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Bachelor of Commerce Honours in Management

**TITLE: The Perceived Impact of Employee Motivation on the Productivity of
Millennials (Generation Y) in the Workplace.**

A RESEARCH PROPOSAL BY:

Full names: MAMODUPI MOFOKENG

Student No: 16007668

Supervisor: Aarifah Razak

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ABSTRACT

Employee motivation is positive work behaviour and willingness towards carrying out organisational objectives. It is a concept that has been considered ever since the discovery of Maslow's Hierarchy of Needs in the 1950s. Firms tend to profit from employee motivation, the main advantage being improved productivity (include a statistic here). Even though there is previous literature regarding employee motivation, there is less known about millennial employee motivation in particular. The purpose of this study was to access the perceived impact of employee motivation on the productivity of millennials or Generation Y employees in the work place. Qualitative questionnaires were given out to five participants, all of whom are employees. It was found that employee motivation does not impact a millennial employee's productivity. There are other factors that need to be considered such as – passion and genuine love for the work at hand. Thus, the results suggest that employee motivation does not influence millennial productivity within the workplace.

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1. INTRODUCTION

1.1. Contextualisation

Motivation can influence people's behaviour, which will in return, affect the general productivity rate within a company. Motivated employees are more eager to perform tasks and always strive to deliver excellent results (Ali and Ahmed, 2009). However, according to Legault (2016), employees that are poorly motivated or not motivated at all tend to be discouraged; and this is indicated by their productivity.

Millennials, or Generation Y, are born in or after the 1980s and they entered the labour market in the 2000s (Morrell, 2018; Pyöriä, Ojala, Saari and Järvinen, 2017). According to Howee and Strauss (2012), Millennials often perceive work as one of the utmost important element in terms of building a career. Thus making it essential to create an environment whereby Millennials will be able to deliver and perform well within the organisation.

The term "employee productivity" is an assessment of the efficiency of a worker (Roos and Van Eeden, 2018). Millennials are mostly productive, according to the Harvard Business Review (2016) 72% of employed millennials are productive in their workplaces, compared to 51% of the older generations (Črešnar, 2020; Harvard Business Review, 2016). In South Africa, specifically Johannesburg, millennials make up 50% of the workforce (Statistics SA, 2020). There is limited statistical evidence in regards to illustrating the productivity of millennials in South Africa. However, there is evidence showing that 62% of South African employees are not motivated; and the remaining 38% are motivated (Nkomo, 2013). Thus showing that majority of millennial (Generation Y) employees in South Africa are not motivated.

Millennials voluntarily change jobs occasionally and majority of them are not committed to their work due a lack of motivation. In South Africa this case is an issue but In addition, they are also not productive because of low motivation in the workplace. This is an issue considering the fact that Millennials are slowly becoming the dominating generation in the workforce. The researcher therefore noticed a gap between the lack of motivation among millennial employees that eventually drives them to readily change jobs and their productivity within the organisation is therefore

compromised. Since there is a relationship between motivation and productivity, plus majority of the labour market is Millennials, the study of the impact of employee motivation on the productivity of Millennials in the workplace is imperative.

The relevance of this study and the research problem are discussed in this report, plus, the study's research question and objectives are defined. Previous literature conducted on this study is reviewed and a theoretical framework for the study is provided. In addition, key concepts of the study are thoroughly defined and the research methodology and design are discoursed. The data collection method and data analysis method relevant to this study are defined and exhaustively explained. Following this, the research report details its presentation of findings and further concludes by relating them to the research problem and objectives. Lastly, the researcher will outline the ethical considerations, limitations and recommendations for future use.

1.2. Rationale and Revelavance

Motivating employees may be a critical factor in ensuring that an organisation thrives and succeeds in an increasingly competitive environment (Govender & Parumasur, 2010). Mahdikhani and Iran (2016) broadly define motivation as the attribute that drives us to do or not to do something. The concept of employee motivation entails enabling the employee to become enthusiastic about his/her work and intensifying his/her desire or willingness to contribute to the achievement of the organisation's objectives (Sandhu, Iqbal, Ali & Sajid, 2017).

Employee productivity, according to Sandhu et al, essentially depend on factors like: appreciation, employee satisfaction, compensation, job security and organisation structure. Roos and Van Eeden (2018) propose similar views by stating that the determinants of employee productivity include job satisfaction, remuneration packages, physical work conditions and organisational functioning. According to Maslow (1954), those factors can also be described as motives that increase motivation, if they are completed or initiated by the employers. Therefore, a default in these aspects will cause poor employee productivity (Huitt, 2007). With that

mentioned, we can conclude that staff motivation has a high influence on employee productivity (Sandhu et al).

Nonetheless, despite of the above, the fact that majority of the current workforce is made of the generation Y employees and the reason why they are going to be the driving force of organisations going forward is because they have a 4IR mindset (Kaifi, 2012; Hewlett, 2009), the rationale of this study is to assess the perceived impact of employee motivation on the productivity of millennials or Generation Y employees in the workplace. In addition, to examine their different types of motivation needs to increase productivity in the Generation Y employees in the workplace.

The knowledge obtained from the research could be used by the Board of Directors and managers to improve employee productivity within the Information Technology Company, especially amongst the Generation Y employees. It could be used in guiding policy formulation, especially those geared towards improving employee motivation.

1.3. Problem Statement

Employee motivation and productivity are thought provoking concepts, that are not new in the business environment and have been widely researched. The relationship between the two concepts justified in various occasions, with employee motivation being considered as a force that drives the employees toward attaining specific goals and objectives or the organisation. Motivation is also seen as important in the organisation to boost morale among employees. Also, motivated employees help the organisation to become more successful because motivated employees are consistently looking forward to improving their productivity rate. (Ali & Ahmed, 2009; Said, Zaidee, Zahari, Ali and Salleh 2017:632; Bawa 2017:663).

From the above, it is clear that there is a link between motivation and employee productivity, however, with the changing environment more and more companies' workforce is made up of millennials leaving one wondering how does employee motivation impact on the productivity of millennials in the workplace. According to (Howee and Strauss 2012), Generation Y or millennials think that work is one of the

most important things in order to build a career. Millennials hold slightly different attitudes towards work when compared with previous generations. They more readily change jobs and are generally less committed to their organisations, with an estimated 66% of millennials employees planning to leave their currant company within five years (Morell, 2019). So although there is a clear link between motivation and productivity, given that the majority of employees making the workforce are millennials or generation y, it is imperative that one looks into the impact of employee motivation on the productivity of millennials in the workplace.

1.4. Purpose Statement

The purpose of this study was to access the perceived impact of employee motivation on productivity of millennials or Generation Y employees in the work place. This means that the study is explored the perceptions of millennial employees on motivation, more specifically in terms of the culture produced by management within the Information Technology (IT) organisation. The purpose of this study was to observe perceptions and furthermore create awareness of the impact of motivation in the workplace. The findings of this study provided information and advice to companies. They also gave insight to management of organisations, in terms of where they stand with employee motivation. Future millennial employees will therefore also benefit from the outcome of this study.

1.5. Research Question

Main Question:

How does employee motivation impact on the productivity of Millennial's or Generation Y employees in the workplace?

Sub-questions:

- I) What type of motivation do Millennials find attractive in order to become productive?
- II) Why do academic scholars believe that it is important to motivate employees in order for them to function fully?

1.6. Objectives

The specific objectives of this study are:

- I) To provide a broad overview of employee motivation and productivity in the workplace.
- II) To assess the link between employee motivation and productivity in the workplace.
- III) To examine the perceived impact of employee motivation on the productivity of Millennials or Generation Y employees in the workplace.
- IV) To provide recommendations to managers in organisations to advance employee motivation.

2. LITERATURE REVIEW

2.1. Theoretical foundation and how it links to the research problem

Abraham Maslow is said to be one of the fathers of motivation and human psychology (Aruma and Hanachor, 2017). He was a famous psychologist who contributed to massively in the study of human behaviour and growth development (Huitt, 2007). Abraham Maslow developed the original Hierarchy of Needs model in 1954, it was first published in *Motivation and Personality*, Maslow's book (Zalenski and Raspa, 2006).

2.1.1. Maslow's Hierarchy of Needs

Maslow's Hierarchy of needs is a theory that identifies physiological needs, security needs, social needs, esteem needs and self-actualisation (Zalenski and Raspa, 2006). Maslow upgraded the Hierarchy of needs, however, these five levels are the original elements (Maslow 1954, 1967, 1987). Abraham Maslow propounded this theory to illustrate the five level needs that people need to be fully motivated (Aruma and Hanachor, 2017). According to Zalenski and Raspa (2006) the five level of needs are organised from the most basic need, which deals with the most obvious needs of survival itself, to the more luxury needs. This human need priority suggests that one need has to become satisfied before the next upper level can be considered (Huitt, 2007). As stated in this study, motivation is essential in order to improve productivity from employees.

The leading idea of this theory is that human beings need to have a set of five levels of needs met in order for them to be motivated to engage efficiently in all aspects of their lives. Steer and Porter (2016) and Huitt (2007) agree by stating that Maslow's theory shows that people need to be recognised and can perform better if they can see themselves as part of the organisation for example by participating in organisational decision making. This study aims to discover the perceived impact of employee motivation on productivity of millennials, or Generation Y, in the workplace. Even though Gruenberg (2004) suggests that some needs can be met, for example safety needs, and some not and the individual will still do as expected, the theory acknowledges that if people/employees are not satisfied in all the five levels of needs, they cannot yield excellent results required from them, especially if the first need is not met.

