

UNIVERSITY OF KWAZULU-NATAL

**The impact of motivation on job satisfaction amongst selected employees at
eThekweni Electricity**

By

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

College of Law and Management Studies

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2016

DECLARATION

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ACKNOWLEDGEMENTS

I acknowledge the following individuals, who provided me with support and encouragement during this MBA journey

- Jerusha for her love, patience and kindness she has shown me over the years.
- My family for all the love and support they have given me during this journey
- MBA group mates for all the hard work and long hours we put in.
- Colleagues at work for their patience and support during this period
- Vernon and Cliff for enjoyable times that we had during class.
- Glen Lewis for his patience and support.
- All the staff at eThekwni Electricity who took part in this study.
- My supervisor Dr Logan Govender for the advice and support he provided.

ABSTRACT

Motivation and job satisfaction were the focus of this study that aims to assist the eThekweni Electricity Department in South Africa, with emphasis on engineers, technologists and technicians. The relationship among these two factors determine levels of employee productivity, proposes solutions on how to enhance it and help the municipality gain a corporate advantage over their competition. The objectives were set to grasp an understanding on the factors that motivate job satisfaction, the impact of motivation and the overall level job satisfaction as well as to determine factors that influence job dissatisfaction. Concepts of motivation including the definitions and theories such as Content and Process, McClelland's Theory of Needs, Alderfers ERG, X and Y, Vroom's Expectancy and Self-efficacy was extrapolated from literature. Maslow's Hierarchy of Needs and Herzberg Two Factor Theory gave rise to the research instrument used in the study which was quantitative in nature. A sample size of 117 employees was asked to provide their views on a Likert-scale questionnaire. The study found that more than 80% of the respondents were male and more than 60% were between the ages of 25-34. The results from the questions addressed revealed that only growth and advancement was a factor that did not motivate job satisfaction. Furthermore, higher order needs that the employees had were deemed to be already satisfied or in the process of being satisfied. The future recommendations would be to include a broader professional sample, compare municipal organizations to corporate ones and factor in employee motivational triggers in the hope that more specific details will be revealed that will allow organizations to experience higher levels of success while fulfilling the job expectations of each employee.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Job satisfaction and employee motivation has undergone a rapid change each time an organisation experiences a paradigm shift with regard to employee motivation and job satisfaction (Sattar, 2014). These sudden and unexpected changes leave employees either satisfied or dissatisfied (Rodrigues and Carlos, 2010). This impacts the organisation in either a positive or negative way. The primary reason for this research was to investigate the impact of motivation on job satisfaction amongst selected employees, who are professionally skilled, this includes engineers, technologists and technicians at the eThekweni Electricity Department. This chapter presents the motivation for the study, a snap shot of job satisfaction and its associated impact were discussed. A bird's eye view was presented when South Africa experienced a skills shortage and the effect it had on eThekweni Electricity. The problem statement was broadly defined and describes how motivation impacts on job satisfaction. The benefits and consequences job satisfaction has on the organisation was discussed.

1.2 Motivation for the Study

Job satisfaction has become a global issue in the private and public sectors for developed and developing countries (Sattar, 2014). The global village that we live and work in is continuously plagued with turbulence at every corner from economic meltdowns, natural disaster and geo-political conflict bringing about unforeseen and unprecedented changes which has an effect on various organisations in one form or another (Akram, Faheem, Dost and Abdulla, 2011). Organisational executives tend to take these factors into consideration when carrying out their strategic planning and formulate the necessary measures that need to be put in place when rocked by the turbulence of these forces (Nezhad and Ali, 2011).

More often than not a critical factor that is over looked within an organisation is human capital which is regarded as most important asset of an organisation. Employee satisfaction offers a strategic advantage to an organisation. But the concept of job satisfaction is a two sided coin, either positive or negative which impact an organisation.

Westover (2012) highlighted both the positive and negative impacts that are associated with job satisfaction and dissatisfaction. These impacts are as follows:

Positive impacts are:

- Greater levels of Productivity
- Low employee turnover
- Low rate of absenteeism and
- High staff morale

Negative impacts are:

- Jobs related stress
- Poor productivity
- Low staff morale
- High employee turnover
- High rate of absenteeism.

According to Thompson and Lane (2014) employers need to ensure that they maintain a high level of job satisfaction amongst their employees. Thompson and Lane (2014) states that the primary element for staff turn-over in an organisation is job satisfaction. Organisations have finally come to the realisation that job satisfaction is an important factor contributing to the wellbeing of their employees which contributes to organisation's success and is of the utmost importance that employees are satisfied at work (Menezes, 2012).

The purpose of the study was to determine how motivation impacts on job satisfaction of professionally skilled employees, this includes engineers, technologists and technicians

within the eThekweni Electricity Department. By establishing these factors of motivation and the impact it has upon job satisfaction, management can use the findings of the study when implementing policies and procedures to enhance the level of employee motivation and job satisfaction.

1.3 Focus of the Study

eThekweni Electricity had undergone difficult circumstances previously when South Africa experienced a mass brain drain, this had an effect on the organisation. Employees with specialist technical skills migrated to foreign countries which led to a staff shortage (eThekweni, 2008/2009). This resulted in the existing employees being overworked and under immense work related pressure, which lead to low levels of motivation and job satisfaction amongst staff. This resulted in employees being dissatisfied and the organisation having a high employee turnover.

As an antidote to the high employee turnover, eThekweni Electricity initiated an intensive recruitment drive aimed at filling these vacant positions which were regarded as scarce skills (eThekweni, 2008/2009). This led to the recruitment of graduates from Universities, Universities of technology and FET colleges, who were to be trained by the organisation to fill in the vacant post of engineers, technologists, technicians and electricians.

1.4 Problem Statement

eThekweni Electricity having invested valuable resources to reach a full staff complement. By having a full staff complement, eThekweni Electricity could enhance their levels of employee productivity, operational performance and gain a competitive advantage over other municipal distributors of electricity. Having a skilled workforce along with checks and balances in place to retain a skilled workforce does not automatically guarantee organisational effectiveness, efficiency and a competitive advantage. Management needs to determine if their employees are motivated and satisfied and how it impacts on the organisation. Positive levels of motivation and job satisfaction will reap positive results and vice versa for negative levels of motivation and job satisfaction. The failure of the organisation to implement effective strategies that incorporates both employee motivation

and job satisfaction can result in repercussions. It is extremely vital for the organisation to establish the factors that motivate their staff and determine whether employees are satisfied or dissatisfied at work.

1.5 Objectives

The objectives of this study are to determine the following with regards to the relationship between motivation and job satisfaction amongst employees:

- Objective 1: To determine the factors that motivate job satisfaction.
- Objective 2: To establish the factors that influence job dissatisfaction.
- Objective 3: To ascertain the overall level of job satisfaction.
- Objective 4: To evaluate the impact motivation has on job satisfaction.

1.6 Research Questions

The following key research questions were used in reaching the objectives of the study:

- What are the factors that motivate job satisfaction?
- What are the factors that influence job dissatisfaction?
- What is the overall level of job satisfaction?
- What impact does motivation have on job satisfaction?

1.7 Limitations of this Study

The limitations of the research study are as follows:

- The study is limited to engineers, technologists and technicians that are employed within the eThekweni's electricity department.
- Owing to time constraints artisans have been excluded from the study.
- Only permanent employees participated in the study. Contractors, consultants and trainees have been excluded from the study.
- Managers who have skilled backgrounds have been excluded from the study.

- Human resources, administration and finance staff will be excluded in the study.
- Web links to the online questionnaire proved to be limiting as not all staff had open access to the internet at work.

1.8 Outline of the study

The study consist of the following chapters

Chapter One – Introduction

This chapter identified the challenges eThekweni Electricity were faced with, the motivation for the study, the focus of the study, the problem statement, research objectives, research questions and the limitations of the study.

Chapter Two – Literature review

In this chapter an in-depth literature review of the concepts of motivation and job satisfaction was undertaken. Academic resources such as peer reviewed academic journals, books and previous studies was consulted during the literature review. The literature review further examined the positive and negative effects of job satisfaction on employees.

Chapter Three – Research methodology

This chapter outlines the steps that were taken in research methodology for this study. Clear justification was given for the selection of each approach taken in the research process. The research approach selected, the development and administration of the questionnaire were discussed. The method of sampling, the population and sample size was explained. Data collection and data analysis techniques were also included in the discussion. The testing for the reliability and validity of the questionnaire was also explained.

Chapter Four – Presentation of results

In this chapter the presentation of the results from the questionnaire was presented in the form of descriptive statistics consisting of graphs and tables, the measures of central tendency and dispersion. Inferential statistics were used to conduct a reliability analysis, a multiple regression analysis and correlation analysis between factors of motivation and job satisfaction.

Chapter Five – Discussion of results

The data analysis conducted in Chapter Four formed the basis for the discussion in this chapter. This chapter achieved the objectives set out in Chapter One. In addition to the results obtained from the questionnaire, the theory discussed in Chapter Two and the finding from previous study conducted on motivation and job satisfaction was used to support the findings of the current study.

Chapter Six – Recommendation and conclusion

In this chapter the key findings of the study was be discussed. Both conclusions, recommendations and future recommendation based on the current study was be explored.

1.9 Summary

This chapter highlighted the following aspects of the study: the motivation of the study, focus, problem statement, research objectives, research questions and limitations. The outline of the study for each chapter was presented. The next chapter presents literature review that was conducted on theories of motivation and job satisfaction.

CHAPTER TWO

LITERATURE REVIEW ON MOTIVATION AND JOB SATISFACTION

2.1 Introduction

In this chapter a literature review was conducted with specific focus on the concepts of motivation, motivational theories as well as the concept of job satisfaction. The outcomes of job satisfaction and dissatisfaction was be explored. The link between motivation and job satisfaction was established.

2.2 Concept of “Motivation”

Researchers and academics alike have discussed and conceptualised motivation over the greater part of the 21st century. No single definition of motivation can encapsulate the concept of motivation in its totality. An exploration of the different definitions of motivation will be examined to establish a common ground of what it encompasses which will be used as a point of reference in the study.

According to Nasri and Charfeddine (2012) motivation can be described as a process that drives an individual both physiologically and psychologically to pursue their goals which fulfils both their needs and expectations. Joseph (2015) states that motivation is a driving force which is placed within an individual that they use in order to accomplish certain goals to fulfil certain needs or expectation of that individual. Motivation can be described as a process which internally encourages employees to act in a certain way which leads to the achievement of their goals and tasks (Sohail, Sadar, Saleem, Ansar and Azeem,2014). Uzonna (2013) argues that motivation can be viewed as a combination of an individual's goals which directs the way in which one would behave in pursuit and achievement of these goals.

In addition to the above definitions Saleem,Mahmood and Mahmood (2010) defines the construct of motivation as a process that gives rise, energises and direct as well as sustains a person's actions towards the accomplishment of a desired goal.

It can be concluded that motivation has a few elements that are common which are the following: It can be seen as a driving force, can be attributed to the internal workings of an individual and it energises and gives direction for an individual in achieving their goals.

2.2.1 Types of Motivation

The concept of motivation has been treated by theorist as a one-dimensional concept comprising of three types, intrinsic, extrinsic and amotivational of which intrinsic and extrinsic motivation are the primary concepts of motivation which has been studied by academics. (Areepattamannil, Freeman and Klinger , 2011).

2.2.1.1 Intrinsic Motivation

According to Ogunnaike, Akinbola and Ojo (2014) intrinsic motivation can be defined as engaging in an activity or task for its internal satisfaction rather than its external reward. Areepattamannil, et al (2011) states that intrinsic motivated behaviour is based on the internal satisfaction rather than the types of reinforcements that are attached with that activity. Areepattamannil, et al (2011) further states that intrinsically motivated people engage in tasks and activities freely and remain motivated by the interest and enjoyment of the task and activity.

2.2.1.2 Extrinsic Motivation

Individuals can be motivated by methods such as remuneration, promotion and praise which are termed as extrinsic motivation as these are seen as external factors of motivation (Nyarko ,2014). According to Nyarko (2014) extrinsic motivational factors can have an instantaneous and powerful effect on an individual, however this may not have a lasting effect on people.

2.3 Content and Process Theory of Motivation

Motivational Theory can be divided into two categories, namely content and process theory which are discussed below. The theories content and process theories that are discussed in the literature review are critical for the study and relate to key variables of motivation and job satisfaction.

2.3.1 Content Theory

The content theories of motivation makes the assumption that certain factors exist within an individual that is able to energise, direct and sustain their behaviour, it further identifies critical elements which are important in motivating people (Nasri and Charfeddine, 2012). According to Kian, Yusof and Rajah. (2014), content theories concentrate on the internal factors which energise and direct the behaviour of individuals towards a certain goal. The content theories of motivation include the following: Maslow's hierarchy of need, Alderfer's ERG Theory, Herzberg's Two Factor Theory and McClelland's Theory of Needs.

2.3.2 Process Theory

Kian, et al. (2014) suggest that process theories of motivation are the opposite of content theories whereby an individual's behaviour is driven by their needs; process theory when applied to a working context, can be viewed as the employees being motivated in their job by meeting their needs and expectation. The process theories of motivation include the following: Adam's equity theory, Vroom's expectancy theory and Self-efficacy theory.

2.4 Motivational Theories

Motivation can have a significant impact on the behaviour of an individual in both their personal and work life. Motivational theories have emerged and evolved over the years from the early theories of motivation such as Maslow's Needs Theory to more contemporary theories which have been empirically tested.

2.4.1 Maslow's Hierarchy of Needs Theory

Abraham Maslow's Hierarchy of Needs Theory is a widely known theory on motivation. He developed this theory in the 1943 (Pulasinghage ,2010). According to Cao,Jisng,Oh,Li and Liao (2013), Maslow identified that a hierarchy of needs exist within each individual. Maslow's hierarchy model consists of five levels of basic human needs arranged in ascending order. Figure 2.1 illustrates Maslow's Hierarchy needs arranged in ascending order on a pyramid structure with the lower order needs (physiological) at the base of the pyramid and higher order needs (Self-actualisation) at the apex of the pyramid.



Figure 2.1 Maslow's Hierarchy of Needs

Adapted from Adapted form Jerome (2013, p.41)

Jerome (2013) defines and discusses these five levels of needs as follows.

- Physiological – This is a first level of needs. These are the basic needs an individual will have. This includes the need to satisfy hunger, thirst, shelter, sex and other physiological needs associated with human needs.

- Safety – These are second level needs and is concerned with security from both physical and emotional harm such as: security, law and order and protection from the natural elements.
- Belongingness and love needs – These are third level needs which an individual has the need to be accepted, have a sense of belongingness, giving and receiving affection.
- Self Esteem – These needs are forth level needs of an individual and comprises of internal factors such as self-respect, autonomy and achievement. Factors such as status, recognition and attention are external factors.
- Self-actualisation – This fifth level of need addresses an individuals need to become what he is capable of becoming and realising their personal potential. This need relates to personal growth and development.

Kaur (2013) highlights the fact that the needs described in Maslow's Need's Theory, are activated in a hierarchical manner from lowest to the highest order. A lower order need has to be fulfilled before the next order need is activated and the process continues. Kaur (2013) further explains it is vital in knowing where a person is on the hierarchical structure of the pyramid in order to motivate them. Maslow has been met with many criticism with regard to his theory of needs.

Al-Kalbani (2014) highlights the following criticism with Maslow's theory:

- The needs theory is more applicable in developed countries where employees satisfy their lower order needs and most upper order needs, whereas in developing countries which may suggest less levels of satisfaction in the lower order needs.
- Maslow did not take into account when ranking the pyramid of needs that the priority of needs vary amongst individuals and different environments.

Bouzenita and Boulanouar (2016) states the following with regards to criticism of Maslow's Theory of needs:

- Maslow's Theory lacked empirical evidence and did not cover different backgrounds of Americans when he conducted his study. Maslow's research was based mostly on his immediate surroundings.
- Psychologist Edwin C. Nevis who worked in China identified that this model is not applicable for the Chinese context. He stated that the hierarchy of needs for different cultures are classified on the following dimensions of individualism-collectivism and ego-social dimension.

2.4.2 Herzberg's Two Factor Theory

Psychologist Frederick Herzberg's work on motivation led him to pose the basic question "what do people want from their jobs" (Swanepoel, Erasmus, Schenk and Tshilongamulenzhe 2014, p363). Hertzberg conducted a survey of 200 workers which included engineers and accountants from nine different companies, these groups of professional workers were asked to specify the job conditions in which they felt either satisfied or dissatisfied with their jobs. Figure 2.2 illustrates Herzberg's two factor theory and how these factors can be seen to influence satisfaction and dissatisfaction.

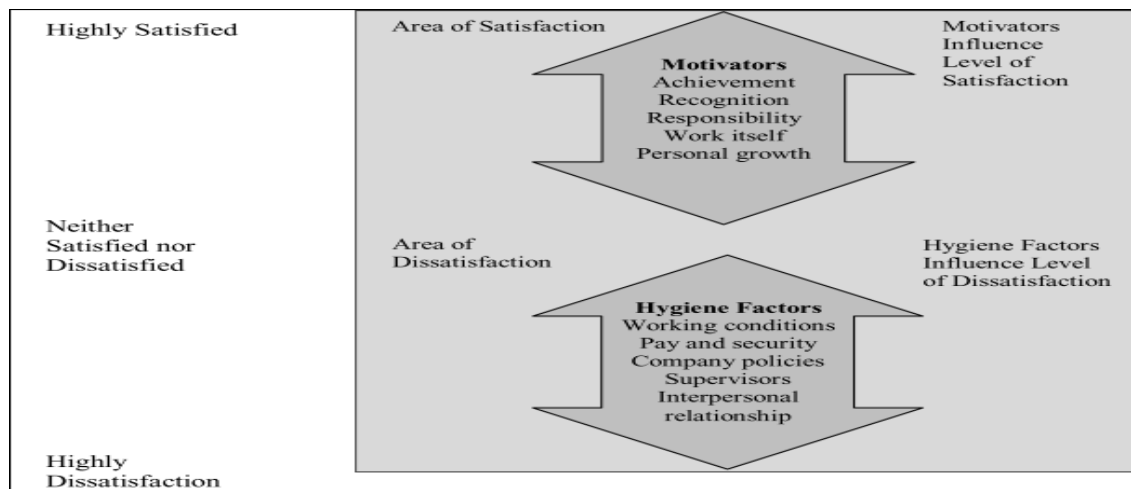


Figure 2.2 Herzberg Two Factor Theory

Adapted From Ozguner and Ozguner (2014, p.212)

According to Ozguner and Ozguner (2014), Hertzberg then classified these conditions experienced by the respondents in the study as either motivators (satisfiers) or hygiene

factors (dissatisfies). According to Ghazi, Shahzasa and Khan (2013), the Two Factor Theory suggest that factors which are job content related such as achievement, growth and advancement, responsibility and recognition can be considered as motivators in the workplace and factors which are job context related such as pay, working conditions, inter-personal relationship with co-workers and supervisors are hygiene factors. Teck-Hong and Waheed (2011) states that motivators are intrinsic factors that are built into the job such as achievement, growth and advancement, responsibility and recognition and Hygiene factors are factors which brings about job dissatisfaction- these are factors extrinsic to the job such as salary structure, interpersonal relations (peer, supervisor and subordinate).

Figure 2.3 shows the traditional view of satisfaction and dissatisfaction as compared to Herzberg's view of satisfaction and dissatisfaction.

