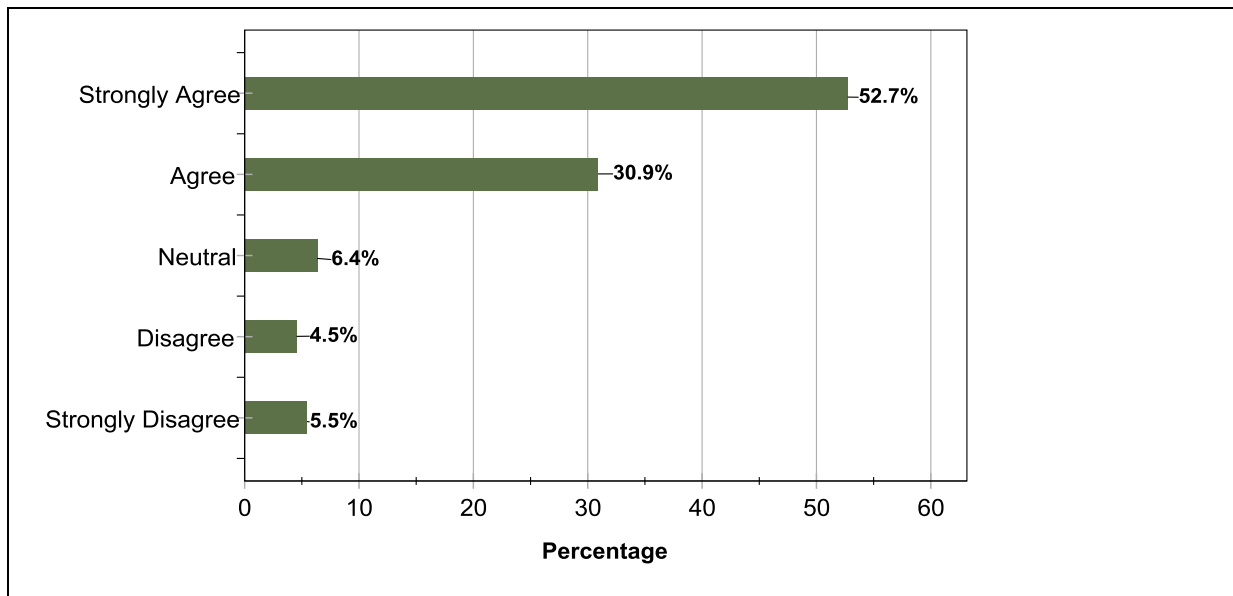


Figure 4. 6: I feel unhappy when my work is not up to my usual standard

4.4.4 My opinion of my self goes down when I accomplish the task badly

The respondents were asked to give their opinion on how they feel with regard to bad performance when accomplishing task and the results were as shown. Figure 4.7 illustrates that 70.0% (77) strongly agreed, 25.5% (28) agreed, 1.8% (2) of respondents were neutral, 1.8% (2) disagreed and 0.9% (1) strongly disagreed. This indicates that failing to perform task decreases employees' confidence as well as their sense of self-management and self-sufficiency.

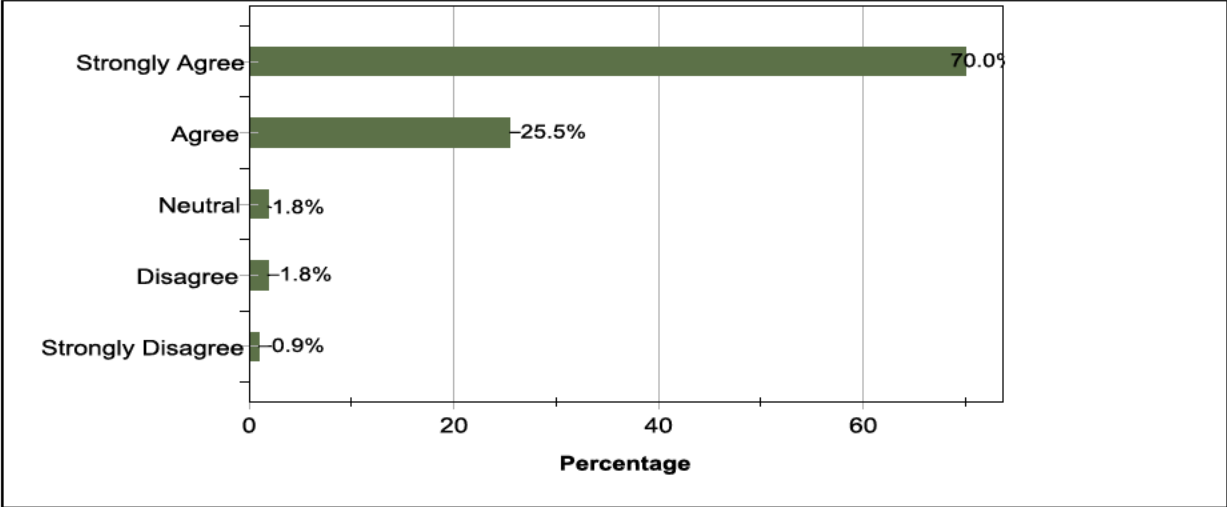


Figure 4. 7: My opinion of my self goes down when I accomplish the task badly

4.4.5 Well motivated employees always have good attitude towards work

The respondents were asked to indicate whether well-motivated employees always have good attitude towards work and the results were as shown. Figure 4.8 illustrates that 40.0% (44) of the total respondents agreed, 31.8% (35) strongly agreed, 12.7% (14) of respondents were neutral, 10.0% (11) disagreed and 5.5% (6) strongly disagreed. This indicates that well motivated employees have good attitude towards work empower employees’ attitude towards their job.

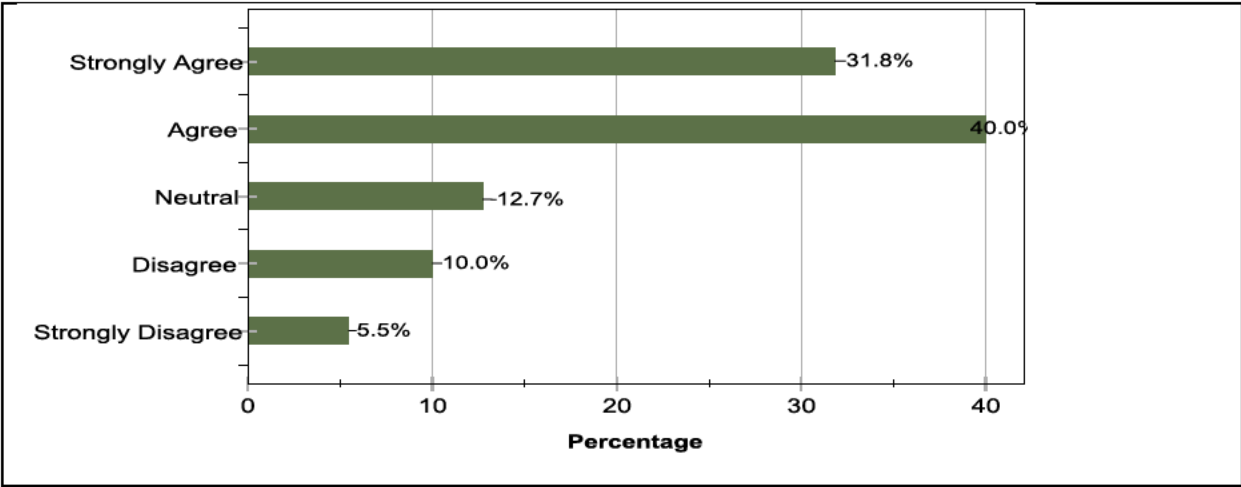


Figure 4. 8: Well motivated employees always have good attitude towards work

4.4.6 Having more decision-making power increase your level of motivation

The respondents were asked to indicate whether having more decision-making power increase your level of motivation and the results were as shown. Table 4.3 shows that 60.9% strongly agreed, 32.7% agreed, 2.7% of the respondents were neutral, 0.9% disagreed and 2.7% strongly disagreed. This indicates that having strong management on making decision increase their level of motivation, self-sufficiency to perform their work.

Table 4. 3: More decision-making power

Having more decision-making power increase your level of motivation	Frequency	Percentage
Strongly Disagree	3	2.7
Disagree	1	0.9
Neutral	3	2.7
Agree	36	32.7
Strongly Agree	67	60.9
Total	110	100.0

4.4.7 It is important for line managers to motivate its employees

The respondents were asked to indicate whether it is important for line managers to motivate its employees and the outcomes were as shown. Table 4.4 shows that 50.9% strongly agreed, 44.5% agreed, 0.9% of the respondents were neutral, 2.7% disagreed and 0.9% strongly disagreed. This indicate that line managers played a critical role in uplifting employees' skills and attitudes towards their job.

Table 4. 4: Importance for line managers to motivate its employees

It is important for line managers to motivate its employees	Frequency	Percentage
Strongly Disagree	1	0.9
Disagree	3	2.7
Neutral	1	0.9
Agree	49	44.5
Strongly Agree	56	50.9
Total	110	100.0

4.4.8 Employee performance increases when appreciated for the work done

The respondents were asked to indicate whether increase employee’ performance is appreciated for the work done and the results were as shown. Figure 4.9 shows that 60.0% (66) strongly agreed, 20.0% (22) agreed, 4.5% (5) of the respondents were neutral, 2.7% (3) disagreed and 12.7% (14) strongly disagreed. This shows that increase employee performance at Diageo SA manufacturing plant, Isipingo is appreciated when the work is done.