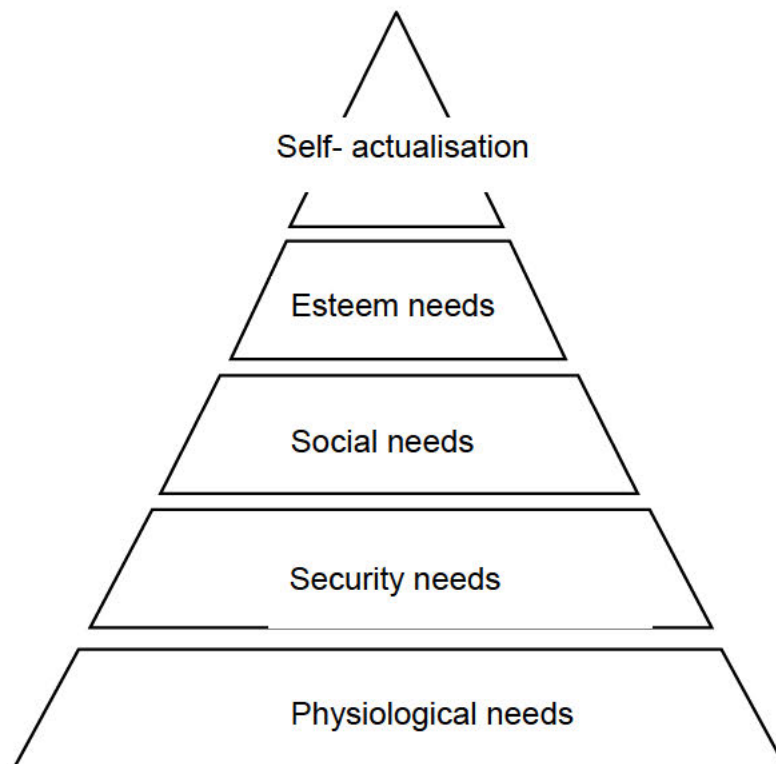


Figure 1.1: Deepröse, D. (2003). Maslow's Hierarchy of Needs: Smart things to know about Motivation. Oxford: Capstone Publishing Limited.

This five-stage model can be separated into deficiency needs and growth needs. (McLeod, 2018). The first four levels, according to McLeod (2018), are frequently stated to as deficiency needs (D-needs), and the top level is recognised as growth or being needs (B-needs).

The first level of need is basically essential survival necessities, its factors are hunger, shelter, thirst and bodily comforts (Huitt, 2007). Physiological needs are the most important needs and if they are not satisfied, the human body will not be able to fulfil purpose (McLeod, 2018). If this first level of need is not satisfied, absenteeism can become a predominant issue, thus causing productivity to be low (Low and Pt, 2018). Security needs, according to McLeod, include protection from elements, safety, stability and order. This second level of needs, which is security needs, essentially deals with protection from chaotic life situations such as social disorder and insecurity of life itself or other important aspects like employment (Aruma and Hanachor, 2017). Since safety includes job security, in a working environment whereby there is poor management or there is a period of lay-offs, employees can experience stress. Therefore making productivity suffer (Low and Pt, 2018).

The third set of needs, social needs, involves feelings of fitting in (McLeod, 2018). Factors include: friendship, trust and acceptance, engaging in work groups and affection (Aruma and Hanachor, 2017). Employees who feel part of a community and who genuinely feel cared are more likely to flourish in the workplace, which means, their productivity rate will increase (Low and Pt, 2018). The fourth need in Maslow's Hierarchy of needs is esteem needs. This need involves two main classifications, namely, esteem for oneself and the longing to acquire respect from other people (McLeod, 2018). In this level of need, employees are secure about their roles in the organisation and about themselves, this increases their self-confidence and in return increases productivity (Low and Pt, 2018). Self-actualisation is the last need on top of the pyramid, it deals with realising ones potential and also the achievement of personal life goals and aspirations (McLeod, 2018). People have the urge to develop their skills, mainly so that they can be the best in that division and possibly get recognition (Aruma and Hanachor, 2017). Stress is relatively low in this level of need and productivity is high (Low and Pt, 2018).

Despite the fact that Maslow's Hierarchy of needs is argued to be the basis for human survival and growth, the needs can also be described as a solid foundation in terms of achieving employee motivation and organisations ultimately become productive. When employees chronically spend forty hours a week in the workplace, it is essential to make them feel like they fit in, feel comfortable and that they are valuable assets in the organisation. McLeod (2018) agrees by indicating that the need for interpersonal relationships with employers and colleagues motivate positive behaviour. However in this study, the researcher evaluated Millennials and how they perceived motivation in the workplace. Since Millennials are a different breed than previous generations, they expect to engage in the workplace and also be responsible for social networking rather than meeting the goals of the employer. Also, other generations mainly pursue prosperity (Wiggins, 2016). But Millennials on the other hand seek fulfilling experiences and work-team engagement.

2.1.2. Hertzberg's Motivation-Hygiene Theory

Frederick Hertzberg created his Motivation-Hygiene Theory in 1959; and he created it by conducting a job analysis experiment with a population size of two hundred engineers (Hertzberg, 1968). Hertzberg's Motivation-Hygiene Theory, also called Hertzberg's Two-Factor Theory, is divided into two categories (Riley, 2005) according to Bassett-Jones (2005), this theory is based on two factors: motivation and hygiene. Hygiene factors consist of more physical needs such as job security, salary and benefits (Bassett-Jones, 2005); whereas motivation factors are more job orientated and they include needs such as achievement, responsibility, advancement and the opportunity to grow as an individual (Riley, 2005).

Intrinsic and extrinsic motivators are being applied and differentiated in this theory (Bassett-Jones, 2005). Riley (2005) pronounces that intrinsic motivators include factors in the motivation category of the theory, they deal with what people actually do and their achievements in their workplace. Extrinsic motivators are factors that the employee cannot regulate, they more focussed on the organisational culture of the organisation (Riley, 2005). Acar (2015) pronounces that Millennials or Generation Y, are more motivated by extrinsic factors rather than intrinsic factors. However, Gursoy,

Maier and Chi (2010) disagree by stating that Millennials are more interested in the experiences created in the workplace and the interpersonal relationships, which build into more meaningful relationships, than the job related factors. This theory is applicable to this study because Frederick Herzberg's study of workplace motivation and employee attitude enabled him to make an assumption that these two factors can either improve employee motivation if they are met, or hinder it if they are not considered.

2.2. Review of previous literature

This section in the study provided an analysis of previous literature conducted in the area of employee motivation. In order to understand rewards, it is essential to first comprehend the concept of motivation (Salie and Schlechter, 2012). With that mentioned, this chapter discussed what motivation entails, employee motivation and the advantages and disadvantages of employee motivation. It also mentioned millennial (Generation Y) productivity, what it means and the relationship between motivation and employee productivity. In addition, the content of this section included an analysis of millennials as employees and how they perform in the workplace, including identifying the relationship between employee motivation and productivity. Lastly, the impact of employee motivation and productivity on Millennials (Generation Y) is evaluated.

2.2.1. What is motivation?

The word motivate is frequently used in the context of management as a transitory word that brings about change. A transformation takes in place whereby the motivated party needs to be encouraged to perform an activity in which he/she would not do otherwise (Ganta, 2014).

According to Legault (2016), motivation can be described as the desire or willingness to do something. It derives from the equal collaboration of conscious and unconscious influences including the strength of the individual's need (Ganta, 2014). In addition, motivation can be described as the personal urge to satisfy a need by improving a behaviour or a way of doing something (Dobre, 2013). Lai (2015) pronounces something similar by stating that motivation is an act that gives a person a reason to

do something, or gives an explanation for why an individual repeatedly acts a certain way.

Motivation is a very multifaceted notion, it does not just deal with the two types of motivation (Intrinsic and extrinsic), but it is dependent on the individual's expectations and personality as well (Ganta, 2014). According to Legault (2016), intrinsic motivation can be described as an engagement in behaviour that is naturally enjoyable or satisfying and is not dependant on any result. It deals with psychological factors such as achievement, receiving appreciation and being treated in a thoughtful manner (Lai, 2015). Intrinsic motivation is also derived from a person's desire to gain knowledge and explore self-values (Nguyen, 2017). Extrinsic motivation refers to performance of behaviour that is primarily dependent upon the achievement of an outcome, it is performed in order to attain another outcome (Lai, 2015). It is driven from internal and external factors. However, it mostly contains external factors such as salary, job benefits and competitions (Lai, 2015). According to Ganta (2014), extrinsic motivators are also described as tangible rewards and they are usually outside of the employee's control.

There has been a lot of research done on motivation by scholars. The following are examples of previous research that have been conducted: The influence of employee motivation on productivity in a merged real estate environment, Workplace motivating factors, Motivation, Productivity and change management, Motivating strategies for performance and productivity and of course the studies from the two well-known fathers of motivation, Maslow and Hertzberg (Swart, 2010; Clark and Patrick, 2017; Benson, 2008; Champagne and MCafee, 1989; Maslow, 1943; Hertzberg, 1968).

All the above mentioned studies and theories have been empirically tested. Maslow's Hierarchy of Needs was one of the first theories that were tested (Bawa, 2017). One example of how it was tested was that scholars and critics wanted to see if the theory was only applicable to the American culture (since Maslow grew up in New York and developed the theory in Madison, United States of America) only or to other cultures around the world too (Bawa, 2017). The results showed that the needs that Maslow identified were globally accepted and appreciated, however, they differ from culture to culture. There is limited research about how they relate and apply to Millennials in

general and millennial employees. This study will therefore focus on the perceived impact of employee motivation on productivity of Millennials in the workplace.

2.2.2. Employee Motivation

Employee motivation has always been a crucial problem for managers, it is very important for them to understand and apply it correctly to each and every employee (Ganta, 2014). Unmotivated employees, or employees that do not get their needs met at work, tend to not put effort in the tasks that they are given (Ganta, 2014). Nguyen (2017) states a similar argument by saying that unmotivated employees usually neglect certain duties or procrastinate completing them, avoid the workplace if given the opportunity or simply just resign from the job post. Motivated employees however tend to always show enthusiasm towards their work and they aim to produce excellent results (Ganta, 2014). Motivation transpires from a need, needs form desires to accomplish goals (Jain, Gupta and Bindal, 2019). Thus in terms of motivation, it contains three main fundamentals namely; needs, encouragement and goals. Based on the description above and previous literature, it can be concluded that employee motivation is positive work behaviour and willingness toward completing organisational objectives.

Despite intrinsic and extrinsic motivators, employees can also be motivated by training and development (Bawa, 2017). Aibievi (2014) conducted a research study with the topic: The impact of training and development on employee motivation. The study showed that there is indeed a relationship between training and motivation, it showed a positive correlation between the two concepts. A different study conducted by Ng, Schweitzer and Lyons (2010) pursued to study the Millennial generation, specifically the expectations they have on different fields. They discovered that this unique generation rated the opportunities of job advancements, engagement and establishing interpersonal relationships higher than receiving a salary and job security. Thus meaning that Millennials (Generation Y) prefer intrinsic motivators than extrinsic.