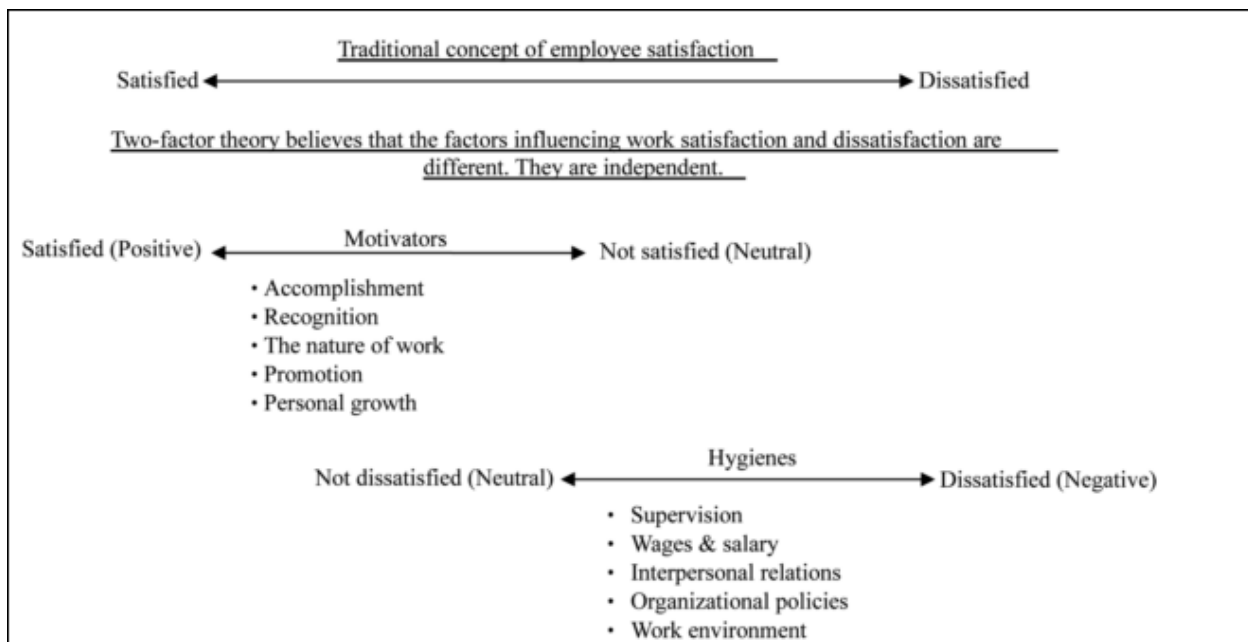


Figure 2.3 Different views between traditional motivation and Herzberg's Two Factor Theory.

Adapted from: Chu and Kuo (2015, p.56)

Herzberg gathered from his data collection that the opposite of satisfaction is not dissatisfaction as it was traditionally depicted but no satisfaction whereas the opposite of

dissatisfaction is no dissatisfaction rather that satisfaction as traditionally viewed (Chu and Kuo, 2015).

The Two Factor Theory has implications for managers who are of the view that by meeting the lower order needs of their employees, will motivate them to be more productive and enhance their performance at work, this notion is dispelled by Herzberg's finding as mentioned above (Lukwago, Basheka and Odubuker, 2014).

According to Malik and Naeem (2013) Herzberg's Theory has been attacked by critics, who state that both motivators and hygiene factors are unidirectional, when tested by researchers noted that not all factors of motivation are considered motivators but are in fact hygiene factors and not all hygiene factor are considered dissatisfies but are in actual fact motivators. This may be attributed to the fact that there are different sources of satisfaction and dissatisfaction (Malik and Naeem 2013).

Figure 2.4 represents the close relationship between Maslow's Needs Theory and Herzberg's Two Factor Theory.

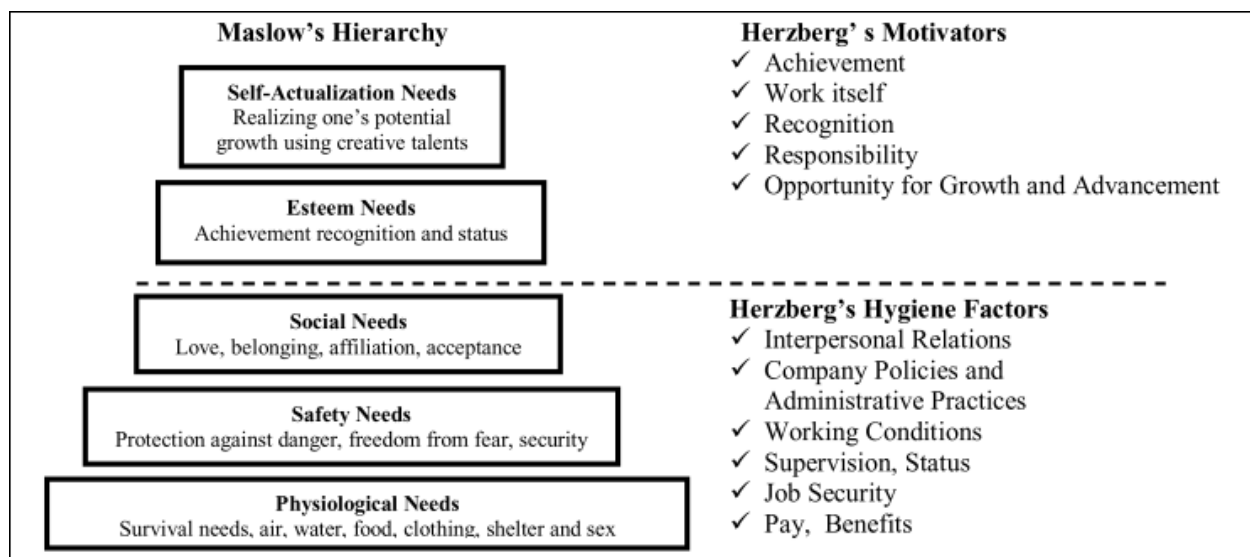


Figure 2.4 The relationship between Maslow's and Herzberg's Theories.

Adapted from Ozguner and Ozguner (2014, p.213)

According to Ozguner and Ozguner (2014) Maslow's and Herzberg's theories share a close relationship, Herzberg's motivation factors are related to Maslow's esteem and self-

actualisation needs and the hygiene factors are related to the physiological needs, safety needs and social needs. Herzberg's Two Factor Theory can be seen as closely related to Maslow's Theory of Needs but describes how individuals are motivated at work (Ghazi, et al., 2013). Ghazi, et al. (2013) states that Herzberg proposed that by meeting the lower level needs which he describes as hygiene factors would not motivate an individual to exert extra effort in their work but will prevent dissatisfaction. Herzberg goes on to state that only when higher order needs which are the motivators are met then will an individual be motivated.

Edrak, et al. (2013) states that Herzberg's Theory does differ from Maslow's Hierarchy of Needs by making the assumption that the lower order needs of an individual are satisfied already and they are only motivated by higher order needs. Their lower order needs have to be continuously satisfied in order to maintain their present situation of satisfaction.

2.4.3 McClelland's Theory of Needs

David McClelland built on the work of Maslow's Theory of Needs, he identified three motivational factors that all individuals have which formulated the need's model according to McClelland (Ondabu, 2014). He proposed that over time a person's specific needs are shaped and acquired, furthermore his motivational theory of needs focuses essentially on three needs which are dissimilar but influences an employee's motivation and effectiveness on work related functions (Lăzăroiu, 2015).

Royle and Hall (2012) identified and explained the three dimensions which affect the individual's levels of motivation according McClelland, are listed below.

- The need for achievement (nAch) - The need for achievement describes an individual's drive to succeed and excel. A person who has a high need for achievement dislike success by any form of chance. They are able to identify the sources of their success and failure instead of relying on the probability of a favourable outcome from a situation. Those individuals who seek a high need for

achievement are motivated to seek difficult tasks and jobs that require high levels of skills and difficult challenges.

- The need for affiliation (nAff) - The need for affiliation represents one's desire to have friendly and close interpersonal relationship with others. Individuals high on this dimension spend time seeking to interact with others. High levels of affiliation can be used as a tool of motivating an individual to be sympathetic and accommodating towards others.
- The need for power (nPow) - This need symbolises the individuals desire to be in a position of power and influence. Those who are high in this need aim for positional power where they can influence the actions and decision of others who are under them. These individuals are seen as highly competitive and status driven. Need for power consist of two type of power, personal power and institutional power. The need for personal power is the need to direct others, this type of power is seen as undesirable. The need for institutional power focuses on furthering the goals of the organisation by directing the efforts of others.

2.4.4 Alderfer's ERG Theory

Clayton Alderfer developed his theory based on an empirical study conducted on relationship that exist between human needs and satisfaction (Chennamaneni and Teng, 2012). This study addresses the short comings of Maslow's Needs Theory by having empirical data to support the study (Caulton, 2012). Alderfer added a new viewpoint compared to Maslow's Needs Theory by looking at the five needs proposed by Maslow and compressing them into three needs (Chennamaneni and Teng, 2012).

Alderfer's ERG theory states that individuals have three core needs which are existence needs, relatedness needs and growth needs according Swanepoel, et al. (2014, p.362) which are explained below.

- Existence Needs - This encompasses our basic needs such as physiological and safety needs.

- **Relatedness Needs** - This is the basic human desire for interaction, interpersonal relationships and social esteem which exist as part of self-esteem needs.
- **Growth Needs** - This is an individual's desire for personal development, it also takes into account the need for growth in self-esteem and self-actualisation.

According to Yang (2011) Alderfer's ERG Theory differs from Maslow Theory on these following aspects:

- ERG Theory does not contain a hierarchy structure whereby low order needs have to be satisfied first before attaining the higher order needs.
- ERG Theory suggest that should an individual remain unsatisfied on one of the levels of needs, that individual will revert to a lower order need. Whereas Maslow theory states that the individual will remain fixed on that need level until they have been satisfied.

According to Caulton (2012) Alderfer made two important conclusions with regard to his theory, firstly, needs are not presented in a chronologically order from lower to higher order needs, human needs are not one dimensional and more than one need can be activated at the same time in an individual. Secondly an employee who is unable to satisfy a higher order need will display an exaggerated need to fulfil a lower order need.

2.4.5 Theory X and Theory Y of Motivation

Douglas McGregor devised two distinct theoretical views of individuals in his book *The Human Side of Enterprise* in which management's assumptions are vital in determining their style of operation and behaviour in the work place (Gürbüz, Sahin and Koksai, 2014). Figure 2.5 highlights the differences between Theory X and Theory Y.

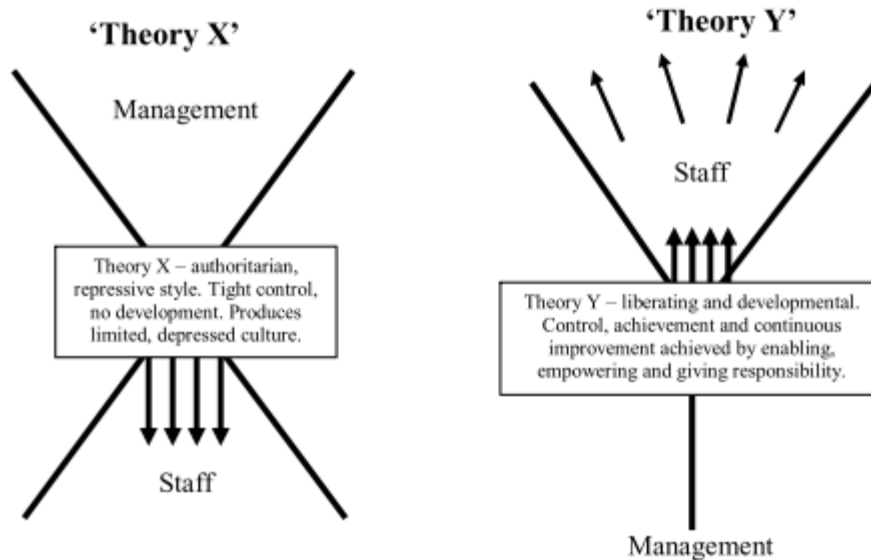


Figure 2.5. Difference between Theory X and Theory Y

Source: Adapted from Kayode (2013, p.2)

According to Kayode (2013) who states that these two theories developed by McGregor are known as Theory X and Theory Y which are essentially theories of employee motivation, basically describing managements' two distinct and different attitudes towards workforce motivation.

2.4.5.1 Theory X

An assumption is made by management that their employees are naturally lazy and will by all means avoid work whenever possible, as a result workers need to be closely and constantly supervised by putting in place a system of control (Aydin, 2012). For the effective management of these employees a hierarchical reporting structure needs to be in place with management in control at every aspect. Managers who adopt Theory X have an authoritarian style based approach amongst their staff and prefer the carrot stick approach to managing their staff (Mohamed and Nor, 2013).

2.4.5.2 Theory Y

This is the opposite of Theory X in that it assumes that employees do not dislike work, they have self-direction and display the willingness to work. According to Aina (2014) managers who are under the assumptions of Theory Y, have optimistic views of their employees and believe that if their employees are given a chance and autonomy, will display creativity and enhance their performance and productivity without being shackled down by organisational policy and red tape.

2.4.6 Vroom's Expectancy Theory

Developed by Victor Vroom, the Expectancy Theory of Motivation is one of the prominent theories on motivation (Liao,Lui and Pi, 2011). Lăzăroiu (2015) states that this theory represents our tendency to act in a certain way and depends strongly on our expectation of a given outcome and a degree to which one may desire that outcome. This can be contextualised into a more practical scenario whereby employees are motivated by the expectation of being rewarded by monetary value or appraisal for displaying high levels of performance. Parijat and Bagga (2014) states that the Expectancy Theory is based on the four variables presented below:

- Employees join an organisation do so with expectations in mind of their needs, motivation and past working experience. This has a strong influence on how these employees perform in the organisation.
- An individual's behaviour is a resulting factor of the conscious decisions that they make.
- Each person wants different things from the organisation they join for example: job security, market related salaries and challenging work.
- An individual will choose amongst the different choices they have in order to optimise the outcomes of their personal choice.

These four variables consist of three key elements which are: expectancy, instrumentality and valence (Parijat and Bagga, 2014).

- Expectancy - This is the relationship between efforts and performance. Lunenburg (2011) defines expectancy as the probability of an individual's job related effort that will result in a certain level of performance outcome. The range of the probability is from 0 to 1. If an employee sees that there is no chance that the effort they put in will lead to the desired performance level then their expectancy is 0. The opposite can be held to be true if an employee believes that the effort put in can lead to the desired performance their expectancy is 1 (Lunenburg, 2011).
- Instrumentality - This consist of the relationship between performance and rewards. Instrumentality can be defined as an estimate of the probability that an employee perceives, that a given level of performance will lead to organisational rewards (Simone, 2015). According to Simone (2015), if there is no perception by an employee between performance and rewards the instrumentality is 0. If there is a high perception between performance and rewards then the instrumentality is 1.
- Valence - This comprises of the relationship between rewards and personal goals. Valence is defined as how strong an employee's preference is for a particular reward (Lunenburg, 2011). Valence can either be positive or negative unlike expectancy and instrumentality (Parijat and Bagga, 2014). An outcome can be seen as positively valent if an individual's perception is towards attaining their goals and negatively valent is if an individual prefers not to attain their goal and lastly the outcome can have a zero valence when an individual is indifferent whether or not to attain the goal (Parijat and Bagga,2014).

Figure 2.6 illustrates the three keys elements in Vroom's expectancy theory as stated above and how its leads to motivation of individuals.

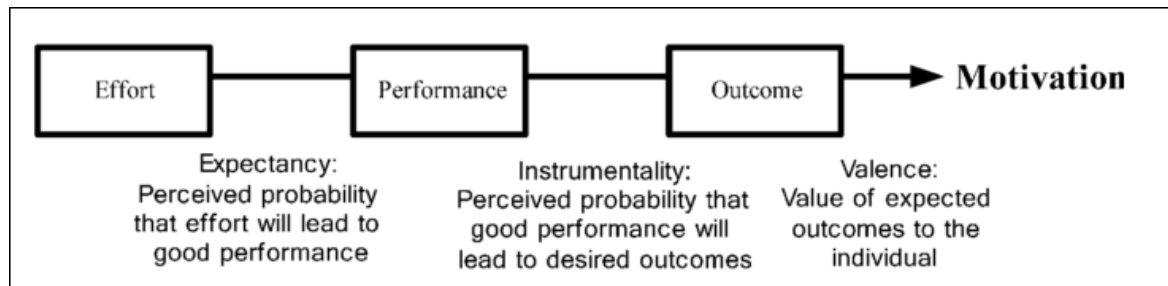


Figure 2.6. Vroom's Expectancy Theory

Adapted from Lee (2007, p.790)

According to Lee (2007) an individual is motivated to the point that they believe the effort they put in will lead to an acceptable performance (this is the expectancy), they will be rewarded for their performance (instrumentality) and the reward they receive will be positive (valance). Nasri and Charfeddine (2012) notes that Vroom goes on to suggest that a relationship exist between motivation, expectancy, instrumentality and valance which is given by the following equation; $\text{Motivational Force} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$. It is also known as the EVI model of motivation.

Lunenbrg (2011) explains the effect the multiplication factor has in the Motivation Force equation as follows: In order for motivation to be high all three factors need to be high, if any of the three factors is zero then overall motivation is zero. Expectancy theory model has its implications in motivating employees by altering one or all of the following expectancy, instrumentally and valence. Table 2.1 provides an understanding of Vroom's Expectancy Theory.

Table 2.1 Combinations of valence, expectancy and instrumentality

Adapted from Parijat and Bagga (2014, p.3)

SITUATION	VALENCE	EXPECTANCY	INSTRUMENTALITY	MOTIVATION
1	High positive	High	High	Strong Motivation
2	High positive	High	Low	Moderate Motivation
3	High positive	Low	High	Moderate Motivation
4	High positive	Low	Low	Weak Motivation
5	High positive	Low	Low	Weak Avoidance
6	High negative	High	Low	Moderate Avoidance
7	High negative	Low	High	Moderate Avoidance
8	High negative	High	High	Strong Avoidance

According to Parijat and Bagga (2014) this table represents the possible combinations of expectancy, instrumentality and valence which produce the different levels of motivation ranging from strong motivation to a strong avoidance of motivation. Motivation is the product of high levels of expectancy, instrumentality and valence. Table 2.1 is self-explanatory and the level of motivation can be derived from the different combinations of expectancy, instrumentality and valence.

According to Parijat and Bagga (2014) Vroom's theory being more realistic than other motivational theories but suffers from the following limitation:

- It can be complicated and has many variables.
- The complex nature of Vrooms theory makes it both difficult to test and implement.
- Reliable measures of expectancy, instrumentally and valence needs to be developed.
- Owing to the quantitative nature of the Expectancy Theory it presents difficulty in calculating or at times not possible.
- Employees may not have the time nor the abilities to calculate their motivation in the manner in which the theory describes.

2.4.7 Self-Efficacy Theory

The constructs of Bandura's Self-Efficacy Theory refers to an individual's belief that they have the capability to use their internal resources to successfully accomplish their goal (Pfitzner-eden, 2016). Bandura believes a person has their internal resources such as talent, ability and knowledge needed to successfully perform a task (Ben-Ami, Jacob, Eden and Kaplan, 2014). The higher an individual's self-efficacy, the higher the level of confidence they have in their abilities to succeed. Employees who are found to possess high self- efficacy are more engaged in their work which leads to greater productivity and performance than a person with lower levels of self-efficacy (Cherian and Jacob, 2013).The response to negative feedback differs between employees with high and low self-efficacy. High self-efficacy employees will increase their effort and be more motivated opposed to low self-efficacy employees who are most likely to lessen their efforts (Seyithan, 2015)

Robbins and Judge (2013, p.216) highlights Albert Bandura's four ways in which self-efficacy can be increased.