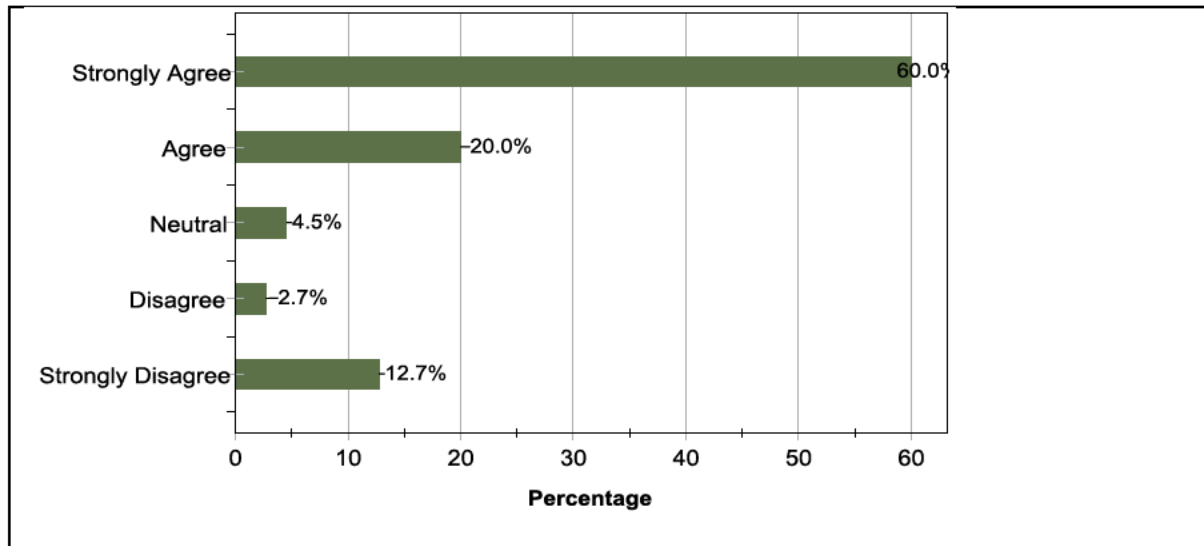


Figure 4. 9: Employee performance increases when appreciated for the work done

4.4.9 A good relationship with my superior influence my level of performance

The respondents were asked to indicate whether a good relationship with a superior influence their level of performance at work and the results were as shown. Figure 4.10 shows that 50.9 (56) of respondents agreed, 34.5% (38) strongly agreed, 4.5% (5) of the respondents were neutral, while 6.4% (7) disagreed and 3.6% (4) strongly disagreed. This shows that a good relationship with superior has influenced the employee to perform better by increasing their level of understanding and involvement while at work.

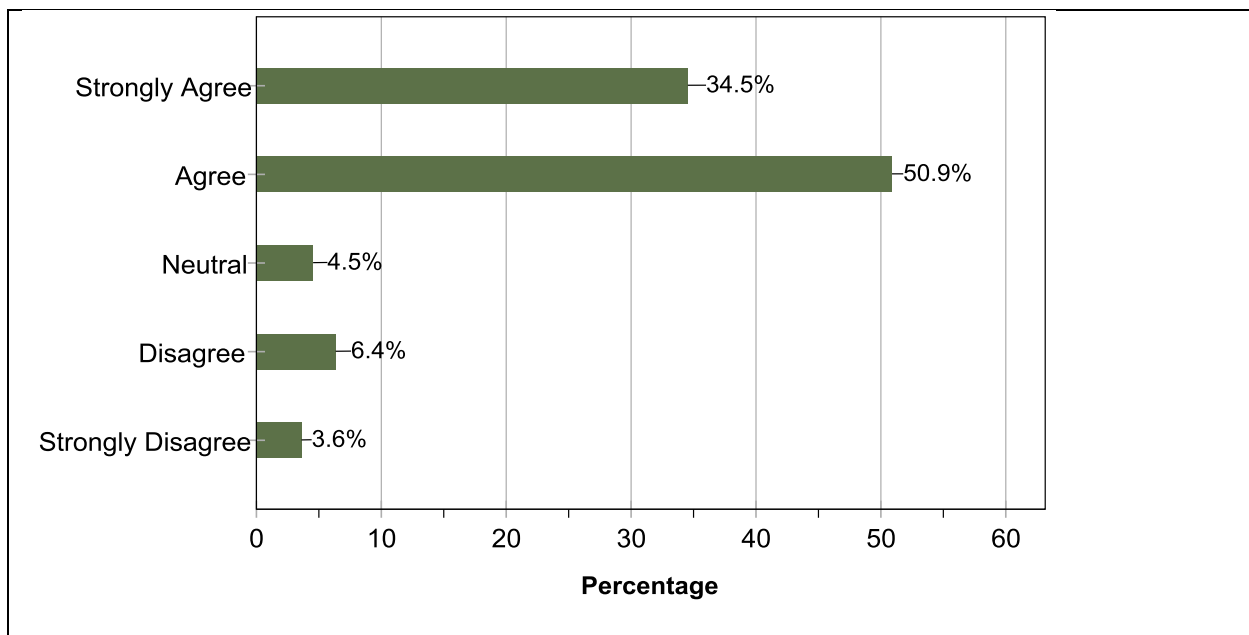


Figure 4. 10:A good relationship with my superior influence my level of performance

4.4.10 A good relationship with my peers influence my level of performance

Figure 4.11 illustrates whether a good relationship between the employee and their peers influence the level of performance. The results show that 41.8% (46) strongly agreed and 41.8% (46) equally agreed, 10.9% (12) were neutral, 4.5% (5) disagreed and 0.9% (1) strongly agreed. This shows that employee relationships with peers' employees indeed influence their level of performance while on duty.

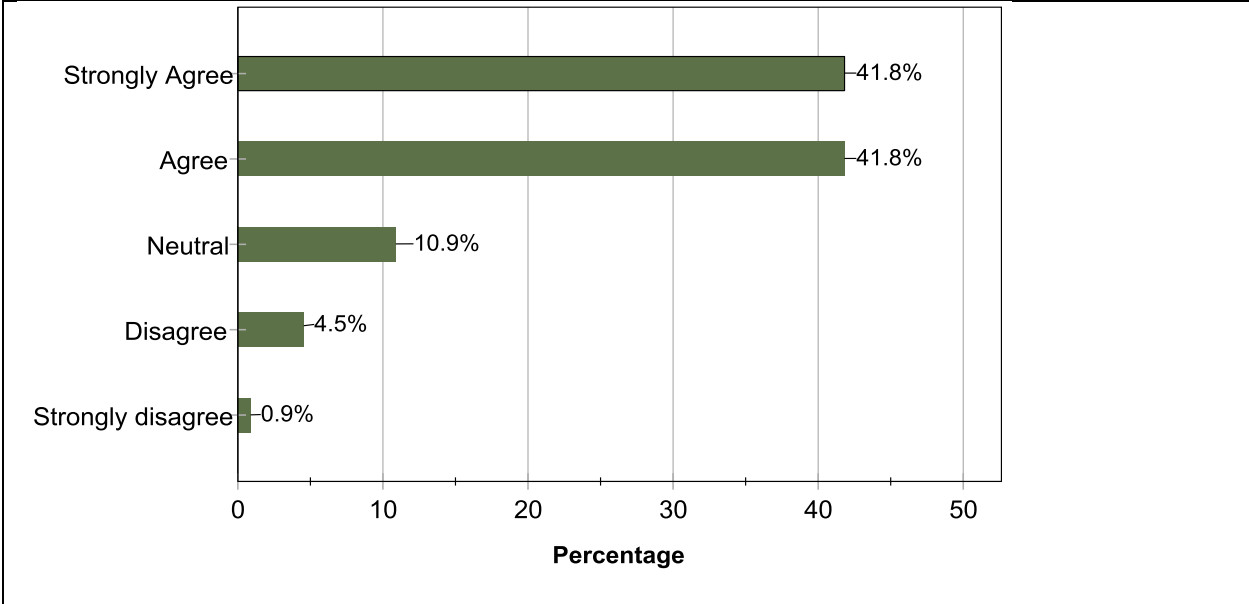


Figure 4. 11: A good relationship with my peers influence my level of performance

4.4.11 Relationship between the influences of motivation and employee performance at Diageo SA manufacturing plant

To test the association between motivation and performance, Pearson Correlation (r) analysis was conducted in aligned to objective one of this study to determine the significance of the influences and their impact on employee performance. Pearson correlation is one method of estimating the association between two variables or ratio level. It provides an indication of the extent to which variables are associated positively or negatively. An r-value known as a correlation coefficient, which varies between 1 and 1, indicates the strong point of the association. While, a perfect negative relationship is denoted by a correlation coefficient of -1, and a perfect positive relationship with 1. A positive relationship indicates that the values of one variable increase as the same as those of the other variable increase, and vice versa. In the present study, significant relationships are indicated by a p-value smaller than or equal to a probability level of $p < 0.01$ (**. Correlation is significant at the 0.01 level) or $p < 0.05$ (*. Correlation is significant at the 0.05).

Table 4. 5: Relationship between motivation influences on employee performance

Statements	C	Item1	Item2	Item3	Item4	Item5	Item6	Item7	Item8	Item9
1	r	1								
	P									
2	r	0.092	1							
	P	0.340								
3	r	0.070	-0.116	1						
	P	0.467	0.226							
4	r	-0.037	-0.011	0.127	1					
	P	0.702	0.908	0.187						
5	r	-0.033	0.084	-0.151	-0.151	1				
	P	0.731	0.380	0.114	0.117					
6	r	0.014	-0.058	0.079	0.129	-0.008	1			
	P	0.885	0.547	0.414	0.179	0.933				
7	r	0.065	.190*	-0.097	-0.026	0.130	-0.063	1		
	P	0.500	0.047	0.313	0.791	0.176	0.516			
8	r	0.137	-0.090	-0.016	-0.076	-0.045	-0.058	0.005	1	
	P	0.152	0.347	0.866	0.430	0.641	0.547	0.958		
9	r	-0.018	0.082	-0.062	0.062	0.139	-0.149	-0.050	-0.180	1
	P	0.849	0.393	0.517	0.522	0.147	0.120	0.607	0.059	
10	r	0.041	.293**	-0.070	-0.089	0.116	-0.077	-0.026	-0.065	.411**
	P	0.674	0.002	0.467	0.353	0.229	0.422	0.791	0.502	0.000

Table 4.5 indicates that they were few significant relationships between statements at different significant p-level (Single or double asterisks indicates). As illustrates in the Table below, “It is important for line managers to motivate its employees” significantly correlated with “I take pride in accomplishing my work as well as I can” (p = 0.047). The also revealed that, there was an association between “A good relationship with my peers influence my level of performance and “I fell a sense of personal satisfaction” (p = 0.002). Similarly, “A good relationship with my peers influence my level of performance” was associated with “A good relationship with my superior influence my level of performance” (p = 0.001, Table 4.5). Thus, motivating employees to perform better had an influence on worker achievement as well as on the manufacturing plant production as a whole.