Employee morale in the workplace is dependant on motivation (DeCenzo and Robbins, 2010). Gredler, Broussard and Garrison (2014) pronounce that management in organisations mainly motivate employees by ensuring that there are engagement

forums or opportunities and the also create incentives that include cash mostly. However this report has shown evidence that monetary spurs are not always effective. In terms of this study, Millennials are said to be different hence they prefer motivators in the social context (Schweitzer and Lyons, 2010)

2.2.3. Advantages and disadvantages of employee motivation

Job satisfaction and other work-related outcomes such as productivity and organisational loyalty are dependent by employee motivation (Turkmenoglu, 2019). According to Gkorezis and Petridou (2008), businesses can survive and thrive even if they only obtain empowered and motivated employees. In terms of deeply addressing the context at hand, there is previous literature stating the advantages and disadvantages of employee motivation. They will be discussed in the following.

Organisations tend to also benefit from employee motivation, the main one is obviously increased productivity from employees (Turkmenoglu, 2019). Motivated employees tend to be more creative and innovative in the way they complete their required tasks in the workplace and their enthusiasm towards work increases (Gkorezis and Pertidou, 2008; Ganta, 2014; Jain, Gupta and Bindal, 2019). Customer service from motivated employees tends to improve (Turkmenoglu, 2019). They feel more confident to engage and with customers and they give proper responses, not quick ones. Turkmenoglu (2019) also pronounces that employee motivation creates a forum for competitiveness within the company and this is beneficial for the organisation because employees bring forth new ideas. Since Millennials prefer social context, they would gladly participate. With the above mentioned, we can conclude that organisations, managers and leaders need to understand employee motivation and be able to create it with their employees because it is beneficial.

Studies have shown that, even though organisations have advantages in terms of employee motivation. They also experience some drawbacks (Turkmenoglu, 2019). According to Scot, Bishop and Xiangming (2008) motivated employees tend to be recognised, appreciated more and given attention because they produce good results, this therefore enables them to acquire more responsibility. With more responsibility, the employee may feel obligated to make decisions, since they will be confident. This

sense of power may create disintegration of power in the management level within the organisational environment. (Turmenoglu, 2019; Gkorezis and Pertidou, 2008). Another disadvantage is that managers may find it difficult to manage overly motivated employees. According to Turmenoglu, 2019), highly motivated employees require less supervision and guide from their managers. It is effective to have motivated employees to increase performance and therefore increasing productivity. However, high risk failures may occur if employees are not supervised.

Employees are the one party that benefit more in this equation (Gkorezis and Pertidou, 2008). Motivated employees get acknowledged because of their work ethic and excellent results, this in return makes them feel a sense of achievement and belonging (Scot, Bishop and Xiangming, 2008). Since motivation is connected to needs that are met, employees get their needs met and this enables them to become motivated (Aruma and Hanachor, 2017; Zalenski and Raspa, 2006; Maslow, 1943). As employees get more and more of their needs met, they move up the Maslow Hierarchy of Needs and ultimately get to the top level, which is the self-actualisation need, and every human wants to get to this level (Maslow, 1943). Morale among motivated employee can also be increased by motivation from the employers, willingness to do more will therefore be present (Ali and Ahmed, 2009).

The disadvantages of motivation for employees could be the following; from previous literature, it has been illustrated that employers find it difficult to identify employees' individual needs and thereafter motivate them according to their desires (Lai, 2015). Highly motivated employees might develop negative traits from the organisational environment (Turmenoglu, 2019). They may develop pride and have a narcissistic self-image.

2.2.4. Millennial (Generation Y) productivity

All employees have their own needs that need to be met, in order for them to be motivated to complete required tasks in the workplace (DeCenzo and Robbins, 2010). According to Gredler, Broussard and Garrison (2014) organisations need to identify their employees' needs so that they can be capable of motivating them, which will in return improve their productivity in the office. The assessment of the efficiency of

workers can be described as employee productivity (Roos and Van Eeden, 2018). Productivity may be assessed in terms of the output of an employee in a specific time period (Sherlekar, 2010).

Millennials are attracted to intrinsic motivators than extrinsic motivators (Gursoy, Maier and Chi, 2010). Even though Millennials always look after their own needs and interests first (Aruma and Hanachor, 2017), the organisation's objectives and personal productivity will be a priority for them since they strive for best results. Since there is a correlation between motivation and productivity. Millennial employee productivity can be measured by calculating the labour productivity equation, which is total output divided by total input. The average employee is productive for only three hours a day (DeCenzo and Robbins, 2010), but according to previous scholars, Millennials are productive for three and a half, close to four hours a day (DeCenzo and Robbins, 2010). This study will include an illustration of how their performance is determined by the motivators put in place by the organisation.

This phenomenon emphasises on the perceptions of the Millennials generation as employees in the workplace and it has come to the researcher's attention that in today's society Millennials have a high rate of employee turnover. They eagerly change jobs often and seek out career opportunities way more than other generations (Morrell, 2018). There is an abundant amount of literature and theories that state factors that are needed to motivate employees (Maslow, 1943; Herzberg, 1968) however, there is a lack of organisations actually implementing or applying these factors to their employees

2.2.5. The link between Motivation and Productivity

From the definitions and theories discussed about motivation, one common denominator is that all employees have needs (Maslow, 1943; Herzberg, 1968; Lai, 2015). These needs can be met by the organisation by allocating more effort and time into aspects such as; training, creating engagement forums, giving out bonuses and establishing more permanent job posts (Swart, 2010).

Numerous previous authors have concluded in their studies that an accomplished and motivated person can produce more and do more willingly (Turkenoglu, 2019; Gkorezis and Pertidou, 2008; Ganta, 2014; Jain, Gupta and Bindal, 2019). Albano (2014) however argues that in the same way that motivation can encourage an individual do perform more, an accomplished person through productivity can be motivated to do more. Employees feel appreciated when they are motivated and it also makes them feel like their contribution to productivity is valuable to the organisation (Dobre, 2013). From the above, it is clear that there is a relationship between motivation and relationship.

2.2.6. An analysis of millennials as employees and how they perform within the workplace.

As mentioned above, more and more millennials are entering the workforce so organisations must understand how the millennials, Generation Y, compare work environments with older generations like the Baby Boomers or Generation X. According to Cahill and Sedrak (2010), older generations prefer extrinsic, or financial incentives, than intrinsic motivators and they also prefer having a boss that has ambition. Millennials on the other hand, prefer managers who care about them more than anything else (Cahill and Sedrak, 2010). Studies have indicated that millennials have different approaches and attitudes towards work as compared to other generations (Morrell, 2018).

According to previous authors, each generation favour different leadership styles, millennials prefer flexible leadership styles and older generations prefer a combination of a less strict leadership style and one that allows them to voice out their opinion and be heard (Andert, 2011; Hauw and Vos, 2010). Millennials take awareness in engagement and eloquent experiences in the workplace, in addition, they are more technological than other generations (Nichols and Smith, 2018). Millennials, according to Cahill and Sedrak (2010) are also generally more confident in the workplace than other generations. Therefore they generally enter the workforce with an eager attitude and outlook that other generations. Thus making them more enthusiastic on increasing productivity.

2.3. Conceptualisation

2.3.1. Motivation

Gredler, Broussard and Garrison (2014) broadly define motivation as the attribute that drives us to do or not to do something. The concept of motivation, and its relevant theories (Maslow's Hierarchy of Needs and Hertzberg's Motivation-Hygiene Theory) will be used in this study to explain the perceived impact of employee motivation on the productivity of millennials (Generation Y) in the workplace.

2.3.2. Productivity

Although motivation cannot be observed directly, it leads to observable outcome such as productivity (Sherlekar, 2010). Productivity, according to Sherlekar (2010), can be described as the relationship between input and output. Millennial productivity in the workplace will be evaluated in terms of the measurement of employee motivation within an Information Technology company in South Africa.

2.3.3. Millennials or Generation Y employees

The Millennial generation is the largest generation in the workforce out of all four generations including the Silent generation (born between 1928-1945), the Baby Boomer generation (born between 1946-1964) and the Generation X (born between 1965-1982) (Morrell, 2018).

3. RESEARCH DESIGN AND METHDOLOGY

3.1. Outline of research paradigm

In science and philosophy, a paradigm is a distinct set of concepts or thought patterns, including theories, research methods and principles for what establishes legitimate contributions to a field (Wilder, 2015). According to Mertens (2012) Thomas Kuhn brought the term paradigm into the world of academics in his book, *The Structure of Scientific Revolutions*, he gave it a meaning that categorized a paradigm as a worldview that incorporated the beliefs of researchers and scientists. Lincoln and Guba (2005) agree with Thomas Kuhn by declaring that a paradigm comprises of four elements, namely, epistemology, ontology, methodology and axiology. It is important to understand these elements because they all embrace their own norms, beliefs and values (Kivunja and Kuyini, 2017).

According to Kivunja and Kuyini (2017), epistemology in research is used to describe how we come to know something and how we know the truth or reality; or as Cooksey and McDonald (2019) put it, what tallies as knowledge within the world. It mainly focuses on human knowledge and behaviour that the researcher can acquire in order to expand and deepen the understanding of the phenomena (Kivunja and Kuyini, 2017). There are three common research paradigms – positivism, interpretivism and critical realism. Positivism and interpretivism are the most relevant ones out of the three.

Positivism according to Pawlikowski, Rico and Van Sell (2018), is a paradigm that mainly requires the researcher to focus on facts and possess a method that is not far from science. This paradigm is not suited, as this study deals with the behaviour of millennials and how they feel about the motivation initiated in the workplace, in comparison to their productivity. Therefore, the paradigm of interpretivism is appropriate for this study. Kivunja and Kuyini (2017) suggest that Interpretive paradigm is reinforced by observation and interpretation, thus to observe is to collect information about events, while to interpret is to make meaning of that information by finding comparisons and patterns. With that said, that is how Positivism is different from Interpretivism.

Interpretivists are primarily concerned with understanding the world as it is from subjective experiences of individuals (Reeves and Hedberg, 2010). They also, according to Reeves and Hedberg (2018), focus on the full density of human sense making as the situation develops. As the purpose of this study is to access the perceived impact of employee motivation on productivity of Millennials or, Generation Y, employees in the workplace within an Information Technology company, Interpretivism is the ideal paradigm for this study because it deals with perceptions. The study also emphasises on motivation towards millennial employees and how they can relate to it in all aspects.