- Enactive mastery - The more confident you become with a task you have done previously by relevant experience gained, this will enable you to carry out the task successfully in the future.

- Vicarious modelling - By witnessing someone else perform the same task, you will enhance your confidence. Vicarious modelling is effective when the person you are witnessing is similar to yourself.
- Verbal persuasion - This is achieved by being influenced by a person that possess the skills needed to be successful in carrying out a task.
- Arousal - Arousal can be seen to increase self-efficacy by psyching up an individual to improve their performance on a given task.

2.4.8 Adam's Equity Theory

Stacey Adam's Equity Theory is a form of motivational theory which explains how individuals aim for fairness and justice in a social system (Banks, Patel and Moola, 2012). According to Nawaz (2011), equity theory is of the notion that individuals work alongside each other and not in a vacuum, their reward will only serve as a motivating factor if individuals perceive the reward to be fair and equal. Employee's compare their perceived efforts to the rewards gained against other employee's efforts and rewards.

Equity Theory states that employees compare their input to output ratio to that of relevant employees and if the ratio of both employees are seen to be equal this will lead employee's to experience job satisfaction which has a direct effect on the employees motivation whereby they are motivated to maintain their current input to output ratio or raise their inputs to produce higher levels of outputs (Nawaz, 2011). If the ratios are unequal then inequality exist and this state is seen to be unfair which will cause the employees to become demotivated and the employee's wanting to make necessary changes to bring about equality once more (Kaur, Aggarwal and Khaitan 2014). Figure 2.7 shows the ratio comparison ratios between two employee's A and B, followed by their state of perception.

Ratio Comparisons*	Perception
$\frac{O}{I_A} < \frac{O}{I_B}$	Inequity due to being underrewarded
$\frac{O}{I_A} = \frac{O}{I_B}$	Equity
$\frac{O}{I_A} > \frac{O}{I_B}$	Inequity due to being overrewarded
*Where $\frac{O}{I_A}$ represents the employee; and $\frac{O}{I_B}$ represents relevant others	

Figure 2.7. Ratio and Perception's for Equity Theory

Adapted from Robbins and Judge (2013: p.220)

According to Robbins and Judge (2013, p.220), equality is perceived by employee A when the input to output ratios of both employee A and employee B are equal. If employee A is of the perception that they are being under or over rewarded, a state of inequality is present. Robbins and Judge (2013, p.220) reiterate that employees who perceive any form of inequity in the ratio comparison can take the following step to go about restoring equity in the process.

- By changing their own inputs and outputs
- Complete withdraw of themselves from the situation
- By changing the person whom the comparison is made against
- Displaying certain behaviour to influence a change in the inputs and outputs of others.
- Altering the inputs and outputs of both parties.

The practical implication of Equity Theory is the difficulty in creating equity in the workplace due to the fact that it is only human nature in underestimating or overestimating the inputs and outputs of two different individuals which may lead to the wrong decisions regarding equity bringing about dissatisfaction, demotivation and resentment therefore management needs to be transparent and open with regards to the inputs and outputs for the different jobs when comparisons are made (Aik, 2015).

2.5 Definition of Job Satisfaction

Job satisfaction has been a widely-researched topic over the years and has proven to be a rather complex subject matter for researcher, academics and business practitioners. The term job satisfaction is used to describe how an employee feels and the attitude that they have regarding their job (Oyeba, 2013).

Job satisfaction can be defined as a state in which an employee feels positive and experiences emotional pleasure from his job (Shaikh,2012). According to Alajlouni (2015) the extent to whether employees like or dislike their jobs is known as job satisfaction.

Mohammed and Eleswed (2013, p 44) cites Robbins and Judge (2009) who defines job satisfaction as “a positive feeling about a job resulting from an evaluation of its characteristics“. Mohammed and Eleswed (2013) states that job satisfaction comprises of two components which are intrinsic factors which describes how employees feel about the job itself and extrinsic factors which describes how employees feel about the aspects that are external to the job itself. Finally job satisfaction can be used as an assessment of the attitudes of “overall accepted, contentment and enjoyment” in the work life of an individual.

2.5.1 Factors of Job Satisfaction

It is vital to understand that individuals spend majority of their time at work. Alshetri (2013) states that studies have indicated that employees who are satisfied in their jobs remain loyal and committed to the organisation are the most likely to deliver on productivity and services. The following describes the dimensions of job satisfaction. According to Rehman,Rehman, Saif, Khan, Nawaz and Rehman (2013) an extensive literature conducted on the factors that largely have an effect on an individual's job satisfaction are the following: work itself, pay, promotion, inter-personal relationship, working environment and work itself each factor is discussed below.

2.5.1.1 Renumeration

Pay is the financial remuneration an employee receives according to the requirements and description of his job. According to Oyeba (2013) pay helps people to attain their basic needs which in-turn is vital in satisfying higher order needs of individuals. There are different systems of pay which is dependent on what is adopted by each organisation. Malik, Qaiser and Munir. (2012) states that pay has an impact on job satisfaction and that lower paid employees experience lower levels of job satisfaction and higher paid employees experience higher levels of job satisfaction.

2.5.1.2 Promotion

Promotion can be described as the upward vertical movement of an employee in the organisations hierarchy structure (Malik, et al. 2012). Promotion provides an individual with more responsibilities, higher compensation, personal growth and higher social status (Alshetri, 2013). According to Ahmad, Ing and Bujang (2014) previous research has shown that there is a positive relationship between promotion and job satisfaction. Rehman, et al. (2013) states that when an individual gets promoted this gives a clear reflexion of their true potential and can be seen as a type of acknowledgement which results in an improvement of their level of job satisfaction and organisational commitment.

2.5.1.3 Inter-Personal Relationships

Noor (2010) states that a supervisor's behaviour has an impact on the attitude, morale and job satisfaction of their employees. By changing the supervisor, the behaviour and attitude of the employees also change. Supervision involves technical, non-technical skills and the co-ordination of work activities amongst staff. Supervision is a vital factor in the success or failure of an organisation (Adebayo and Ogunsina, 2011). Lin, Shu and Lin. (2011) states that Duchormoe and Martin (2000) conducted a study that proved there is a positive correlation between co-worker relationship and the level of job satisfaction. Iqbal (2013) states that the support and relationship formed by co-workers can create a positive environment in the workplace which improves an individual's performance and

productivity. Higher levels of job satisfaction are produced as a result of positive co-worker relationship.

2.5.1.4 Work Environment

The work environment can be described to have different dimensions such as social, economic and technical which forms a relationship between an individual and their work environment. This will influence the job satisfaction of an employee for example a physical working environment that provides comfort will have an influence on the job satisfaction of an employee (Salunke, 2015). The effect that the physical working condition has on employees has been studied by many researchers which are briefly highlighted as follows. The concept of the work environment according to Jain, Ruchi and Kaur (2014) includes the physical, psychological and social dimension that make up the working environment in an organisation. Jain, Ruchi and Kaur (2014) states that the work environment can have both a positive and negative effect on the psychological welfare of the employees. Atambo, Otundo and Nyamwamu (2013) states there was a positive correlation between job satisfaction and the working condition. According to Atambo, et al. (2013) by improving the working conditions this resulted in an increase in the level of job satisfaction which is evident in the improved levels of productivity in an organisation. A good working environment can be viewed as one which reduces the amount of sick leave taken by employees and has a low turn-over rate and increases the level of efficiency (Salunke, 2015).

2.5.1.5 Work Itself

This refers to the extent which an individual finds the work in which they are engaged in to be stimulating, given complete autonomy by management on the task they carrying out and presents an opportunity for both learning and growth within the organisation (Oyeba, 2013). Work that is interesting and challenging is more likable and enjoyed by employees who are reported to be more satisfied compared to those workers who are placed in less stimulating jobs (Rehman, et al., 2013).

2.5.2 Job Characteristic Model

The Job Characteristics Model was developed by Hackman and Lawler and later revised by Hackman and Oldham, was developed to evaluate and improve the employee's jobs (Ayandele and Nnamseh, 2014). The objective of diagnosing an existing job and evaluating the effects that changes in the job, has on the motivation, satisfaction and productivity of an employee (Batchelor, Lawlor and Burch, 2014). The Job Characteristics Model is noted as an important motivational theory for organisations. The characteristics of an individual's job leads to a person's psychological state which in-turn leads to personal and work related outcomes which is essentially moderated by one's own growth (Mukul, 2013).

Hackman and Oldham also proposed that critical psychological states of "experienced meaningfulness of work, experienced responsibility for outcomes of work and knowledge of actual results of work activity" has its inclination to be internally motivated, satisfied at work and produces higher quality of work output, higher levels of motivation, job satisfaction and performance, lower levels of absenteeism and staff turn-over (Kumar, Abbas, Ghumro and Zeeshan, 2011).

The model comprises of five job characteristics which affect an employee in three psychological states: which are the personal and affective state which deals with the employee's satisfaction and motivation. The behavioural state which is the employee's performance and quality of work along with their absenteeism. All three states deals with the employee's responses to their work (Kumar, et al., 2011).

In order for a desirable outcome to be achieved an individual has to experience all three outcomes, if one of these states is absent, the outcome variable such as motivation and satisfaction will be reduced (Mukul, 2013). According to Mukul (2013) the relationship between how an individual responds to work and characteristics of one's job is described by the Job Characteristics Model. The five core characteristics of the model are skills variety, task identity, task significance, autonomy and feedback (Batchelor, et al., 2014).

2.5.2.1 Skills Variety

Skills variety is the degree which a job requires a variety of skills in order to carry out and execute different tasks (Onimole and Mni, 2015). The various activities that are required in a job places a requirement and demand on the worker to develop various talents and skills to be successful in the job, jobs high on skills variety provide employees with more challenging tasks and projects as this requires the use of a variety of skills set which can enhance motivation (Na-Nan and Pukkeeree, 2013).

2.5.2.2 Task Identity

The degree to which the job requires an identifiable piece of work from the stages of inception to the stages of completion (Casey, 2009). By employees being involved in a complete project, this gives them a sense of completion and responsibility for the work they accomplished. Task identity can be established by increasing the tasks to an individual who can then identify with the task as a complete or an identifiable part of the task (Casey, 2009).

2.5.2.3 Task Significance

Task significance refers to the degree in which the job impacts the lives of other people (Onimole and Mni, 2015). The smallest contribution of an individual's efforts in an organisation can be considered important by making employees aware of the role that their contribution provides to the organisation and society as a whole (Fan Wuhan 2014).

2.5.2.4 Autonomy

Autonomy refers to the degree in which the job provides substantial independence, freedom and discretion whereby an individual can carry out the planning, procedures and execution of the work (Piccolo, Greenbaum, Den Hartog and Folger, 2010). The independence and discretion given to the employee by the employer when carrying out

their work consists of: the level of planning and implementation of the work and the degree in which the employee determines the procedures to be carried out upon implementing the work (Johari,Yean,Yahya and Adnan 2015). This can enhance productivity as the employee plans on the most suitable and effective way in which to carry out their work and increase their levels of motivation and job satisfaction.

2.5.2.5 Job feedback

Job feedback refers to the degree to which carrying out the activities that are required by the job provides direct and clear feedback (information) to the individuals with regards to the effectiveness about how they carry out their work (Na-Nan and Pukkeeree, 2013). Feedback can be in either in the form of positive or negative and can allow employees to make the necessary adjustments with regard to their performance (Onimole and Mni ,2015).

2.5.2.6 Motivational Potential Score

According to Casey (2009), Hackman and Oldham claim that motivation will be highest when jobs which rate high on the job characteristics model. Each characteristics can be changed which can enrich the job as a whole and increase the motivational potential of that job. According to Rahman and Nurullah (2014) the Job Diagnostic Survey (JDS) yields an index known as motivational potential score (MPS). This represents the degree to which the job has the potential for motivating individuals.

According to Mukul (2013), five characteristics can be combined into a single index which reflects the overall motivating potential of a job which leads to the development of the formula for motivating potential score (MPS) as follows:

$$\text{MPS} = \{[\text{skills variety} + \text{task identity} + \text{tasks significance}] / 3\} \times \text{autonomy} \times \text{feedback}$$

An employee's meaningfulness of work is affected by skills variety, task identity and tasks significance and the responsibility for the outcomes is influenced by the autonomy and job feedback which acknowledges the results obtained from the activities of a given task

(Rahman and Nurullah 2014). For a job that has a low MPS, the outcomes that are expected from a job will be low and the employee's feelings will not be affected by how well they perform on a specific task (Kass, Vodanovich and Khosravi, 2011). When job has a high MPS, good performance will be reinforced and the employees will have positive feeling as a result of their work activities (Kass, et al., 2011).

2.5.3 Outcomes of Job Satisfaction

The level of job satisfaction that employees experience can be associated with both positive and negative outcome. These outcomes can have a constructive or destructive effect on an organisation. Each outcomes is discussed below.

2.5.3.1 Employee Turnover

Employee turnover is a reality that all organisation eventually face. Employees leave the organisation voluntarily when one chooses to leave or involuntarily were one is forced to leave depending on the circumstances (Khan and Aleem 2014) . Turnover has a negative impact on the organisation, resources such as time and money are used towards recruiting and selecting new employees (Saeed, et al., 2014). When employees are satisfied in their jobs the turnover ratio in the organisation is low however when they are not satisfied in their jobs the turnover ratio is high indicating a negatively proportional relationship between job satisfaction and employee turnover (Balouch and Hassan 2014).

2.5.3.2 Absenteeism

Singh (2015) states that research has revealed that there is an inverse relationship between job satisfaction and absenteeism, when job satisfaction amongst employees, high absenteeism is low and when job satisfaction is low amongst employees, absenteeism is high. Thirulogasundaram and Sahu (2014) states that absenteeism can be seen as a form of routine behaviour or none attendance at work on a voluntary basis. Absenteeism is known to be an indicator of poor performance, the higher the rate of

absenteeism in the work place gives an indication of low employee levels of job satisfaction (Ali Jadoo, Alijunid, Dastan and Tawfeeq, 2015). According to Kehinde (2011) individual who are experience dissatisfaction in the jobs are the most likely be absent more regular.

2.5.3.3 Performance

The relationship between job satisfaction and performance has been a topic of interest for many researcher over the years and has been imperative in understanding how the employee's levels of job satisfaction plays a vital role in the productivity of an employee (Giacopelli,Simpsonm Dakak, Randolph and Holland,2013). According to Hira (2012) studies from the 1930's on the topic of job satisfaction and performance showed that there was a weak and negative relationship between the two, however from 1985 onwards as more studies started to develop which showed a positive correlation of 0.17 between performance and job satisfaction was found. A happier worker is a more satisfied worker and productive worker resulting in enhanced performance levels at their jobs. (Shaikh ,2012).The discussion on outcomes provides a realistic view of the impact job satisfaction has on turnover, absenteeism and performance.

2.6 Summary

This chapter examined the different types of motivational concepts and theories which have been developed by many researchers over the decades. The concept and theory of job satisfaction has also been examined. The theories were compared, contrasted and drawn out in fair detail to implicate the aspects of purpose, meaningful work, identifying with the work, and higher level indications of job satisfaction. In the corporate context, various categories of personal involvement are at play – especially in sectors that are heavily reliant on employees (people) to carry out the essential tasks. The personal involvement from employees has a myriad of complex job-personality, work-attitude and personal-professional interactions that was incorporated in the literature review. Motivational theories such as Herzberg's Two Factor Theory were shown to be related to

the satisfaction and dissatisfaction of employees in the work place. Factors which are described as motivational and hygiene are classified as factors that contribute to job satisfaction and dissatisfaction. It is clear from these theories that there is a link between employee motivation and job satisfaction. The next chapter presents research methodology that has been adopted for the current study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the aim, objective and focus of the study. The implementation of the research design used in the study included the research methodology, sampling techniques, research instrument, data collection instrument, data analysis techniques and ethical considerations.

3.2 Aim

The aim of the study was to identify how motivation impacts on job satisfaction amongst selected employees at eThekweni Electricity department.

3.3 Objectives

The objective of this study was to analyse the relationship between motivation and job satisfaction amongst employees and identify the following:

- Objective 1: To determine the factors that motivate job satisfaction;
- Objective 2: To establish the factors that influence job dissatisfaction;
- Objective 3: To ascertain the overall level of job satisfaction.
- Objective 4: To evaluate the impact motivation has on job satisfaction; and

3.4 Focus and Location

The study mainly focused on the impact that motivation has on job satisfaction amongst selected employees at the eThekweni Electricity Department which is located in the city of eThekweni in South Africa. The study was conducted at the various departments located at the head office and the six operation depots located with eThekweni region. The employees which the study primarily focused on were engineers, technologists and technicians who are permanently employed by eThekweni Electricity.

3.5 Research Methodology

There are different philosophical views regarding research. The positivist approach takes the traditional viewpoint of research and can be identified with quantitative analysis which uses scientific research used to identify the truth (Castellan,2010). A positivist viewpoint is that “the world operates by the law of cause and effect that we can discern if we use a scientific approach to research” (Crestwell, 2014, p7). The key to a positivist researcher is an experiment which allows the cause and effect relationship to be tested through manipulation and observation (Castellan, 2010).On the opposite end of the spectrum is what is known as constructivism. Constructivism aims to understand how knowledge is constructed by people and how people make use of a set of rules to make sense of the world by what happens in people’s minds (Sekaran and Bougie, 2013, p29). The constructivist researcher makes use of qualitative research methods.

Sukamolson (2007, p11) state that quantitative research has the following advantages:

- It makes provision for a large population.
- A statistical comparison can be made between two groups.
- It is precise, definitive and provides standardisation.

Owing to the large sample size that was investigated a quantitative approach was adopted during the study.

3.6 Target Population

Sekaran and Bougie (2013, p240) defines the research population as “the entire group of people, events or things of interest that the researcher wishes to investigate”. The target population selected for the current study comprised of engineers, technologists and technicians employed on a permanent basis at the eThekwini Electricity Department. Information pertaining to the number of employees falling into these categories was made available from eThekwini Electricity’s human resources department. The total number of employees that made up the target population was 162 employees. Below is a categorical breakdown of employees by job position:

- Technicians = 110
- Technologists = 8
- Engineers = 44

3.7 Sample Size

A sample can be defined as a small subset of the population (Hair Jr, Babin, Money and Samouel, 2003: p208). Hair Jr, et al. (2003, p208) further describes a sample population as the representation of the entire population that is being researched. According to Singh and Masuku (2014) the sample size can be calculated by means of a simplified formula for proportions which is given as follows: $n = \frac{N}{[1 + N(e)^2]}$. Where n is the sample size, N is the target population and e is the level of precision (margin of error).

For a target population of 162 employees, a confidence interval of 95 % and 5 % margin of error, the sample size can be calculated as follows:

$$n = \frac{162}{[1 + 162 (0.05)^2]}$$

$$n = 115$$

A sample size of 115 was calculated to be adequate from the target population.

3.8 Sample Methods

Sampling methods can be divided into two categories namely, probability and non-probability sampling. In probability sampling, the sampling units has a known probability of being selected and is selected at random. With non-probability sampling the inclusion or exclusion of the sampling element within the target population is left entirely to the discretion of the researcher (Hair Jr, et al., 2003, p.210)

Sekaran and Bougie (2013, p.245) defines probability and non-probability sampling as follows: probability sampling is when “each sampling element in the population have some known, nonzero chance or probability of being selected as sample subjects”. In non-

probability sampling “the elements do not have a known or predetermined chance of being selected as sample subjects”.