Number 1 to 10 = Constructs; C = Correlation; r = Pearson Coefficient; P = p -value; * = Correlation is significant at the 0.05 level; ** = Correlation is significant at the 0.01 level (both 2-tailed)

Note: **Bold** values indicate the significances relationships between statements. Coefficients below the diagonal represent correlations of raw constructs for total sample ($N = 110$); empty space above the diagonal coefficients represents constructs across the 10 statements group and are constrained printed to be equal across groups.

4.5 Factors that affect employee motivation at Diageo SA manufacturing plant

4.5.1 I believe that money is the very important incentive to work motivation

The aim of statements in section three was to gain the employees' opinions of the factors that affect their motivation at Diageo SA manufacturing plant. The respondents were asked to indicate whether they believed that money is the very important incentive to work motivation and the results indicate that 43.6% strongly agreed, 40.0%, agreed, 7.3% of the respondents were neutral, 5.5% disagreed and 3.6% equally strongly disagreed. These results show that the respondents believed that money was a fundamental incentive to work motivation (Table 4.6).

Table 4. 6: Money is the very important incentive to work motivation

I believe that money is the very important incentive to work motivation	Frequency	Percentage
Strongly Disagree	4	3.6
Disagree	6	5.5
Neutral	8	7.3
Agree	44	40.0
Strongly Agree	48	43.6
Total	110	100.0

4.5.2 The salary that I am offered is the strong indication of the value of the service I am offering to the organisation

Table 4.7 shows that the response on salary turned to be the strong indication of the value of the service offering by the employees to the organisation is indicated by 47.3% of the respondents that strongly agreed, 36.4% agree, 14.5% were neutral compared to 0.9% of the respondents disagreed and 0.9% of the respondents equally strongly disagreed to the statement. These results indicated that salary that is offered to employees is the strong indication of the value of the service employees delivered to the organisation.

Table 4. 7: The salary that I am offered is the strong indication of the value of the service I am offering to the organisation

The salary that I am offered is the strong indication of the value of the service I am offering to the organisation	Frequency	Percentage
Strongly Disagree	1	0.9
Disagree	1	0.9
Neutral	16	14.5
Agree	40	36.4
Strongly Agree	52	47.3
Total	110	100.0

4.5.3. Diageo SA employs the non-monetary rewards. Which include recognition to increase motivation

The respondents were asked to indicate whether Diageo SA, manufacturing, Isipingo employs the non-monetary rewards, which include recognition to increase motivation while on the job and the results were as shown. Table 4.8 shows that 48.2% strongly agreed, 29.1% agreed, 13.6% of the respondents were neutral, 6.4% disagreed and 2.7% of the respondents strongly disagreed.

This indicates that Diageo SA does employ the non-monetary rewards in recognition to increase motivation.

Table 4. 8: Diageo SA employs the non-monetary rewards. Which include recognition to increase motivation

Diageo SA employs the non-monetary rewards, Which include recognition to increase	Frequency	Percentage
Strongly Disagree	3	2.7
Disagree	7	6.4
Neutral	15	13.6
Agree	32	29.1
Strongly Agree	53	48.2
Total	110	100.0

4.5.4 Receiving recognition does improve the work morale

The respondents were asked to indicate whether receiving recognition does improve the work morale and the results were as shown. Table 4.9 shows that 73.6% strongly agreed, 14.5% agreed, 3.6% of the respondents were neutral, 1.8% disagreed and 6.4% strongly disagreed. This indicates that receiving recognition does improve the work morale of the employees' attitudes towards their work.

Table 4. 9: Receiving recognition does improve the work morale

Receiving recognition does improve the work morale	Frequency	Percentage
Strongly Disagree	7	6.4
Disagree	2	1.8
Neutral	4	3.6
Agree	16	14.5
Strongly Agree	81	73.6
Total	110	100.0

4.5.5 My goals/targets are realistic and attainable and they motivate me

The respondents were asked to indicate whether employee goals/targets are realistic and attainable and, they motivate them performance gap while at work, and the results were as shown in Table 4.10. 38.2% of the respondents strongly agreed, 17.3% agreed, 6.4% of the respondents were neutral, 21.8% disagreed and 16.4% strongly agreed. This shows that employee' goals/targets are not totally realistic and attainable, and they motivate are shared between views and opinions amongst respondents in enhancing employee performance.

Table 4. 10: My goals/targets are realistic and attainable, and they motivate me

My goals/targets are realistic and attainable, and they motivate me	Frequency	Percentage
Strongly Disagree	18	16.4
Disagree	24	21.8
Neutral	7	6.4
Agree	19	17.3
Strongly Agree	42	38.2
Total	110	100.0

4.5.6 As a talented employee. I am very satisfied with the challenges provided by my work

The respondents were asked to indicate whether they were satisfied with the challenges provided by the work, they performed and the results were as shown. Table 4.11 shows that 68.2% agreed followed by 20.0% strongly agreed, 7.3 were neutral, 1.8 disagreed and 2.7% strongly disagreed. This shows that employees were satisfied with satisfied with the challenges provided by the organisation through their work by implementing relevant intervention that enhances employee performance.

Table 4. 11: I am very satisfied with the challenges provided by my work

As a talented employee. I am very satisfied with the challenges provided by my work	Frequency	Percentage
Strongly Disagree	3	2.7
Disagree	2	1.8
Neutral	8	7.3
Agree	75	68.2
Strongly Agree	22	20.0
Total	110	100.0

4.5.7 As a talented employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work

The respondents were asked to indicate whether regularly trained to acquire and improve my knowledge, skills and attitudes towards my work and the results were as shown. Table 4.12 shows that 34.5% of the respondents disagreed, followed by 26.4% agreement to the statement, 18.2 strongly disagreed, 15.5% strongly agreed and 5.5% of the respondents were neutral. This shows that regular training in the organization has not facilitated the bridging of the performance in accessing knowledge, skills and attitudes towards employees' job.

Table 4. 12: Trained to acquire and improve my knowledge, skills and attitudes towards my work

As a talented employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work	Frequency	Percentage
Strongly Disagree	20	18.2
Disagree	38	34.5
Neutral	6	5.5
Agree	29	26.4
Strongly Agree	17	15.5
Total	110	100.0

4.5.8 The work environment makes me perform better

The respondents were asked to indicate whether the work environment makes them perform better and the results were as shown. Table 4.13 shows that 60.0 strongly agreed, 29.1% agreed, 7.3% of the respondents were neutral, 7.3% disagreed and 3.6% strongly disagreed. This shows that the work environment enhanced employee's performance.

Table 4. 13: The work environment makes me perform better

The work environment makes me perform better	Frequency	Percentage
Strongly Disagree	4	3.6
Disagree	8	7.3
Agree	32	29.1
Strongly Agree	66	60.0
Total	110	100.0

4.5.9 The values of Diageo inspire me to perform better

The respondents were asked to indicate whether the values of Diageo inspire them to perform better and the results were as shown. Table 4.14 shows that 52.7% strongly agreed, 35.5% agreed, 6.4% of the respondents were neutral, 4.5% disagreed and 0.9% strongly disagreed. This shows that the values of Diageo inspire employees to perform better.

Table 4. 14: The values of Diageo inspire me to perform better

The values of Diageo inspire me to perform better	Frequency	Percent
Strongly Disagree	1	0.9
Disagree	5	4.5
Neutral	7	6.4
Agree	39	35.5
Strongly Agree	58	52.7
Total	110	100.0

4.5.10 My line manager inspires me to do my job better and efficiently

The respondents were asked to indicate whether line manager inspires employees to do their job better and efficiently and the responses were as displayed. Table 4.15 shows that 40.9% strongly agreed, 21.8% were neutral, 20.0% agreed, 10.0% strongly disagreed and 7.3% disagreed. This shows that line manager inspires employees' performance to do their work better and efficiently.

Table 4. 15: My line manager inspires me to do my job better and efficiently

My line manager inspires me to do my job better and efficiently	Frequency	Percent
Strongly Disagree	11	10.0
Disagree	8	7.3
Neutral	24	21.8
Agree	22	20.0
Strongly Agree	45	40.9
Total	110	100.0

4.5.11 Having gym at work would motivate me to perform better

The respondents were asked to indicate whether having gym at work would motivate employee to perform better and the responses were as shown. Table 4.16 shows that 60.0% strongly agreed, 30.0% agreed, 7.3% were neutral, 1.9% strongly disagreed and 0.9% disagreed. This shows that having gym at work do motivate employee to perform their work better.

Table 4. 16: Having gym at work would motivate me to perform better

Having gym at work would motivate me to perform better	Frequency	Percentage
Strongly Disagree	2	1.8
Disagree	1	0.9
Neutral	8	7.3
Agree	33	30.0
Strongly Agree	66	60.0
Total	110	100.0

4.5.12 Relationship between factors that affect employee motivation at Diageo SA manufacturing plant

Table 4. 17: Relationship between factors that affect employee motivation at Diageo SA manufacturing plant

Stat	C	Item1	Item2	Item3	Item4	Item5	Item6	Item7	Item8	Item9	Item10
1	r	1									
	P										
2	r	0.149	1								
	P	0.120									
3	r	.672**	.285**	1							
	P	0.001	0.003								
4	r	-0.113	0.041	-0.130	1						
	P	0.239	0.674	0.176							
5	r	-0.013	-0.056	0.028	-0.098	1					
	P	0.895	0.560	0.772	0.307						
6	r	0.031	0.007	-0.012	0.044	-0.049	1				
	P	0.746	0.940	0.901	0.648	0.609					
7	r	-0.121	.396**	0.029	0.099	0.080	.240*	1			
	P	0.208	0.001	0.766	0.305	0.410	0.012				
8	r	0.135	-0.030	.235*	-0.019	-0.011	.354**	0.172	1		
	P	0.160	0.759	0.014	0.845	0.911	0.001	0.074			
9	r	0.040	0.047	0.038	0.085	-0.005	.779**	0.173	.348**	1	
	P	0.678	0.624	0.696	0.375	0.958	0.001	0.072	0.001		
10	r	0.019	0.123	0.108	0.040	-0.056	.735**	.407**	.409**	.569**	1
	P	0.845	0.201	0.263	0.681	0.560	0.001	0.001	0.001	0.001	
11	r	-0.049	0.021	0.060	0.076	-0.085	.516**	.466**	.339**	.306**	.502**
	P	0.611	0.828	0.530	0.430	0.380	0.001	0.001	0.001	0.001	0.001

Stat = Statement; 1 to 11 = Number of constructs or statement in accordance with objective two
Significance and abbreviations are defined in Table 4.5

Correlational analyses were tested to examine the relationship between factors that affect employee motivation at Diageo SA manufacturing plant and their impact on employee performance. Correlations were computed among 11 self-concept scales on data for 110 to establish factors that affect employees' motivation at Diageo SA manufacturing plant. The

results suggest that 6 out of 11 correlations were statistically significant at $p < 0.001$ and $p < 0.05$, two-tailed. The findings of the study are reported in Table 4.17 above.