Methodology can be defined as an umbrella term used to describe any system of methods, collection of ideologies and rules of a process which are used within a

specific discipline (Pam, 2013). From the above mentioned, the appropriate research method is qualitative. Qualitative research focuses in understanding a research question as a humanistic or idealistic approach (Pathak, Jena and Kalra, 2013). According to Denzin, Norman, Yvonna and Lincoln (2015), qualitative studies emphasize the measurement and analysis of causal relationships between variables, not processes. The two variables in this study are: employee motivation and millennials or Generation Y productivity. This is why this paradigm and research approach is suitable for this study.

3.2. Research approach and design

The research approach is a plan and technique that consists of the steps of comprehensive assumptions to detailed methods of data collection, analysis and interpretation (Pathak, Jena and Kalra, 2013). There are two main research approaches, qualitative and quantitative (Pathak, Jena and Kalra, 2013). Denzin and Lincoln (2011) stated that the term 'qualitative research' illustrates any type of research that does not use statistics or statistical methods to find results and it incorporates multiple realities. This research strategy focuses on evaluating and interpreting social behaviour (Rahman, 2016). Quantitative on the other hand, according to Bryman (2012), is defined as a strategy emphasises on quantification in the collection of data and in the data analysis method.

This study used qualitative research methods rather than quantitative methods as this study aimed to collect data about employee motivation and the perceived impact it has on millennial employees. Researchers encounter numerous benefits when they use the qualitative approach to conduct their studies (Rahman, 2016). For example, the first advantage is that qualitative research creates a detailed description of its contributors in areas such as their feelings, opinions, past experiences and their expectations (Rahman, 2016). Secondly, according to Denzin and Lincoln (2002), the qualitative approach comprises of numerous different epistemological perspectives and interpretative techniques to wholly understand and evaluate human behaviours. Last but not least, the qualitative research design (interactive approach) is flexible, this allows the researcher to reconstruct the research design (Maxwell, 2012).

Inductive and deductive are the two wide methods of reasoning in terms of research (Burney and Saleem, 2008). Trochim (2006) plus Burney and Saleem (2008) both define the inductive method as starting from being specific to moving towards being more general. The deductive method however is defined as working from the top to the bottom (Burney and Saleem, 2008). The deductive method is usually used for the quantitative research approach and the inductive for qualitative studies (Soiferman, 2010). The inductive method of reasoning will be used because this study deals with perceptions and the observations of data collected from participants. Inductive reasoning is used in this study because qualitative studies are usually carried out in the field of critical thinking (Soiferman, 2010)

There are three forms of research design, namely: explanatory, descriptive and exploratory (Boru, 2018). Explanatory research deals with collecting information and providing an explanation for the study (Pathak, Jena and Kalra, 2013). It also deals with identifying similar links between the variables included in the research problem (Boru, 2018). Explanatory research was conducted, in term of this study. The study aimed at finding out how employee motivation impacts millennial productivity in a workplace, thus it is explanative in nature. The explanatory research design is ideal for this study because it has similar characteristics as Interpretivism, the research paradigm that this phenomena is following. Both concepts deal with the collection and interpretation of data, in addition, the collaboration between the researcher and the participant.

There are four basic types of research design, namely: case studies, cross-sectional studies, longitudinal studies and experimental designs (Zangirolami-Raimundo, Echeimberg and Leone, 2018). The main aim of cross-sectional studies is to collect reliable information that will enable new objectives and conclusions to emerge (Zangirolami-Raimundo, Echeimberg and Leone, 2018). This study will use the cross-sectional research design because the direct observation of variables (millennials) will take place as soon as the researcher records the facts, as this is one characteristic of cross-sectional studies according to Zangirolami-Raimundo, Echeimberg and Leone (2018). This thus categorises the study as an empirical study.

3.3. Population

3.3.1. Unit of Analysis

The unit of analysis are the small components that can be randomly and independently assigned to a particular experiment (Parsons, Teare and Sitch, 2018). The unit of analysis for this study is the individual employees. The sampling included employees working in the Information Technology sector

3.3.2. Target and accessible population

The target population, according to Gorsky and Caspi (2015), is defined as the individuals who fit the population parameters. The target population of this study included millennials employees employed within the Information Technology company. They need to have been born between those who actually work in the Information Technology department. The accessible population refers to the participants that the researcher can actually access within the specific time or circumstances the study is being conducted (Fricker, 2017). The quantity of the accessible population was compromised due to the Covid-19 pandemic. However, the researcher gathered a total of 5 respondents, 3 from the same Information Technology (IT) organisation and 2 respondents working in different IT companies.

3.3.3. Population parameters

According to Gorsky and Caspi (2015) a parameter is a characteristic of a population. These characteristics include population size, the population's nature and the population density (Baalsrud, Saether and Hagen, 2015). The population parameters for this study were: employees who work in different IT departments, within a company. The respondents met the Generation Y criterion – born between 1980's and 2000's, aged 18-35 years and they included both male and female millennial employees. However, one respondent lied within Generation X, these people were born between 1965 and 1980 (Appelbaum, Serena and Shapiro, 2005). Another characteristic of a population is that individuals had to have between 2-5 years of experience, this shows that they are familiar with the environment in which they work in.

3.4. Sampling

3.4.1. Sampling method and technique

There are mainly two types of sampling – probability and non-probability. In the probability sampling method, each individual within the sample has an equal chance of being chosen to participate (Showkat and Parveen, 2017). A researcher ensure this takes place when using probability sampling by using random sampling techniques. Unlike the probability sampling method, researchers draw the sample by using techniques that are not randomised (Vehovar, Toepoel and Steinmetz, 2016). Non-probability sampling method, according to Showkat and Parveen (2017), usually involves judgement, participants are chosen based on effortless accessibility. From the above description of both sampling methods, the non-probability sampling method was chosen because the study is focused on employee perceptions. Thus making it suitable for the study.

In this form of research, it will be ideal for the researcher to test the entire millennial population who work within an Information Technology (IT) industry in Johannesburg, but the population is just too large and therefore making it impossible to include every individual. This is the reason why the convenience sampling technique was used to draw the sample. In addition, this study is qualitative and is it focussed around the interpretivist paradigm. According to Etikan (2016), convenience sampling can be defined as a type of non-probability sampling technique whereby the target population meet the requirements of the criteria such as, near proximity, availability, convenience and willingness to participate. The researcher used this sampling technique by occurring majority of the respondents, who work for the same Information Technology company, who met the practical criteria and were willing to participate in the research study. Two respondents however are employees working at different Information Technology companies who were available, eager to participate and at near proximity to the researcher.

The advantages of using the convenience sampling technique, according to Bornstein, Jager and Putnick (2013), are that it is efficient, simple to conduct, inexpensive, subjects are readily available and it is less time consuming compared to probability sampling techniques. The outbreak of COVID-19 and the circumstances it created forced many people to become flexible in all areas of their daily behaviours. The above description is further evidence of the reason why the convenience sampling technique

was used, as the study was conducted in the mist of the pandemic and there were time constraints

3.4.2. Sample size

The researcher used a sample of five employees. The researcher informed all of them about the study by attaching a brief description of the study through an explanation sheet provided by the IIE and a consent form for them to sign into an email sent to one participant, who was the team leader of the bunch. They illustrated their willingness to participate by signing and returning the consent forms. The main focus of the non-probability sampling method is the extent to which the chosen sample provides informative data of the specific phenomena at hand.

According to the IIE, the required sample size for qualitative studies is between four and six. However, the researcher got a sample size of five for this phenomena because the study was cross-sectional and this justifies the small size. In addition, since this is a qualitative study, the required sample size is not quite large compared to the size needed for quantitative studies. The five employees who fitted the population parameters were then given links to the qualitative questionnaire, via email, through one participant who then forwarded the link to the others. This assisted the researcher to gather information that provided a profound understanding of employee motivation and how it impacts the productivity of millennials (Generation Y) in the workplace.

3.5. Data collection

3.5.1. Data collection method

Data collection is the process of gathering and measuring data or any variables of interest in a consistent manner (Benfield, 2007). Benfield (2007) argues that this research section is critical as accurate measures need to be taken in order for the data collection to be valid. According to Alhojailan (2012), a qualitative data collection method is dependant on interpretation, this means that the data usually needs numerous explanations. A qualitative questionnaire was used to gather information from the sample whereby the researcher used Google Forms to formulate a series of

predetermined but open and closed ended questions that were inspired by the objectives of the study.

The qualitative questionnaire aided the researcher to get an answer to the research question by firstly being able to collect data about their motivations and reasoning in greater detail, as the tool and respective paradigm enabled the researcher to include open-ended questions. Based on the above, more questions were asked with regards to the third objective because the end result of this study is to acquire information about the perceived impact of employee motivation on the productivity of Millennials (Generation Y employees in the workplace. In addition, unprompted feedback was obtained through this tool, which was useful as the researcher did not want bias results.

3.5.2. Data collection application

The researcher gave out the qualitative questionnaire links in Gauteng, Johannesburg during the month of August 2020 to participants who showed willingness to contribute by returning signed consent forms. The participants were then asked, by the researcher, if they were familiar with Google Forms and all of them said yes. Before the participants received the link to the qualitative questionnaire, the researcher tested the questionnaire by completing a preview copy of the form on Google Forms and ensured that all questions appeared properly. The researcher ensured that all the questions would be answered by the participants by setting an option which did not permit the participant to move on to the next question without completing the previous one.

The qualitative questionnaire firstly included demographic questions, which were aimed to get a sense of the participant's background and current situation. Thereafter, the questions stated began to be more rooted in addressing the research objectives at hand. The questions in the qualitative questionnaire included short answer questions, long answer questions, yes or no questions, likert scales, multiple choice questions and questions that required the respondent to choose checkboxes. Overall, the qualitative questionnaire included open and closed ended that were straightforward and easy to read. The platform that the researcher used to formulate the qualitative questionnaire, Google Forms, automatically sends the participants' responses back to the researcher's Google Drive. The researcher then accessed the

responses by logging in the respective Google account. Upon sending out the link to the qualitative questionnaire however, the responses from the conveniently-selected participants came through gradually. Two responses came through a day after the links were sent out and another two came three days after. The remaining two responses only came through a week after the links were sent.