Collis and Hussey (2009, pp.211–212) describes the different methods of probability sampling are as follows:

- Random sampling – This is the simplest form of sampling and occurs when each sampling unit in the population sample size has a known and equal chance of being selected.
- Systemic sampling – This involves the selection of every nth element in the sample population starting by randomly choosing the first sample and then every nth sample thereafter.
- Stratified sampling – This process involves the stratification (segregation) of the sample population into their respective strata and then randomly selecting sampling units from each of the strata. Stratified sampling can be categorised into either proportionate or disproportionate stratified random sampling.

Proportionately stratified sampling is described as follows: the number of elements chosen from each strata is proportionate to the size of a particular strata relative to the overall sample size.

Disproportionately stratified sampling: Sample elements are chosen in either one of the following ways:

- I. This approach the elements from each strata are chosen based on its importance.
 - II. This approach the elements from each strata are selected based on the relative variability of the elements. Strata with high relative variability will contribute a higher proportion of elements to the total sample.
- Cluster sampling – This method of sampling is used when the target population is dispersed over a geographical region. The target population is then divided into groups known as cluster and random sample is selected from each cluster to represent the target population.

Saunders and Thornhill (2006, pp.170–177) describe the methods of non-probability sampling as follows:

- Convenience sampling – This type of sampling is known as accidental sampling. In this method of sampling the researcher selects a sample from part of the population that is readily available or most convenient for the researcher.
- Quota sampling – This type of sampling is similar to stratified sampling in which the total sample of the population is represented in the form of different strata in order to have a proportional representation of the population. The difference between quota sampling and stratified sampling is that the selection of the samples which is conducted on a convenience basis.
- Purposive sampling – This method of sampling is also known as judgement sampling. In this type of sampling each sample is selected on the basis of being positioned as most advantageous in providing the required information.

In this study, random proportionately stratified sampling is selected as the method of sampling. The sample size consists of three strata of different proportions. The percentage that each strata makes up of the total target population is given by the following equation:

$$\text{Engineers} = \frac{44}{162} = 27 \%$$

$$\text{Technologist} = \frac{8}{162} = 5 \%$$

$$\text{Technicians} = \frac{110}{162} = 68 \%$$

The composition of each strata which is based on the sample size which is derived from the percentage that each strata makes up from the target population and is calculated as follows:

$$\text{Engineers: } 27 \% \text{ of } 115 = 31$$

$$\text{Technologists: } 5 \% \text{ of } 115 = 6$$

Technicians: 68% of 115 = 78

The sample size consisted of 78 technicians, 31 engineers and 6 technologists.

3.9 Classification of Data

According to Saunders, Lewis and Thornhill (2003, p.188) data that is used for research can be obtained from one or both of the following sources:

- Primary data which is described as the data obtained from the researcher on the variables that are of interest relating to the study.
- Secondary data relates to information that already exist and can be obtained for the purpose of conducting research, this can be obtained from raw and published summaries.

In this study, primary data was used as the source of data. This allowed the researcher to obtain data pertaining to the objectives of the study, secondary data was avoided as it may contain data that has been contaminated.

3.10 Data Collection

Data collection process that was carried out made use of a structured close ended questionnaire which was distributed and collected from each of the respondents. Each questionnaire was given to the respondent in the form of a hard copy. The reason behind this was twofold, firstly not all respondents have access to the internet, secondly respondents may disregard an email link sent to them or have limited or no internet access while answering the questionnaire online and disregard the questionnaire thereafter. Thirdly respondents were able to clarify any misconceptions with regard to the questions.

According to Siniscalco, Auriat and Ross (2005, p23) Closed ended questionnaires were used because of the following advantages it offers over open ended questionnaires:

- The process of answering the questionnaire is easy thus making it easy for the respondents to complete.

- Respondents are restricted to a set of responses.
- Easy to compare answers amongst respondents and also determine the relationship between the variables.
- Clarifies the meaning of the question for the respondent.

The questionnaires were personally administered owing to the following advantages (Sekaran and Bougie 2013, p.148):

- Less expensive to administer to respondents;
- Almost 100 percent return rate ensured;
- Any doubts surrounding the questions can be clarified; and
- Anonymity of the respondents can be guaranteed.

3.11 Questionnaire

The questionnaire was constructed after conducting an extensive literature review on motivational theory. The format of the questionnaire was adapted from the study by Ghazi, et al. (2013). In order for the questionnaire to be applicable to the current study the following changes were made:

- Growth and advancement were combined as a single factor of motivation (Question 6).
- Personal life and status were excluded from the hygiene factors.
- An additional question was added which asked the respondents to indicate their overall job satisfaction (Question 17). The purpose of determining the overall level of job satisfaction of the respondents, this takes into account any variables that have not been included in the questionnaire opposed to the summation of mean values to determine the overall level of job satisfaction.

The questionnaire consisted of the following four sections:

- Section A: Question 1 to 5. This section pertained to the respondent's biographical data such as gender, age and race;

- Section B: Question 6 to 10. This section is related to factors of motivation that bring about job satisfaction;
- Section C: Question 11 to 16. This section is related to hygiene factors that bring about job dissatisfaction; and.
- Section D: Question 17. This section dealt with the overall level of job satisfaction.

The Question relating to the respondent's relationship with their subordinates was omitted from the data analysis, due the respondents misunderstanding of the question. The omission prevented any form of data contamination which would influence the data analysis. The return rate of the questionnaire was successful as 117 questionnaire were returned from the respondents, this surpassed the sample size of 115. The actual number of collected questionnaire (117) was used as the same size. The questionnaire used in the current study is found in the attachment in Appendix 2.

3.12 Likert Scale

Likert Scale was used in the study. The respondents specify the level to which they either agree or disagree to a series of statements on a Likert scale type questionnaire (Barua, 2013). According to Tsang (2012) researchers claim that the use of the midpoint (undecided) on the Likert scale can increase the reliability of the measurement. A 5 point Likert scale was used to determine how strongly the respondents disagree or agree with each statement in the questionnaire. The responses on the scale are as follows: Strongly disagree (1), Disagree (2), Undecided (3), Agree (4), Strongly agree (5).

A five point Likert scale was selected in the study. According to Croasmun and Ostrom (2011, p20) a 5 point Likert Scale offers the following advantage:

- Using an odd numbered Likert scale provides the respondent with the choice of neutrality by having the neutral or undecided item incorporated into the scale. This reduces the response bias of the respondents by not allowing a respondent to favour one response over the other.
- Using a 5 point scale offers a high internal reliability and additional discriminating power.

According to Subedi (2016), the Likert scale can be either of the Likert Type Data which non-parametric data or of the Likert Scale Data which is parametric data. In the current study Likert Scale Data was used.

3.13 Pilot Study

A pilot study was conducted. This consisted of 12 questionnaire being distributed to the respondents. The purpose of the pilot study was to check for the validity of the content, spelling, grammar and terminology used in the questionnaires and to ensure that the questions are clearly understood. Minor changes were made accordingly from the feedback received from the respondents.

3.14 Data Analysis

The data analysis was conducted with the aid of a software program called Statistical Software form Social Sciences (SPSS Version 23). All data was entered in manually. All data were analysed and presented in the following manner as stated below.

3.15 Descriptive Statistics

Descriptive statistics was used to summaries the information collected in the study from the sample size and comprises of frequency distribution, measures of central tendency and measures of dispersion (Libman, 2010).

3.15.1 Frequency Distribution

The simplest format for the presentation of descriptive data is in a tabulated format which is a frequency distribution table. However, the draw back with this representation is that it does not provide any visual significance with regard to the highest and lowest values obtained (Saunders, et al., 2003, p.339). Saunders, et al. (2003, pp.342–343) states that bar chats are used in providing a more accurate representation of the data with the height of the bar charts representing the frequency of occurrences. The pie charts is used to

represent a proportional segment of the value under examination. Both bar charts and pie charts were used in the study as they are both suitable in the presentation of results in research reports.

3.15.2 Measures of central tendency

According to Hair Jr, et al. (2003, pp.239–240) the measure of central tendency locates where the centre of the distribution can be found and it is accomplished by one of the following methods:

- i. Mean - The mean is the arithmetic average and is the most commonly used form of measurement for central tendency.
- ii. Median - The median is the next measure of central tendency which is the middle value of the distribution. The median is value which is either above or below where half of the values fall in the sample distribution.
- iii. Mode - The mode is described as a measure of central tendency which identifies value that has the most common occurrence in the sample distribution.

In this study the mean values were used as a measure of central tendency.

3.15.3 Measure of Dispersion

The measure of dispersion is a technique that is used to describe how the data is dispersed around the central tendency according to Bell, Lee and Yeung (2006) and is conducted by the following measures:

- i. Range - This is the simplest form of measurement for dispersion, it defines the range of data from the lowest to the highest values.
- ii. Variance – This is used to determine as to how far the respondents values are from the mean value calculated.
- iii. Standard deviation – This measure of dispersion is used to overcome the drawbacks of using variance as a measure of central tendency as the variance is a

value that has been squared. The value of the standard deviation is obtained by taking the square root of the variance value. The standard deviation is considered the most important index of dispersion and describes the variability of the sample distribution values from the mean.

The standard deviation was used as a measure of dispersion in the current study.

3.16 Inferential Statistics

According to Collis and Hussey (2009, pp.221–222) inferential statistics are statistical test that are conducted and used in developing conclusions about the target population based on sampling distribution.

3.16.1 Correlation

Correlation describes the relationship between two quantitative variables, it measures both the strength and direction of the linear relationship between the variables (Sekaran and Bougie, 2013, p.289). The two variables are not classified as dependent and independent variables because there is no cause and effect relationship between both variables and the variables are measured simultaneously (Hair Jr, et al., 2003, pp.283–289).

A Pearson's Correlation Analysis was used in the current study to determine the strength and direction of the relationship between motivation factors, hygiene factors and the overall level of job satisfaction.

3.16.2 Multiple Linear Regression

Simple linear regression is used to measure the relationship between two quantitative variables, namely an independent variable and a dependent variable. and gives an indication of the effect that the independent variable has on the dependent variable (Saunders, et al., 2003, pp.364–365). Multiple regression is the relationship of more than one independent variable on a single dependent variable (Hair Jr, et al., 2003, p.296). In

the current study multiple regression was applied to determine how each independent (motivation and hygiene factors) variable combined impacts the dependent variable (overall level of job satisfaction).

Table 3.1 Measure of strength for Regression Analysis

Adapted from Ghazi, et al. (2013, p.449)

R Squared	Effect Size
< 0.1	poor
< 0.11	modest
< 0.31	moderate
> 0.5	strong

According to Ghazi, et al. (2013) Table 3.1 can be used to measure the strength of the relationship between variables in a regression analysis.

3.17 Reliability

Reliability refers to consistency of the research instrument. The research instrument should produce the same results if testing is done repeatedly (Lameck, 2013).

Sekaran and Bougie (2013, p 228-229) described the following test for reliability of the research instrument.

- Stability of measures is the ability of a measure to remain constant over time regardless of test conditions or the state of the respondents.
- Test-retest reliability this is obtained by repeated measurement from the same respondents tested previously using the same instrument and test conditions

- Internal consistency of measure is indicative of the homogeneity of the items in the measure that taps the construct.

The Cronbach's Alpha Measurement was applied in the study to measure the internal consistency of the different factors of motivation and overall job satisfaction.

Table 3.2 Cronbach Alpha coefficient size

Adapted from Hair Jr et al. (2003:p 172)

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Table 3.2 indicates the strength of association for the different range of Cronbach Alpha coefficients (Hair Jr, et al.,2003).

3.18 Validity

Validity is described as the degree to which the research instrument measures what is actually meant to measure (Lameck, 2013).

According to Bryman and Bell (2007, pp.164–165) there are different types of validity:

- Face validity “involves the systemic but subjective assessment of a scale’s ability to measure what it is supposed to measure “.
- Construct validity “this assesses what the construct (scale) or scale is, in fact, measuring”
- Criterion validity this “assess whether a construct performs as expected relative to other variables identified as meaningful criteria”.

Based on the feedback given from respondent during the pre-testing the researcher concluded that there was face validity in the current study.

3.19 Ethics in Research

Ethics is a critical aspect in research. Johnson (2014) states that the researcher needs to understand and take into consideration ethical issues during the planning stages of the research. Daymon and Holloway (2011) states that the researcher needs to ensure that respondents who participated on the basis of an anonymity remain unidentified. Prior to the distribution of questionnaire and collection of data for the research study being conducted, ethical clearance had to be granted from University of KwaZulu-Natal's Ethical Clearance Committee (Appendix 3). Ethics ensures that each respondent is treated according to the ethical guidelines for the research by the University. All respondents were made aware that participation in the research was completely voluntary and they could opt out at any time. All responses to the questionnaire were conducted on the basis of anonymity, this was acknowledged by the respondent signing a letter of informed consent which states the title, objectives of the study and the rights of the respondents (Appendix 1).

3.20 Summary

Chapter three described the research methodology applied when conducting this study. It described the aims, objectives, research approach, sample size, research instrument, data gathering and analysis techniques which were used in the study. Justification was given for each selection when constructing the research methodology for the study. The next chapter presents the results obtained from the respondents.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 Introduction

This chapter deals with the responses collected from the questionnaire handed out to the respondents. The analysis of the results was broken up into descriptive statistics which comprises of graphs for the demographic profile, motivational factors, hygienic factors and the overall the overall level job satisfaction of the respondents. The measures of central tendency and dispersion were calculated for the motivational factors, hygienic factors and overall job satisfaction. The inferential statistics conducted were reliability analysis to determine the reliability of the questionnaire, multiple regression analysis to determine the impact that motivation has on job satisfaction and Pearson's correlation analysis described the relationship motivation and job satisfaction.

4.2 Descriptive Statistics

The descriptive statistics were conducted for each section of the questionnaire and are presented in the form of both pie and bar graphs.

4.2.1 Demographical Profile

The demographical profile of all respondents was obtained from Questions 1-5. This addressed factors such as race, gender, age group, qualification and job position.

4.2.1.1 Gender

The gender of the respondents are illustrated in Figure 4.1.

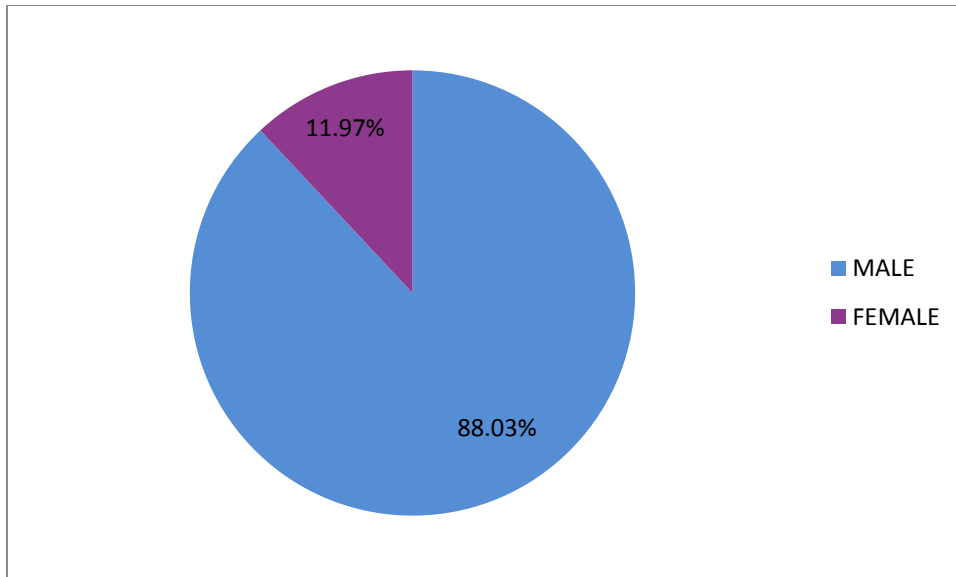


Figure 4.1 What is your gender?

Figure 4.1 represents the gender distribution which indicates that 88.03 % of the respondents are male and 11.97 % female.

4.2.1.2 Age

The age group of the respondents are illustrated in Figure 4.2.

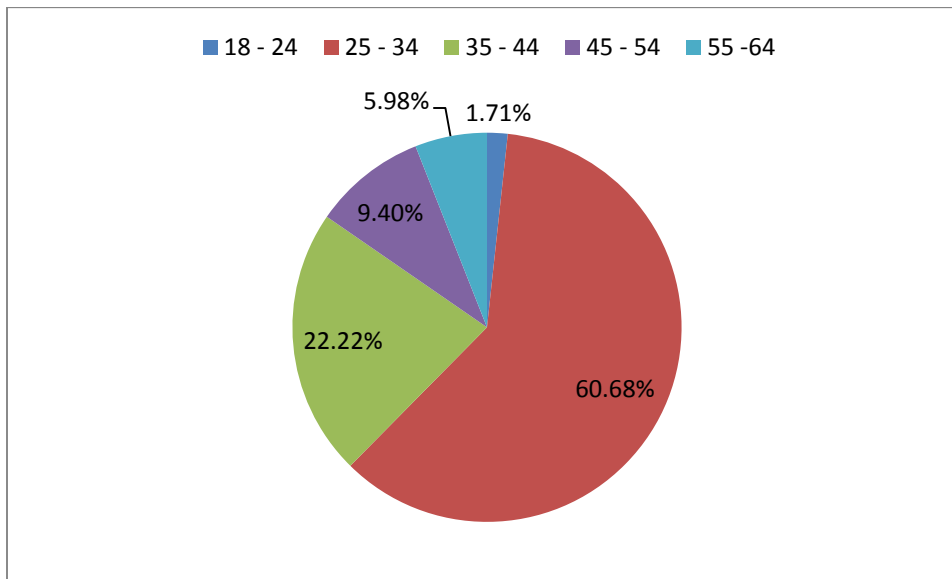


Figure 4.2. What is your age?

Figure 4.2 represents the age group of the respondents, 1.71 % are between 18-24 years age group, 60.68% are between 25-34 years age group, 22.22 % are between 35-44 years age group, 9.40 % are between 45-54 years age group and 5.98 % are between 55-64 years age group.

4.2.1.3 Race

The race group of the respondents are illustrated in Figure 4.3

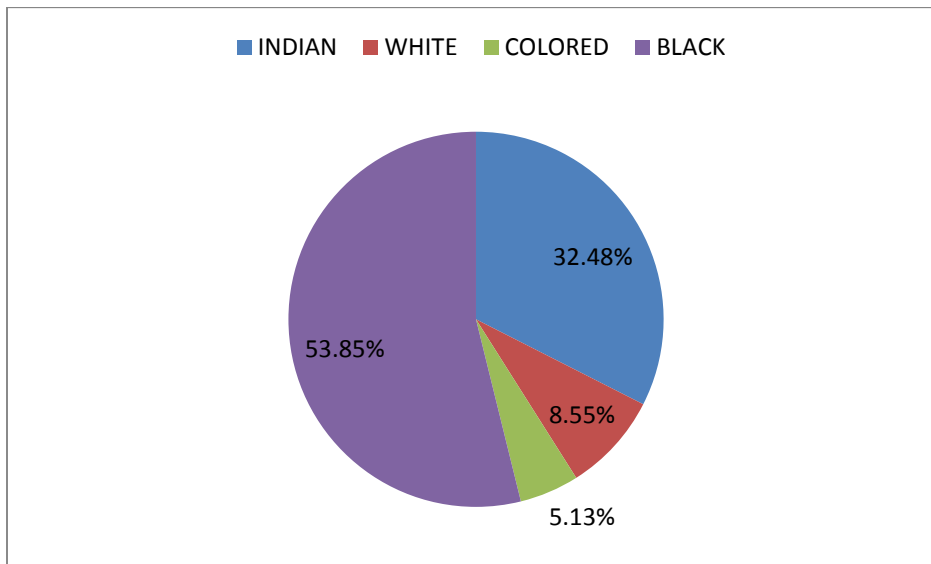


Figure 4.3. What is your race?