Table 4.19 shows that, “Diageo SA employs the non-monetary rewards which include recognition to increase motivation” correlated with “I believe that money is the very important incentive to work motivation” ($p = 0.001$) and with “The salary that I am offered is the strong indication of the value of the service I am offering to the organisation” at $p = 0.003$. the relationship between “As a talented employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work” and “The salary that I am offered is the strong indication of the value of the service I am offering to the organisation”. Equally, there was an association between “As a talented employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work” and “The salary that I am offered is the strong indication of the value of the service I am offering to the organisation” ($p = 0.001$). “As a talented employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work” and “As a talented employee, I am very satisfied with the challenges provided by my work” was also significantly different ($p = 0.012$). On the other hand, “The work environment makes me perform better” correlated with “Diageo SA employs the non-monetary rewards which include recognition to increase motivation” ($p = 0.014$) and with “As a talented employee, I am very satisfied with the challenges provided by my work” ($p = 0.001$). There were significant relationships between “The values of Diageo inspire me to perform better” and “As a talented employee, I am very satisfied with the challenges provided by my work” as well as between “As a talented employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work” both at $p = 0.001$. “My line manager inspires me to do my job better and efficiently” had few relationships with “As a talented employee, I am very satisfied with the challenges provided by my work”, “As a talented employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work”, “The work environment makes me perform better” and with “The values of Diageo inspire me to perform better” all at $p = 0.001$ (see Table 4.18). Furthermore, construct “Having gym at work would motivate me to perform better” had the highest number of significant relationships with five constructs at $p = 0.001$ (Table 4.18).

4.6 The relationship between motivation and employee performance at Diageo SA manufacturing plant

4.6.1 Nature of work

The aim of this section (4) was to gain the workers' insights into the relationship between motivation and employee performance in the organization. With regard to this section, the respondents were asked to indicate whether the nature of work motivates their performance within the organization and the results were as shown. Figure 4.12 shows that 61.8% (68) of the respondents strongly agreed, 25.5% (28) agreed, 7.3% (8) disagreed, 3.6% (4) strongly disagreed. This indicates that the nature of work did have a positive impact on employees as it motivates employee' performance while on the job.

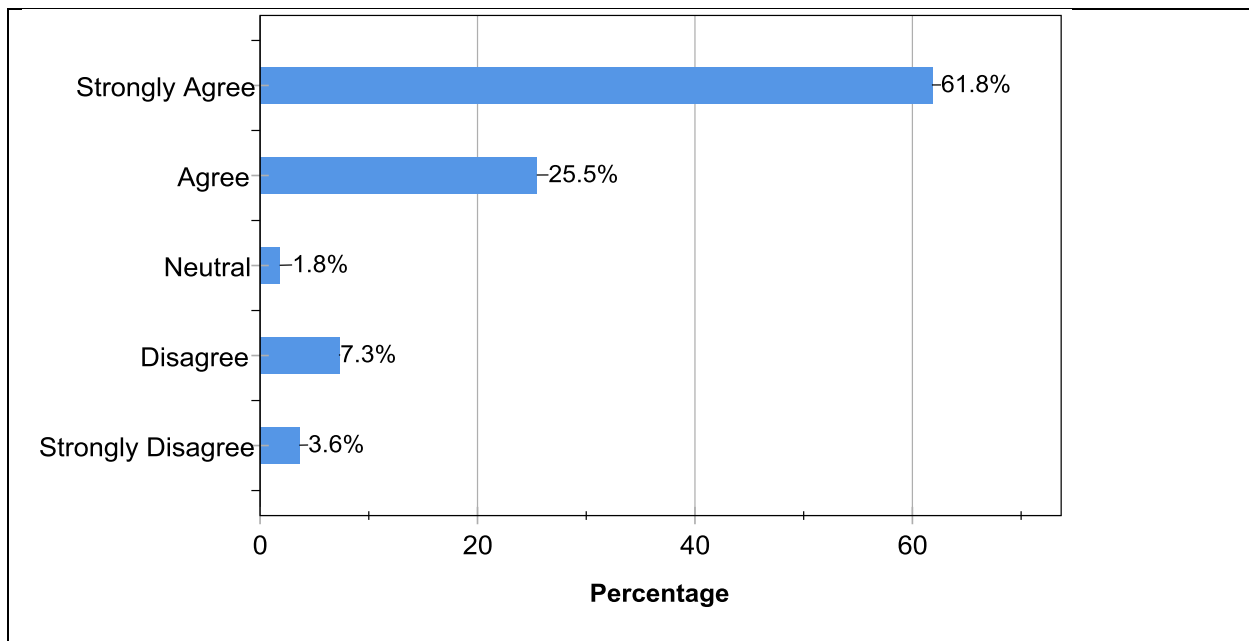


Figure 4. 12: Nature of work

4.6.2 Opportunities for promotion with in Diageo SA manufacturing

The respondents were asked to indicate whether there are opportunities for promotion within Diageo SA manufacturing. The beliefs to the statement in Figure 4.13 were as follows: 34.5% (38) agreed, 23.6% (26) disagreed, 19.1% (21) were neutral, 17.3% (19) strongly disagreed and 4.5% (5) strongly agreed. This indicates that opportunities for promotion within Diageo SA manufacturing exist but are occasional. Although one-third of the respondents (34.9%) agreed that opportunities for promotion within Diageo SA manufacturing exist, the views indicated that 23.9% of the respondents disagreed with the statement while 19.3% of them were uncertain.

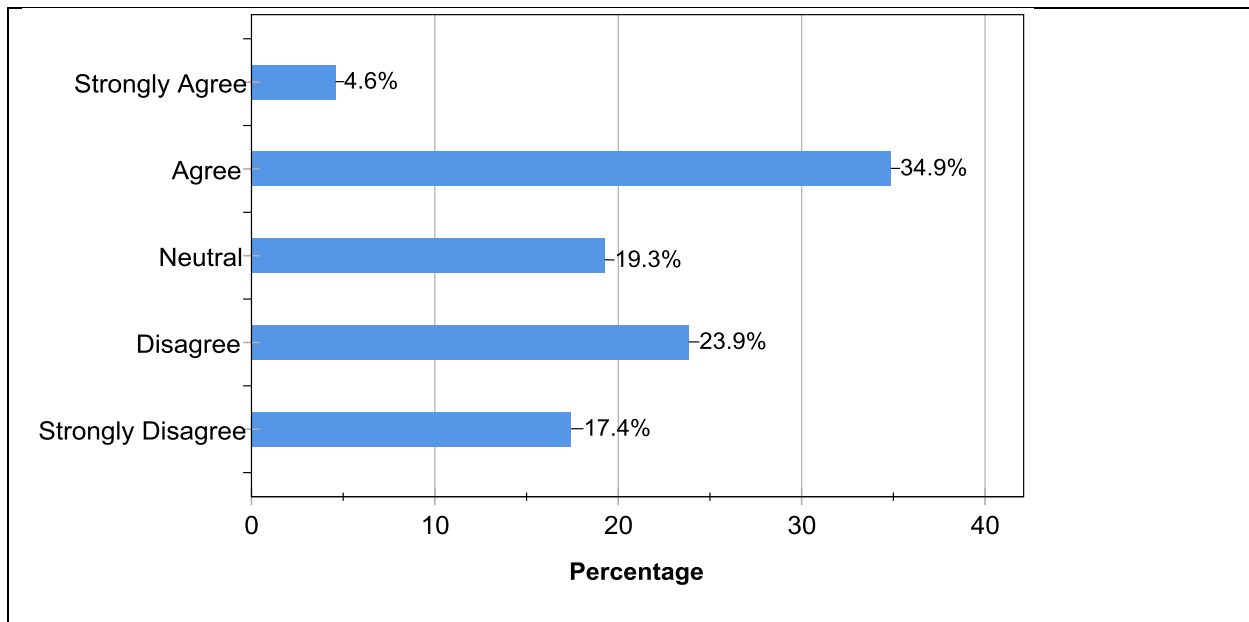


Figure 4. 13: Opportunities for promotion with in Diageo SA manufacturing plant, Isipingo

4.6.3 Salary is a good performance enhancer

The respondents were asked to indicate whether their Salary is a good performance enhancer that motivate them to perform while on the job and the results were as shown. Figure 4.14 shows that 61.8% (68) of the respondents strongly agreed, 25.5% (28) agreed, 10% (11) were neutral, 1.8% (2) strongly disagreed and 0.9% (1) disagreed. This indicates that indeed salary was a good performance enhancer that motivate employee.