3.6. Data analysis

3.6.1. Data analysis method

The analysis of data is a process of inspecting, cleaning, transforming and modelling data with the goal of discovering useful information, suggesting conclusions and supporting decision making (Denzin, Norman, Yvonna and Lincoln, 2011). This study required a qualitative data analysis technique because the researcher analysed data collected from the participants' responses. The researcher used a thematic qualitative analysis technique to interpret the data collected from the qualitative questionnaire responses through examining and logging common patterns within the data.

Thematic analysis can be described as one of two approaches a researcher can follow to analyse data, when using the qualitative approach. The other one is content analysis. This type of data analysis technique aims to show common patterns by using both qualitative and quantitative methods (Alhojailan, 2012). Since this study deals with interpretations and perceptions, the thematic analysis technique was the most suitable. The thematic process, according to Alhojailan (2012) consists of six main steps or stages, namely: familiarising yourself with the data, generating initial codes, searching for themes, reviewing themes, defining themes and concluding with a write up.

3.6.2. Data analysis application

The researcher used the thematic analysis method to identify common outlines from the raw data received from participants and categorised them according to themes and codes. The researcher developed themes that accommodated the data by identifying dominant responses; and created a coding framework that made it easy to categorise data. The researcher used words, phrases and sentences said by respondents as themes. Since this study used the inductive methodology, majority of

the data collected start with specific information, and then move towards wider generalisations. In this case, demographic information (age, gender and experience levels) and then generalisations regarding employee motivation and the impact it has on millennial productivity in the workplace.

The following is an analysis of how the researcher applied the six stages needed to conduct thematic analysis technique

1. Familiarising yourself with the data:
 - a) The researcher read the participants' responses to each question over and over again.
 - b) Notes of early impressions or interesting points were made.
2. Generating initial codes:
 - a) The data that seemed relevant or that interpreted the question in an interesting way was coded by using colour.
 - b) The researcher used open coding by identifying codes within participants' responses.
3. Searching for themes:
 - a) The researcher received data that was relating more towards describing "employee motivation" as a way managers can instill will and desire and also enhance skills that can improve productivity. The researcher compiled these into an initial theme called "Productivity and innovation".
4. Reviewing themes:
 - a) The researcher modified and reviewed the themes identified in the previous step by getting them checked and edited by the research supervisor. Both themes were checked if they made sense or not, they passed and got approved.
5. Relating themes:
 - a) The process of finding the relationship between the themes will be done for the next assignment.
6. Concluding with the write up:
 - a) The complete findings report is mentioned in the following content of this report.

4. FINDINGS AND INTERPRETATION OF FINDINGS

This section illustrates the findings of the findings. In addition, it will include an analysis of the respondents and a presentation of the findings as per questions.

1.1 Demographic Questions

Question one: What is your gender?

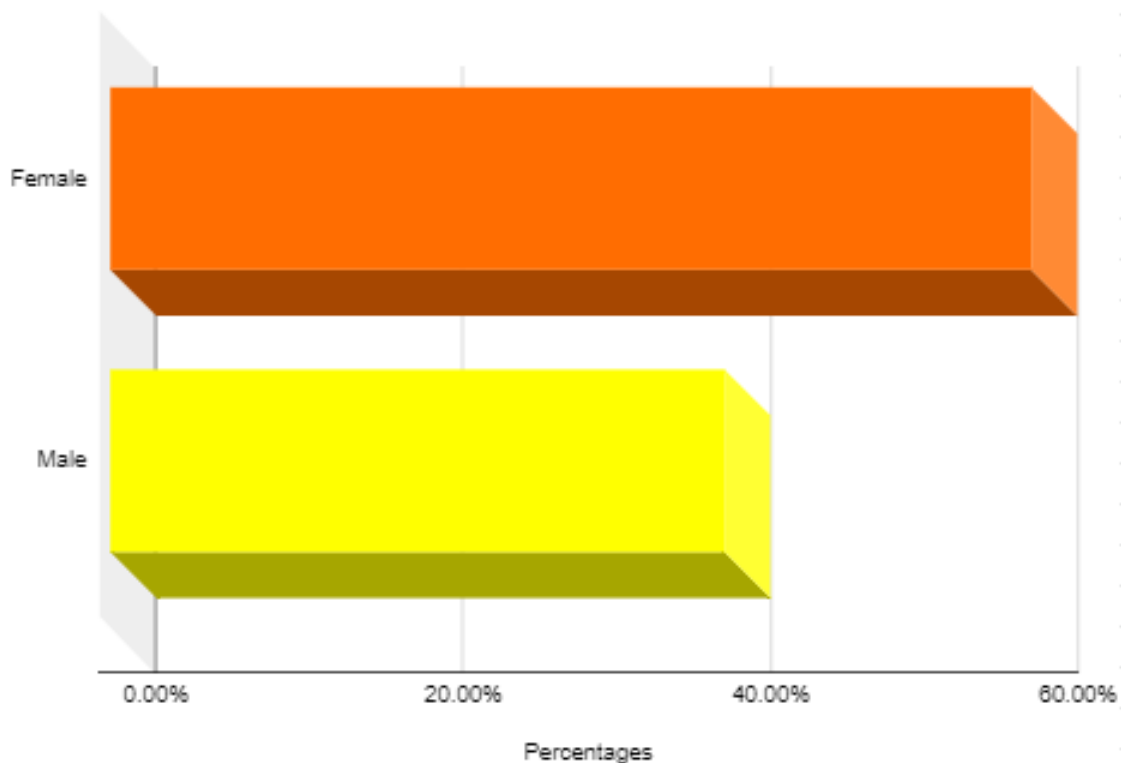


Figure 2.1: The distribution of the Respondents' genders

Based on the above question, 60% of the respondents are female and 40% are male. The above results however can be deduced that majority of this study's respondents were female.

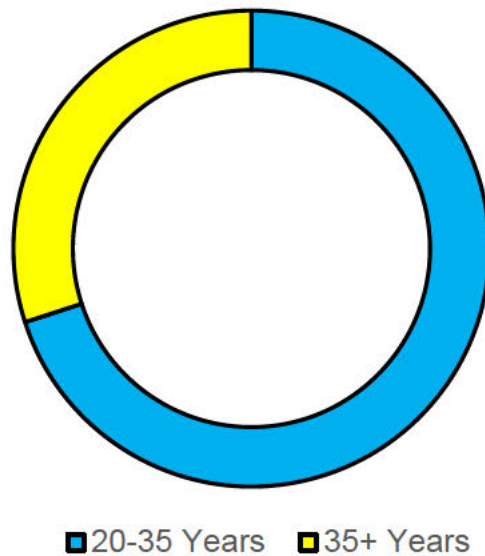
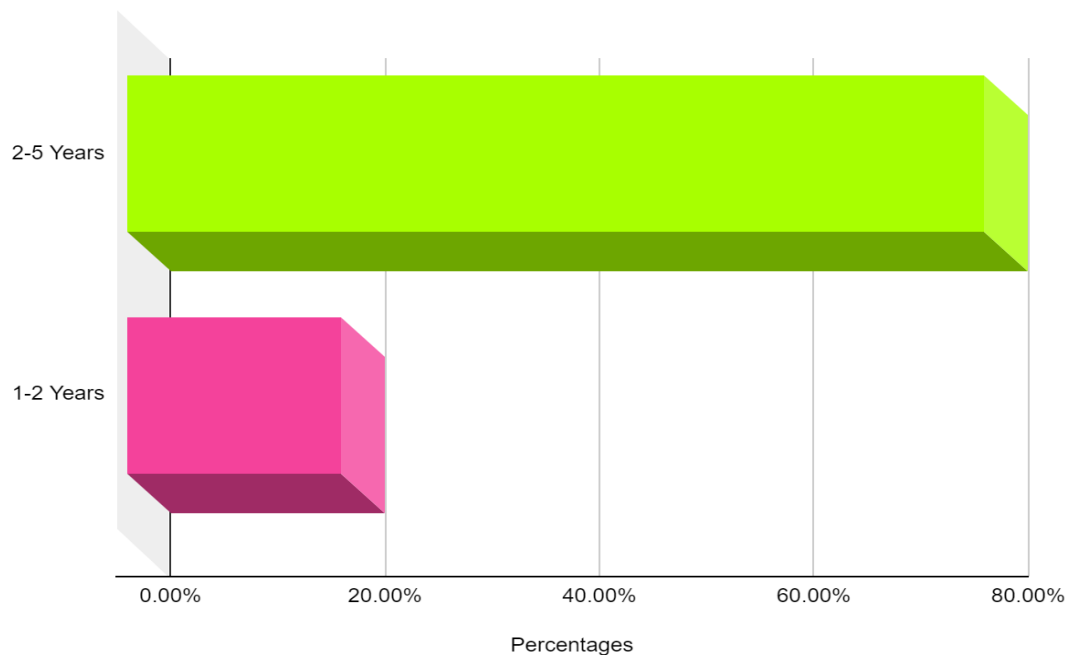
Question Two: Please specify your age

Figure 2.2: An Illustration of the Participants' Ages

From the above chart, 70% of the respondents are between 20-35 years old and 30% of them are above the age of 35 years. Thus it can be noted that majority of the respondents' in this study are millennials. Since South African laws state that an individual is considered a youth if they are between the ages of 18 and 35 years old (South African Government, 2019; Ganya, King and Moodley, 2016; National Treasury, 2011). It can be deduced from the above that majority of the respondents in this study were millennial employees.

This finding shows that not all the respondents of this study were millennials and this was a matter of circumstance which can be useful for seeing if the responses of non-millennials (Silent Generation – born between 1928-1945; Boomer Generation – born between 1946-1964; and Generation X – born between 1965-1982) are different from those of millennials (Born between 1983-2000). This was not the intention, however it can be noted that at least this will assist on addressing this issue.

Question three: Please specify your years of experience**Figure 2.3: The distribution of the Respondents' work experience**

Based on the above chart, 80% of the respondents have 2-5 years working experience. The other 20% have 1-2 years of experience. From the above, it can be noted that all the respondents do not have much working experience and therefore might not know the corporate world as much as an individual who has more than 5-10 years working experience. It can be deduced that the respondents of his study could be young because their working experience is less than 5 years. Thus meaning that they have less experience.