Figure 4.3 represents the racial demographics it is divided into 53.85 % of African's which make of the majority followed by 32.48 % Indian's, 8.55 % Coloured's and 5.13 % Whites that make up the minority.

4.2.1.4 Job Position

The job positions that the respondents occupy are illustrated in Figure 4.4

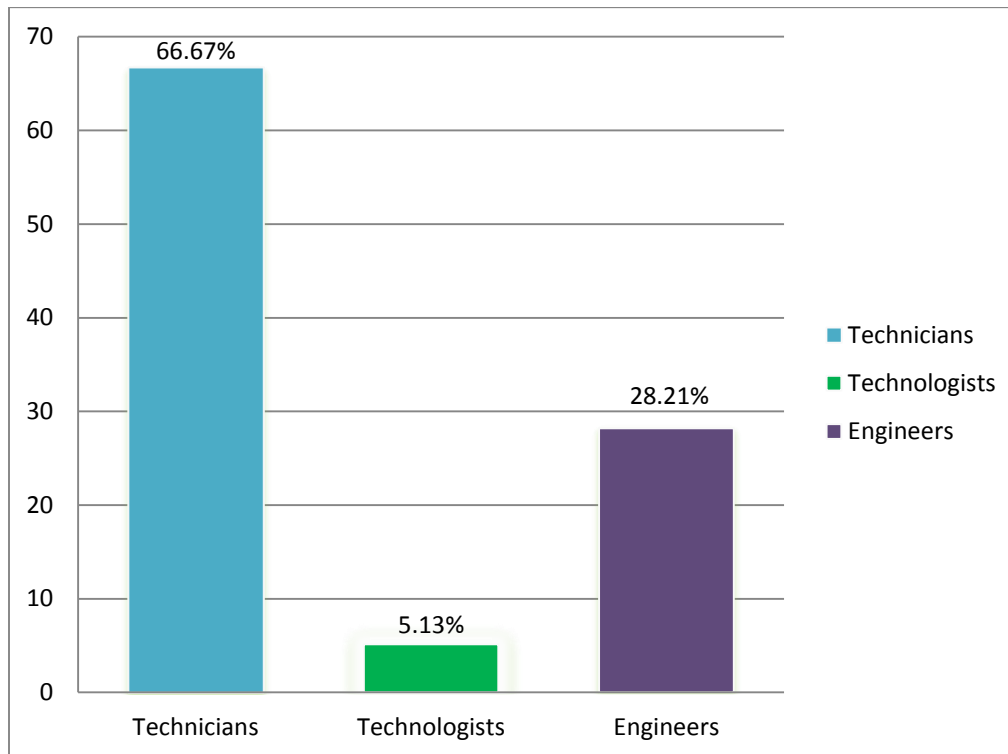


Figure 4.4.What is your current position?

Figure 4.4 represents the current position the respondents occupy, majority of the respondents were made up of technicians which comprised of 66.67 %, engineers made up 28.21 % and technologists made up 5.13 %.

4.2.1.5 Qualification

The qualification of the respondents are illustrated in Figure 4.5

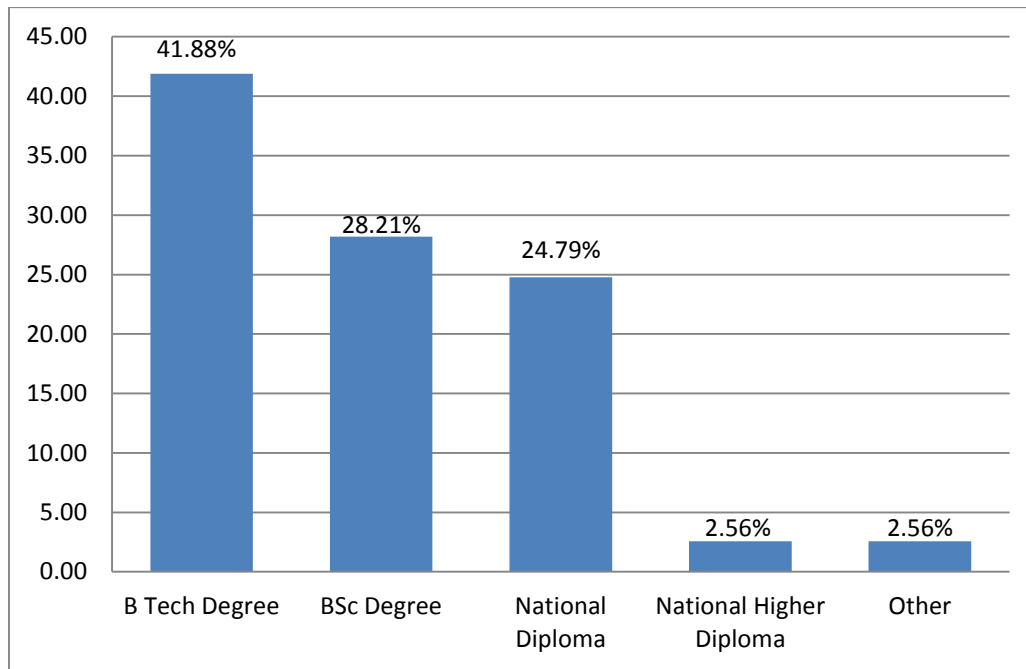


Figure 4.5. What is your qualification?

Figure 4.5 represents the different levels of qualifications amongst the respondents. 41.88 % are holders of B Tech Degree which is the majority, BSc Degree's make up 28.21 % followed by 24.79 % which comprise of National Diploma's. Both National Higher Diploma's and other qualifications both make up the minority at 2.56 % each.

4.3 Motivational Factors

The responses for the motivational factors were obtained from Questions 6-10. These questions take into account the different factors of motivation that bring about job satisfaction amongst employees.

4.3.1 Achievement

The respondents' views towards the sense of achievement they feel on completion of their task are illustrated in Figure 4.6.

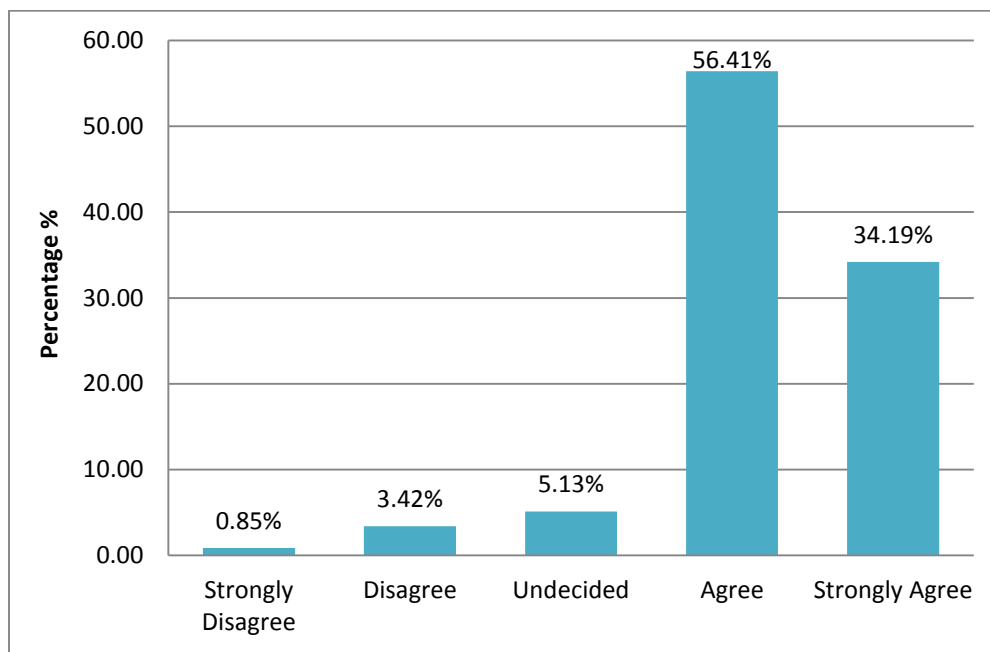


Figure 4.6 Do you feel a sense of achievement on completion of your task?

Figure 4.6 illustrates that 56.41 % of the respondents agree that they feel a sense of achievement on completion of a task, 34.19 % strongly agree. 5.13 % of the respondents feel that they are undecided and the remaining 4.27 % are in disagreement (disagree and strongly disagree).

4.3.2 Recognition

The respondents' views towards the recognition they receive for the work they perform are illustrated in Figure 4.7.

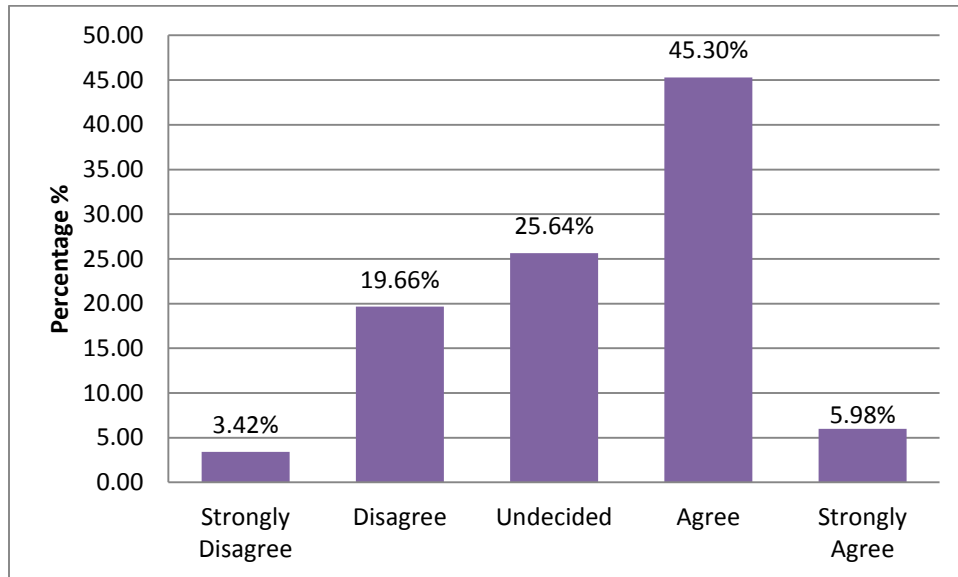


Figure 4.7. Do you receive recognition for the work you perform?

According to Figure 4.7, 45.30 % of the respondents agree that they receive recognition for the work they perform, while 25.64 % are undecided and 19.66 % disagree. This figure shows that 5.98 % strongly agree and 3.42 % strongly disagree.

4.3.3 Work Itself

The respondents' views towards the work they perform being meaningful, interesting and challenging are illustrated in Figure 4.8.

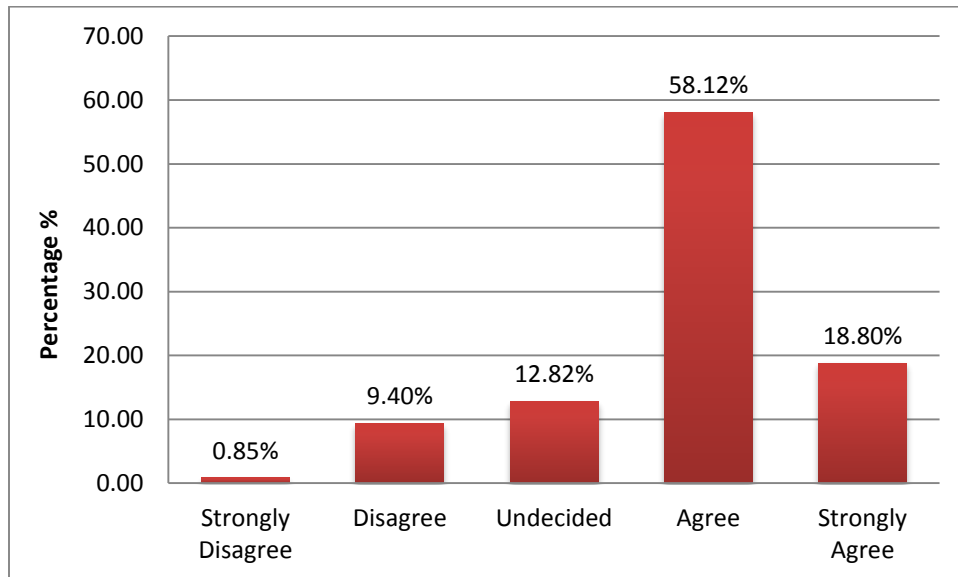


Figure 4.8 Do you find the work meaningful, interesting and challenging?

Figure 4.8 represents that 58.12 % of respondents agree that they find the work itself meaningful, interesting and challenging followed by 18.80 % who strongly agree while 12.82 % remained undecided. Those who disagree make up 9.40% and those who strongly disagree make up 0.85 %.

4.3.4 Responsibility

The respondents' views towards the responsibility that they are given for the work they perform are illustrated in Figure 4.9

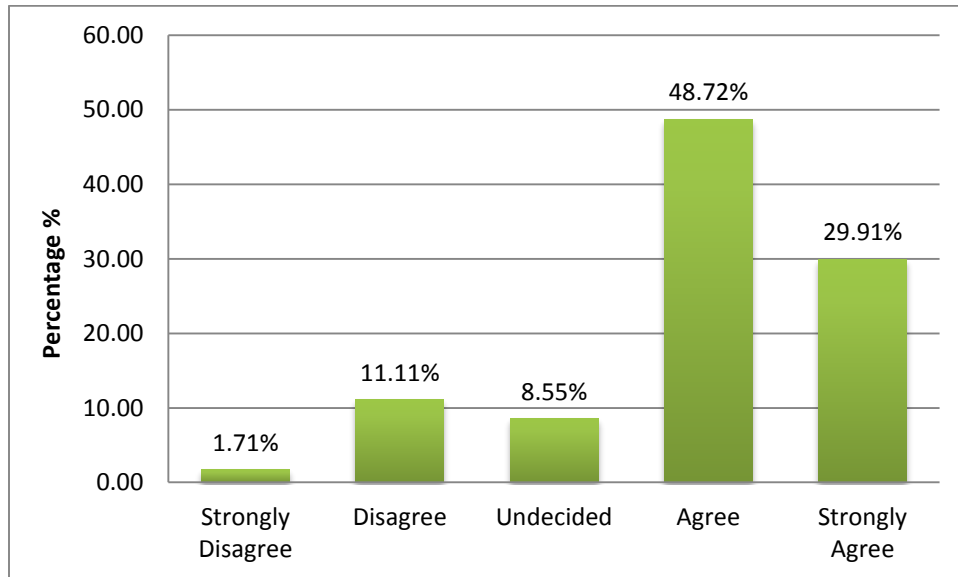


Figure 4.9. You are given complete responsibility for your work?

Figure 4.9 reveals that 78.63 % of respondents are in agreement (agree and strongly agree) that they are given complete responsibility for the work they perform, 8.55 % of the respondents are undecided and 12.82 % are in disagreement (disagree and strongly disagree).

4.3.5 Growth and Advancement

The respondents' views towards growth and advancement within the organisation are illustrated in Figure 4.10

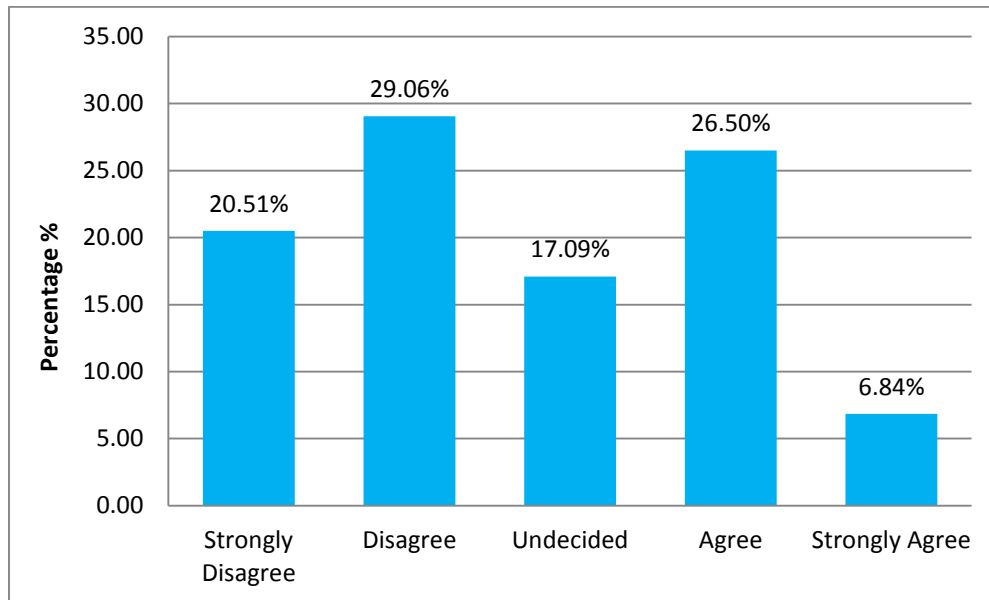


Figure 4.10. There are opportunities for growth and advancement in the organisation?

Figure 4.10 represents the responses for the opportunities for growth and advancement. Disagreement makes up majority of the response, 20.51 % strongly disagree and 29.06 % disagree. 17.09 % are undecided while 26.50 % agree and 6.84% strongly agree.

4.4 Hygiene factors

The responses for the hygiene factors were obtained from Questions 11-16. These questions take into account the different hygiene factors that bring about job dissatisfaction amongst employees.

4.4.1 Supervisor Relationship

The respondents' views towards the relationship with their supervisor are illustrated in Figure 4.11.

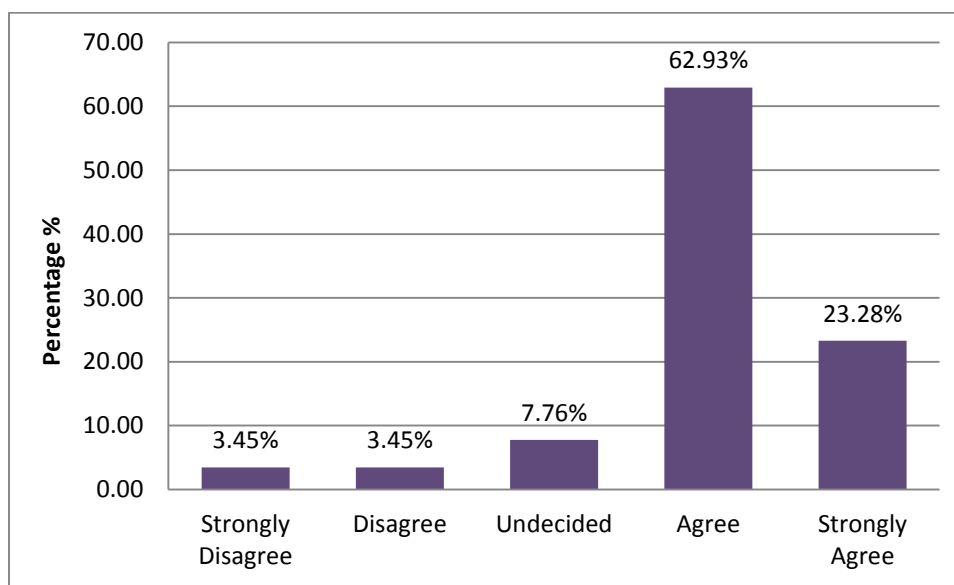


Figure 4.11. I have a good relationship with my supervisor?