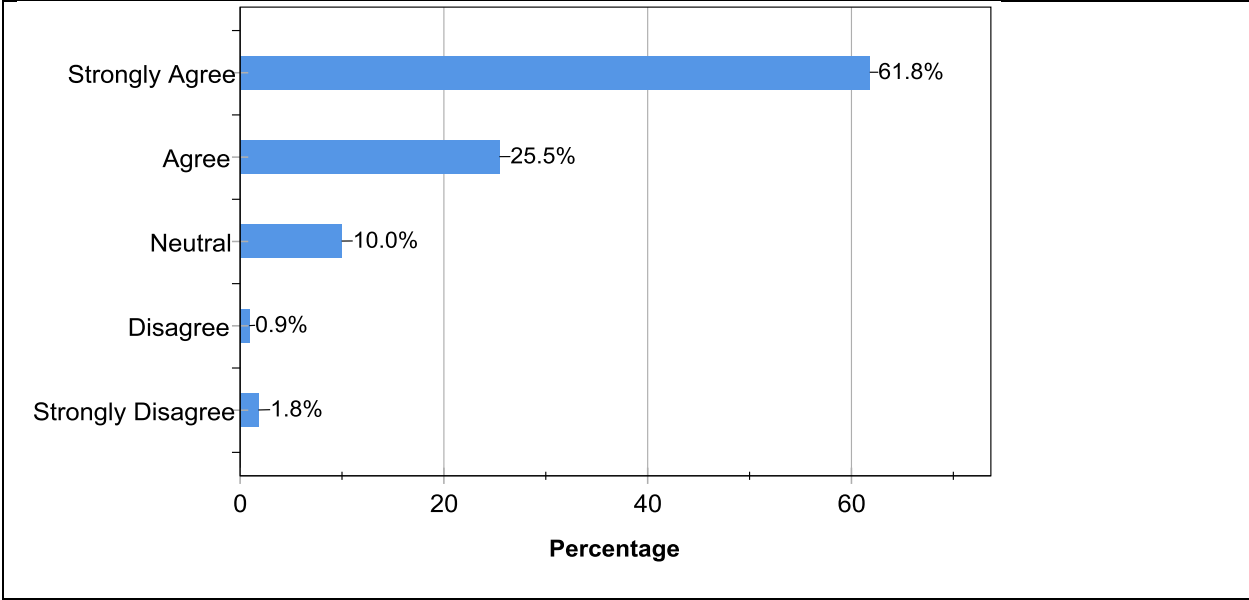


Figure 4. 14: Salary is a good performance enhancer

4.6.4 Having an authority to make decision increases performance

The respondents were asked to indicate whether having an authority to make decision increases performance and the results were as shown. Figure 4.15 shows that 70.0% (77) agreed, while 13.6% (15) strongly disagreed, 6.4% (7) disagreed, 5.5% (6) strongly agreed and 4.5% (5) of the respondent were neutral. This indicates that having an authority to make decision increases performance, as a good management team is a critical component of running a successful organization.

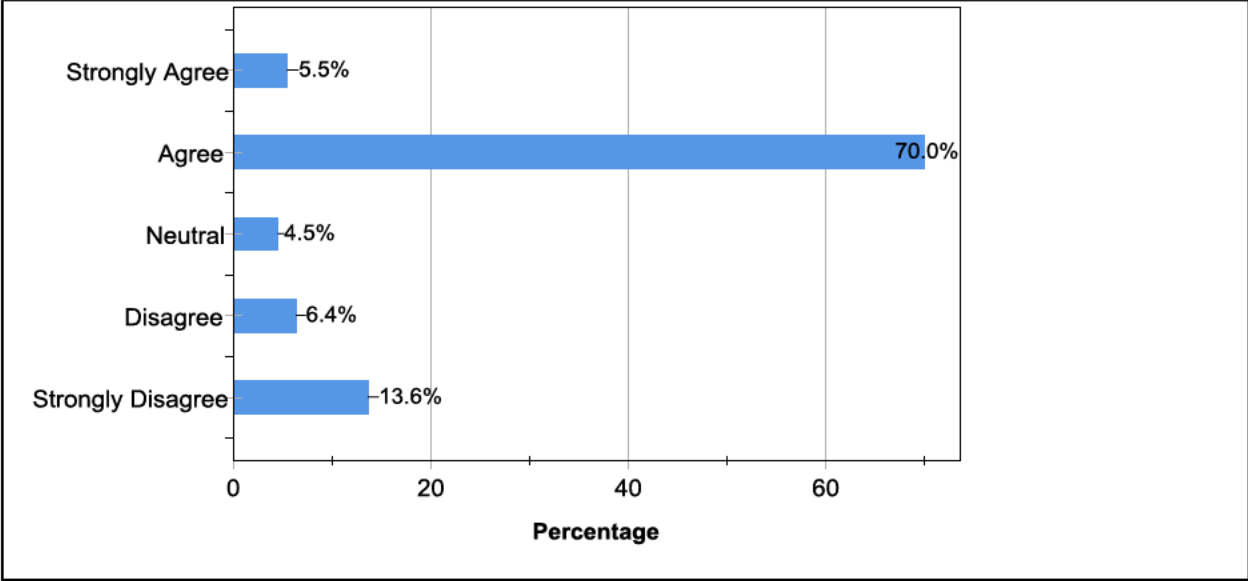


Figure 4. 15: Having an authority to make decision increases performance

4.6.5 Opportunities for development helps in enhancing my performance

The respondents were asked to indicate whether opportunities for development helps in enhancing employee’ performance and the results were as shown. Figure 4.16 shows that 70.0% (77) of the employees strongly agreed, 25.5% (28) agreed, 2.7% (3) disagreed while 0.9% (1) strongly disagreed and 0.9% of the respondents were equally neutral. This indicates that while the employees were employed in the organization, they were given Opportunities to develop themselves and enhance their performance.

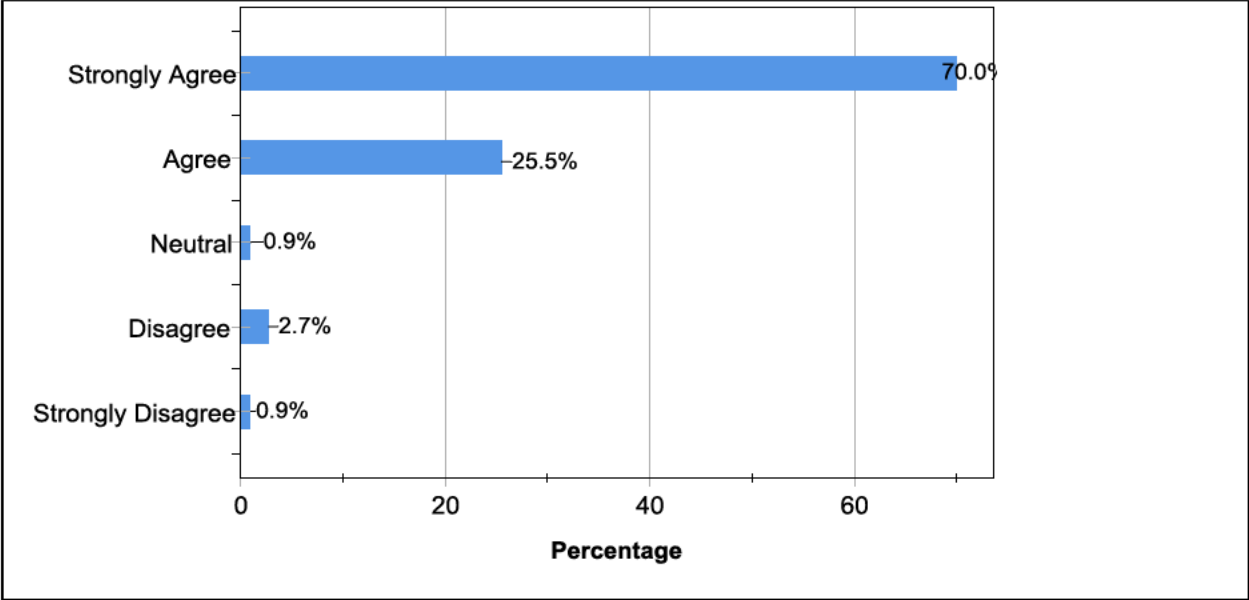


Figure 4. 16: Opportunities for development helps in enhancing my performance

4.6.6 Good working conditions influence my level of motivation

The respondents were asked to indicate whether Good working conditions influence their level of motivation at Diageo SA manufacturing plant, and the results were as shown. Figure 4.17 shows that 48.2% (53) strongly agreed, 31.8% (35) agreed, 7.3% (8) were neutral and 7.3% (8) strongly disagreed, while 5.5 (6) of the total respondents disagreed. This indicates that Good working conditions motivate and influence employees to perform better.

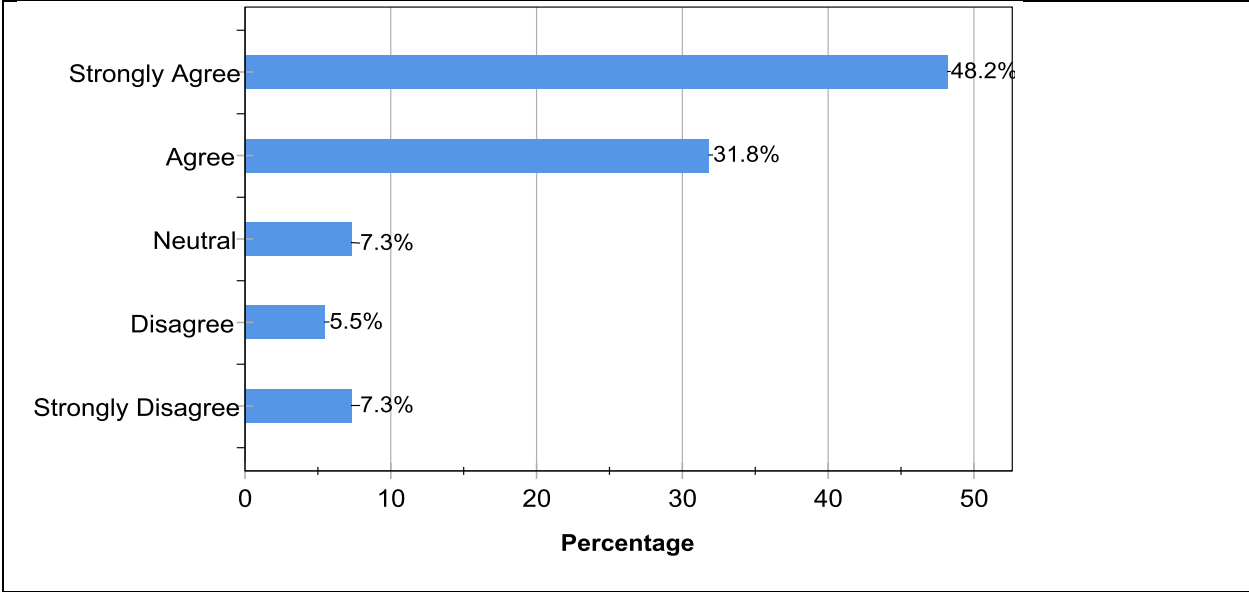


Figure 4. 17: Good working conditions influence my level of motivation

4.6.7 A good relationship with line managers enhances my performance

The respondents were asked to indicate whether a good relationship with line managers enhances employees’ performance and the results were as shown. Figure 4.18 shows that 35.5% (39) strongly agreed, 30.0% (33) agreed, 16.4% (18) were neutral, 14.5% (16) disagreed and 3.6% (4) strongly disagreed. This indicates that having a good relationship with line managers enhances employees’ performance but for other respondents, a good relationship with line managers had no impact on their performance.