1.2 Presentation of findings as they relate to the question**Question Four: How would you describe "employee motivation?"**

Based on the above question, 60% of the respondents described employee motivation as performance and innovation and 40% of the respondents pronounced it as enthusiasm and drive. Respondent 1 said:

“Employee motivation is the way in which an organization seeks to keep its employees encouraged in their work by introducing different ways to assure them that they are doing a good job and to also enhance their skills in order for them to perform better in their jobs” (Questionnaire Note, August 2020)

Thus, it can be noted that majority of the respondents describe employee motivation as performance and innovation. Employee motivation is positive work behaviour and willingness toward completing organisational objectives (Ganta 2014; Jain, Gupta and Bindal, 2019). In terms of the theme (performance and innovation) depicted from majority of the respondents' answers mentioned above, it can be argued that productivity is linked to completing organisational objectives, when comparing majority of the respondents' answers to the definition stated by previous literature authors; and innovation can be linked to positive working behaviours since innovation can be done both tangibly and intangibly. Therefore it can be deduced that majority of the respondents are familiar with the concept of employee motivation.

Question five: Do you think there is a link between employee motivation and your productivity? Yes or No? If yes, please motivate your answer

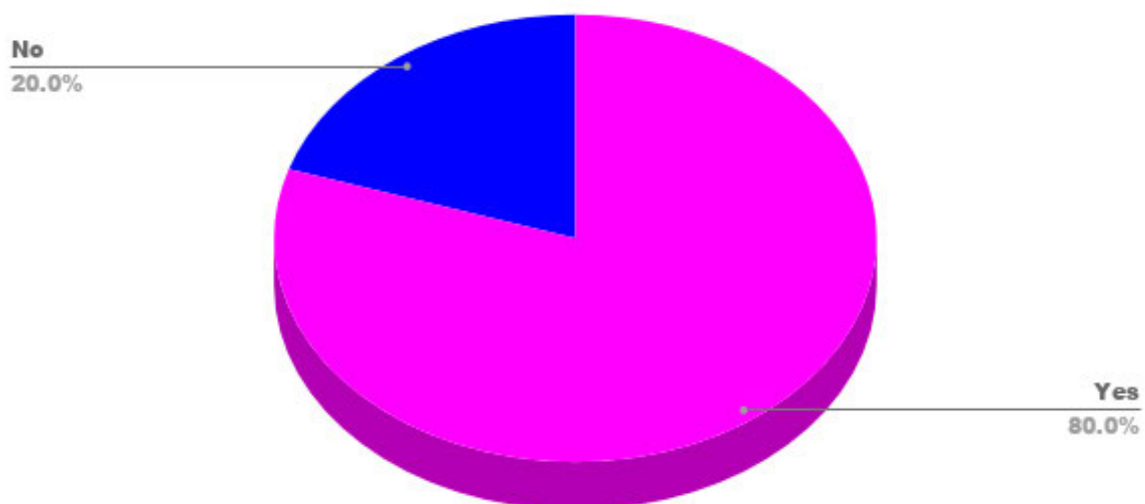


Figure 2.4: An illustration of Respondents' perceptions

Based on the above chart, 80% of the respondents answered yes, they believe that there is a link between employee motivation and productivity. 20% of them said no. Respondent One answered yes and elaborated by saying:

“There is a link because I believe a happy and satisfied employee will perform better in their job. This is because they will feel that they are wanted and their job in the organization is recognized and valued. This will make them want to perform even better” (Questionnaire Note, August 2020)

The above illustrates that most of the respondents think that there is a link between employee motivation and productivity in the workplace. According to Maslow (1954), there are five levels of needs that must be satisfied so that people can be fully motivated to produce better results, not just at work, but in aspects of their lives. Regardless of the fact that Maslow’s Hierarchy of needs is argued to be the basis for human survival and growth, the needs can also be described as a solid foundation in terms of achieving employee motivation and employees ultimately become productive. Thus, Maslow pronounces that the two concepts – employee motivation and productivity – are linked. The findings of this question therefore agrees with the most famous literature ever written about motivation, which is Maslow’s Hierarchy of Needs (Aruma and Hanachor, 2017).

Question Six: Do you think a person can be motivated to reach their full potential if the organisation fulfils their needs? Yes/No

Based on the above question, 100% respondents said yes, they think that a person can be motivated to reach their full potential if the company they work with fulfils their needs. Maslow’s Hierarchy of Needs is a theory that has been proven that in order for people to fully maximise their potential, specific needs must be satisfied first (Maslow, 1954). Usually organisations are the ones responsible to provide these needs to employees in order for the individuals to reach their full potential in the workplace. Even though this theory has critics, such as the fact that not all people are capable to satisfy their higher-order needs on the job and that the theory assumes all employees

are the same (Kaur, 2013), the findings of this question align with Maslow's Hierarchy of Needs Theory.

Question seven: On a scale of 1-5 (1 not important, 2-slightly important, 3-important, 4 important and 5 very important) rate the importance of the following motivational factors: Praise and recognition, Salary increases, Bonuses, Work life balance, Organisational culture, Empowerment and Promotion opportunities

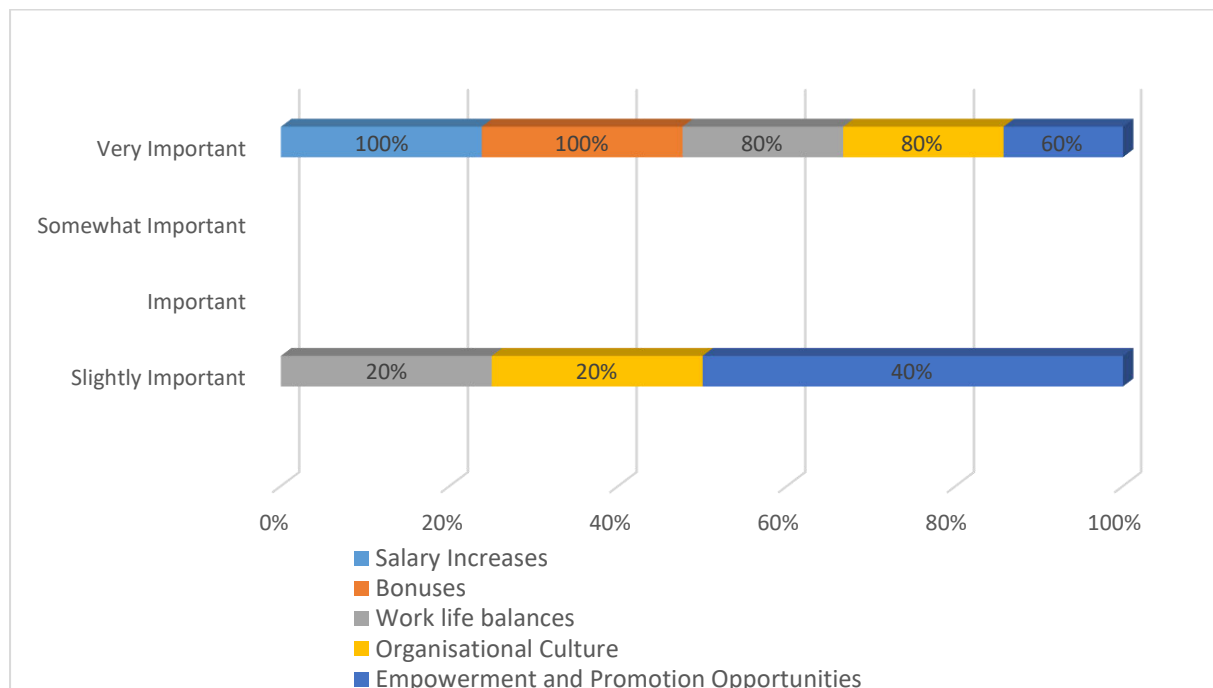


Figure 2.5: The Perceived Importance of Motivational Factors

From the above stated graph, 100% of the respondents think that salary increases and bonuses are very important motivational factors. Money related motivators are categorised as extrinsic motivators and internal/social related motivators are called intrinsic motivators.

In light of the above, it can be noted that the millennial employees that participated in this study perceive extrinsic motivators as the most significant methods of motivation and they rank them first.

Most literature states that millennials prefer intrinsic motivators rather than extrinsic motivators (Cahill and Sedrak, 2010; Morrell, 2018; Wiggins, 2016). In comparison to

other generations such as – the Silent generation, Boomer Generation and the Generation X, all of them prefer extrinsic motivators (Twenge, Cambell, Hoffman and Lance, 2010). Despite the above previous literature, this study shows that the millennials in this study prefer extrinsic motivators, money related motivators. The findings of this question also shows that social or non-financial attributes do matter in the workplace and actually have an impact on employees' motivation, since they were ranked second in importance by the respondents.

Question eight: On a scale of 1-5 how motivated are you to perform duties in the workplace?

From the above question, 80% of the respondents stated that their motivation level is below 3, 3 being “motivated but not fully” and 1 being “not motivated at all”, to perform their duties in the workplace. 20% of them however said that they are absolutely motivated and encouraged to do work.

Since majority of the respondents ranked their motivation level lower than 3, 3 being somehow motivated, it shows that the millennial employees are not motivated in the workplace.

Mahmoud, Reisel, Grigoriou and Fuxman (2020) pronounce that millennials nowadays are less motivated in the workplace due to many factors such as low salaries and poor management. In addition to the above finding, the fact that only minority of the respondents indicated that they are motivated, shows that majority of millennial employees are not motivated in their working environment. Therefore it can be deduced from the above findings that the millennial employees in this study are not motivated in their respective work environments.

Question nine: In your opinion, what are the reasons why employees lack motivation within the workplace?

The findings of this question showed that 60% of the respondents said, the reason why employees lack motivation within the workplace is because of poor management and a lack of recognition from their managers or leaders. Respondent 3 mentioned

that he gets “monotonous work’ all the time, which shows poor management skills. 20% of the respondents stated that the fact that companies offer low financial incentives, plays a role in the lack of employee motivation in organisations. Respondent 5 justifying the previous statement by stating: “lack of salary increases every year can make an employee demotivated”. The remaining 20% of the respondents said that the other reason is the lack of promotion opportunities created by managers. In terms of this description, Respondent 4 said:

“Someone might work hard for five years in an organization and never be promoted or even taken to any training or seminar in order to enhance their skills within the organization” (Questionnaire Note, August 2020).

Majority of the respondents said that the reason why employees lack motivation within the workplace is due to poor management and recognition, which can be categorised as intrinsic motivators. As mentioned above, millennials are less motivated because of poor management and low salaries (Mahmoud et al, 2020). Majority of the respondents mentioned that poor management and recognition plays a significant role on motivating employees. Thus illustrating that the above literature is relevant and relatable to millennials. It can also be deduced from this description that the respondents’ managers offer more financial incentives, extrinsic motivators, than intrinsic motivators.