The supervisor relationship is represented in Figure 4.11. This shows that 62.9 % of the respondents agree that they have a good relationship with their supervisors, 23.28 % strongly agree, 7.76 % remain undecided and 3.45 % disagree and strongly disagree.

4.4.2 Peer Relationship

The respondents' views towards the relationship with their peers are illustrated in Figure 4.12.

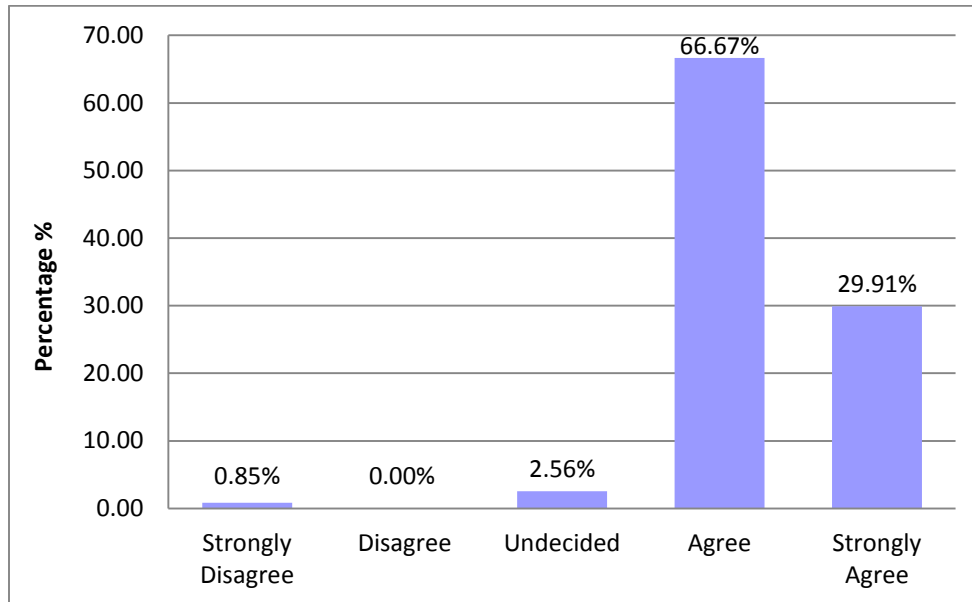


Figure 4.12. I have a good relationship with my peers?

Figure 4.12 illustrates that the peer relationship the respondents experience. Majority of 66.67 % agree to have a good peer relationship followed by 29.91 % who strongly agree while 2.56 % are undecided about their peer relationship and 0.86% are in strong disagreement.

4.4.3 Physical Working Conditions

The respondent's views towards the physical working conditions are illustrated in Figure 4.13.

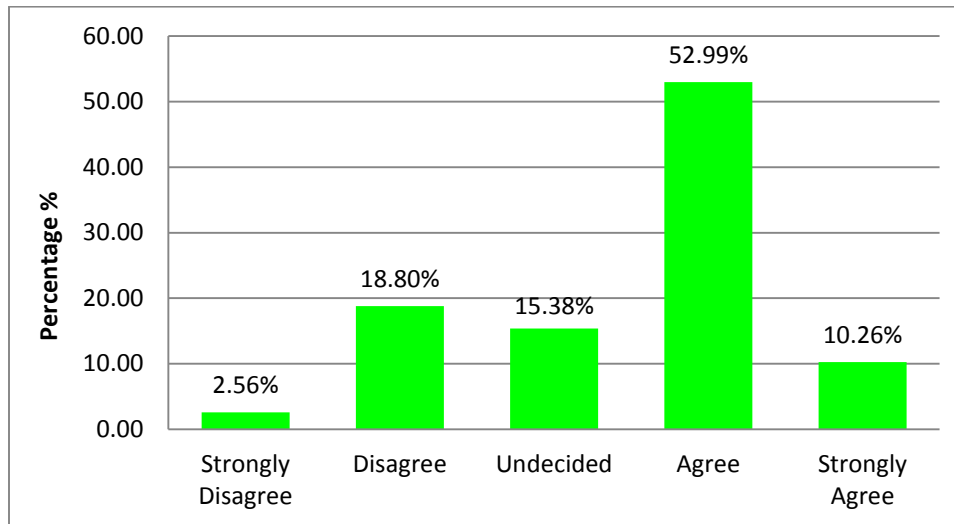


Figure 4.13 The physical working conditions are safe clean and hygienic?

Figure 4.13 represents the physical working conditions with emphasis on safety, cleanliness and overall hygiene which are experienced by the respondents. The responses indicate that 52.99% agree with the conditions being safe, clean and hygienic, 18.80 % disagree, 15.38 % are undecided about the physical conditions, 10.26 % strongly agree and 2.56 % strongly disagree.

4.4.4 Salary Structure

The respondents' views towards the salary structure within the organisation are illustrated in Figure 4.14.

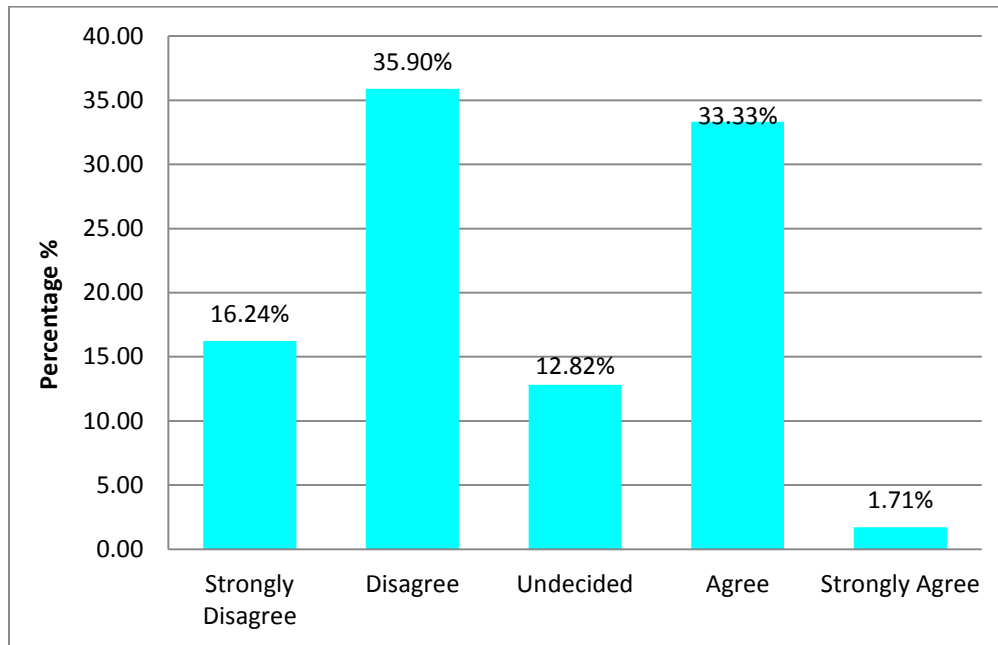


Figure 4.14 I am satisfied with the salary structure?

Figure 4.14 highlights the preception of the respondents that are satisfied with the salary structure, 35.90 % disagree followed by 33.33 % who agree, 16.24 % strongly disagree. 12.82 % are undecided and 1.71 % strongly agree.

4.4.5 Job Security

The respondents' views towards the job security provided by their organisation are illustrated in Figure 4.15.

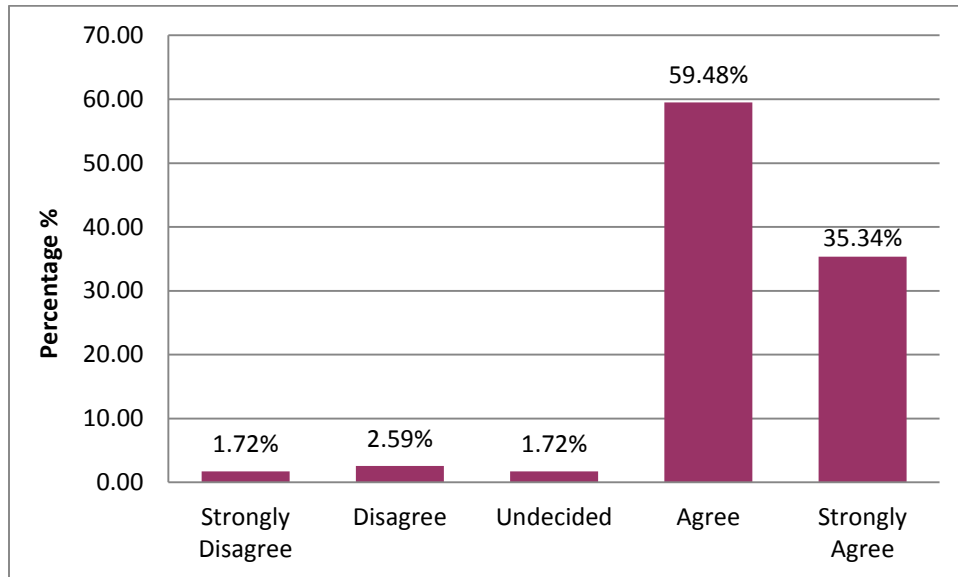


Figure 4.15. My organisation provides job security?

Figure 4.15 represents the respondents' views with regard to the organisation providing job security. 59.48 % agree followed by 35.34 % that strongly agree, 2.59 % disagree and 1.72 % are either undecided and strongly disagree.

4.4.6 Company Policy

The respondents' views towards the company policy being fair and clear are illustrated in Figure 4.16.

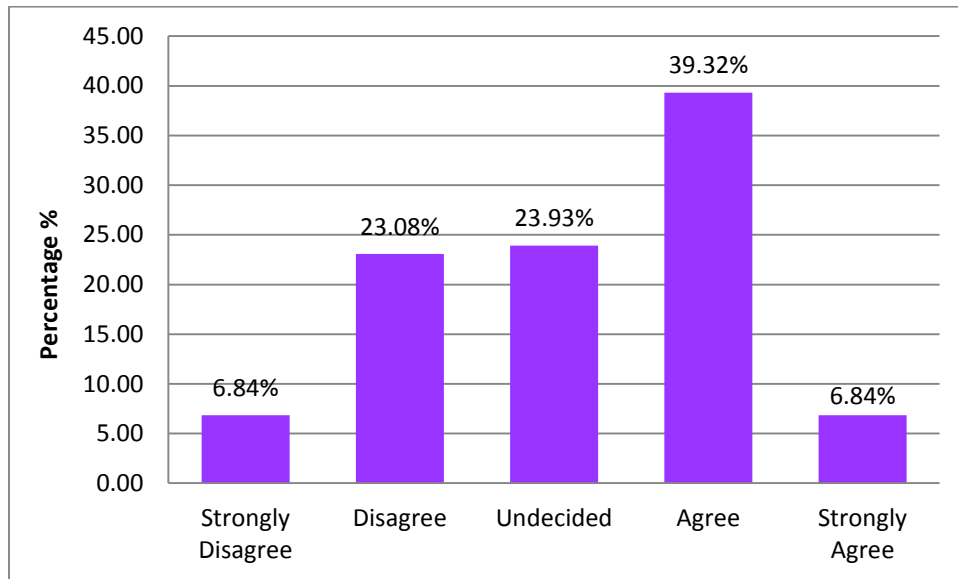


Figure 4.16 The company policy is fair and clear?

With regards to the fairness and clarity of the company policy, Figure 4.16 indicates that 39.32 % agree, 23.93 % being undecided, 23.08 % disagree and 6.84 % both strongly agree and disagree.

4.5 Overall Satisfaction

The response for the overall satisfaction were obtained from Questions 17.

The respondents' views towards their overall job satisfaction are illustrated in Figure 4.17.

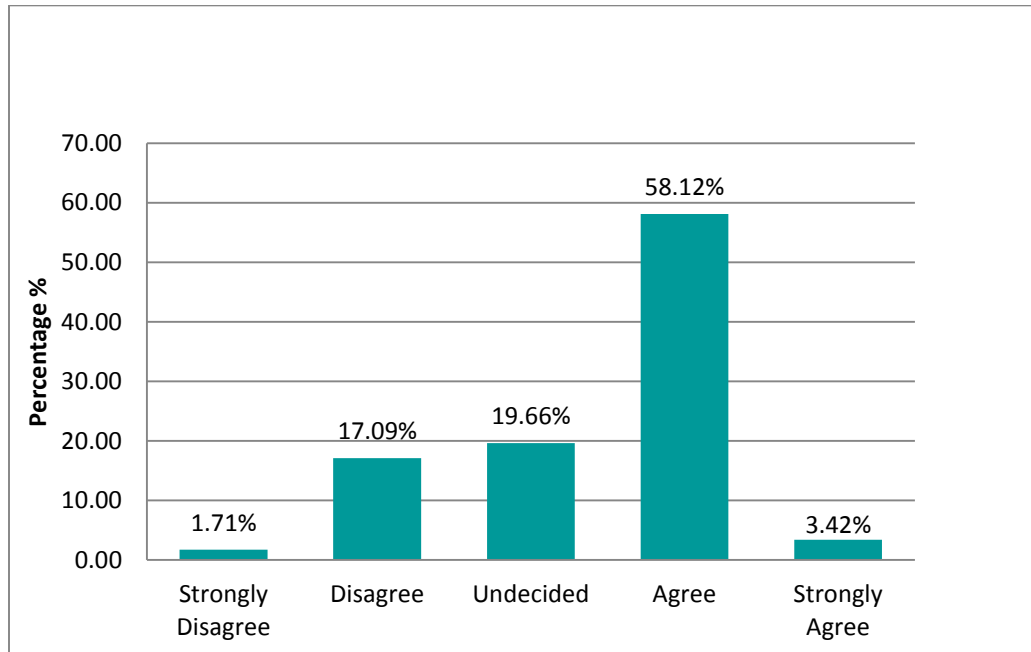


Figure 4.17 Overall I am satisfied with my job?

The overall job satisfaction of the respondents is shown in Figure 4.17. It can be seen that majority of the respondents which makes up 58.12 % agree that they are satisfied with their job, this is followed by 19.66 % who are undecided, 17.09 % that disagree, 3.42 % strongly agree and 1.72 % who strongly disagree.

4.6 Measure of central tendency and dispersion

This section includes the means, standard deviation, minimum and maximum values which were calculated from the descriptive statistics based on the questionnaire. Table 4.1 relates to the motivational factors. Table 4.2 relates to the hygiene factors and table 4.3 relates to the overall job satisfaction. These tables indicates the average responses for each of the questions and the deviation in responses from the average response.

4.6.1 Motivational Factors

The mean values and standard deviation for Questions 6 to 10 which relates to factors of motivation are illustrated in Table 4.1.

Table 4.1 Mean, Standard Deviation, Minimum and Maximum Scores for Motivational Factors.

	N	Minimum	Maximum	Mean	Std. Deviation
Do you feel a sense of achievement on completion of your task?	117	1	5	4.20	0.757
You are given complete responsibility for your work?	117	1	5	3.94	0.994
Do you find the work meaningful, interesting and challenging?	117	1	5	3.85	0.867
Do you receive recognition for the work you perform?	117	1	5	3.31	0.969
There are opportunities for growth and advancement in the organisation?	117	1	5	2.67	1.246
Valid N	117				

Table 4.1 represents the central tendency (mean value) and dispersion (standard deviation) of the motivational factors in the questionnaire. They are arranged in descending order. Responses range from strongly disagree (1) to strongly agree (5).

The mean score ($M = 4.2$) for achievement indicates respondents viewed this factor as the highest factor of motivation that contributes to their job satisfaction. This indicates that respondents' were in agreement that they feel a sense of achievement on completion of a task. The standard deviation ($SD = 0.757$) indicates a moderate variation in the responses that were obtained for achievement.

The mean score ($M = 3.94$) for responsibility is the second highest factor of motivation that the respondents' view as contributor to job satisfaction. It indicates that the respondents were in agreement that they are given complete responsibility for the task they perform. The standard deviation ($SD = 0.994$) indicates a large variation in response from the respondents with regards to responsibility as a factor of job satisfaction.

The mean score ($M = 3.85$) for the work itself indicates that the respondents' were in agreement that the work itself is a contributor towards their job satisfaction. The standard deviation ($SD = 0.867$) indicates a moderate variation in the responses obtained from the participants.

The mean score ($M = 3.31$) for recognition as factor that contributes to job satisfaction, indicates that the respondents were in agreement that they are given recognition for the work they perform. The standard deviation ($SD = 0.969$) indicates a large variation in the responses received with regard to this factor of job satisfaction.

Growth and advancement received the lowest mean score ($M = 2.67$) of all the motivational factors and indicates that the respondents were in disagreement with growth and advancement as a contributor towards job satisfaction. The standard deviation ($SD = 1.246$) indicates an extremely large variation from average responses obtained.

4.6.2 Hygiene Factors

The mean values and standard deviation for Questions 11 to 16 which relates to hygiene factors are illustrated in Table 4.2.

Table 4.2 Mean, Standard Deviation, Minimum and Maximum Scores for Hygiene Factors.

	N	Minimum	Maximum	Mean	Std. Deviation
I have a good relationship with my peers?	117	1	5	4.25	0.586
My organisation provides job security?	117	1	5	4.23	0.759
I have a good relationship with supervisor?	117	1	5	3.98	0.871
The physical working conditions are safe, clean and hygienic?	117	1	5	3.50	0.997
The company policy is fair and clear?	117	1	5	3.16	1.074
I am satisfied with the salary structure?	117	1	5	2.68	1.150
Valid N	117				

Table 4.2 represents the central tendency and dispersion of the hygienic factors in the questionnaire. They are arranged in descending order. Responses range from strongly disagree (1) to strongly agree (5).

The interpersonal relationship as a hygienic factor can be broken up into two aspects which are as follows: relationship with your supervisor and relationship with your peers.

The highest mean score ($M = 4.25$) is from an aspect of interpersonal relationship. The peer relationship indicates that the respondents were in agreement that the relationship with their supervisor is good and not a contributor towards dissatisfaction. The standard

deviation ($SD = 0.586$) is a moderate and indicates a slight variation from the mean score which indicates that the respondents were still in agreement that they have a good peer relationship.

Job security produced a mean score ($M = 4.23$) indicating that the respondents were in agreement that the organisation provides job security. This indicates that job security cannot be considered as a hygiene factor. The deviation ($SD = 0.759$) is moderate and indicates a slight variation from the mean result obtained.

The mean score ($M = 3.98$) for the supervisor relationship which is the second aspect of the interpersonal relationship indicates that the respondents were in agreement that a good relationship exist with their supervisor. This factor cannot be considered as a hygiene factor that promotes dissatisfaction. The deviation ($SD = 0.871$) is moderate variation from the mean results.

The mean score ($M = 3.50$) for the physical working conditions indicate that the respondents were in agreement that the physical condition are good in which they work in. The standard deviation ($SD = 0.997$) indicates a large variation in the results. This factor cannot be consider to be a hygiene.

The mean score ($M = 3.16$) for the company policy being fair indicates that the respondents were in agreement that the company policy is fair and clear. The standard deviation ($SD = 1.074$) indicates an extremely large variation in the responses regarding company policy. Company Policy cannot be considered as a contributing factor to job dissatisfaction.

The salary structure obtained the lowest mean score ($M = 2.68$) which indicates that the respondents were disagreement with being satisfied with the salary structure. The standard deviation ($SD = 1.150$) indicates an extremely large variation in the responses. The salary structure can be considered to be a hygiene factor that contributes to dissatisfaction.

4.6.3 Overall Satisfaction

The mean values and standard deviation for Questions 17 which relates to the overall job satisfaction of the respondents is illustrated in Table 4.3.

Table 4.3 Mean, Standard Deviation, Minimum and Maximum Scores for Overall Satisfaction.

	N	Minimum	Maximum	Mean	Std. Deviation
Overall I am Satisfied with my job?	117	1	5	3.44	0.875
Valid N	117				

Table 4.3 indicates the mean score (M= 3.44) that was obtained for the overall job satisfaction indicating that respondents were in agreement that overall they are satisfied with their job. The standard deviation (SD = 0.875) indicates a moderate variation in the results.

4.7 Inferential Statistics

Inferential statistics test were conducted to determine the reliability of the questionnaire by means of a Cronbach's alpha test. The strength of association between motivational factors, hygiene factors and job satisfaction was conducted by correlation analysis and multiple regression analysis.

4.7.1 Reliability Analysis

The reliability analysis of the question is presented in Table 4.4.

Table 4.4 Reliability Analysis

Cronbach's Alpha	N of Items
.724	13

Table 4.4 indicates the measurement for the reliability of the questionnaire which is given by the measure of the Cronbach's Alpha of 0.724. A Cronbach's Alpha result of > 0.7 indicates that the internal consistency of the questionnaire is good (Table 3.2).

4.7.2 Regression Analysis

The multiple linear regression analysis that was conducted between the independent variables and dependent variable is shown in Table 4.5. Multiple linear regression was used cause the Likert scale data is parametric.

Table 4.5 Multiple Regression Analysis between factors of motivation and job satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.692 ^a	0.479	0.425	0.664

The results from the multiple regression analysis in Table 4.5 indicate that there is a moderate and positive relationship between all the dimensions of motivation and job satisfaction this is given by the adjusted R square value of $r = 0.425$. This show that the independent variables (motivation and hygienic factors) have a positive impact on the dependent variable (job satisfaction).

Table 4.6. ANOVA results for the Regression Analysis.

The results for the Anova table is shown in table 4.6

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	42.595	11	3.872	8.783	.000 ^b
Residual	46.294	105	.441		
Total	88.889	116			

The Anova results from table 4.6 indicate that the regression model is statistically significant at 0.05 level of significance.

4.7.3 Correlation Analysis

The correlation analysis between factors of motivation, hygiene and the overall level of job satisfaction are indicated in Table 4.7.

Table 4.7 Pearson's Correlation Analysis between the factors of motivation and Overall Job Satisfaction.

Correlation			
	Pearson Correlation	Sig. (2-tailed)	N
Do you feel a sense of achievement on completion of your task?	.296**	.001	117
Do you receive recognition for the work you perform?	.366**	.000	117
Do you find the work meaningful, interesting and challenging?	.352**	.000	117
You are given complete responsibility for your work?	.308**	.001	117
There are opportunities for growth and advancement in the organisation?	.248**	.007	117
I have a good relationship with supervisor?	.451**	.000	117
I have a good relationship with my peers?	.136	.143	117
The physical working conditions are safe, clean and hygienic?	.220*	.017	117
I am satisfied with the salary structure?	.346**	.000	117
My organisation provides job security?	.386**	.000	117
The company policy is fair and clear?	.326**	.000	117

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.7 represents the strength and direction of the relationship between each independent variable (factor of motivation) and the dependent variable (job satisfaction).

The Pearson Product Movement Coefficient Correlation was used to determine the correlation (Likert scale data) between motivational factors, hygiene factors and the overall level of job satisfaction. The values of the correlation coefficient range from the lowest value of 0.02 to the highest value of 0.452.

Achievement: The result depicts that there is a small and positive relationship which is statistically significant, between achievement and job satisfaction. This is indicated by the following results ($r=0.296$, $p=0.001$).

Recognition: The result depicts that there is a small and positive relationship which is statistically significant between recognition and job satisfaction. This is indicated by the following results ($r= 0.366$, $p=0.000$).

Work itself: The result depicts that there is small and positive relationship which is statistically significant between work itself and job satisfaction. This is indicated by the following results ($r=0.352$, $p=0.000$).

Responsibility: The result depicts that there is a small and positive relationship which is statistically significant between responsibility and job satisfaction. This is indicated by the following results ($r= 0.308$, $p = 0.001$).

Growth and Advancement: The result depicts that there is a small and positive relationship which is statistically significant between growth and advancement and job satisfaction. This is given by the following results ($r=0.248$, $p= 0.007$).

Supervisor relationship: The result depicts that there is a moderate and positive relationship which is statistically significant between supervisor relationship and job satisfaction. This is given by the following results ($r=0.451$, $p= 0.000$).

Physical working conditions: The result depicts that there is a small and positive relationship which is statistically significant between physical relationship and job satisfaction. This is given by the following results ($r=0.220$, $p= 0.017$).

Salary structure: The result depicts that there is a moderate and positive relationship which is statistically significant between salary structure and job satisfaction. This is given by the following results ($r=0.346$, $p = 0.000$).

Job security: The result depicts that there is a moderate and positive relationship which is statistically significant, between job security and job satisfaction. This is indicated by the following results ($r=0.398$, $p=0.000$)

Company policy: The result depicts that there is a small and positive relationship which is statistically significant, between company policy and job satisfaction. This is given by the following results ($r=0.326$, $p=0.000$).

Peer relation: The result depicts that there is a small and positive relationship which is not statistically significant, between peer relationship and job satisfaction. This is given by the following results ($r=0.130$, $p=0.163$).

4.8 Summary

The results of the study were presented in the form of descriptive statistics, measures of central tendency and dispersion and inferential statistics. The data was also given a graphical outlook along with tabulated information in the responses received from respondents. The results outlined that the responses obtained from the questionnaire played a pivotal role in answering the research questions and achieving the research objectives outlined. The next chapter focuses on the discussion of the results and relates the findings to literature.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 INTRODUCTION

This chapter deals with the discussion of the results that were presented in Chapter Four in conjunction with the literature review presented in Chapter Two regarding motivation and job satisfaction. This will be used in explaining the research objectives that were presented in Chapter One. The empirical study conducted will provide the data that supports the discussion of the results.

5.2 Objective One

This objective set out to determine the factors that motivate job satisfaction.

5.2.1 Achievement

The responses received in the current study, with regard to achievement as a motivational factor, showed that majority of the respondents were in agreement that they felt a sense of achievement on completion of a task and viewed achievement as a factor that contributed toward their level of motivation. Figure 4.6 indicates that a total of 90.6 % of the responses were in agreement (agree and strongly agree) with Question 6 which relates to achievement. Table 4.1 indicates a mean score ($M = 4.2$) for achievement which further indicates that the average response gather indicated that the respondents were in agreement with feeling a sense of achievement on completing a task.

This finding is supported by the literature in Chapter two on Herzberg's Two Factor Theory of motivation which list achievement as a motivational factor. Previous studies conducted on motivational factors and job satisfaction has also concluded that achievement was a source of motivation and job satisfaction. The following studies strengthen the finding of the current study.

Achievement was proven to have a positive effect on job satisfaction according to a study conducted by Raza, Akhtar and Husnain.(2015) which investigated the impact that

various intrinsic motivational factors had on job satisfaction. For a percentage increase in achievement one can expect a 23.7 percent increase in motivation and job satisfaction.

Achievement was found to have a positive and significant relationship between motivation and job satisfaction according to respondents who took part in the study. This supports the researcher's hypothesis that achievement is an important variable in explaining the employee's levels of job satisfaction (Malik, et al. 2012).

It is conclusive from the findings in the current study, literature review and finding from previous studies conducted, that achievement was found to be a factor that motivates job satisfaction in the current study.

5.2.2 Recognition

The empirical evidence gathered in the current study indicates that recognition can be viewed as a motivational factor which is in agreement with Herzberg's Two Theory discussed in Chapter two which established recognition as a factor of motivation.

The finding of the study indicates that 51.28 % of the respondents were in agreement that they had felt a sense of recognition for the work they perform (Question7). From table 4.1 the mean value ($M=3.94$) obtained for the average response which indicates that the respondents were in agreement that they received recognition for they work they perform.

In a study conducted by Waqas, Bashir, Sattar and Abdulla (2014), it was found that recognition was the most important motivational factor that impacts job satisfaction and it had a direct and statistically significant relationship that was justified with the regression analysis conducted from the responses gathered during the study ($r=0.498, p<0.001$) on job satisfaction.

A study conducted amongst hotel staff in India indicated that a direct and positive relationship existed between recognition and job satisfaction, the research translated the finding of the study by concluding that the greater the recognition that employees received the greater their levels of motivation and job satisfaction (Sarwar and Abugre, 2013). Manzoor (2011) identified recognition as a factor that contributed to employee motivation.

A positive relationship between motivation and recognition was found which was further supported by the empirical evidence of the current study. It is conclusive from the findings in the current study, literature review and finding from previous studies conducted, that recognition was found to be a factor that motivates job satisfaction in the current study.

5.2.3 Work Itself

With regard to work itself (Question 8) addressed in the current study, Figure 4.8 indicates that the respondents were in agreement (76.3 %), they found the work itself in which they are engaged in to be meaningful, interesting and challenging. The mean score of 3.85 (Table 4.1) was obtained for the average response indicated that respondents were in agreement with the work itself being meaningful, interesting and challenging .

Motivational Theory reviewed in Chapter two regards the work itself as a motivational factor. This supports the finding of the current study. To further support the empirical evidence of the current study, alternate studies conducted explored the work itself as a factor of motivation are discussed below. Raza, et al. (2015) accepted the null hypothesis which stated that work itself had a positive effect on job security. The empirical evidence suggested that there was a positive relationship between the work itself and job satisfaction, a percentage change in the work itself increased the level of job satisfaction by 19.6 %. Raza, et al. (2015) stated that work itself is considered as a factor of motivation that had a positive impact on job satisfaction.

In a study conducted by Malik, et al. (2012) amongst 250 employees across different sectors, it was concluded that the relationship between the work itself and job satisfaction was positive and statically significant. The respondents perceived their work to be interesting, meaningful and challenging. Thus describing the work itself as a motivational factor that contributed to their level of job satisfaction amongst a diverse group of employees belonging to various sectors. It is conclusive from the findings in the current study, literature review and finding from previous studies conducted, that work itself was found to be a factor that motivates job satisfaction in the current study.

5.2.4 Responsibility

Respondents were asked if they are given complete responsibility for the work they perform (Question 9). The analysis of the data collected revealed that majority of the respondents (76.63 %) were in agreement that they were given complete responsibility in carrying out their work. Figure 4.9 provides a graphical representation on the responses gathered. Table 4.1 indicates a mean score of 3.31 which indicates that the respondents were in agreement that responsibility is given to them with regards to the work they undertake.

The motivational theory discussed in Chapter Two indicates that Herzberg's Two Factor Theory regarded responsibility as a factor that contributes towards motivation. Alternate studies which were conducted proved that responsibility was regarded as a contributing factor of motivation. Responsibility was found to have a positive effect on job satisfaction according to Raza, et al. (2015), this study was conducted amongst employees in the city of Islamabad. It is conclusive from the findings in the current study, literature review and finding from previous studies conducted that, responsibility was found to be a factor that motivates job satisfaction in the current study.

5.2.5 Growth and Advancement

The responses gathered from growth and advancement as a factor motivation indicates that the opportunities for growth and advancement within the organisation (Question 10) was met with a 49.56 % majority of the respondents who were in disagreement, 33.33 % who were in agreement and 17.09 % who were undecided with the opportunities for growth and advancement (Figure 4.10). A mean score of 2.67 (Table 4.1) was obtained indicating that respondents were in disagreement with opportunities for growth and advancement in the organisation.

The empirical evidence gathered from the current study is contrary to Herzberg's theory which regarded growth and advancement as a factor of motivation. The results obtained in the current study was not an isolated incident were the findings indicated that growth and advancement do not contribute towards job satisfaction. A study conducted by Parvin

and Karbin (2011) established that growth and advancement was not perceived by employees as a factor that contributed to their level of motivation and job satisfaction. The average response collected, noted that employees feel unhappy with the opportunities for advancement within the pharmaceutical sector. It was concluded from the study that growth and advancement had a direct and positive relationship on job satisfaction.

It is conclusive from the findings in the current study, literature review and finding from previous studies conducted, that growth and advancement was not found to be a factor that motivates job satisfaction in the current study.

5.3 Objective Two

This objective set out to establish the factors that influence dissatisfaction.

5.3.1 Supervisor Relationship

The current study shows that the respondents viewed their relationship with their supervisors to be good. A majority of 86.21 % (Figure 4.11) of the respondents were in agreement that they have a good relationship with their supervisor (Question 11). A mean value of 3.98 was obtained for the supervisor relationship which indicates that the respondents were in agreement that they have a good relationship with their supervisors. The empirical evidence gathered from the current study is contrary to Herzberg's Two Theory which regarded peer relationship as a factor of dissatisfaction.

Herzberg classified supervisor relationship as a hygienic factor which brought about dissatisfaction, which does not contribute to employee motivation according to the literature review. An assumption can be made based on the finding of the study, that supervisor relationships can lead one to be of the view that the supervisors (manager) have adopted the Theory Y (Aina, 2014) approach in how they perceive their subordinates to be in the workplace.

The findings of the current study were supported by Shah, Rehman, Akhtar, Zafar and Riaz (2012) who conducted a study amongst teachers and found that the highest positive

correlation amongst all factors of motivation was between the supervisor relationship and job satisfaction. Employees viewed supervisor relationship as a motivational factor which contributed towards their level of job satisfaction.

It is conclusive from the findings in the current study, literature review and finding from previous studies conducted that supervisor relationship was not found to be a factor that influence job dissatisfaction.

5.3.2 Peer Relationship

The responses gathered from the current study indicates that 96.58 % of the respondents were in agreement that they have a good relationship with their peers (Figure 4.12). A mean score of 4.25 was obtained which is the highest mean score amongst all hygiene factors (Table 4.1). This indicated that respondents were in agreement to having a good peer relationship. The respondents did not perceive peer relationship to be a hygiene factor causing dissatisfaction.

The empirical evidence gathered from the current study is contrary to Herzberg's Two Theory which regarded peer relationship as a factor of dissatisfaction. A study conducted in the pharmaceutical industry found that the peer relationship between employees influenced the employees motivation and job satisfaction in both a positive or negative way (Parvin and Karbin,2011). The mean score of 3.3 for peer relationship indicated that employees were satisfied with their peer relationship.

In a similar study conducted in the construction sector in Iran by Chevalier (2015), it was found that peer relationship amongst employees was an important motivational factor. The results of the study indicated that peer relations is of equal importance as achievement and advancement which are factors of motivation that influence job satisfaction. It is conclusive from the findings in the current study, literature review and finding from previous studies conducted that peer relationship was not found to be a factor that influence job dissatisfaction.

5.3.3 Physical Working Conditions

The current study shows 63.25 % of the respondents were in agreement that the physical working conditions are clean, safe and hygienic (Figure 4.15). This factor has a mean score of 3.5 which indicates that the respondents were in agreement with physical working conditions being clean, safe and hygienic. This is contrary to Herzberg who regarded that the physical working conditions as hygiene factor that brought about dissatisfaction of employees in the workplace. Further studies which are discussed below were in support of the finding in the current study. Waqas, Bashir, Sattar and Abdulla (2014) state that in the study conducted in Pakistan, it was noted that the working environment played a crucial role which affected the level of the employee's job satisfaction in a direct and positive way.

Ali, Edwin and Tirimba (2015) noted that working condition had a strong and positive effect on employee's job satisfaction. The employees of the Somtel group who participated in the study revealed that 83 % of the respondents who took part in the study agreed that working conditions had a strong and positive effect on their job satisfaction. This study indicated that having a positive work environment affected the employees positively which resulted in higher performance levels of the employees, this is due the fact that working conditions proved to be a motivating factor which brought about job satisfaction. It is conclusive from the findings in the current study, literature review and finding from previous studies conducted that physical working conditions was not found to be a factor that influence job dissatisfaction.

5.3.4 Salary Structure

The current study noted that 52.14 % of respondent were in disagreement with being satisfied with the salary structure within the organisation, while 35.04 % were in agreement and 12.82 % were undecided if they were satisfied with the salary structure as shown in Figure 4.14. Table 4.1 shows a mean value of 2.68 which indicates that the respondents were in disagreement with being satisfied with the salary structure. The correlation analysis indicates there is a moderate and positive relationship between salary

structure and the overall level of job satisfaction experienced by the respondents. These findings were supported by Herzberg's Two Factor Theory that classified salary structure as a source of dissatisfaction. To further support the finding of the current study researchers have identified the following key findings:

According to Ali, Edwin and Tirimba (2015) a study conducted on extrinsic rewards and job satisfaction in the telecommunications sector in Somaliland found that employees were not happy with the salary structure that was offered to them by management. Management does not use the employee's salary as a mechanism to motivate them in the work place. This proved to be a factor that brought about job dissatisfaction amongst the employees, which identified a clear and direct association between salary structure and job satisfaction. Employees who are better remunerated are much more satisfied at work and vice versa.

In the study conducted by Pandža, Deri, Galambos and Galambos. (2015) the empirical evidence showed that salary is a complex issue when being regarded as a motivational factor and found that salary received from the respondents were poorly rated as a factor of motivation. According to Pandža, et al. (2015) salary was a significant factor that contributes to dissatisfaction and further stated, that an individual who receives a high income, may not be happy or satisfied but rather indicates that they are not dissatisfied. The mean score for salary as a motivating factor of 2.4 was obtained in Postal traffic sector in Serbia by Pandža et al. (2015). It is conclusive from the findings in the current study, literature review and findings from previous studies conducted that the salary structure was found to be a factor that influences job dissatisfaction.

5.3.5 Job Security

The responses gathered from this hygiene factor indicates that 94.82 % of the respondents were in agreement that the organisation provides job security (Figure 4.15). A mean score of 4.23 (Table 4.1) was obtained indicated that the respondents were in agreement with the organisation providing job that the respondents did not perceive this as a hygiene factor. The empirical evidence gathered from the current study was contrary to Herzberg's two factor theory which identified job security as a hygiene factor.

According to Parvin and Karbin (2011) a study conducted in the pharmaceutical sector on job satisfaction found that job security influenced job satisfaction in the pharmaceutical sector. A study conducted in both the private and public sector employees indicated that in both sectors job security was viewed by employees as a vital factor of motivation (Masood,2014). The study showed that there was a positive relationship between job security and job satisfaction. Job security contributed to 9 % of the overall job satisfaction. It is conclusive from the findings in the current study, literature review and finding from previous studies conducted that job security was not found to be a factor that influence job dissatisfaction.

5.3.6 Company Policy

The responses gathered from the company policy being fair and clear (Question 16) was met with a 46.16 % of the respondents who were in agreement, 29 % who were in disagreement and 23.93 % who were undecided (Figure 4.16). The mean score of 3.16 (Table 4.1) was obtained indicated that respondents were in agreement that the company policy is fair and clear. The empirical evidence gathered from the current study was contrary to Herzberg's Two Factor Theory which regarded the company policy as a hygiene factor.

Pandŕa, et al. (2015) found that employees were motivated by the company policy and this was a factor that contributed to employee's satisfaction rather than dissatisfaction in the organisation. A study conducted amongst teaching staff in Ugandan university by Pule,Mwesigye and Mbado (2014) indicated that respondents were found to be satisfied

with the university policies regarding promotion, reward, training and development. It is conclusive from the findings in the current study, literature review and finding from previous studies conducted that company was not found to be a factor that influence job dissatisfaction.

5.4 Objective Three

This objective set out to establish the overall level of job satisfaction experienced by the respondents. Respondents were asked if overall they were satisfied with their jobs. Figure 4.17 shows that 61.52 % of the respondents were in agreement that they were satisfied with their jobs while the remainder were either undecided or in disagreement. A mean value of 3.44 (Table 4.3) indicated that the respondents were in agreement in being satisfied with their jobs.

The finding and discussion from objective two stated that the respondents were satisfied with their lower order needs according to Maslow's Needs Theory and according to objective one respondents were satisfied with their higher order needs as well. The comparison between Herzberg and Maslow as described in Chapter Two stated that individuals who were motivated by higher order needs, first have to satisfy their lower order needs. A clear link was proven based on the findings of the correlation and regression analysis which established that motivation has a direct and positive impact on job satisfaction. Taking into consideration that the respondents were satisfied by higher order needs which promotes motivation. It can be concluded that the respondents are motivated and satisfied in the work place as motivation is positively correlated with job satisfaction. Overall the respondents are in agreement that they are satisfied with their jobs. Objective three on the study was achieved which ascertained the overall level of job satisfaction.

5.5 Objective Four

This objective set out to identify the impact that motivation has on job satisfaction amongst the respondents that took part in the study. A correlation analysis was conducted to establish the relationship that existed between factors of the factors motivation, hygiene factors and the overall level of job satisfaction. A regression analysis was conducted which established how the independent variables (factors of motivation and hygiene factors) impacts the dependent variable (overall job satisfaction).

The results and discussion around both these analysis was conducted in Chapter Four, reference will be made to Tables 4.5, 4.6 and 4.7, including the discussions around them. The correlation analysis between each of the motivational factors and overall job satisfaction indicated that there was a small but positive relationship that existed with each factor of motivation and the overall level job satisfaction as shown in Table 4.7. It was noted that each relationship tested was statistically significant.

A correlation analysis was conducted between each hygiene factors and the overall level of job satisfaction which indicated that a small and positive relationship exists between each hygiene factor and the overall level of job satisfaction as shown in Table 4.7. All the relationships proved to be statistically significant, the only exception to this was the relationship between the peer relationship and the overall level of job satisfaction which was not statistically significant. The results obtained from the multiple regression analysis indicated that 42.5 % of the variation in the overall level job satisfaction was attributed from both motivational factors and hygiene factors (Figure 4.5).The multiple regression model is statistically significant at a 0.05 level of significant (Table 4.6).

Based on the empirical evidence from both the correlation and regression analysis conducted in the current study it was found that motivation has a direct and positive impact on the respondents overall level of job satisfaction. Respondents who are motivated or have high levels of motivation based on the factors which were discussed in the study will experience high levels of job satisfaction and the opposite can be said for respondents who experienced low levels of motivation will experience low levels of job satisfaction in the workplace. Previous studies conducted on the relationship and impact

that motivation had on job satisfaction are discussed below and can be used to strengthen the finding of the current study.

A study conducted on selected sales representatives concluded that motivation has a positive relationship with job satisfaction. (Ogunnaike, et al., 2014) The results from a study conducted on teachers in the public sector by Shah, et al. (2012) supported the finding of the current study conducted at eThekweni Electricity which proved a positive relationship exist between motivation and job satisfaction. The results of the study conducted by Shah, et al. (2012) on selected factors of motivation and job satisfaction were as follows:

The correlation analysis conducted between the following factors of motivation and job satisfaction yielded the following results: supervision ($r = 0.62$), rewards and recognition ($r = 0.52$), work itself ($r = 0.43$). The regression analysis between these factors of motivation and job satisfaction yielded the following results: supervision ($r = 0.4043$), rewards and recognition ($r = 0.1474$), work itself ($r = 0.2892$). The difference in values were attributed to the fact that the study was conducted in Pakistan amongst teachers in a public sector.

According to Chevalier (2015) a study conducted amongst three levels of employees namely: workers, office staff and managers at a Concrete factory in Iran highlighted that motivational factors had a significant impact on job satisfaction. According to Toe, et al. (2013) the study conducted amongst 40000 employees at IBM was to determine the correlation between job satisfaction and motivation. The study found that a positive correlation existed between job satisfaction and motivation amongst the employees at IBM. A study conducted by Scheers and Botha (2014) amongst employees and customers in a customer service environment, proved by means of a quantitative analysis, a positive correlation existed between motivation and job satisfaction amongst employees. Objective four of the study was achieved, from the evaluation based on the regression and correlation analysis it was found that motivation has a direct and positive impact on job satisfaction.

5.6 Summary

This chapter accomplished the research objectives that were outlined in the study. The factors that motivate job satisfaction were determined, factors that influence job dissatisfaction were established, the impact of motivation on job satisfaction was evaluated and the overall level of job satisfaction was ascertained. The next chapter presents the key finding of the study, recommendations and recommendations for future studies.

CHAPTER SIX

RECOMMENDATIONS AND CONCLUSION

6.1 Introduction

This chapter will explore the key findings of the study, recommendations based on the study as well as recommendations for future studies to be conducted.

6.2 Key Findings

The current study investigated a sample size of 117 employees from the target population. This was accomplished by means of stratified random sampling and research questionnaires that were distributed amongst the respondents. An extensive literature review was conducted to provide a more structured approach in analysing and interpreting the findings of the study.

The results obtained were used to establish the key findings which aided in accomplishing the research objectives set out in Chapter One. The outcomes from the current study developed the following key finding for each objectives.

6.2.1 Objective One

Amongst the motivational factor according to Herzberg's Two Factor Theory that led to job satisfaction the following was noted: Achievement ranked the highest of all factors, followed by responsibility thereafter by the work itself and lastly recognition. These factors were found to factors that motivate job satisfaction amongst the respondents. Growth and advancement was not found to be a factor that motivate job satisfaction. They are of the view that there is very little or not much room for growth and advancement within the organisation and reached a glass ceiling within the organization.

6.2.2 Objective Two

This took into account the hygiene factors which are responsible for dissatisfaction according to Herzberg's Two Factor Theory. From the study it was found that the only factor that influence job dissatisfaction was the salary structure. Hygiene factors such as supervisor and peer relationship, job security, physical working conditions, and company policy were not found to be factors that influence job dissatisfaction by the respondents as traditionally believed by Herzberg. These four factors do not bring about dissatisfaction and should not to be mistaken as factors that will lead to or improve employee motivation and job satisfaction.

6.2.3 Objective Three

This objective set out to evaluate the impact that motivation has on job satisfaction amongst the respondents. The current study established by conducting both a correlation and regression analysis that there is a positive relationship that exist between motivation and job satisfaction. The correlation analysis gave an indication that both motivational and hygiene factors have a direct and positive relationship on the overall level job satisfaction amongst respondents and the regression analysis explained that there is a relationship between independent variables and dependent variable. The relationship between the independent variables and dependent variable pointed out that 42.5 % of the variation in job satisfaction was attributed to both the motivational and hygiene factors. The findings highlighted the importance that the motivation of employees has on their overall level job satisfaction. A correlation and regression analysis was conducted and both confirm that a positive relationship exist between both variables. The more motivated the respondents were the more satisfied they are in their jobs and vice versa.

6.2.4 Objective Four

The aim of this objective was to ascertain the overall level of job satisfaction amongst the respondents by taking a practical approach, having the respondents answer if overall they are satisfied with their jobs opposed to the summation of mean scores for the motivation

and hygiene factors. It was found that 61.5 % of all respondents were in agreement that overall they were satisfied with the jobs (Figure 4.17) and a mean score of 3.44 (Table 4.3) indicates that respondents were in agreement that overall they were satisfied with their jobs

6.3 Recommendations

It is important for the organisation to have an in-depth understanding as to what exactly motivates and demotivates their employees, what brings about employee satisfaction and dissatisfaction, in order for the organisation to be successful. Having such a wealth of knowledge can assist management and policy makers within the organisation to understand what are the driving factors behind their employees.

Below is a list of recommendations that can be used to encourage management and the human resources team to help develop and empower these selected groups of employees in order to boost their levels of motivation which will have a direct and positive impact on their overall level of job satisfaction, producing higher levels of job satisfaction amongst the respondents. A workforce that is highly motivated and satisfied can be of a strategic significance to the organisation. The recommendations were based on the outcomes of the current study and can be implemented by the organisation in order to maintain and improve the level of employee satisfaction. This is presented in a practical and holistic manner. No recommendations have been made for hygiene factors such as job security as respondents view their job to be secure, the primary reason for this is that eThekweni electricity falls under the municipality which forms part of the local government structure and is not a competitive environment unlike their counterparts in other countries that are private run utilities. The changing of company policy presents its difficulties in large organisations such as the municipality. The company policy is not only applicable to employees of the electricity department but to all employees within the municipality and the findings of this current study may differ between the various divisions in the municipality, therefore recommendations to company policy should be looked at across the board in the municipality and not just one division.

6.3.1 Achievement

Achievement ranked the highest of all motivational factors and the organisations needs to maintain and improve on this factor amongst employees who do not feel a sense of achievement by considering the following:

- Making employees aware of their level of task involvement in a project by presenting a holistic view of how their contribution fits into the bigger picture.
- Have employees engage in more community based project or projects that deal with the electrification of rural areas that are being provided with electricity for the first time. This can give employees a sense of achievement as they realise how their contribution to society impacts the lives of people in a positive way.
- Create a corporate culture whereby employees realise that they are not just employees of the organisation but also customer of the organisation due to the fact they live and work in the municipal region of eThekweni. This will instil a sense of pride and achievement when undertaking their duties.

6.3.2 Responsibility

Responsibility ranked as the second highest factor of motivation amongst the respondents, to maintain and improve this rating the organisation needs to have their employees take on more responsibilities in the work place without becoming overloaded. This can be achieved by implementing the following

- Drawing up a roster which allows for the rotation of various responsibilities including managing the department under the mentorship of their supervisors.
- Grant employees full autonomy on the projects from inception to completion once it is allocated to them.

6.3.3 Work Itself

Respondents ranked the work itself as the third highest factor of motivation and the study found that the respondents agreed that they found the work meaningful, interesting and challenging.

- Managers should encourage their staff to get involved in tasks that are more interesting and challenging.
- Have employees engage in tasks that requires the use of a variety of skills to enhance their motivation.
- Employees must be given unrestricted access to the latest resources within the boundary of their job description. This will enhance the effectiveness and productivity of employees and make their work more enjoyable.

6.3.4 Recognition

- The organisation should introduce a culture of recognition whereby on a weekly or monthly basis employees from each department receive some form of recognition for their contribution.
- Managers need to acknowledge employees on a daily basis by means of appraisal for the excellent work they have performed. This can be both a morale booster and a form of enhancing the employee's intrinsic motivation.
- The organisation should put in place a system of rewards for employees who are recognised for their outstanding performance.

6.3.5 Growth and Advancement

This factor had the lowest mean score and indicated that respondents do not view this as a factor that motivates them. Employees may feel that they have reached a glass ceiling within the organisation and cannot progress beyond their current position. The organisation will need to address this factor both with caution and seriousness as this can eventually turn out to be a push factor which will lead staff to exit the organisation. The following can be taken into consideration:

- Managers can sit down and engage with their employees on a one on one basis to discuss and implement a progression plan with regular feedback meetings.
- The organisation needs to encourage their staff to obtain any form of additional qualification that is justifiable in assisting employees to grow and advance not only in eThekweni Electricity but also within eThekweni Municipality.

6.3.6 Peer Relationship

The respondents revealed that they have a good peer relationship and this is contrary to Herzberg's classification of peer relationship as a hygiene factor. This needs to be maintained and improved in order to remove job dissatisfaction. The following can be implemented.

- Employees can engage in team building activities on a regular basis to strengthen peer relations.
- The organisation or each department can have social events whereby employees can include their families, this can create an atmosphere where all employees feel more like members of a family. This can create a sense of warmth amongst employees.
- Management needs to encourage more team based work activities in the each department to enhance and strengthen peer relations.

6.3.7 Supervisor Relationship

The study shows that the respondents have a good relationship with their supervisors and this is contrary to Herzberg's classification of supervisor relationship as a hygiene factor. This needs to be maintained and improved in order to remove job dissatisfaction. The following can be implemented:

- Supervisors should promote an open door policy this displays high levels of integrity and trust with their staff.

- Supervisors should attend advance training on motivation and leadership and find mechanisms that is best suited to be implemented in their departments.
- Supervisors need to make themselves visible to their employee's without being autocratic at the same time. This ensure that employees do not view their supervisors as absent managers thus causing a breakdown in relations between staff and supervisors.

6.3.8 Physical Working Conditions

Respondents did not view the physical working conditions as a hygiene factor but viewed it as being safe and clean. Management needs to take into account the need to alter the working environment of both the physical and social aspect where it is possible to enhance the level of job satisfaction amongst employees. This can be achieved in the following manner namely:

- An ergonomic design of the employees work space.
- Include an adequate level of lighting in the work place.
- Reduction in noise levels in the office environment.

This is possible to accomplish in the office environment however it is much more difficult to accomplish for those workers who are field bound. Many factors come into play for field works such that the physical location where the actual work is taking place, adequate water and sanitation being provided, third party contractor who are allocated to maintain such location.

6.3.9 Salary Structure

The respondent indicated that the salary structure brought about dissatisfaction. The organisations needs to review the existing salary structure. They can use the salary structure as a mechanism to motivate and retain staff by reviewing the following:

- Offering more market related salaries however it will be met with difficulty as the salary scales are not just applicable to the electricity department but applicable across the municipality.
- Increase the employee's scarce skills allowance annually.
- Offer a special allowance for people who are in key strategic and operational positions that are vital to the organisation.
- Employees should be given allowances for the training, development, progression of junior staff and employees who are on full time training programs which will eventually lead to permanent employment as engineers, technicians and technologists.

6.4 Future Recommendations

This study included a select group of employees that make up part of the engineering workforce within eThekweni Electricity. Certain groups of employees such as artisans, clerk of works, superintendents and technical officers had been excluded from the study. A future study on either motivation or job satisfaction can include these groups of employees who were excluded.

A mixed methods approach can be implemented in a future study, such as the use of open ended questions which will allow future researchers to reveal in-depth and richer information regarding how employees feel towards their levels of motivation and job satisfaction.

Management can be included in the study to express their viewpoints regarding motivation and or job satisfaction experienced by their staff member and can provide valuable insights on how to go about motivating staff from a more practical point of view whilst keeping within the policy and boundaries of the organisation.

The current study used Herzberg's Two Factor Theory to examine motivation and the impact it has on job satisfaction. Future researcher can examine the same cause and effect relationship between motivation and job satisfaction within the organisation using

other motivation theories such as Maslow's Theory of Needs or Vroom's Expectancy Theory amongst many others.

A more comparative study can be conducted between departments or between different groups of engineering staff. This provides vital insight to which category of staff or departments are more motivated and experiences higher levels of job satisfaction than the others.

6.5 Summary

The study achieved all the research objectives that were set out. The findings of the study determined the factors that motivate job satisfaction, the factors that influence job dissatisfaction, evaluated the impact that motivation has on job satisfaction and ascertained the overall level of job satisfaction. Recommendations were presented on how to improve job satisfaction by addressing each of the motivational and hygiene factors. It is conclusive from the study that by having a motivated workforce, leads to positive results such as employee retention. Organisations need to include a strategic human resource plan which can be incorporated into the overall strategy for the organisation to create a winning formula.

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APPENDIX 1 : INFORMED CONCENT

Informed Consent Letter 3C

**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

Dear Respondent,

MBA Research Project
Researcher: Jarred Paulsen -0725832965
Supervisor: Dr L.N.Govender - 0312607048
Research Office: Ms P Ximba 031-2603587

I, Jarred Irwin Paulsen an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu Natal. You are invited to participate in a research project entitled Impact of Motivation on Job Satisfaction amongst selected employees at eThekweni Electricity. The aim of this study is to: Determine the following

- The factors that motivate job satisfaction
- The factors that influence job dissatisfaction
- The overall level of job satisfaction
- The impact motivation has on job satisfaction

Through your participation I hope to understand how factors of motivation impact on job satisfaction. The results of the focus group are intended to contribute to management decision making. 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 10 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: Jarred Paulsen -0725832965
Supervisor: Dr L.N.Govender - 0312607048
Research Office: Ms P Ximba 031-2603587

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

APPENDIX 2 : QUESTIONNAIRE

Impact of Motivation on Job Satisfaction

Section A Demographic Information

1. What is your gender?

Male

Female

☐☐

2. What is your age?

18 to 24

25 to 34

35 to 44

45 to 54

55 to 64

65 to 74

☐☐☐☐☐☐

3. What is your race ?

African

Indian

Colored

White

☐☐☐☐

4. What is your current position ?

Technician

Technologist

Engineer

☐☐☐

5. What is your qualification ?

Bsc Degree

BTech Degree

National Diploma

National Higher Diploma

Other

☐☐☐☐☐

Other (please specify)

Impact of Motivation on Job Satisfaction

Section B Motivational Factors

Indicate which factors increases your level of job satisfaction

6. Do you feel a sense of achievement on completion of your task ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

7. Do you receive recognition for the work you perform ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

8. Do you find the work meaningful, interesting and challenging ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

9. You are given complete responsibility for your work ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

10. There are opportunities for growth and advancement in the organisation ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

Impact of Motivation on Job Satisfaction

Section C Hygiene Factors

Indicate which of these factors cause job dissatisfaction

11. I have a good relationship with supervisor ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

12. I have a good relationship with my peers ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

13. The physical working conditions are safe, clean and hygienic?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

14. I am satisfied with the salary structure ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

15. My organisation provides job security ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

16. The company policy is fair and clear ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

Impact of Motivation on Job Satisfaction

Section D- Job Satisfaction

17. Overall I am Satisfied with my job ?

Strongly Disagree

Disagree

Undecided

Agree

Strongly Agree

☐☐☐☐☐

APPENDIX 3 : ETHICAL CLEARANCE

01 July 2016

Mr Jarred Irwin Paulsen (214579163)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Paulsen,

Protocol reference number: HSS/0640/016M

Project title: Impact of Motivation on Job Satisfaction amongst selected employees at eThekweni Electricity

Full Approval – Expedited Application

With regards to your application received on 26 May 2016. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and **FULL APPROVAL** for the protocol has been granted.

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

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

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

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

Yours faithfully



.....
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr LN Govender
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

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Website: www.ukzn.ac.za



APPENDIX 4 : EDITORS LETTER

Professional Editors (South Africa)

To: Jarred Paulsen

Email: rwnpaulsen@gmail.com / paulsenj@elec.durban.gov.za

Number: 0725832965

From: Valentina Govender

Email: valentinagovender04@gmail.com

Number: 0744046913 / 0627647363

30 January 2017

Please accept this letter in lieu of work completed. MBA thesis (132 pages) due by 31 January 2017. The entire document has been improved with due effort. Editing was carried out according to the scope and criteria as per candidate's instructions.

1. Sentence structure, correction of grammar, clarification of expression and spelling.
2. Logical flow of ideas throughout the document.
3. The abstract has been reworked and inserted before the commencement of chapter 1.
6. The reference list has been checked cosmetically.
7. Formatting of the text has been carried out along with insertions of figure and table captions and the appropriate re-sizing of figures and tables.

I trust that you may find the work satisfactory as per our discussed expectations. Please direct any queries to me via email or WhatsApp. I wish you all the best in your submissions and in the completion of your degree..

Thank you kindly,

Valentina Govender

Professional Editor and Writer (South Africa)

CEO – Magnify Mega Media

APPENDIX 5 : TURNITIN REPORT

01 July 2016

Mr Jarred Irwin Paulsen (214579163)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Paulsen,

Protocol reference number: HSS/0640/016M

Project title: Impact of Motivation on Job Satisfaction amongst selected employees at eThekweni Electricity

Full Approval – Expedited Application

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