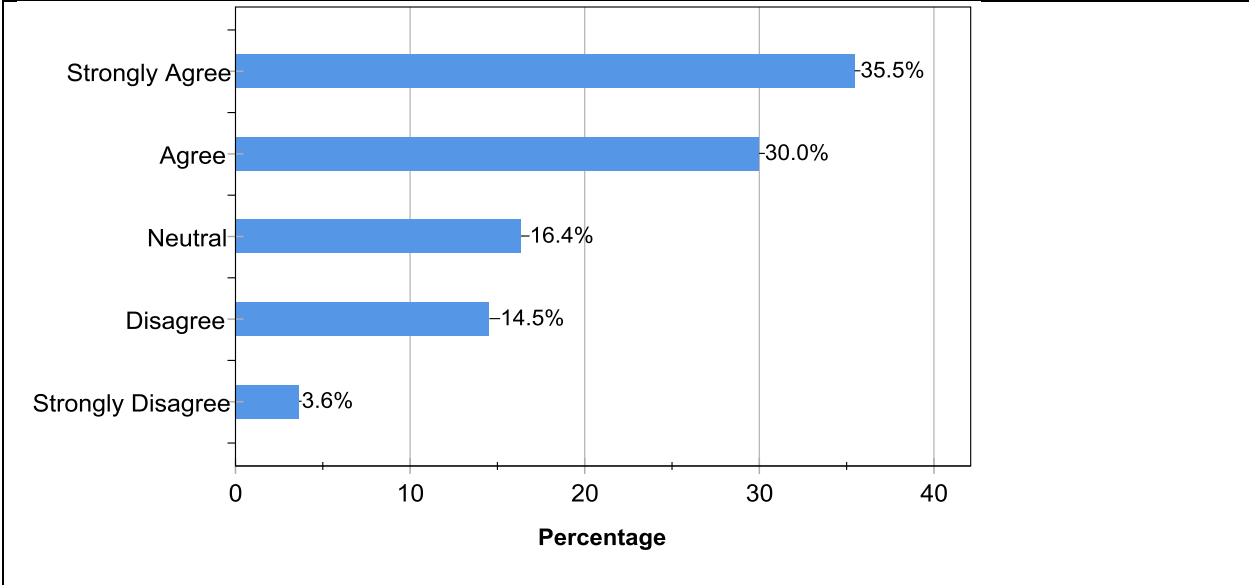


Figure 4. 18: A good relationship with line managers enhances my performance

4.6.8 A good relationship with other colleagues enhances my performance

The respondents were asked to indicate whether employees have developed their skills within the organization through internal transfers and the results were as shown. As shown in Figure 4.19, the views of respondents were as follows: 50.9% (56) strongly agree, 31.8% (35) agree, 8.2% (9) disagreed 35%, 4.5 (5) were neutral and 4.5% (5) strongly disagreed. Although more than half of the respondents, (50.9%) expected that a good relationship with other colleagues enhances my performance, 8.2% were neutral and 4.5% strongly disagreed.

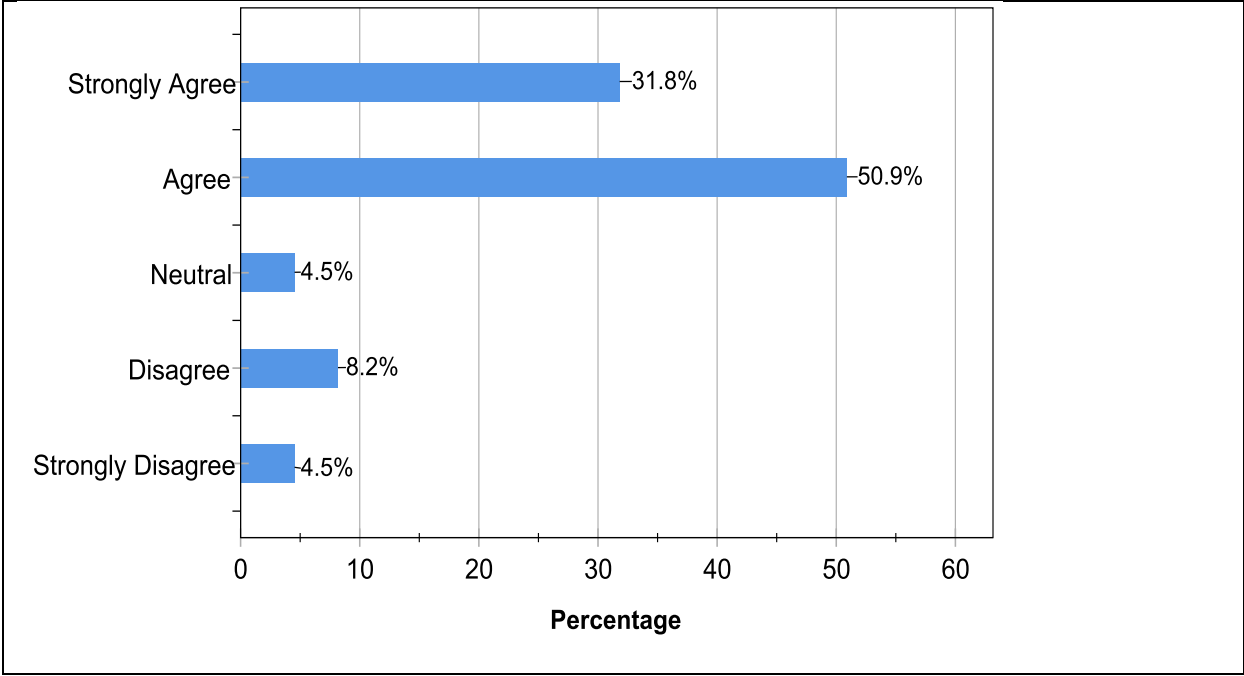


Figure 4. 19: A good relationship with other colleagues enhances my performance

4.6.9 Relationship between motivation and employee performance at Diageo SA manufacturing plant

Correlations were computed among eight self-concept scales on data for 110 to establish factors that affect the relationship between the relationship between motivation and employee performance at Diageo SA manufacturing plant. The results suggest that 7 out of 8 correlations were statistically significant at $p < 0.05$, two-tailed.

Table 4.18 indicates that “Opportunities for promotion within Diageo SA, Manufacturing” and “Nature of work” was significantly different ($p = 0.003$). Similarly, there were positive relationships between “Salary is a good performance enhancer”, “Opportunities for promotion within Diageo SA, Manufacturing” and “Nature of work” ($p = 0.001$). “Having an authority to make a decision increases performance” significantly correlated with “Nature of work”, “Opportunities for promotion within Diageo SA, Manufacturing” and “Salary is a good performance enhancer” ($p < 0.05$, see Table 4.X). Overall, statements within the objective three

of the study “the relationship between motivation and employee performance at Diageo SA manufacturing” correlated with each compared with correlations in section B and C (Table 4.X).

Table 4. 18: Relationship between motivation and employee performance at Diageo SA manufacturing plant

Statements	C	Item1	Item2	Item3	Item4	Item5	Item6	Item7
1	r	1						
	P							
2	r	.283**	1					
	P	0.003						
3	r	.622**	.338**	1				
	P	0.001	0.001					
4	r	.379**	.531**	.425**	1			
	P	0.001	0.001	0.001				
5	r	.353**	.295**	.356**	.418**	1		
	P	0.001	0.002	0.001	0.001			
6	r	.274**	.456**	.483**	.444**	.596**	1	
	P	0.004	0.001	0.001	0.001	0.001		
7	r	.360**	0.171	.352**	.450**	.328**	.196*	1
	P	0.001	0.076	0.001	0.001	0.001	0.041	
8	r	.319**	.426**	.443**	.539**	.392**	.437**	.595**
	P	0.001	0.001	0.001	0.001	0.001	0.001	0.001

Abbreviations and significances level are explained in Table 4.5

4.8 Summary

This chapter has presented the findings of the study by giving brief details on the results such as described in different sections above. The findings have been presented in the form of Figures and Tables. Frequency (number of participants) analysis has been used to give percentages, descriptive analysis has been used to give meaning to the results, and Pearson Correlation has been used for analysis of the associations between constructs. The description of the results started with the demographic information and percentages. The results of all statements indicated that the actual motivation and performance in this type of environment were able to meet the employee' anticipations.

In general, all measurements of employee motivation and performance have proved to be substantial. According to the above data analysis, the relationship between motivation and employee' performance is the potential advantage within the organization. The following chapter consists of the discussion, conclusions and recommendations pertaining to the findings.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the study. This chapter present the summary of findings and the discussions directed by the research questions and objectives. The chapter provides the study conclusions that were obtained from the study findings. This chapter also put forward recommendations for the study characterized by recommendations for improvement and those for future studies.

5.2 Summary of the Findings

The overall aim of this research was to determine the impact of motivation on employee performance on employees of Diageo SA manufacturing plant Isipingo. The study was directed by the following research questions: What is the extent to which motivation influences employee performance at Diageo SA manufacturing plant? Which factors affect employee motivation at Diageo SA manufacturing plant? And what is the relationship between motivation and employee performance at Diageo SA manufacturing plant?