Question ten: How does your manager promote motivation within the workplace?

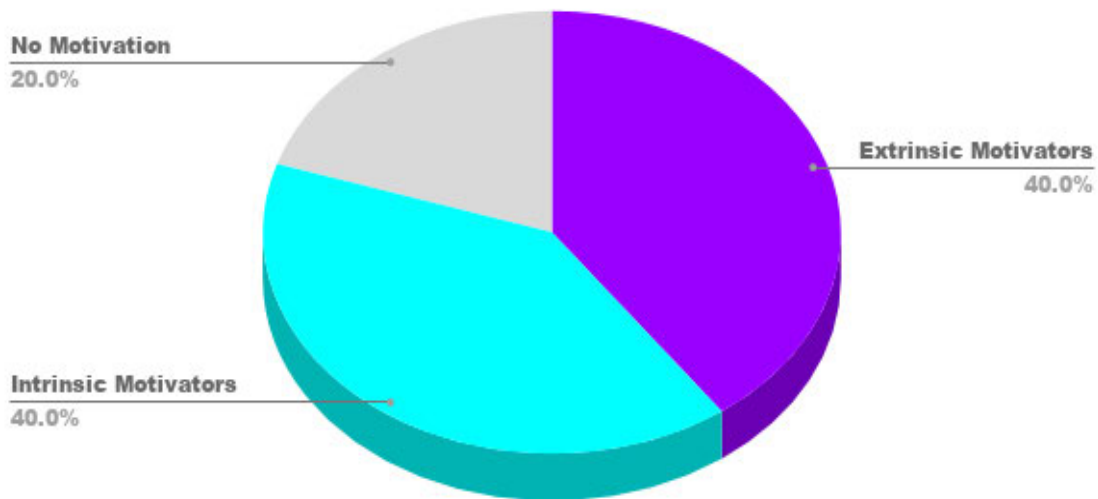


Figure 2.6: The types of motivators used in the Respondents' place of work

Based on the above graph, 40% say that their managers use extrinsic motivation factors. In addition, 40% say their managers use intrinsic motivators. The remaining, 20% of the respondents said that there no motivation being created in their workplace at all. Respondent 5 actually honestly said:

"There is a lack of motivation in my workplace" (Questionnaire Note, August 2020).

From the above results, it can be deduced that both extrinsic and intrinsic motivators are implemented in the companies that the respondents work in. According to Turner (2017), most organisations mainly use extrinsic motivation to encourage productivity. The above however illustrates that both extrinsic and intrinsic motivators are used and implemented equally for the respondents of this study.

Question 11: Do you think the motivation factors used by your company has impacted your productivity towards your current position? Yes or no? If yes, please specify what motivated you and how

60% of the respondents answered no, motivation factors used in their company do not impact their performance. In that regard, Respondent 1 said: "I believe true motivation comes from more than just a survey we fill in on a 3 monthly basis and being rewarded monthly. I believe that motivation comes from truly understanding the vision I am building towards and feeling like I am a part of that vision". In addition, Respondent 5 said: "what keeps me motivated is my passion for my work as I help people." On the contrary, 40% answered yes, their performance in the workplace has been impacted by the motivation factors used in their work place. Respondent 4 elaborated further by saying:

"I have gained a lot of experience which helps me perform my duties better, faster and efficiently" (Questionnaire Note, August 2020).

Numerous previous authors have established in their studies that a motivated person can produce more and do more eagerly (Turkenoglu, 2019; Gkorezis and Pertidou, 2008; Ganta, 2014; Jain, Gupta and Bindal, 2019). Thus saying that motivation impacts production by increasing the employee's willingness to produce more. Even though the above findings indicate that majority of the respondents believe that employee motivation has no impact on productivity, most of them gave examples of internal aspects or goals as being the ones impacting productivity. These internal aspects can be regarded as intrinsic because they come from within. Therefore it can be concluded that intrinsic motivators impact production than extrinsic motivators. It can also be concluded that the respondents do not have an in-depth knowledge of motivation, they are not aware of the types of motivation.

Question 12: Please provide recommendation on how your manager or team leader can improve on motivation incentives within the workplace

80% of the respondents' recommended that their managers should provide more bonuses and salary increases. Whereas, 20% said that their managers should

practice showing more acknowledgement and recognition towards them. Respondent 5 emphasised this by saying that managers can even motivate:

“By saying a simple thank you” (Questionnaire Note, August 2020).

A study conducted by Ng, Schweitzer and Lyons (2010) aimed to examine the millennial generation (Generation Y), in terms of their expectations and expectations on different fields. They discovered that the millennial generation rated advancement opportunities, engagement and establishing interpersonal relationships as motivational factors higher than receiving salary increases and bonuses. They then concluded that millennials prefer intrinsic motivators than extrinsic. The results of this question differs with previous literature by illustrating that millennials in fact prefer financial incentives more than social and interpersonal based incentives

5. VALIDITY AND TRUSTWORTHINESS OF FINDINGS

In qualitative research, trustworthiness mainly aims to answer the question ‘Can the findings of the study be trusted?’ (Korstjens and Moser, 2017). There are four main measures to determine trustworthiness for qualitative research (Korstjens and Moser, 2017), namely: creditability, transferability, dependability and confirmability.

Upon examining these four measures and the content of this study, the researcher has decided to use creditability as a criteria because it is the most suitable. Creditability determines whether the findings gathered represent the participants truthfully and establishes whether the data interpreted matches the participants’ original viewpoints accurately (Lincoln and Guba, 1985; Tracy, 2010). Creditability has three strategies, namely: prolonged engagement, persistent observation and triangulation. This phenomena focussed on persistent observation (Korstjens and Moser, 2017). Persistent observation involves identifying the characteristics, information and elements that are suitable to the research problem and relevance of the study (Tracy, 2010). The researcher firstly identified common characteristics in the respondents’ answers for all twelve questions and analysed them using thematic analysis, as shown above. The researcher then related them to the research problem, question and objectives, shown in the following content.

6. CONCLUSION

6.1. Summary of findings as they relate to the research question, problem or objectives

Objectives	Questions
1. To provide a broad overview of employee motivation and productivity in the workplace.	4, 7
2. To assess the link between employee motivation and productivity in the workplace.	5
3. To examine the perceived impact of employee motivation on the productivity of Millennials or Generation Y employees in the workplace.	6, 8, 9, 10, 11
4. To provide recommendations to managers in organisations to advance employee motivation.	12

Research Objective One

Finding 1: 60% of the respondents mentioned that employee motivation is related to performance and innovation. In terms of productivity, majority of the respondents perceive productivity as the amount of input verses output.

Research Objective Two

Finding 2: 80% of the respondents mentioned that they think that there is a link between employee motivation and productivity. In terms of the research question, since it has been proven that the two concepts are interlinked, it can be argued that the impact of employee motivation on productivity is definitely present.

Research Objective Three

Finding 3: 100% of the respondents said yes, they think that an individual can be motivated to reach their full potential if the organisation fulfils their needs. It can be argued that the respondents' needs are intrinsic motivators. They therefore believe that motivation plays a major role in an individual's productivity, not just within the organisation but in their lives as a whole.

Finding 4: majority millennial (Generation Y) employees are not motivated in the workplace, 80% of them rated their motivation level from 3 downwards, 3 being "motivated but not fully" and 1 being "not motivated at all". It can be argued that this finding addresses the main research question by illustrating that employee motivation does impact productivity, in the sense that – if there is a reduced amount of motivation in the workplace, productivity becomes low as well.

Finding 5: 60% of the respondents answered no, motivation factors used in their company do not impact their productivity. In terms of the main research question, this finding addresses it by proving that employee motivation does not impact an employee's productivity. There are other factors that need to be considered such as – passion and desperation.

Research Objective Four

Finding 6: 60% of them recommended that their manager should provide financial incentives. The finding of this objective directly address the first sub-question which is – what type of motivation do millennials find attractive in order to become productive? According to the above, the millennial employees used in this study prefer extrinsic motivators.

6.1 Recommendations

According to the above summary of findings, organisations need to fulfil their millennial employees' needs so that they can be motivated enough to reach their full potential within the organisation. Since their needs were not met, the millennial employees have not or could not reach their full potential. Organisations need to motivate their millennial employees by using and implementing extrinsic motivators such as – salary

increases and reward bonuses. Lastly, organisations need to encourage their employees' passion and interests by providing platforms that promote them. This will also increase motivation in the workplace in general.

6.2 Anticipated contribution of the study (Implications of findings)

The content of this study could add to information already established about employee motivation. Since there is limited literature about millennials and all elements relating to them in the workplace scenario, this study could be the starting point for people who want to understand millennial employee motivation. The findings of this study will impact or help millennials in the workforce, particularly millennials working in the Information Technology sector as this study focuses on this sector. The Information Technology organisation in question will also be able to acquire insight on the reasons why numerous of their millennial employee turnover is high. Lastly, employers would now understand the motivators that motivate millennials in the workplace and they will understand characteristics of millennials that will help them manage or lead them successfully.

6.3 Ethical considerations

Ethical considerations are an accrual of values and principles that address questions of what is good or bad in human activities (Synofzik, 2015). Akaranga and Makau (2016) agree by perceiving ethics as a branch of philosophy that deals with the conduct of individuals and guides the norms of behaviour of people. The research course can affect many different types of individuals or stakeholders involved, namely, participants, research communities, the public and the mass media. With that into considered, the researcher will take into account ethical considerations such as confidentiality, consent, respect for participants, privacy and anonymity.

During the data collection stage of the study, the researcher will inform the participants that fit the population parameters of the study and give a brief description of the study. The participants will then decide upon themselves if they would like to participate in the study. The participants will also be informed that they will be anonymous in the study and their identities will be safe. The chosen Information Technology (IT)

organisation will also be anonymous. There will also be an adequate level of confidentiality of research data. The researcher will ensure that any type of communication in relation to the research will be done with honesty and transparency.

6.4 Limitations of the study

Limitations deal with the possible weaknesses that acquire during the development of the research study, the researcher usually has no control over these constraints (Leedy and Ormrod). According to Ellis and Levy (2009), limitations need to be stipulated clearly in the research study because they tend to affect the research design, findings the ultimate conclusion. One major limitation to this study was the uncertainty hovering within this Covid-19 pandemic, this reduced the amount of the accessible population for this study, making participants less accessible during this time. The data collection process was draining because since the data collection tool was digital (Due to the pandemic lockdown restrictions), the participants took time to respond to the qualitative questionnaire. This caused the whole process to be lengthy. Lastly, this study looked at motivation in regards to one Information Technology organisation in South Africa. Therefore, the findings of this study could not/cannot be generalised.

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8. ANNEXURES

8.1 Annexure A – Concept Document

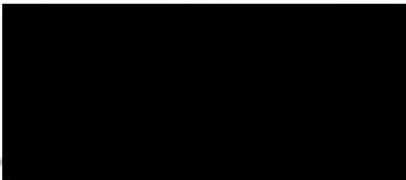
Concept Document Table									
Title: The perceived impact of employees' motivation on productivity of Millennials (Generation Y) in the workplace: A case study of a South African Information Technology (IT) organisation.									
Research purpose	Primary research question	Research Rationale	Seminal authors/ sources	Literature Review- Conceptual Framework	Paradigm	Approach	Ethics	Key findings	References
The purpose of this study is to access the perceived impact of employee motivation on productivity of Millennial employees in the workplace.	How does employee motivation impact the productivity of Millennials or Generation Y employees in the workplace.	To access the perceived impact of employee motivation on the productivity of Millennials in the workplace. Additionally to examine their different types of motivation needs to increase productivity in Millennial employees.	Abraham Maslow, Frederick Herzberg, John Latham, Tjahjono Satrio	Theme 1: Motivation Theme 2: Millennial (Generation Y) Productivity Theme 3: Millennial employees.	Epistemology (The study's results are not meant to be generalised.) Ontology Reality is dependent on what meaning we give to our life experiences. Methodology Unique notions are formed through this study and it is the interpretivist's responsibility to understand them.	Qualitative - deals with social sciences.	Respondents will be informed about the specifics of the study and they will be assured that they will be anonymous. They will be given the option to not participate in the interview or not answer questions they are not comfortable with.	- Employee motivation is related to performance and innovation. - There is a link between employee motivation and productivity. 80% of Millennials are not motivated. - Motivation factors do not impact productivity. - Extrinsic factors.	(Basanth-Jena, 2005) (Barnfield, 2007) (Debra, 2015) (Hart, 2007) Elsan, Mula, Alussein, 2018) Pathak, Jena, Kalia, 2013
Research problem	Secondary Question/ Hypotheses	Key concepts	Key theory	Population	Sampling	Data analysis method	Limitations	Key contributions	
Many and more Millennials readily change jobs and they are less committed to their organisations.	To provide a broad overview of employee motivation and productivity in the workplace. To assess the link between employee motivation and productivity. To examine the perceived impact of employee motivation on the productivity of Millennials. Provide recommendations to managers.	Motivation. Productivity. Millennials or Generation Y employees	- Maslow's hierarchy of needs. - Herzberg's Motivation-Hygiene Theory.	Population Parameters Millennial employees in the IT department of the particular company. These individuals each handle different IT related sub-divisions. Such as software developing	A non-probability purposive sampling method will be used. A total of six individuals will be analysed.	Data will be analysed using the content analysis technique. The research will find common patterns across the data set.	Respondents might refuse to participate. Labour intensive approach It could be time consuming	The company can take a cue from the reasons why their employees left their previous jobs to formulate new strategies which would assist the company to motivate and improve productivity.	

8.2 Annexure B – Consent Form**Consent form for participants**

I, , agree to participate in the research conducted by Mamodupi Mofokeng about millennial employee motivation and its perceived impact it has on productivity.

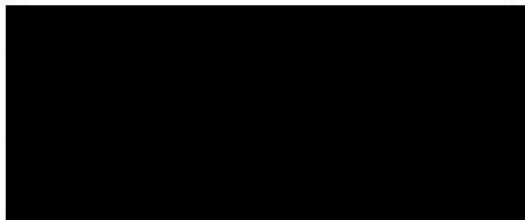
This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to answer the Qualitative Questionnaire with full honesty.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.


Signature17 / 08 / 2020
Date

8.3 Annexure C – Permission Form**Company Consent Form**

I,  give consent to Mamodupi Mofokeng to collect information regarding her study about employee motivation and performance from the individuals that I am working with. However, individual consent forms will be sent out and signed.



Team Leader

Telesure Investment Holdings

12/08/2020

Date

8.4 Annexure D – Interview Questionnaire

Employee Motivation and Performance Questionnaire

This form is for research purposes only, no information will be shared to individuals and media platforms.

*** Required**

1. What is your gender? *

Check all that apply.

- ☐ Male
☐ Female

2. Please specify your age *

Check all that apply.

- ☐ 20 - 30 years
☐ 31 - 40 years
☐ 41 - 50 years
☐ 51 years - Above

3. Please specify your years of experience *

Check all that apply.

- ☐ Less than 1 - 2 Years
☐ 2 - 5 Years
☐ 6 - 10 Years
☐ More than 10 Years

4. How would you describe "employee motivation?" *

5. Do you think there is a link between employee motivation and your performance?
Yes or No? If yes, please motivate your answer *

6. Do you think a person can be motivated to reach their full potential if the
organisation fulfils their needs? Yes/No *

7. On a scale of 1-5 (1 not important, 2-slightly important, 3-important, 4 important and 5 very important) rate the importance of the following motivational factors. *

Mark only one oval per row.

	1	2	3	4	5
Praise and recognition	☐	☐	☐	☐	☐
Salary increases	☐	☐	☐	☐	☐
Bonuses	☐	☐	☐	☐	☐
Work life balance	☐	☐	☐	☐	☐
Organisational culture	☐	☐	☐	☐	☐
Empowerment	☐	☐	☐	☐	☐
Promotion opportunities	☐	☐	☐	☐	☐

8. On a scale of 1-5 how motivated are you to perform duties in the workplace? *

Mark only one oval.

	1	2	3	4	5	
Not motivated	☐	☐	☐	☐	☐	Highly motivated

9. In your opinion, what are the reasons why employees lack motivation within the workplace? *

10. How does your manager promote motivation within the workplace? *

11. Do you think the motivation factors used by your company has impacted the way you perform in your current position? Yes or no? If yes, please specify what motivated you and how. *

12. Please provide recommendation on how your manager or team leader can improve on motivation incentives within the workplace. *

8.5 Annexure E – Ethical Clearance Letter



24 JULY 2020

Student name: Mamodupi Mofokeng

Student number: 16007668

Campus: IIE's Varsity College

Re: Approval of Bachelor of Commerce Proposal and Ethics Clearance

HONOURS ETHICAL CLEARANCE LETTER

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

There are some aspects that you still need to address in your proposal. You will need to address these aspects in consultation with your supervisor before you may proceed (see below):

Please discuss with your supervisor/navigator/lecturer how you will address these issues listed below:

Please note: Your fieldwork may only proceed once you address the following issues:

- Please make all the changes suggested/recommended by your supervisor.
- Title suggestion – remove the case study. Eg. *The perceived impact of employee motivation on the productivity of Millennials (Generation Y) in the workplace.*

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

Permission is granted to proceed with the above study subject to the conditions listed below being met and may be withdrawn should any of these conditions be flouted.

Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

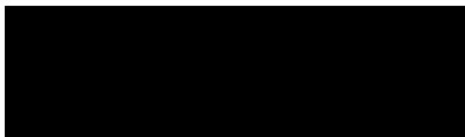
1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/ her sample if the study is not anonymous.
2. The researcher(s) may only use the data collected for research purposes and in no other way.
3. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.
4. The researcher is responsible for supplying and utilising his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
5. No names or identifying information of participants may be used within the research and the research must be voluntary.
6. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.

Supervisor:



AARIFAH RAZAK

Campus Postgraduate Coordinator (CPC):



JENNA-LEE RAMNARAIN

8.6 Annexure F – Example of Data Collected

Employee Motivation and Performance Questionnaire

This form is for research purposes only, no information will be shared to individuals and media platforms.

What is your gender? *

- ☒ Male
- ☐ Female

Please specify your age *

- ☒ 20 - 30 years
- ☐ 31 - 40 years
- ☐ 41 - 50 years
- ☐ 51 years - Above

Please specify your years of experience *

- ☐ Less than 1 - 2 Years
- ☒ 2 - 5 Years
- ☐ 6 - 10 Years
- ☐ More than 10 Years

How would you describe "employee motivation?" *

Employee motivation can be like fuel that powers creativity in my line of work.

Do you think there is a link between employee motivation and your performance? Yes or No? If yes, please motivate your answer *

Yes. Generally speaking, if one is motivated to do something they tend to do it to their best. The inverse case is true as well.

Do you think a person can be motivated to reach their full potential if the organisation fulfils their needs? Yes/No *

Yes

On a scale of 1-5 (1 not important, 2-slightly important, 3-important, 4 important and 5 very important) rate the importance of the following motivational factors. *

	1	2	3	4	5
Praise and recognition	☐	☐	☒	☐	☐
Salary increases	☐	☐	☐	☐	☒
Bonuses	☐	☐	☐	☐	☒
Work life balance	☐	☐	☐	☐	☒
Organisational culture	☐	☐	☐	☐	☒
Empowerment	☐	☐	☐	☒	☐
Promotion opportunities	☐	☐	☐	☐	☒

On a scale of 1-5 how motivated are you to perform duties in the workplace? *

	1	2	3	4	5	
Not motivated	☐	☐	☒	☐	☐	Highly motivated

In your opinion, what are the reasons why employees lack motivation within the workplace? *

Lack of overall professional approach to work.

How does your manager promote motivation within the workplace? *

My managers created a monthly on the spot rewards system that is geared to motivating us to perform at our best. Also we have quarterly peer reviews where my colleagues(that I work with more frequently) will rate how it has been working with me over the 3 month period.

Do you think the motivation factors used by your company has impacted the way you perform in your current position? Yes or no? If yes, please specify what motivated you and how. *

No. I believe true motivation comes from more than just a survey we fill in on a 3 monthly basis and being rewarded monthly. I believe that motivation comes from truly understanding the vision I am building towards and feeling like I am a part of that vision.

Please provide recommendation on how your manager or team leader can improve on motivation incentives within the workplace. *

Encouraging a proper work life balance in the life of the employees. Offering more promotion positions to anybody that would be interested.