The research adopted a descriptive research design. The population of this research encompassed of all the employees of Diageo SA manufacturing plant Isipingo. The number of employees Diageo SA manufacturing plant Isipingo has was obtained from the Human Capital Department which came with a list of all employees per department that works for Diageo SA manufacturing plant Isipingo. The census sampling technique was adopted for this study to ensure the capture the whole population using the list provided by Human Capital department. Based on the list provided by Human Capital department the sample size for the study was 120. The close ended research questionnaire was distributed to all employees to collect primary data and 110 were obtained back with a response rate of 91.7%. The determination of proportions and frequency of variable the descriptive analysis was used. Correlation tests were used to draw inferences about

the population from the sample. The data analysis was completed by using a Statistical Package for Social Sciences (SPSS) version 20.

The study showed that employees do feel a sense of personal satisfaction when they accomplish their task well. The study showed that employees do take pride in accomplishing their work or task the best as they can. The study illustrated that employees do take pride in their work by feeling unhappy when their work is not up to their usual standard. The study showed that employee opinion of themselves goes down when they accomplish their task badly. The study illustrates that well motivated employees always have good attitude towards their work. The study showed that when employees have more decision power increases their level of motivation. The study showed that it is vital for line managers to motivate their subordinates. The study showed that employee performance increases when they are appreciated for the work done. The study showed that the good relationship with line manager has a positive influence on the employee performance. The study showed that employees with good relationship with their co-workers has the positive influence on the level of performance.

The study showed that employees believe that money is the very important incentive to work motivation. The study showed that the salary employees are offered is the strong indications of the value of service they are offering to the organisation. The study showed that Diageo SA manufacturing plant uses non-monetary rewards such as recognition to increase the level of motivation. The study showed that obtaining recognition does improve the work moral. This study showed that employee goals and targets are not totally realistic and attainable, and they motivate they are shared between views and opinion amongst respondents in enhancing employee performance. This study showed that employees are satisfied with the challenges that provided by the organisation through their work by implementing relevant intervention that enhances employee performance.

The study showed that regular training in the organisation has not been facilitated hindering performance. By accessing knowledge, skills and attitudes towards employee's work. This study

shows that the work environment provided by the organisation makes employees to perform better. This study that the values of Diageo inspires employees to perform better. This study illustrated that the line manager inspires employee's performance to do their work better and efficiently. This study showed that when having a gym at work do motivate employees to perform their duties better.

This study indicated that the nature of work has a positive impact on employees as it's motivates them to perform while on job. This study showed that opportunities for promotion with in Diageo SA manufacturing are shared between the views of the respondents. This study illustrated that salary indeed is the good performance enhancer that motivate employees. This study indicated that having an authority to make decision increases performance, the good management team is a critical component of running a successful organisation. This study showed that opportunities for development does help in enhancing employee performance. This study showed that good working conditions motivates employees and influence employees to perform better.

5.3 Discussions

5.3.1 Assess the extent to which motivation influences employee performance

The study showed that employees of Diageo SA manufacturing plant, Isipingo do feel a sense of personal satisfaction when they accomplish their task well as shown by 83.6% of the respondents agreed to the statement whilst 9.1% of respondents disagreed with the statement. These results are concur to the study conducted by Shahzadi et al. (2014) where by the majority of respondents agreed to question that they feel a sense of personal satisfaction when they do their job or task well.

The study showed that employees of Diageo SA manufacturing plant, Isipingo do take pride in accomplishing their work or task the best as they can illustrated by 91.9% of the respondents agreed in relation to 3.6% of respondents disagreed. These results are similar to the study

conducted by Shahzadi et al. (2014) where by majority of respondents supported the statement of take pride in doing their work well as they can.

The study illustrated that employees of Diageo SA manufacturing plant, Isipingo do take pride in their work by feeling unhappy when their work is not up to their usual standard as shown by 83.6% respondents agreed whilst 10% of respondents disagreed. The study showed that employees of Diageo SA manufacturing plant, Isipingo opinion of themselves goes down when they accomplish their task badly as shown by 85.5% respondents agreed whilst 1.7% of respondents disagreed. These results concur with the Erratul et al. (2015) where by majority of respondents agreed that they can perform better when they are motivated and their opinion of themselves goes down when they complete the task in an unacceptable manner.

The study illustrates that well motivated employees always have good attitude towards their work as seen in Diageo SA manufacturing plant, Isipingo as shown by 71.8% respondents agreed whilst 10% of respondents disagreed. These results are similar to those of Bishop (1987) who states that highly motivated employees have good attitude towards their job and they work effectively with minimum supervision.

The study showed that when employees of Diageo SA manufacturing plant, Isipingo have more decision power increases their level of motivation as illustrated by 93.6% respondents agreed whilst 3.6% of respondents disagreed. Thiruchelvan (2017) states that management must give employees more decision making power and coach them by that they will be developing their employee thus reducing chain of command in decision making and increasing employee performance. These results also concur with the study by Nabi et al. (2017) where by majority of respondents agreed that authority to make decisions motivates employees to improve their performance. Therefore employees needs to be given authority to take decisions under their scope of work and expertise, it will then work as a massive motivation tool to enhance employee performance.

The study showed that it is vital for line managers of Diageo SA manufacturing plant, Isipingo to motivate their subordinates as shown by 95.4% respondents agreed whilst 3.6% of respondents disagreed. These results concur with the Erratul et al. (2015) where by majority of respondents agreed that they can perform better when they are highly motivated therefore it is very important for line managers to ensure their subordinates are motivated to enhance employee performance.

The study showed that employee performance increases when they are appreciated for the work done as shown 80% respondents agreed whilst 15.4% of respondents disagreed. These results concur with Nabi et al. (2017) results where by majority of the respondents agreed that recognition and appraisal for work or task completed motivates employees to improve their performance.

The study showed that the good relationship with line manager has a positive influence on the employee performance as illustrated by 85.4% respondents agreed whilst 10% of respondents disagreed. These results concur with Nadeem et al. (2014) on the statement which states that a good relationship with your manager influences employee performance where by 75.78% of respondents agreed. The study showed that employees with good relationship with their co-workers has the positive influence on the level of performance as shown by 83.6% respondents agreed whilst 5.4% of respondents disagreed. The study conducted by Erratul et al. (2015) agrees with the current study, it is revealed by most of the respondents agreeing with the statement a good relationship with co-workers is the better way to improve employee performance. These results concur with the study conducted by Nabi et al. (2017) where by 78% of the respondents agreed that relationship with superiors motivates employees to improve their performance.

5.3.2 Factors that affect employee motivation

The study showed that employees believe that money is the very important incentive to work motivation as shown by 83.6% respondents agreed whilst 9.1% of respondents disagreed. The

study showed that the salary employees are offered is the strong indications of the value of service they are offering to the organisation as shown by 83.7% respondents agreed whilst 1.8% of respondents disagreed. These results concur to Armstrong and Murlis (2007)) where the study obtained that money was a vital incentive to employee motivation as it is the main incentive that employees could buy in order to satisfy their several needs. According to Giancola (2011) the primary objective for personnel to go to work is to make money and satisfy their needs, hence monetary incentives is a great approach to motivate employees and this statement concur with these results.

The study showed that Diageo SA manufacturing plant uses non-monetary rewards such as recognition to increase the level of motivation as shown by 77.3% respondents agreed whilst 9.1% of respondents disagreed. These results are the similar to Sayedi (2018) with stated that non-monetary motivation is equally as vital as monetary motivation due to both having the significant impact in influencing employee performance.

The study showed that obtaining recognition does improve the work moral as shown by 88.1% of respondents agreed compared to 8.2% of responded disagreed. These results differs from the study conducted by Ali and Ahmed (2009) which stated that the mean values of recognition was at the lowest which shows that employees were most probable to be demotivated. This results from the study conducted by Ali and Ahmed (2009) showed that the organisation did not pay much attention on employee recognition which is not the case with Diageo SA manufacturing plant as most of the respondents were positive. The result of this study are in consistent with Giancola (2011) whose study concluded that most appropriate form of motivation is through recognition of employee by their managers and co-workers in verbal.

This study showed that Diageo SA manufacturing plant, Isipingo employee goals and targets are totally realistic and attainable, and they motivate employee in enhancing employee performance but the majority of respondents agreed to as shown by 55.5% of the respondents agreed, 6.4% of the respondents were uncertain and 38.2% of the respondents disagreed. The results are similar

with results from the study conducted by Waiyaki (2017) which revealed that motivational goal setting motivates their employees shown by 50% of their respondents agree whilst 28% of their respondents disagreed. This is in agreement with DuBrin (2011) who states that organisational leaders extensively acknowledged goalsetting as ways to enhance and sustain employee performance.

This study showed that employees are satisfied with the challenges that provided by the organisation through their work by implementing relevant intervention that enhances employee performance as shown by 88.2% of respondents agreed compared to 4.5% of respondents disagreed. These results concur with Kemoh (2016) who states that job enrichment lead to higher level of challenges which results in employee satisfaction by the growing level of responsibility and the opportunity for the employee to make decision on how the job to be done.

The study showed that regular training in the organisation has not been facilitated hindering performance. By accessing knowledge, skills and attitudes towards employees work as shown by 41.9% of respondents agreed compared to 52.7% of respondents disagreed whilst 5.5% of the respondents were neutral. This results concur with the study conducted by Shahzadi et al. (2014) which states that employees were not satisfied with the training provided to them and it doesn't help employees with improvement of employee performance. These results correspond with the study conducted by Kemoh (2016) which discovered that training in the organisations had facilitated the bridging of the performance gap by employing relevant training mediations the will improve employee performance.

This study shows that the work environment provided by the organisation makes employees to perform better as shown by 89.1% of respondents agreed compared to 10.9% of responded disagreed. These results concur with Ajala (2012) who states that the workplace gives an environment for employees to perform better given a task or job and this are immediate surroundings of the user. These results concur with Nabi et al. (2017) study where by majority of the respondents agreed that work environment motivates employees to improve their

performance. The bad working environment will hinder employee performance. Hence Diageo SA manufacturing provides good working environment this is evident from the results of this study.

This study that the values of Diageo inspires employees to perform better as shown by 88.2% of the respondents agreed compared to 5.4% respondents disagreed. These results differs with the Wambugu (2014) analysis which states that there is a weak positive substantial relationship amongst organisational values and employee performance. Wambugu (2014) states that organisations need to set high standards when it comes to the aspect of organisations values which is the pillar of the organisation culture, to ensure that employee are inspired by organisation values and leads to enhanced employee performance. I this study it is evident that values of Diageo SA manufacturing has inspiring values as seen by amount of responds agreed.

This study illustrated that the line manager inspires employee's performance to do their work better and efficiently as shown by 60.9% of the respondents agreed compared to 17.3% respondents disagreed. Organisational leaders has an obligation to inspire subordinates to follow the shared goals Ali et al. (2006) which correspond with the responded with the results of this study.

This study showed that when having a gym at work do motivate employees to perform their duties better as shown by 90% of the respondents agreed compared to 1.4% respondents disagreed. These results are agrees to Armstrong and Taylor (2014) who state that in today's environment employees are more concerned with improving their work life balance, hence the gym would be appropriate to have within the organisation.

5.3.3 The relationship between motivation and employee performance

This study showed that opportunities for promotion with in Diageo SA manufacturing are shared between the views of the respondents as 39.5% respondents agreed, and 19.3% respondents were

uncertain with 41.3% respondents disagreeing and there is no clear direction from the respondents. These results are similar to Nabi et al. (2017) who state that when employees have an impression that they have a great future in their individual organisation they will work more harder, efficiently, effectively and compatibility and resulting to enhanced employee performance. Thus, opportunities for growth and promotions within the organisation shall be availed to all employee to ensure that employee they operate at their optimal.

This study illustrated that salary indeed is the good performance enhancer that motivate employees as shown by 87.3% of respondents agreed compared to 2.8% respondents disagreed. These results are similar of Waiyaki (2017) who states that salaries payed to employees is a good performance enhancer with a proper performance management system. The study conducted by Muogbo (2013b) results was in agreement with this study as it's stipulated that organisations used that salaries, and fridge benefits to ensure employee motivation hence employee performance is enhanced.

This study indicated that having an authority to make decision increases performance, the good management team is a critical component of running a successful organisation as shown by 75.5% of respondents agreed compared to 20% respondents disagreed. These results Thiruchelvan (2017) states that management must give employees more decision making power and coach them by that they will be developing their employee thus reducing chain of command in decision making and increasing employee performance.

This study showed that opportunities for development does help in enhancing employee performance as shown by 75.5% of respondents agreed compared to 3.6% respondents disagreed. These results are similar to Kemoh (2016) study which illustrated that employee development assisted employees to manage changes that had transpired by increasing their understanding and participation and capable of coping with new situations.

This study indicated that the nature of work have a positive impact on employees as it's motivates them to perform while on job as shown by 87.3% of respondents agreed compared to 10.9% respondents disagreed. This study continued to show that good working conditions motivates employees and influence employees to perform better as shown by 80% of respondents agreed compared to 12.8% respondents disagreed. These results are similar to the study conducted by Muogbo (2013b) where by 88.3% of respondents agreed to good working conditions, fringe benefits, nature of and security enhances employee performance.

5.4 Conclusions

From the study findings and based on the objectives of the study it can be concluded that, motivation has a huge influence towards employee motivation of employees of Diageo SA, manufacturing plant, Isipingo. The study conclude that well motivated employees will always perform better hence Diageo SA, manufacturing plant, Isipingo needs to ensure employees are well motivated to sustain employee performance that will yield to improved organisational performance. It can be concluded that providing authority to take decisions enables employees to be motivated and enhance employee performance. Therefore, overall motivation plays a vital role in employee performance and has a huge influence.

On factors that affect employee performance, it can be concluded that monetary incentives, non-monetary rewards, employee recognition, realistic and attainable goals, challenges in the work place, having recreational centers such as a gym and nature of work are factors that affect employee motivation.

On the relationship of employee motivation and employee performance it can be concluded that there is a direct relationship between employee performance and employee motivation hence when employees are high motivated they will always perform at their best.

The main aim of the study was to find the impact of employee motivation on employee performance, based on the research findings the research objectives of the study were accomplished.

5.5 Recommendations

The following recommendations are made based on the research findings that:

- a) The study revealed that motivation has a huge influence on employee performance. It is therefore recommended that Diageo SA manufacturing, Isipingo come out with the revised motivational strategy that will improve employee decision making and employee and superior relationship.
- b) The study has also revealed that that monetary incentives, non-monetary rewards, employee recognition, realistic and attainable goals, challenges in the work place, having recreational centers such as a gym and nature of work are factors that affect employee motivation. It is recommended that Diageo SA manufacturing, Isipingo management should look at the way employee goals and targets are designed, and they need to be specific, measurable, attainable, realistic and they need to be time constrained. It can be also further recommended that Diageo SA manufacturing, Isipingo management should look in ways of having a gym at work as it does improve employee wellbeing and motivation.
- c) Finally, the study also revealed that direct relationship between employee performance and employee motivation. It is recommended that Diageo SA manufacturing, Isipingo management should always ensure that the work force motivation level are high.

5.6 Recommendations for future studies

The focal point of this study was on Diageo SA, manufacturing plant, employees based at Isipingo. The generalization of the results was limited as the study of focused on manufacturing employees of Diageo SA which is not the complete representation of the whole organization and other organization in the fast-moving consumer goods industry. The topic of employee

motivation is surrounded by many complexities upon which have not been covered by this study. Therefore, the following additional studies need to be carried completed for future research.

- Impact of performance management as the motivation tool for employee performance.
- The impact of employee onboarding and on job training on employee performance.
- The importance of employee motivation on success of firms in the fast-moving consumer goods industry.

5.7 Summary

The purpose of this study was to find the impact of motivation on employee performance on employee of Diageo SA manufacturing plant based in Isipingo. Chapter one introduced the study by providing background of the study upon which the problem statement, research objectives and questions were developed. Chapter three reviewed literature aligned to the study while chapter three discussed the research design and methodology. Chapter four presented the results and analyzed results whilst chapter five presented the discussion of results, conclusion and recommendations. Bearing in mind that the purpose of the study was to find the impact of motivation on employee performance on employee of Diageo SA manufacturing plant based in Isipingo it would appear that the study objectives have been answered.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Informed Consent Letter 3C

UNIVERSITY OF KWAZULU-NATAL

GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Dear Respondent,

MBA Research Project

Researcher: Xolani Zwane (0731302673)

Supervisor: Dr. E Mutambare (0 31 260 8104)

I, **Xolani Praisegod Zwane** a Master of Business Administration (MBA) student, at the Graduate School of Business and Leadership, of the University of KwaZulu Natal. You are invited to participate in a research project entitled: The impact of motivation on employee performance: A case study of Diageo SA manufacturing plant based in Isipingo.

The aim of this study is to assess the extent of motivation influences employee performance and factors that affect employee performance at Diageo SA, manufacturing plant. This study will enable management understanding the influence of motivation and its factors on employee performance.

Through your participation I hope to understand factors that impacts employee motivation.

The results of the survey are intended to contribute to improving in employee performance.

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

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

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

Sincerely

Investigator's signature _____ Date _____

This page is to be retained by participant
UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MBA Research Project

Researcher: Xolani Zwane (0731302673)

Supervisor: Dr. E Mutambare (0 31 260 8104)

CONSENT

I..... (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by researcher

Section A: Demographics

1. What is your gender?

Male [] Female []

2. Which Age Group you fall under?

Less than 25 [] 26-30 [] 31-35 [] 36-40 []
 41-45 [] 46-50 [] 51 and above []

3. Which Department you working in?

Quality [] Blending [] Receiving [] Production []
 Engineering [] Other please specify _____

4. What grade you currently hold?

Level 5 & below [] Level 6 [] Level 7 & above []

5. How long you have been with Diageo SA, Isipingo?

Less than 1yr [] 1-3yrs [] 3-5 yrs [] 5-7yrs []
 7- 10yrs [] 10yrs and above []

Section B:

Statements aligned to objective 1: To assess the extent to which motivation influences employee performance at Diageo SA manufacturing plant.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1. I feel a sense of personal satisfaction when accomplish my task well					
2. I take pride in accomplishing my work as well as I can					
3. I feel unhappy when my work is not up to my usual standard					
4. My opinion of my self goes down when I accomplish the task badly					
5. Well motivated employees always have good attitude towards work.					
6. Having more decision power increase your level of motivation.					

7. It is important for line managers to motivate its employees					
8. Its increase my performance to be appreciated for the work done					
9. A good relationship with my superior influence my level of performance					
10. A good relationship with my peers influence my level of performance					

Section C: Statements aligned to objective 2: To establish factors that affect employee motivation at Diageo SA manufacturing plant.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1. I believe that money is the very important incentive to work motivation					
2. The salary that I am offered is the strong indication of the value of the service I am offering to the organisation.					
3. Diageo SA employs the non-monetary rewards which include recognition to increase motivation.					
4. Receiving recognition does improve the work morale					
5. My goals/targets are realistic and attainable and they motivate me.					
6. As a talented employee, I am very satisfied with the challenges provided by my work.					
7. As a talented employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work.					
8. The work environment makes me perform better.					
9. The values of Diageo inspire me to perform better.					
10. My line manager inspires me to do my job better and efficiently.					

11. Having gym at work would motivate me to perform better.					
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Section D: Statements Aligned to objective 3: To assess the relationship between motivation and employee performance at Diageo SA manufacturing plant.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1. Nature of work					
2. Opportunities for promotion with in Diageo SA, Manufacturing					
3. Salary is a good performance enhancer					
4. Having an authority to make decision increases performance					
5. Opportunities for development helps in enhancing my performance					
6. Good working conditions influence my level of motivation					
7. A good relationship with line managers enhances my performance					
8. A good relationship with other colleagues enhances my performance.					

APPENDIX II: ETHICAL CLEARANCE



04 September 2018

Mr Xolani PraiseGod Zwane (216056720)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Zwane,

Protocol reference number: HSS/1336/018M

Project Title: The impact of motivation on employee performance: A case study of Diageo SA Manufacturing plant based in Isipingo

Approval Notification – Expedited Application

In response to your application received 14 August 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

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

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

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

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

Yours faithfully



.....
Professor Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr Emmanuel Mutambara
Cc Academic Leader Research: Professor Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)

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Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville