



The Importance of Brand Culture for Employee Motivation and Productivity: A Case Study on TBWA Employees

by

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DECLARATION

I, Emma Nicholson, hereby declare that the Research Report submitted for the IIE Bachelor of Commerce in Strategic Brand Management degree to The Independent Institute of Education is my own work and has not previously been submitted to another University of Higher Education Institution for degree purposes.



Miss Emma Nicholson

20 November 2021

Date

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ABSTRACT

Higgins (2020) states that workplace productivity has a direct link to business growth and success and Buch (2010) explains how today's methods of conducting business impede employee productivity. Furthermore, brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brands values (Yohn, 2017). Brand Culture is important in the organization, it dictates what employees might or might not do, and is considered a guide for organizational activities (Daud, 2020). By incorporating initiatives into employees' work day, they are re-energized, enabling them to complete tasks more effectively, drive brand goals, feel more valued and work in a positive environment, ultimately improving work performance (Selig, 2017). Brand Culture is a useful tool for uniting each individual in an organisation who carries out team tasks as it is often portrayed in a shared sense (Daud, 2020).

This study investigates the importance of brand culture in the workplace, through analysing different initiatives for a positive work environment, leadership development and the relationship between brand culture and employee motivation and productivity. For the purpose of keeping this study ethical and protecting the identity of participants, they will not be referred to by name, and all information provided is kept confidential. Technology is advancing, usage is increasing, ultimately effecting employees motivation and productivity within the workplace (Tran, 2019). The relevance is further stated in that brand culture investigates the values and behaviour's that are understood by members of the organization. This improves employee output and advances organisational efficiency (Daud, 2020).

The purpose of this study was to explore the subjective opinions of employees and determine the importance of Brand Culture in the workplace and how it correlates with employee productivity. It reviewed previous research, employee opinions and the Buy-in Benchmark as a theoretical concept (Thomson, de Chernatony, Arganbright and Khan, 1999).

The methodology of this study took a qualitative approach, where exploratory data was collected in the form of an in-depth semi structured interviews. The rich data and findings that were revealed in this study led to a deeper understanding and insight into the behaviours and opinions of employees as well as how important brand culture is for their overall workplace motivation and productivity. A variety of recommendations were given in order to

assist other marketing firms in generating initiatives for improved motivation and productivity, and a positive brand culture.

From the research conducted it was understood that the brand culture of a company has both positive and negative effects on the motivation and productivity of employees. It was found that workplace environment is a key motivating factor which should constantly be evaluated and improved on in conjunction with employee communication and team check-ins. It is evident that brands need to create a unique identity desired by consumers and employees and that employees need to feel empowered to interpret and reinforce these values and unique characteristics of the brand. Brands achieve this by cultivating a clear, strong, and distinctive brand-led culture. The Buy In Benchmark determined by Thomson, de Chernatony, Arganbright and Khan (1998) explains intellectual buy-in and emotional buy-in, and how this relates to the extent to which employees are aligned with the brand, business goals and strategies. This related to the primary research question as the researcher was able to assess the positive and negative factors of brand culture by analysing the opinions of employees at TBWA and determining to what extent employees have intellectually and emotionally bought into and are aligned with the brand and organisational goals.

Employees are vital for the success of the organisation, firms who focus on their employees, cultivate a culture of employees who are motivated to work (Taylor, 2017).

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1. CHAPTER ONE: INTRODUCTION AND OVERVIEW OF RESEARCH

1.1. Introduction

This chapter highlights the background and problem statement of the research topic, in which the rationale for the research is discussed. Alongside the research question and objectives, the purpose of the research is provided.

1.2. Contextualisation

Companies need to integrate their culture and brand to create a powerful competitive advantage and growth. A strong, differentiated company culture contributes to a strong, differentiated brand and, an extraordinary brand can support and advance an extraordinary culture (Yohn, 2017). Employees need to feel motivated in order to work and brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brand's values (Yohn, 2017). Companies can improve brand culture through various initiatives, one being brain breaks.

Research is conducted on the effectiveness of brand culture in the workplace, by asking employees a series of questions, so that an understanding of Brand Culture and its effectiveness on employee motivation is gathered. This is completed through analysing different initiatives for a positive work environment, leadership development and the relationship between brand culture and employee motivation and productivity.

1.3. Rationale

Technology is advancing, usage is increasing, ultimately effecting employees motivation and productivity within the workplace (Tran, 2019). Higgins (2020) states that workplace productivity has a direct link to business growth and success and Buch (2010) explains how today's methods of conducting business impede employee productivity. Furthermore, brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brands values (Yohn, 2017). Workplace environment and initiatives, such as brain breaks, are areas and recommendations for brands to improve on and incorporate into their culture for improved employee productivity (Yohn, 2017). Therefore, brand culture is a key factor for brands to focus on in order to succeed and have the most motivated and productive employees.

In this research, brand culture, employee productivity and brain breaks are explored, and suggestions for increasing employee productivity will be made. It assists companies in offering employees initiatives to improve productivity and enhance a positive brand culture. In conducting this research, attention is brought to the importance and role of brand culture in the workplace, the positive effects it has on employee productivity, and other initiatives for improving employee productivity.

1.4. Problem Statement

Hertzberg (1959) states employees need to feel motivated in order to work hard. Brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brands values (Yohn, 2017). Companies can improve brand culture through various initiatives, one being brain breaks. Evidence suggests that having regular periods away from ones laptop raises levels of engagement, which is correlated with productivity and motivation (Selig, 2017). By incorporating initiatives into employees' work day, they are re-energized, enabling them to complete tasks more effectively, drive brand goals, feel more valued and work in a positive environment, ultimately improving work performance (Selig, 2017).

Research is conducted on the importance of brand culture in the workplace, through analysing different initiatives for a positive work environment, leadership development and the relationship between brand culture and employee motivation and productivity.

1.5. Purpose Statement

The objective of this research is to collect accurate, qualitative data that represents employees working at TBWA in Durban. This study uses a qualitative questionnaire in order to analyse the subjective opinions of employees to determine the importance of Brand Culture in the workplace and how it correlates with employee productivity. Another purpose of this study is to gain a deeper understanding of Brand Culture and what employees feel aids their productivity. It will do so by looking at previous research, employee opinions and the Buy-in Benchmark as a theoretical concept (Thomson, de Chernatony, Arganbright and Khan, 1999). The effects of this is analysed using thematic coding, identifying common themes and concepts from participants, which conclusions will then be drawn. With the lack of data on employees in South Africa, this research will contribute to the minimal existing studies within a South African context, and potentially add new insights into the study of the importance of Brand Culture, employee productivity and brain breaks.

1.6. Research Questions

1.6.1. Primary Research Question

Are factors of TBWA's Brand Culture on employee's motivation and productivity within the workplace, positive or negative?

1.6.2. Secondary Research Question

What initiatives can be implemented to improve employee motivation and productivity?

1.7. Research Objectives

- 1.6.1. To investigate the role of brand culture and employee productivity.
- 1.6.2. To determine what initiatives are in place and what can be added to improve employee productivity in the workplace.
- 1.6.3. To determine what initiatives employees', consider a Brain Break, and if they feel this relates to their productivity.

1.8. Conclusion

There is no doubt that brand culture poses as a major influence, both positive and negative, on employees motivation and productivity in the workspace. This study aims to unpack brand culture as a whole, the importance of it, analysing different initiatives for a positive work environment within the context of TBWA, as well as, leadership development and the relationship between brand culture and employee motivation and productivity. Chapter two introduces the review of literature and The Buy-in Benchmark and Herzberg's two-way Factor Theory as theoretical models and frameworks which support the research study.

2. CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

The theoretical frameworks and concepts that have been discussed throughout this paper aim to make South African employers more aware of brand culture and its importance for employee motivation and productivity. In the following chapter, two theories which aim to heighten the understanding of various concepts are presented: brain break, motivation, productivity, brand culture, commitment, work environment and employee experience and performance. A review of secondary research relating to the study is provided, whereby relevant studies from authors of research papers are discussed; this forms the basis of a theoretical framework linking to the research study.

2.2. Theoretical foundation

In the context of this research, the use of **Herzberg Two Way Factor Theory** and **The Buy-in Benchmark** are implemented as they are relevant to the research. These theories offer reasonings to the correlation between brand culture and how it influences employees' motivation and productivity. They correspond with the objectives of the research which are; to investigate the role of brand culture and employee productivity; to determine what initiatives will improve employee's productivity in the workplace and to determine what initiatives employees consider as brain break.

2.2.1. Herzberg Two Way Factor Theory

Herzberg (1959) highlights that there are two types of motivating factors, motivators and hygiene factors. Motivators are factors giving rise to satisfaction and include achievement, recognition, work itself and advancement (Leigh-Hunt, 2016). Hygiene factors are factors giving rise to dissatisfaction and include company policy, salary, working conditions, interpersonal relations and are related to the context or environment of work (Leigh-Hunt, 2016).

Herzberg's Two Way Factor Theory explains the factors brands need to consider when aiming to motivate their employees. Herzberg (1959) states that brands need to focus on improving both motivating and hygiene factors in order to have the most motivated and productive employees. This prevents job dissatisfaction, allowing for increased employee retention, motivation and productivity. By incorporating both hygiene and motivating factors

into ones brand culture, brands will have both motivated and productive employees, and will further reinforce their positive brand culture. This theory asses which factors brands need to include in order to have motivated employees, motivation correlates with productivity, thus being relevant and apart of the foundation to the study.

2.2.2. The Buy-in Benchmark

Thomson, de Chernatony, Arganbright and Khan (1998) explain intellectual buy-in and emotional buy-in, and how it relates to the extent to which employees are aligned with the brand, business goals and strategies. The Buy-in Benchmark iterates employee commitment to achieve the brands goals through their emotional attachment to the brand.

This theory aids brands in identifying strategies to enhance employee performance through understanding the commitment amongst employees, thus adding to the effectiveness of their brand culture. In understanding what strategies and initiatives to incorporate to encourage employees to buy-in to the brand, brands can enhance their brand culture. This leads to productive employees who are motivated in achieving and aligning themselves with the brands goals. This theory looks at intellectual buy-in and emotional buy-in, and the relation of this with the alignment of employees with the brand, business goals and strategies. With this theory, the study has the ability to assess the literature in accordance to intellectual buy-in and emotional buy-in and use this as a tool to determine various strategies to enhance employee performance.

2.3. Literature Review

Workplace productivity has a direct link to business growth and success (Higgins, 2020). Buch (2010) explains how today's methods of conducting business impede employee productivity. Yohn (2017) states brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brands values.

Therefore, brand culture is a key factor for brands to focus on in order to succeed and have the most motivated and productive employees.

The literature overview provides context for the study in line with the themes of leadership development, culture, motivation and productivity, commitment and job performance, work environment and design and screen exposure, motivation and productivity. The role they

play in employees motivation and productivity in the workplace with further be evaluated and discussed.

2.3.1. Leadership Development

Coaching is an important element of employee productivity and motivation. In an article by Maxey (2014), '**Putting the Focus on Coaching**', she identifies the impact of coaching on employee engagement and performance.

Maxey (2014) explains that employees will treat their clients and consumers as well as they are being treated. Employees need to be reinvigorated and re-engaged around delivering a consistently remarkable client experience, and this is done through seeing how supervisors act. Brands need to provide employees with an exceptional employee experience, and managers with basic skills as employees will treat their consumers as well as they are being treated. Employees expressed they wanted regular performance feedback and more career development opportunities. A strong manager in the role of coach can provide both of these (Maxey, 2014).

Managers play a key role in the level of motivation of employees (Maxey, 2014). To motivate employees and increase productivity, managers should take certain basic courses. Maxey (2014) links the concepts of employee experience, motivation and productivity through the explanation of leadership development.

Adeoye and Hope (2020) state that employees contribute productively when they are in good rapport with each other and the employer. Organizational culture leads to efficiency and motivates workers to think and make decisions. This leads to efficiency, productivity, and eliminates conflict.

Superiors are required to share and convey a clear set of ethics, customs, and opinions – which are the characteristics of the organisations brand culture (Adeoye & Hope, 2020). An organization cannot operate in isolation without the existence of a culture that guides and motivates employees and management. Furthermore, embracing the culture of an organization aids employees in completing organisational tasks efficiently and effectively, improving productivity, as brand culture is what connects the organization together.

2.3.2. Culture, Motivation and Productivity

As discussed by Yohn (2017) in his journal article titled, '**Why Your Company Culture Should Match Your Brand**', having a distinct corporate culture allows great organizations to produce phenomenal results. Companies need to align and integrate their culture and brand in order to create a powerful competitive advantage and growth. Leaders need to understand that a strong, differentiated company culture contributes to a strong, differentiated brand and that an extraordinary brand can support and advance an extraordinary culture (Yohn, 2017).

A company's culture and brand need to be driven by the same purpose and values (Yohn, 2017). This produces an organization that operates with integrity and authenticity (Yohn, 2017). Brands need to adopt unique ways of thinking to produce a unique identity desired by consumers and employees. Yohn (2017) states that employees need to be empowered to interpret and reinforce these values and unique characteristics of the brand. Brands achieve this by cultivating a clear, strong, and distinctive brand-led culture.

Yohn (2017) identifies that to reap the benefits of an aligned workforce, brands need to have a unifying drive behind both brand culture and the brand. Organizational silos are combined, everyone is focused on the same priorities, ultimately increasing collaboration, motivation and productivity amongst employees as well as aligning them with the brands goals and objectives (Yohn, 2017).

To address gaps within the workforce, brands need to align and integrate their brand and culture, this is achieved by identifying and articulating the brand aspirations (Yohn, 2017). Once a brand has clarity on the values necessary to support the required brand type, they can then be used to ignite other culture efforts including design, leadership development and employee experience. Therefore, when the brand and culture are aligned and integrated, the organisations operational efficiency, accuracy, and quality increases.

Internal brand culture plays a big part in differentiating one brand from the next and unifying all employees to achieve a common goal. Taylor (2017) identifies different signs for a strong brand culture in his article titled, '**Five signs of a strong internal brand culture.**' In a strong brand culture, every employee understands the brand and it increases the sense of team unity. Employees are vital for the success of the organisation (Taylor, 2017). Companies

with a strong brand culture organically create people who can articulate their brands with praise.

Firms who focus on their employees, cultivate a culture of employees who are motivated to work. Taylor (2017) explains the evident correlation between firms that focus on their employees and those that pay attention to the brand and what it stands for. In order to be unique when competing, a brand needs to focus on an internal brand culture that is committed to getting all employees on the same page. As stated by Alyahyah et. al. (2013), Roos, and Van Eeden (2008), and Daft (2010), organizational culture influences employee performance.

In the journal article, by Daud (2020), titled **'The Influence of Organizational Culture and Compensation on Employee Performance with Work Motivation as a Mediating Variable'**, the effectiveness of brand culture is reiterated as it is the essence of what is important in the organization and that it dictates what employees might or might not do. Brand culture is a tool to unite every individual in an organisation, and refers to the values and behaviour's that are accepted and understood by members of the organization as a basis for the rules of behaviour within the organization.

A way that has been proven to motivate employees is to make employees more satisfied so that they are committed to their work. The organisation influences the level of employee motivation which improves their organizational culture. As stated in the article by Daud (2020), organizational culture can improve employee performance by motivating, moulding and directing their behaviour towards achieving company goals. Therefore, there is a direct relationship between employee performance and organisational culture (Daud, 2020).

Increased motivation leads to increased performance. The higher the level of employee motivation in completing organisational tasks, the greater employee's performance will be. Daud (2020) states that work motivation influences employee performance. Furthermore, there is a significant influence between organizational culture and work motivation, and between organizational culture and employee performance.

The relationship of organisational culture, employee satisfaction and motivation can further be seen in the journal article by Adeoye and Hope (2020), titled **'Organizational Culture, Employee Retention and Employee Loyalty: Empirical Evidence from Nigeria'**. The

ideal organisational culture will propel employees to be responsible, satisfied, and motivated (Adeoye & Hope, 2020). Organization culture should be advanced for enrichment and enhance job performance.

Organizational culture aids employees understanding of firms' standards, rules, strategies, actions, approaches and the crucial areas of focus (Adeoye & Hope, 2020). Adeoye and Hope (2020) state that culture is an influencer of workers' enthusiasm and attitudinal shape in organization comprising of collective ideals, principles, and supposition. It paves ways for the realization of firms' aims and purposes which consecutively affects the attitudes of employees in the organisation, job enhancement in workplaces, and prompts motivation to their jobs (Adeoye & Hope, 2020).

2.3.3. Commitment and Job Performance

Employees' 'commitment' to the organization is a function of their interaction and relationship with the organization and the attitude of management towards employees (Dwivedi, Kaushik & Luxmi, 2014). This belief is based on the premise that member's identity with the organization is a result of a set of carefully designed policies within the cultural pattern of the organization.

Organizational culture has definite impact on commitment of employees as explained in the article titled '**Impact of Organizational Culture on Commitment of Employees: An Empirical Study of BPO Sector in India**' by Dwivedi, Kaushik and Luxmi (2014). When an organisation has a culture where employees higher order needs are satisfied, it leads to a higher level of commitment among employees. To increase employees commitment to their organizations, changes need to be made and initiatives included in the culture of the organization (Dwivedi *et al.*, 2014).

The idea of employee commitment and employee experience with employee motivation is reinforced in a journal article titled '**Create a "Sticky" Organisation**' by Panthi (2019). Employee experience is everything an employee experiences at work (Panthi, 2019). Panthi (2019) explains that knowing employees needs and culture, aligning that with the organisation's, leads to employees having a successful experience in the workplace and being committed to achieving organisational goals. By including employee experience in brand culture, employees motivation will increase, ultimately improving productivity (Panthi, 2019).

Implementing a cultural strategy in one's brand culture, from the top down, creates a desire and motivation in employees to achieve organisational goals, improving productivity. Therefore, it can be noted that organisational culture and motivation have a direct relationship (Daud, 2020).

As stated in the article by Adeoye and Hope (2020), the outcome of the employee will depend the organizational culture. Organizations that commit to their employees should ensure that staff is acquainted with the organizational system. Workers acquire knowledge due to the culture in the system, then make decisions accordingly. Employer's values towards the firm encourages worker's self-confidence, encouragement in fulfilling their responsibilities and business purposes – increasing productivity (Adeoye & Hope, 2020).

2.3.4. Work Environment and Design

Managers are responsible for ensuring that employees are at their optimal performance levels at work. The results from the article by Maxey (2014), '**Putting the Focus on Coaching**' reaffirms the important role of the immediate supervisor in employee engagement. Happy, and employees who are well-equipped to do their jobs, are the twin pillars of productivity. Higgins (2020) identifies, in his journal article '**5 Ways to Boost Employee Productivity**', initiatives brands can introduce to their brand culture to improve the quantity and quality of employee output, these are as follows;

2.3.4.1. Comfortable office environment

Higgins (2020) explains that the temperature of the office affects employees' ability to focus, which means lower output. By incorporating air temperature regulation, white noise machines, soundproofing walls and motion-triggered lights into ones brand culture, employees ability to focus and complete tasks is enhanced, increasing employee productivity.

Binyaseen (2009) reiterates the direct impact organizational structure and culture have on shaping the physical settings of workplaces, in the article '**Workplace Environment and Productivity: Employees' Reaction towards the Quality of Physical Environment in Rented Saudi Workplaces.**' Poor workplace environment conditions have affected employee performance.

New trends in office design have considered physical environment in workplaces as a means not only to bring delights and happiness to employees, but also to support creativity and increase productivity (Binyaseen, 2009). Some of these designs were comfort, flexibility, and security, these designs were also identified by Higgins (2020) in his article '**5 Ways to Boost Employee Productivity**', for improved employee productivity. The organization aims is to keep employees happy, healthy, and motivated (Binyaseen, 2009). Therefore, there is a growing need to incorporate the design of the work environment into a brands culture as this leads to maximum worker satisfaction and improved productivity.

2.3.4.2. Flexible schedules

When a work schedule is too strict it can lead to a decrease in productivity levels as employees burn out faster and are less engaged (Higgins, 2020). Employees have varying productivity hours throughout the day. By introducing flexible work schedules into ones brand culture, your employees have the opportunity to work during their peak productivity hours (Higgins, 2020).

The idea of employee breaks and work flexibility to improve employee productivity is reinforced in Egger, Benzing, Conzelmann and Schmidt (2019) journal article '**Boost your brain, while having a break! The effects of long-term cognitively engaging physical activity breaks on children's executive functions and academic achievement.**' Even though, the article was based on children, it can be applied as evidence is provided that physical activity has positive outcomes on cognitive ability, behavioural changes and focus (Egger, Benzing, Conzelmann & Schmidt, 2019). Employees feel more energized and fulfilled when they have the opportunity to take short breaks.

Similarly, research by Bergstorm (2015), titled, '**Benefit Fringe**', reiterates that workplaces can accomplish similar benefits by planning time-outs from work, including lunch breaks. It was found that employees who take breaks are more productive than those who don't. Bergstorm (2015) identifies that as employees energy decreases, their capacity to work and successfully perform decreases. By incorporating breaks into ones work environment and brand culture, it allows people to detach from work, stop the psychological demands and recharge.

By including different initiatives, the payoff for both employees and employer is considerable in the form of increased energy, productivity, and long-term commitment and less burnout.

Therefore, brands need to create a brain break culture, this requires modelling by supervisors and managers as new initiatives are carried from the top down.

2.3.4.3. Technology

Having the right communication and task management tool aids in employees ability to accomplish tasks efficiently (Higgins, 2020). This not only increases workplace productivity but also increases employee engagement and satisfaction.

2.3.5. Screen Exposure, Motivation and Productivity

Firth, Torous, Stubbs, Steiner, Smith, Alvarez-Jimenez, Gleeson, Vancampfort, Armitage and Sarris (2019) explain in their journal article, **'The "online brain": How the Internet may be changing our cognition'**, how the online realm is influencing attentional capacities, memory processes and social cognition. Evidence is found that the internet can produce both acute and sustained alterations in the areas of cognition (Firth, Torous, Stubbs, Steiner, Smith, Alvarez-Jimenez, Gleeson, Vancampfort, Armitage & Sarris, 2019).

Firth et al. (2019) identifies that when cognition is effected, other factors of motivation and productivity are affected. By including initiatives of improved work environment and flexible work schedules into a brands culture as mentioned by Higgins (2020), employees ability to focus and complete their required tasks will be enhanced, further increasing their productivity.

In the article **'Brain Break: Understanding the influence of Brain functions on organisational effectiveness'** by Buch (2010), the influence of Brain functions on organizational effectiveness are investigated. Today's methods of conducting business impede employee productivity. In learning when and how the brain is most effective in conjunction with when employees are most productive, leaders have the ability to help employees make complex decisions and experience creative and innovative insights (Buch, 2010).

Relevance is shown in importance of employee satisfaction and productivity. Google is used to further explain how to assure the comfort and happiness of employees. In recognizing how the brain works most effectively and efficiently, leadership at Google understands the importance of limiting stress and distractions at work, and encourages their staff to be as productive as possible (Buch, 2010). They have incorporated services and spaces to reduce

stress and technology usage into their brand culture, in order to improve employee satisfaction and productivity. Employees are now more effective with increased energy and have the necessary resources to concentrate at work, which improves their motivation and productivity (Buch, 2010).

2.4. Conceptualisation

2.4.1. Brain Break

Buch (2010) defines a brain break as a period of time away from work to allow for insights to occur. This may be in the forms of exercising or having lunch with colleagues. Effective leaders are those who create optimum work environments, allowing employees to function at the highest level. They create a work culture where employees can have a little fun, relax, and rejuvenate. this assist their staffs experience and performance, ultimately improving motivation and productivity

The reason for the conceptualization of brain breaks, is to define an initiative that brands can incorporate within their brand culture for improved employee motivation and productivity.

2.4.2. Motivation

Daud (2020) explains motivation as a tool to increase employee performance and is the process of producing and maintaining behaviour and performance (Daud, 2020). The higher the level of employee motivation in completing organisational tasks, the greater employee's performance will be. Daud (2020) states that work motivation influences employee performance.

The reason for the conceptualization of motivation is to define the outcome of a positive brand culture from initiatives incorporated into ones brand culture. When there is a positive outcome from the initiatives, employees are motivated, therefore increasing employee performance and productivity.

2.4.3. Productivity

Zhang, Liao, Li and Colbert (2020) describe productivity as an outcome of performance. Furthermore, it is the quantity of output that results from performance behaviours. An individual's productivity is determined by their goal-directed behaviours, such as work dedication and work effort.

The importance of this conceptualization of productivity is that it is aligned with the research due to the evidence of employees' work effort being positively associated with their productivity levels (Zhang, Liao, Li & Colbert, 2020). Productivity has aligned itself with the objective of the study by identifying the factors to be included in a brands culture which influence employee productivity and initiatives for improved motivation. The study of brand culture and how it influences employee productivity, offers information on various initiatives to be included in a brands culture, and their impact on employee productivity.

2.4.4. Brand Culture

Daud (2020) explains that organizational culture is the essence of what is important in the organization, it dictates what employees might or might not do. Brand culture is considered a guide for organizational activities, it is a tool to unite each individual in an organisation who carries out team tasks and brand culture is often portrayed in a shared sense (Daud, 2020).

This concept of brand culture is integrated into this study as it addresses how the initiatives within an organisations brand culture influence employee performance. The relevance is further stated in that brand culture investigates the values and behaviour's that are understood by members of the organization. This improves employee output and advances organisational efficiency (Daud, 2020).

2.4.5. Commitment

Dwivedi, Kaushik and Luxmi (2014) define commitment as the function of employee interaction and relationship with the organization and the attitude of management towards the employees. There is a definite impact of organisational culture on commitment of employees.

The importance of this conceptualization is the definite impact of organisational culture on the commitment of employees. When organisational culture satisfies employee's needs, a higher level of commitment among employees is achieved (Dwivedi, Kaushik & Luxmi, 2014). Commitment and motivation have a direct relationship (Daud, 2020), and motivation and productivity are linked, therefore in order to understand the productivity of employees, one must understand their commitment to the organisation.

2.4.6. Workplace Environment

Bergstorm (2015) describes workplace environment as the setting in which employees complete tasks and achieve organisational objectives. In relation to this study, workplace environment refers to the initiatives incorporated into a brands culture to improve the setting in which employees work in, ultimately improving their experience, motivation and productivity. When provided with breaks, it has been found that employees are more productive than those who don't (Bergstorm, 2015).

This aids organisations in creating a lunch break culture (Bergstorm, 2015). By including initiatives to improve employees workplace environment into ones brand culture, their energy and productivity increases and they experience less burnout.

2.4.7. Employee Experience and Performance

Margol (2017) defines employee experience as the different interactions employees have with an organization. Margol (2017) explains that employees need a consistent experience as it important as that of the customer. Happy employees equals happy customers (Margol, 2017).

The justification for the conceptualisation of employee experience is relevant in identifying the different factors in employee's journey. This aids organisations in incorporating initiatives into their brand culture to improve employee experience, inevitably motivating them, increasing productivity and achieve organisational goals.

2.5. Conclusion

Buch (2010) explains how today's methods of conducting business impede employee productivity, and Yohn (2017) states brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brands values. With workplace productivity having a direct link to business growth and success, more digital marketing agencies, like TBWA, should be aware of the extent of intellectual buy-in and emotional buy-in of employees. The relation of this, with the alignment of employees and the brand, business goals and strategies allows for improved strategies to enhance employee performance, and aiding in improved motivation and productivity.

Therefore, brand culture is a key factor for brands to focus on in order to succeed and have the most motivated and productive employees.

3. CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

The methodological process, in terms of executing the research, is introduced in this chapter. The research methods that will be used to conduct qualitative research, whereby the research strategy will be outlined. Furthermore, this chapter introduces the research paradigm, which all research is based on, as well as the population and sampling parameters. Lastly, the data collection and data analysis methods used are explained in relation to the research paradigm.

3.2. Research Paradigm

The interpretivist paradigm can be described as the manner in which individuals interpret and interact within their social environment, leading the interpretivist paradigm to be highly subjective (Intgrty, 2016). This research study situates itself in the interpretivist paradigm as it is largely subjective and is categorised as interpretivist due to the use of personal perceptions and opinions from employees. This contributes to the understanding of how employees are personally affected by brand culture, what they view as a positive work environment, and the initiatives they feel aid their productivity.

This study is subjective due to it heavily relying on employees perceptions, how they personally interpret their work environment, what they view as positive and negative, and what initiatives make them feel motivated and want to achieve the brands goals. From these personal perceptions and opinions, insights are drawn, which the researcher uses in determining the conclusion.

3.3. Research Design and Conceptual Approach

For the purpose of this research the approach was qualitative. In nature, this research approach is subjective as it is based off the personal experiences, opinions and feelings employees working at TBWA have towards Brand Culture (du Plooy-Cilliers et al., 2014). The research design undertaken was exploratory, which is described as investigating a problem that is not clearly defined or is an unknown area (du Plooy-Cilliers et al., 2014). In this case the importance of brand culture, and the initiatives in place at TBWA to improve employees productivity and their performance, were explored to have a better understanding

of what employees' feel motivates them in the workplace, and brand culture's role in the motivation and productivity of employees. The insights gathered from these results could be used as the focus for future research.

The sample group was studied in the form of in-depth interviews, allowing employees to have a guided discussion on their beliefs, opinions and factors which was collected and analysed. This study was cross-sectional and inductive in that it looked for patterns in order to determine meaningful insights towards the topic.

The objective of this research was to collect accurate, qualitative data that represents the employees of TBWA. This study used semi-structured interviews to analyse the subjective opinions of employees and determine the importance of Brand Culture in the workplace and how it correlates with employee motivation and productivity. Another purpose of this study was to gain a deeper understanding of Brand Culture and what employees feel aids their productivity. It achieved this by looking at previous research, employee opinions and the Buy-in Benchmark as a theoretical concept (Thomson, de Chernatony, Arganbright and Khan, 1999).

With the lack of data on employees in South Africa, specifically relating to brand culture and employee motivation, this research will contribute to the minimal existing studies within a South African context. Furthermore, potential new insights can be added into the study of the effectiveness of brand culture, employee productivity and initiatives for improved employee motivation and productivity.

3.4. Population

The population characteristics of this study included employees working at TBWA, based in Durban, KwaZulu Natal, male and female and between the ages 21-60 years old. This study attempted to understand the impact of Brand Culture, specifically TBWA's brand culture, on employee motivation and productivity. This population was chosen as employees between this age group are the majority within a digital marketing firm. Furthermore, it provided the researcher with a holistic view of what younger employees feel motivates them, what older employees feel motivates them and if there was an overlap between the two. In interviewing this population, they provided useful results which can benefit future research studies.

3.5. Sampling

This research aimed to acquire a sample size of 10 participants, both males and females and from different departments. For this study, the sample included the participation of 8 TBWA employees, that were drawn from the above-mentioned population. This sample was drawn using non-probability sampling. The non-probability sampling method that was used was convenience sampling. This fits within the interpretivist paradigm and there was ease of access to many samples in relation to the employees who were questioned. Non-probability sampling is a means of selecting a sample based on subjective judgment rather than random selection (QuestionPro, 2021). The use of a non-probability sampling method allowed for a descriptive exploratory research to take place, this served as a crucial element when considering the various factors that impact employees' motivation and productivity.

The use of non-probability sampling required the researcher to apply subjective judgments, by drawing from existing literature and the developing phenomenon of the research process. By opting for convenience sampling, the researcher was able to select samples from the population because they were conveniently available (QuestionPro, 2021). To ensure that the participants fitted the profile of the population necessary for this study, a list was sent to the HR manager and they then contacted employees who fitted the population characteristics. Convenience sampling allowed the researcher to acquire the population, which was important as there were certain characteristics and parameters of the specific population that needed to be considered in order for them to be considered a part of the sample. The researcher only acquired employees that were within the age parameters, and who are working at TBWA Durban.

The selection of the convenience non-probability sampling technique allowed for a conducive and practical method for the researcher. Furthermore, the responses from non-probability sampling was faster and more cost-effective than probability sampling as the sample was known to the researcher. The purpose of using non-probability sampling was to narrow-down participants whilst simplifying the data collection process and ensuring authenticity in the results that were analysed. The participants used were more accessible when considering time constraints and travel. Furthermore, in focusing on one digital marketing firm, the results were skewed, reinforcing reliability. By ensuring a relatively small sample size, the researcher was able to gather in-depth, data-rich narratives from all participants. The narratives allowed the researcher to gain an in-depth insight and explore the specific perceptions of each participant related to their experiences of the brand culture

while working at TBWA. Furthermore, the researcher ensured that all the necessary data was gathered to reach saturation for the study and the small-scale sample size was appropriate to achieve the aims of this study.

The unit of analysis for this study included the perceptions and experiences held by employees of TBWA relative to the brand culture of the agency and how this impacts their motivation and productivity. This study seeks to gain insight into the importance and impact of brand culture on employees productivity in the workplace, through gathering experiences of employees. Employees need to feel motivated in order to work hard, and brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brand's values. Therefore, it is vital that the impact of brand culture be explored, so that brands can optimise the output of employees whilst harnessing an inspiring environment to ensure that they are motivated and that they have the best possible relationship with their employees.

3.6. Data-Collection Methods

The data collection methods that were used in this study were made up of a combination of both primary and secondary data collection.

3.6.1. Secondary Data Collection

For the purpose of this study, secondary data was collected through desk research and document analysis. In order to gain a broad understanding of the field, previous research findings were reviewed, these was accessed using online resources including textbooks, journals and newspaper articles, and case studies. existing literature relating to this particular research topic was examined for the reason to determine what has already been done and what knowledge currently exists about the topic in order to find a gap in the research.

In the case of collecting secondary data for the purposes of this research, existing information was studied to get a better understanding of brand culture and employee productivity as a whole. During the collection of the secondary data, various literature and theories were studied to explain certain phenomena and support the collection of primary data. Key words such as Brain Breaks, Brand Culture, Motivation, Productivity, Commitment, Employee Experience and Performance and Workplace were used when searching through literary databases which included The Independent Institution of

Education's Ebscohost. The most relevant factors were taken into consideration when presenting the theoretical framework.

To limit risk of unsound interpretations, the researcher undertook a critical approach when sourcing secondary research. The author's credibility and reputation, the accuracy and truthfulness of the study, the content and objectivity of the source and the timeliness of the source were taken into account.

3.6.2. Primary Data Collection

For this qualitative study, the research tool used was in-depth semi-structured interviews. This method is; exploratory in nature, meaning the 13 interview questions were open-ended, which enhanced the credibility of the research conducted, it provided clear instructions and followed a logical sequence, making it easy for participants to understand (Allen, 2017). Furthermore, it allowed the researcher to structure a set of questions that were posed to participants during the interview. In using this method, the researcher was able to understand more about participants feelings, opinions and experiences related to the intention of the study as the interview was guided, but not limited (Allen, 2017).

The interviews consisted of 8 participants and 13 questions. The researcher offered open-ended, semi-structured questions, specific to the researchers interests, and for the reason this study is qualitative. This will allowed the researcher to understand the behaviours and actions of employees working at TBWA, where the interviewer and interviewee were able to discuss certain experiences. Furthermore, one-on-one interviews were a great way to look into individuals' opinions, thoughts, feelings and experiences, which was extremely valuable when the topic of the questions related to what the researcher was aiming to discover through a series of complex questions (Easwaramoorthy and Zarinpoush, 2006).

The collection of primary data for this research considered the research questions, with the intention to aid in answering them. For the purpose of keeping this study ethical and protecting the identity of the participants, consent was ascertained from all participants, and all the information provided was kept confidential.

To understand individuals' experiences in-depth, semi-structured interviews were appropriate for the collection of primary, qualitative research (Allen, 2017). It was important to have a clear research question, which defined what the researcher wanted to find out,

clear objectives for collecting primary research, and the information which was required in order to contribute towards the accuracy of this research study. Based on the research question and objectives, it was important to determine who exactly the target population would be to participate in the semi-structured interviews. Once the population and sample group were identified, the researcher designed the questions based on the main research question. The researcher considered the type, content, structuring and ordering and layout of the open-ended questions that were asked.

The researcher contacted TBWA through email regarding potential participants, and they forwarded a list of people who were willing to participate in the study. A consent form to conduct and record one-on-one interviews via Microsoft Teams or phone calls was sent to each participant to confirm their participation and ensure their anonymity. The response time varied, some participants responded within a few of hours and other participants took up to a week to respond. As participants responded, the researcher arranged a time and date for the interview to take place and asked the participants if it suited them. Before conducting the interview the researcher ensured that all participants had completed the consent forms and met the sample population criteria to guarantee the collection of valid data.

The researcher originally wanted to conduct face-to-face interviews however, as a result of the global Covid-19 pandemic, this type of data collection, along with various other data collection methods are no longer possible or desirable for methodological reasons. Due to this particular reason, the collection of data was adapted to accommodate this, minimise the spread of the virus and adhere to social distancing guidelines. With that, the research was designed to be internet based, via online interviews for the same duration.

On the day of the interview, the researcher called the participant and introduced themselves and re-explained the nature of the study prior to beginning the interview. After the introduction the research began the audio recording of the online interview so that the researcher could replay and transcribe the data provided by the participant, in order to start the data analysing process.

The researcher asked a total of 13 questions in an objective way and chose to conduct the interviews online via Microsoft Teams and phone calls for approximately 30-45mins. The choice of conducting semi-structured interviews was best suited for this particular study as the researcher used a set of predetermined questions which research participants could

respond to in their own words (Allen, 2017). Participants were free to elaborate on the questions presented, offering the researcher more information as well as information that may not have been considered. At this point, the researcher probed at the responses of the participants in the attempt to uncover data-rich responses. By being attentive to the responses and frequently probing responses the researcher was able to clarify previous statements made by the participants.

The researcher determined in advance how many participants would be required to represent an accurate sample and settled on a total of 10 respondents. The data collection was conducted over a period of a 1.5 weeks, during the participants free time at work - giving them time to accommodate for their day-to-day workload and the choice of when to complete the interview. This allowed for increased attention during the data collection process, enhancing the accuracy of the findings, and for an in-depth understanding on the matter to be gathered. Refer to Annexure C for a copy of the interview questions.

3.7. Data Analysis Methods

In analysing data, it turns mass findings into meaningful insights in order to describe, illustrate and condense the data (Bhatia, 2018). The data analysis method used for the purpose of analysing the qualitative data uncovered in this study was qualitative content analysis.

Qualitative Content Analysis was used in this research. Content analysis is a widely used qualitative research technique and tool used to determine the presence of certain words, themes, or concepts within some given qualitative data (i.e. text) (Public Health, 2021). Using content analysis, the researcher quantified and analysed the presence, meanings and relationships of such certain words, themes, or concepts (Public Health, 2021). Within this analysis method, thematic coding and line-by-line analysis was used to categorise and identify patterns in text answers for in-depth analysis (du Plooy-Cilliers et al., 2014).

3.7.1. Thematic Coding

The aim of using this particular data analysis method was to determine the structuring of these themes with a representational tool such as a table or thematic map. This analytic tool aided the researcher's exploration and understanding of the issue relating to the particular research problem (Attride-Stirling, 2001). Once all the data was collected, the researcher made use of a thematic network analysis to analyse the qualitative data in the study, by

making sense of the interview responses, and ultimately contributing towards the development of new impressions which can be interpreted in various ways. The researcher relied on judgement and the recordings from the interviews to accurately reflect the results and achieve trustworthiness (Gibbs 2007).

Qualitative data analysis is an interactive layered development whereby each step and layer of the analysis is documented. The researcher ensured the preparation and organization of the data in a systemic manner, in the effort of ensuring a comprehensive thematic analysis could take place. In doing so, it proved to be useful for the researcher to streamline the research and not waste time during the lengthy qualitative data analysis process. All the data gathered from the interview process was subjected to in-depth inspection, understanding and scrutiny.

This particular data analysis will take an exploratory approach when making sense of the research and therefore, contribute towards the development of new impressions which could be shaped and interpreted in different way (Mortensen, 2020). The full process of thematic coding can be broken down into the following steps which the researcher followed;

1. Familiarize yourself with your data.
2. Assign preliminary codes to your data in order to describe the content.
3. Search for patterns or themes in your codes across the different interviews.
4. Review themes.
5. Define and name themes.
6. Produce your report.

The raw data was collected from the interviews, and reduced through transcription and converted into a clear and concise format. Participant responses taken from the interviews were typed out into a table format on a Microsoft Word and Google Docs document so that the researcher could dissect text into text segments using a coding framework and highlighting key words. During the transcription process the researcher started to become familiar with the different aspects of the data, gaining important insights and understanding towards the content by intensively reading the transcripts several times.

With the data clearly represented, the information was analysed and the researcher interpreted and formulated the data and additional analysable data which was used as a tool to compare opposing trends or themes (Mortensen, 2020). This process allowed the

researcher to create links with regards to the subject matter and key concepts. By refining the themes and arranging them into a table format, the researcher was able to construct thematic networks which identified any common patterns or trends.

3.7.2. Line-by-Line Analysis

This method is used to analyse data from qualitative sources such as interviews (Bhatia, 2018). This data analysis method was used to analyse the stories and experiences shared by participants to answer the research questions. Line-by-line analysis aided the researcher in understanding the respondents' perceptions and opinions through their stories and experiences of which they share. The primary focus, in this case, was the content within the text. Therefore, this approach to data analysis was suitable when transcribing one-on-one interviews.

For the purpose of this research, inductive strategies were used. This involves drawing a general conclusion from a set of specific observations and widening specific premises out into broader generalizations (MasterClass Staff, 2020). Furthermore, this type of reasoning includes a causal link between the premise and the conclusion.

Once the data from the one-on-one interviews was collected and transcribed, the researcher made use of line-by-line analysis to analyse the perceptions and stories that the participants have created. This helped the researcher understand how and why the respondents represent themselves and their experiences to both themselves and to others (Sage Research Method Datasets, 2019). The researcher followed a five-step process;

1. Organise and prepare the data
2. Obtain a general sense of the information
3. Code text
4. Sort into categories or themes
5. Interpret the data

The preparation of the data began with the researcher transcribing each interview audio from the online interviews after they have been completed. A consent form was signed by each participant, as seen in Annexure A and B. Whilst transcribing the responses from the interviews, the researcher made notes of any rudimentary patterns or themes (Sage Research Method Datasets, 2019). Each response was then combined into one document, where participant was assigned a fictitious name to remain ethical and adhere to the consent

forms. The researcher then coded the data manually. This entailed the researcher re-reading the transcripts and sorting, defining, and identifying any reoccurring words, ideas, or patterns that are applicable to the purpose of the research. This was done by highlighting recurring words and patterns according to the different key concepts of the research. Each key concept was assigned a different colour, and throughout the transcribed interview, words were highlighted in the colour according to which concept they fall under, as these pertain to the research.

Thereafter, codes were placed into logical categories, which are the key concepts of the research, these could also be a word or a phrase and describes a segment of the data which is clear. Through an inductive approach to the research findings, the researcher was able to identify themes and patterns which will allow for a better understanding of the importance of brand culture on employee motivation and productivity, specifically for TBWA, and the common themes which may occur as a result of TBWA being a case study for the digital marketing industry. The categories reflected both the themes and core findings that became apparent to the researcher for the study.

Lastly, the researcher interpreted and deciphered the meaning of the data by studying the categories and their corresponding codes and identifying any overarching themes or theories that provided insight on the importance of brand culture on employee motivation and productivity.

3.8. Conclusion

The research process presented in this chapter adopted an interpretivist paradigm which aimed to explore the “what and how” of the research problem. In order to find out the perceptions and behaviours of employees that work at TBWA, qualitative rich data in the form of primary and secondary research was conducted. Despite the limitations of the research, which are outlined in Chapter 5, the research and data collected was suitable to the study.

4. CHAPTER FOUR: RESEARCH FINDINGS AND INTERPRETATIONS

4.1. Introduction

The research questions formulated in this study were constructed upon the existing theories identified in Chapter 2 and suitable data was collected and analysed using these theories. Two research objectives were formulated to guide the collection of informative primary data to investigate the research problem. Chapter four includes the presentation and interpretation of the findings identified from the research conducted using semi-structured in-depth interviews, these are presented in the form of word clouds to visually represent the data in a clearer, more enticing way, for better understanding.

4.2. Presentation and Interpretation of Findings

Objective 1: To investigate the role of brand culture and employee productivity.

This objective revealed various themes which were extrapolated from the one-on-one online interviews with TBWA employees. These four themes are; “Culture”, “Motivation and Productivity”, “Culture, Motivation and Productivity” and “Commitment and Job Performance”.

4.2.1. Culture

Questions 2, 4 and 12, as seen in Annexure C, in the interview covered the theme of “Culture”. Below is a word-cloud illustrating the codes and patterns established from the key phrases and trends found in responses to each question.



Image 4.1.1. Word-Cloud of Questions 2, 4 and 12 (own image)

As discussed by Yohn (2017) in his journal article titled, **‘Why Your Company Culture Should Match Your Brand’**, leaders need to understand that a strong, differentiated company culture contributes to a strong, differentiated brand and that an extraordinary brand can support and advance an extraordinary culture (Yohn, 2017). The responses to interview questions 2, 4 and 12 relate to what Yohn (2017) reveals in his above journal article which explains how having a distinct corporate culture allows great organizations to produce phenomenal results, thus companies need to align and integrate their culture and brand in order to create a powerful competitive advantage and growth.

From the conducted, all participants interviewed understood the meaning of Brand Culture, could define it using their own words and understanding of the concept, and had similar perceptions of TBWA’s culture. Their views of TBWA’s brand culture was expressed as positive, and some included ‘welcoming and inclusive atmosphere that is very vibey, colourful, happy and modern’, and ‘a place where you can be free, you can express yourself’.

One participant mentioned that brand culture are the “...things that different people bring to different facets of their lives and the workplace...”, and another revealed that culture is about the “...experiences that the workplace has to offer...” and your environment and how one carries themselves and reacts with others. Two participants mentioned that culture to them

is how the business is conducted, it is the defining and relatable things that set a brand apart and that it is strongly portrayed by management and staff.

With regards to employees biggest achievement, most participants could explain theirs, however there was a lack of information on how they were congratulated. Six participants revealed that they had ‘...no big congratulations...’, but people who were involved, and rarely the client, recognized and celebrated them through ‘emails’, ‘phone calls’ and ‘word of mouth’.

4.2.2. Motivation and Productivity

Question 9, as seen in Annexure C, in the interview covered the theme of “Motivation and Productivity”. Below is a word-cloud illustrating the codes and patterns established from the key phrases and trends found in response to Question 9.



Image 4.1.2. Word-Cloud of Question 9 (own image)

Panthi (2019) explains that knowing employees needs and culture, aligning that with the organisation's, leads to employees having a successful experience in the workplace and being committed to achieving organisational goals. By including employee experience in brand culture, employees motivation will increase, ultimately improving productivity (Panthi, 2019). Findings from the research indicated that employees take coffee breaks, play music, and chat to their fellow colleagues to stay motivated. Participants mentioned that being social fuels their inspiration and motivation for work. One participant revealed that by

‘...being in the office, being thanked and acknowledged because everyone bring something different to the table..’

4.2.3. Culture, Motivation and Productivity

Question 5, as seen in Annexure C, in the interview covered the theme of “Culture, Motivation and Productivity”. Below is a word-cloud illustrating the codes and patterns established from the key phrases and trends found in response to Question 5.



Image 4.1.3. Word-Cloud of Question 5 (own image)

Herzberg’s Two Way Factor Theory and the **Buy-in Benchmark** offers reasonings to the correlation between brand culture and how it influences employees’ motivation and productivity. **Herzberg** (1959) states that brands need to focus on improving both motivating and hygiene factors in order to have the most motivated and productive employees. This prevents job dissatisfaction, allowing for increased employee retention, motivation and productivity (Leigh-Hunt, 2016).

The **Buy-in Benchmark** iterates employee commitment to achieve the brands goals through their emotional attachment to the brand (Thomson, de Chernatony, Arganbright and Khan, 1998). This theory aids brands in identifying strategies to enhance employee performance through understanding the commitment amongst employees, thus adding to the effectiveness of their brand culture.

The general consensus from the participants showed a **positive relationship** between **brand culture** and **motivation**. Some respondents mentioned that by ‘feeling appreciated’, having a ‘positive work environment’ and ‘being valued and appreciated’ promotes their productivity, and makes them ‘..want to do their very best...’. One participant mentioned how when one ‘aligns’ with the culture, then ‘you’re going to see your productivity, increase, because you’re comfortable and happy.’

4.2.4. Commitment and Job Performance

Questions 6 and 13, as seen in Annexure C, in the interview covered the theme of “Commitment and Job Performance”. Below is a word-cloud illustrating the codes and patterns established from the key phrases and trends found in response to Questions 6 and 13.



Image 4.1.4. Word-Cloud of Questions 6 and 13 (own image)

As stated by Alyahyah et. al. (2013), Roos, and Van Eeden (2008), and Daft (2010), organizational culture influences employee performance. Employees’ ‘commitment’ to the organization is a function of their interaction and relationship with the organization and the attitude of management towards employees (Dwivedi, Kaushik & Luxmi, 2014). To increase employees commitment to their organizations, changes need to be made and initiatives included in the culture of the organization (Dwivedi *et al.*, 2014).

When looking at image 4.1.4., it is evident that employees perceptions of their workday is somewhat negative, participants mentioned starting early, ending late, being in back to back meetings, no breaks and many emails. From the research conducted, one participant

described their role as being a 'firefighter' and it constantly being 'go, go, go', and another mentioned that they make a to do list but revealed that there 'isn't a day where they can go from 1 to 20 on their to do list tick them off, because of everything that happens during the day.'

All participants revealed that they understand work/life balance is important for their well-being however, they do not practice a healthy work/life balance. Two participants mentioned that working from home is challenging to find a balance. This relates to the literature in that a proven way to motivate employees is to make employees more satisfied so that they are committed to their work (Daud, 2020). The organisation influences the level of employee motivation which improves their organizational culture. It can be deduced that employees are committed to completing their work and achieve goals due to the poor work life balance. One participant mentioned it is important to recognize weaknesses and how far one can push themselves, otherwise 'work will diminish'. They mentioned 'prioritizing' and 'communicating with colleagues' helps in managing the workload.

Objective 2: To determine what initiatives are in place and what can be added to improve employee productivity in the workplace.

Managers are responsible for ensuring that employees are at their optimal performance levels at work. Happy, and employees who are well-equipped to do their jobs, are the twin pillars of productivity. Higgins (2020) identifies different ways to boost employee productivity, these include; office environment, schedules, technology. Objective two uncovered the key theme of "Work Environment and Design".

4.2.5. Work Environment and Design

Questions 7,10 and 11, as seen in Annexure C, in the interview covered the theme of "Work Environment and Design". Below is a word-cloud illustrating the codes and patterns established from the key phrases and trends found in response to Questions 7,10 and 11.



Image 4.1.5. Word-Cloud of Questions 7, 10 and 11 (own image)

New trends in office design have considered physical environment in workplaces as a means not only to bring delights and happiness to employees, but also to support creativity and increase productivity (Binyaseen, 2009). 7 out of the 8 participants felt that their open plan office design leads to them being distracted whilst at work. The participants provided examples of how they deal with these distractions, which include wearing headphones, grabbing coffee with a colleague and listening to music. One participant revealed that they do not get distracted while at work. This participant mentioned that they are very systematic and organised, they know what they need to get done and they get on with it. All participants mentioned that there are no set initiatives in place, however there are many opportunities employees can take advantage of as well as many unspoken activities that aid in motivating employees.

Some suggestions that were revealed included management enforcing breaks and encouraging leave when employees are feeling overwhelmed and stressed as this is ‘...important for mental health and well-being’. Interaction, communication and connection with team members as well as one on one meetings was a common suggestion between participants – as this helps them feel ‘recognised and important’ and keeps them in the loop.

Two participants felt as though colour, plants, imagery, cozy spaces, creative lounges and informal work spaces and good lighting will aid in their productivity. This relates the literature

which states that poor workplace environment conditions have affected employee performance and that new trends in office design have considered physical environment in workplaces as a means not only to bring delights and happiness to employees, but also to support creativity and increase productivity (Binyaseen, 2009).

However, one participant revealed that what they have at the agency is a great platform to keep people motivated – they have coffee stations, hot chocolate stations, sweets, fruit, constant training, and there are people that employees can speak to who are successful in their field.

Objective 3: To determine what initiatives employees', consider a Brain Break, and if they feel this relates to their productivity.

The three main themes that fall under this objective include; The Concept of a Brain Break, Work Environment and Design and Commitment and Job Performance.

4.2.6. Brain Break

Questions 3 and 8, as seen in Annexure C, in the interview covered the theme of Brain Break. Below is a word-cloud illustrating the codes and patterns established from the key phrases and trends found in response to Questions 3 and 8.



Image 4.1.6. Word-Cloud of Questions 3 and 8 (own image)

The idea of employee breaks and work flexibility to improve employee productivity is reinforced by Egger, Benzing, Conzelmann and Schmidt (2019). Employees feel more energized and fulfilled when they have the opportunity to take short breaks. By including different initiatives, the payoff for both employees and employer is considerable in the form of increased energy, productivity, and long-term commitment and less burnout.

Four participants didn't have an understanding of the concept Brain Break, only when explained. All participants felt as though Brain Breaks are very important and required during their day in order to be productive. Team bonding and connecting through mind games, fresh air, going offline and exercising were a common suggestions for Brain Break activities between the participants, this relates to the above literature of employee breaks and work flexibility leading to improved employee productivity by Egger, Benzing, Conzelmann and Schmidt (2019).

The overall consensus on Brain Breaks boosting motivation and productivity was positive. Eight participants answered yes, they are very important. One mentioned that management could encourage staff to take leave when they are feeling overwhelmed as time off is important for mental health, this correlates to the literature of managers playing a key role in the level of motivation of employees (Maxey, 2014). To motivate employees and increase productivity, managers should take certain basic courses. Maxey (2014) links the concepts of employee experience, motivation and productivity through the explanation of leadership development.

With regards to motivation, three participants feel as though Brain Breaks recharge one's batteries and refresh the mind. One was half and half, they believed that after a long holiday one is excited to go back to work, however after a big or long lunch, one may feel lazy and tired. One participant was indifferent, they felt that having a brain break is 'nice', however they feel it won't impact their productivity. All participants felt that by taking a step back and having a break from what one is working on, one gathers a different perspective and can see the bigger picture.

4.3. Findings in Context

Primary Research Question:

Overall, it was found that the conducted research supports the literature when it comes to the primary research question: **Are factors of TBWA's Brand Culture on employee's**

motivation and productivity within the workplace, positive or negative? From both the literature and the conducted research, it is clear that factors of TBWA's Brand Culture on employee motivation and productivity has both positive and negative effects. There are some areas in which the agency could improve, and other areas where they excel in. One of the most important findings from both the primary and secondary research is that workplace environment is a key motivating factor which needs to constantly be evaluated and improved on in conjunction with employee communication and team check-ins.

To reap the benefits of an aligned workforce, brands need to have a unifying drive behind both brand culture and the brand. Organizational silos are combined, everyone is focused on the same priorities, ultimately increasing collaboration, motivation and productivity amongst employees and aligning them with the brands goals and objectives (Yohn, 2017). From the conducted research it is evident that brands need to create a unique identity desired by consumers and employees and that employees need to feel empowered to interpret and reinforce these values and unique characteristics of the brand. Brands achieve this by cultivating a clear, strong, and distinctive brand-led culture. The Buy In Benchmark determined by Thomson, de Chernatony, Arganbright and Khan (1998) explains intellectual buy-in and emotional buy-in, and how this relates to the extent to which employees are aligned with the brand, business goals and strategies, this relates to the primary research question as the researcher is able to assess the positive and negative factors of brand culture by analysing the opinions of employees of TBWA and determine to what extent employees have intellectually and emotionally bought into and are aligned with the brand and organisational goals.

Secondary Research Question:

It is clear that the conducted research supports the literature when it comes the secondary research question: **What initiatives can be implemented to improve employee motivation and productivity?** It is evident that a clearly communicated and positive brand culture, relates to employee productivity in the workplace. Once a brand has clarity on the values necessary to support the required brand type, they can then be used to ignite other culture efforts including design, leadership development and employee experience. Therefore, when the brand and culture are aligned and integrated, the organisations operational efficiency, accuracy, and quality increases (Yohn, 2017).

Employees are vital for the success of the organisation, firms who focus on their employees, cultivate a culture of employees who are motivated to work (Taylor, 2017).

Research Problem:

“Brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brands values (Yohn, 2017). Evidence suggests that having regular periods away from ones laptop raises levels of engagement, which is correlated with productivity and motivation (Selig, 2017). By incorporating initiatives into employees’ work day, they are re-energized, enabling them to complete tasks more effectively, drive brand goals, feel more valued and work in a positive environment, ultimately improving work performance (Selig, 2017).”

Hertzberg (1959) states employees need to feel motivated in order to work hard. Companies can improve brand culture through various initiatives, one being brain breaks, leadership development and employee motivation and productivity. Brands need to provide employees with an exceptional employee experience, and managers with basic skills as employees will treat their consumers as well as they are being treated. Managers play a key role in the level of motivation of employees (Maxey, 2014). Effective leaders are those who create optimum work environments, allowing employees to function at the highest level. They create a work culture where employees can fun, relax, and rejuvenate, this assists staff experience and performance, ultimately improving motivation and productivity. Implementing a cultural strategy in one’s brand culture, from the top down, creates a desire and motivation in employees to achieve organisational goals, improving productivity.

The ideal organisational culture will propel employees to be responsible, satisfied, and motivated (Adeoye & Hope, 2020). By embracing the culture of an organization aids employees in completing organisational tasks efficiently and effectively, improving productivity, as brand culture is what connects the organization together.

4.4. Validity, Reliability and Trustworthiness

In exploratory studies, data replication (reliability) and accuracy (validity) are usually not scientific criteria, as the research design is required to be flexible in order to enable an understanding of an unknown area of research (du Plooy-Cilliers et al., 2014). Therefore, for the purpose of this qualitative study, trustworthiness applies.

Qualitative research does not use numbers as evidence, but rather different criteria to determine the trustworthiness, or credibility, of the research findings. The aim of this research was to promote understanding of the phenomenon of brand culture and employee motivation and productivity within TBWA, and not generalise the results to a broader population (du Plooy-Cilliers et al., 2014). The researcher enhanced the trustworthiness of the study by ensuring credibility, transferability, dependability and confirmability (du Plooy-Cilliers et al., 2014).

Credibility was ensured through using a data collection method that allowed for a systematic analysis of the information. Furthermore, credibility was increased as the researcher spent a long time with each participants, as the interviews were 30-60mins, and participants were from different departments, resulting in the data not being skewed. The researcher was able to understand participants better and gain insight into their lives. The researcher ensured no information was falsified when transcribing, they depicted participants lives and perspectives as described to them – making the findings of the participants believable (du Plooy-Cilliers et al., 2014).

Transferability enhances trustworthiness and is the ability of the findings from the study being applied to a similar setting and delivering similar results (du Plooy-Cilliers et al., 2014). The researcher enhanced transferability by describing the research context and the assumptions that were central to the research in detail (M.K, 2021). The person who wishes to “transfer” the results to a different context is then responsible for making the judgment of how sensible the transfer is (M.K, 2021). This aided the readers in making informed decisions regarding the transferability of this research study.

Dependability enhances this research’s trustworthiness as the process of integrating the data collection method, data analysis and the theory are seamless and are situated around the same paradigm and research approach (du Plooy-Cilliers *et al.*, 2014). Throughout research process the researcher took notes, enabling others who follow the researchers reasoning process to understand the process followed by the researcher and execute the process in the same way. Lastly, the study’s trustworthiness was enhanced through confirmability. The data collected from this research aligned and supported the findings and interpretation of the researcher. This indicates that the findings flow from the data, and that the researcher has described the research process fully in order to assist others in scrutinising the research design (du Plooy-Cilliers *et al.*, 2014). This enhances

trustworthiness as others who look at the data will come to similar conclusions as the researcher for this study did.

4.5. Conclusion

The research conducted from the semi-structured in-depth interviews and the literature revealed multiple detailed findings and insights. It was found that the research conducted throughout this paper supports the literature of various authors, specifically Yohn (2017), and Daud (2020), writing on culture, motivation and productivity and Buch (2010) writing on screen exposure, motivation and productivity. It is understood from the research that the brand culture of TBWA has both positive and negative effects on employees motivation and productivity in the workplace, with the reason being that employees view workplace environment as a key factor in their motivation and productivity in the workplace.

South Africa is implementing more technology into the workspace, and neglecting the mental well-being of employees. Employees are seeking an environment that aids in their motivation, aligns with their goals and pushes them to achieve organisational goals. TBWA employees gave useful feedback for other digital marketing firms of what they could include in their employees workday. This leads to brands having a better understanding of their employees needs and opinions, which in turn leads to improved employee motivation and productivity.

5. CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter draws on the conclusions and recommendations from each objective by looking at the findings that were revealed in both the literature as well as the primary research. The key points of the research are summarised and the significance of each finding is highlighted. Furthermore, suggestions for future research and various limitations are addressed and recommendations have been suggested for each research objective.

5.2. Objective 1

To investigate the role of brand culture and employee productivity.

5.2.1. Findings from the literature

Yohn (2017) discussed that having a distinct corporate culture allows great organizations to produce phenomenal results. Companies need to align and integrate their culture and brand in order to create a powerful competitive advantage and growth. Leaders need to understand that a strong, differentiated company culture contributes to a strong, differentiated brand and that an extraordinary brand can support and advance an extraordinary culture (Yohn, 2017).

A company's culture and brand need to be driven by the same purpose and values (Yohn, 2017). This produces an organization that operates with integrity and authenticity (Yohn, 2017). Brands need to adopt unique ways of thinking to produce a unique identity desired by consumers and employees. Yohn (2017) states that employees need to be empowered to interpret and reinforce these values and unique characteristics of the brand. Brands achieve this by cultivating a clear, strong, and distinctive brand-led culture.

Increased motivation leads to increased performance. The higher the level of employee motivation in completing organisational tasks, the greater employee's performance will be. Daud (2020) states that work motivation influences employee performance. Furthermore, there is a significant influence between organizational culture and work motivation, and between organizational culture and employee performance. Employees are vital for the success of the organisation (Taylor, 2017). Companies with a strong brand culture organically create people who can articulate their brands with praise. Firms who focus on their employees, cultivate a culture of employees who are motivated to work.

5.2.2. Findings from the research

This objective revealed various themes which were extrapolated from the one-on-one online interviews with TBWA employees. These four themes are; “Culture”, “Motivation and Productivity”, “Culture, Motivation and Productivity” and “Commitment and Job Performance”. The responses to interview questions 2, 4 and 12 related to what Yohn (2017) revealed in his journal article which explains how having a distinct corporate culture allows great organizations to produce phenomenal results, thus companies need to align and integrate their culture and brand in order to create a powerful competitive advantage and growth.

From the conducted, all participants interviewed understood the meaning of Brand Culture, could define it using their own words and understanding of the concept, and had similar perceptions of TBWA’s culture. Their views of TBWA’s brand culture was expressed as positive. By including employee experience in brand culture, employees motivation will increase, ultimately improving productivity (Panthi, 2019). Findings from the research indicated that employees take coffee breaks, play music, and chat to their fellow colleagues to stay motivated. Participants mentioned that being social fuels their inspiration and motivation for work. The general consensus from the participants showed a **positive relationship** between **brand culture** and **motivation**.

5.2.3. Conclusion

From both the literature and the conducted research, it is clear that factors of TBWA’s Brand Culture on employee motivation and productivity has both positive and negative effects on employee motivation and productivity. The key finding from both the primary and secondary research was that workplace environment is a key motivating factor which brands need to constantly evaluate and improve on, in conjunction with employee communication and team check-ins.

The issue with this is that the work environment could end up being distracting to employees, due to the brighter colours, increased “chill-zones” or the open plan setting, when in fact this should improve productivity, not deter employees from it.

5.2.4. Recommendations

Going forward, the recommendation for brands like TBWA would be that they need to clearly communicate their brand purpose and goals to employees and evaluate what employees

feel motivate them. From there they can create initiatives for employees based off of their opinions and suggestions. Furthermore, it is suggested that organisations disclose what benefits and facilities they have to offer prospective employees. If employees feel that they align with the brands culture and are intrigued by what they see and what they are told, they can then apply for a position, rather than applying and being disappointed or not achieving organisational or personal goals. These factors are more likely to improve employee motivation and productivity in the workplace.

5.3. Objective 2

To determine what initiatives are in place and what can be added to improve employee productivity in the workplace.

5.3.1. Findings from the literature

When an organisation has a culture where employees higher order needs are satisfied, it leads to a higher level of commitment among employees. To increase employees commitment to their organizations, changes need to be made and initiatives included in the culture of the organization (Dwivedi *et al.*, 2014). Panthi (2019) explains that knowing employees needs and culture, aligning that with the organisation's, leads to employees having a successful experience in the workplace and being committed to achieving organisational goals. By including employee experience in brand culture, employees motivation will increase, ultimately improving productivity (Panthi, 2019).

As stated by Adeoye and Hope (2020), the outcome of the employee will depend the organizational culture. Organizations that commit to their employees should ensure that staff is acquainted with the organizational system. Workers acquire knowledge due to the culture in the system, then make decisions accordingly. Employer's values towards the firm encourages worker's self-confidence, encouragement in fulfilling their responsibilities and business purposes – increasing productivity (Adeoye & Hope, 2020).

Higgins (2020) explains that the temperature of the office affects employees' ability to focus, which means lower output. Binyaseen (2009) reiterates the direct impact organizational structure and culture have on shaping the physical settings of workplaces and that poor workplace environment conditions have affected employee performance.

5.3.2. Findings from the research

Managers are responsible for ensuring that employees are at their optimal performance levels at work. Happy, and employees who are well-equipped to do their jobs, are the twin pillars of productivity. Higgins (2020) identifies different ways to boost employee productivity, these include; office environment, schedules, technology. Objective two uncovered the key theme of “Work Environment and Design”.

New trends in office design have considered physical environment in workplaces as a means not only to bring delights and happiness to employees, but also to support creativity and increase productivity (Binyaseen, 2009). 7 out of the 8 participants felt that their open plan office design leads to them being distracted whilst at work. The participants provided examples of how they deal with these distractions, which include wearing headphones, grabbing coffee with a colleague and listening to music. All participants mentioned that there are no set initiatives in place, however there are many opportunities employees can take advantage of as well as many unspoken activities that aid in motivating employees.

5.3.3. Conclusion

Overall, by knowing employees needs and culture, aligning that with the organisation's, it leads to employees having a successful experience in the workplace and being committed to achieving organisational goals. By including employee experience in brand culture, employees motivation will increase, ultimately improving productivity. Furthermore, office design remains a motivating factor for brands to focus on for improved motivation.

5.3.4. Recommendations

for the future, it would be beneficial to organisations like TBWA to listen to employees and incorporate suggested initiatives for improved motivation and productivity. Some suggestions included management enforcing breaks and encouraging leave when employees are feeling overwhelmed and stressed. Interaction, communication and connection with team members as well as one on one meetings was a common suggestion between participants – as this helps them feel recognised and important.

The office environment proved again to be a motivating factor to employees. Going forward, a suggestion for organisations could be to include more colour, plants, imagery, cozy spaces, creative lounges and informal work spaces with good lighting as some employees feel this aids in their productivity. This relates the literature which states that poor workplace

environment conditions have affected employee performance and that new trends in office design have considered physical environment in workplaces as a means not only to bring delights and happiness to employees, but also to support creativity and increase productivity (Binyaseen, 2009).

5.4. Objective 3

To determine what initiatives employees', consider a Brain Break, and if they feel this relates to their productivity.

5.4.1. Findings from the literature

Firth et al. (2019) identifies that when cognition is affected, other factors of motivation and productivity are affected. By including initiatives of improved work environment and flexible work schedules into a brand's culture as mentioned by Higgins (2020), employees' ability to focus and complete their required tasks will be enhanced, further increasing their productivity. Today's methods of conducting business affect employee productivity. The idea of employee breaks and work flexibility to improve employee productivity is reinforced by Egger, Benzing, Conzelmann and Schmidt (2019).

By understanding when and how the brain is most effective in conjunction with when employees are most productive, leaders have the opportunity to help employees make complex decisions and experience creative and innovative insights (Buch, 2010). Relevance is shown in importance of employee satisfaction and productivity.

5.4.2. Findings from the research

The three main themes that fall under this objective include; The Concept of a Brain Break, Work Environment and Design and Commitment and Job Performance. Employees feel more energized and fulfilled when they have the opportunity to take short breaks. By including different initiatives, the payoff for both employees and employer is considerable in the form of increased energy, productivity, and long-term commitment and less burnout.

5.4.3. Conclusion

The overall consensus of Brain Breaks was a positive effect on motivation and productivity. It was found that management could encourage staff to take leave when they are feeling overwhelmed as time off is important for mental health, this correlates to the literature of managers playing a key role in the level of motivation of employees (Maxey, 2014). With

regards to motivation, it can be noted that Brain Breaks recharge employee's batteries and refresh their mind. All participants felt that by taking a step back and having a break from what one is working on, one gathers a different perspective and can see the bigger picture.

5.4.4. Recommendations

Suggestions that would be useful for brands to incorporate into their culture for improved motivation and productivity include; team bonding and connecting through mind games, fresh air, going offline and exercising. Work flexibility, would be another beneficial tool to incorporate into employees workday for improved employee productivity (Egger, Benzing, Conzelmann and Schmidt, 2019).

5.5. Anticipated Contribution

For this research, the anticipated contribution was to explore and provide insight into the importance of brand culture on employee motivation and productivity as there is minimal research in this field. Furthermore, it was aimed at providing an in-depth understanding on the role organization culture plays in employee productivity and determining what initiatives improve employee's productivity in the workplace. In gaining an understanding of the importance of brand culture on employee productivity, other companies may see an opportunity to incorporate initiatives into their business model in order to effectively improve their brand culture, ultimately improving employee motivation and productivity.

Furthermore, this study may provide other brands with improved insight on what employees feel motivate them in the workplace, and what initiatives they see as a means to boost their motivation, ultimately increasing their productivity. This provides brands with the knowledge to incorporate the needs and wants of their employees, making the work environment a positive place, where they feel committed to their work and strive to achieve organisational goals.

5.6. Suggestions for Future Research

During the course of conducting this research, the emergence of various new aspects and thought-provoking ideas could be interesting to use in future studies. Through the research, it was discovered that there is a positive effect of brand culture on employee motivation and productivity. With many participants revealing that the workplace environment, lightening and imagery influences their mental well-being, which in turn influences their motivation and productivity. Therefore, the point of view of current employees working at Digital Marketing

firms could also be researched to understand the psychology behind what motivates them and what fuels their productivity in the, and the effect it has on the mental and emotional wellbeing of employees.

5.7. Ethical Considerations

Throughout this study, ethical procedures and techniques were implemented to ensure that the various participants respondents were represented truly and used in the appropriate manner. Throughout this study, the following ethical procedures and techniques were implemented. Participants were assured of strict confidentiality and full consent was obtained from each participant. It was pertinent that participants completed and signed the consent form, prior to the data collection process, and that the researcher was granted ethical clearance. The researcher referenced the data correctly ensuring their personal information was protected, and no information gathered was falsified in anyway, ensuring confidentiality. A consent form is attached as Annexure A and B, allowing the researcher to use the data provided and audio record the participant, and an ethical clearance letter is attached as Annexure E.

In addition to obtaining a consent form from each participant, the researcher remained objective throughout the research process by not favouring one set of data, participant, or department, for any reason that could benefit the research or the researcher, ensuring no personal bias influenced the data and research findings.

No questions were asked which left the participant feeling discriminated against in any form. Respect was given, as participants were not emotionally or physically harmed during the study, and participants felt safe throughout the research process. The sources and findings produced are authentic and credible. As an ethical researcher, the results gathered were not distorted in favour of the research and the appropriate methods were used in order to gather accurate data, ensuring there was no bias in the results.

5.8. Limitations

The possible limitations of the proposed research study describe the particular influences that go beyond the researcher's control. These influences are described as the conditions which place restrictions on the research methodology as well as the overall conclusions, this research study was subject to several limitations. Due to time and location limitations, the

one-on-one interview study may be confined to certain provinces, specifically KZN, and not the whole of South Africa.

Moreover, the choice of using a one-on-one interview as the data collection method, may be limited in terms of it not being a truly random sample and it being time-consuming. A means to combat this limitation was ensuring questions were specific and having a time limit for the interview. This allowed gathering accurate, reliable information and eliminated over-elaboration and deterring from the research topic, all factors that could have emerged from the qualitative research approach.

COVID-19 posed limitations during the data collection process and when accessing the select sample. The data collection processes for this study needed to accommodate social distancing rules and the option for online data collection, ensuring participants safety. The data collection method for this study was one-on-one semi-structured interviews, which were to be carried out in the TBWA offices adhering to all social distancing and COVID-19 protocols. However, with the limitation of COVID-19, and offices allowing only certain personal into the building, the interviews took place over zoom and through phone calls. This extended the time frame in which the data was collected, thereby extending the data analysis period. The limitation during the data collection process was addressed by starting the data collection process earlier and analysing the sets of data as soon as an interview was completed, in order to ensure the accurate collection and thorough analysis of data. Furthermore, in addressing the limitation of COVID-19 obstructing the accessibility of the sample, the researcher approached the HR manager of TBWA, email for consent to conduct research at TBWA is attached as Annexure D, and asked them to distribute the consent forms to those who were willing to participate. The manager then sent the contact details of these employees to the researcher, who then contacted them regarding an interview time.

5.9. Overall Concluding Remarks

It was found by Higgs (2020) that workplace productivity has a direct link to business growth and success. There is a growing need for motivated and productive employees in the workplace. The importance of the connection between brand culture and how it impacts employees' motivation and productivity is well established in the literature. It is evident that a clearly communicated and positive brand culture, relates to employee productivity in the workplace. Once a brand has clarity on the values necessary to support the required brand type, they can then be used to ignite other culture efforts including design, leadership

development and employee experience. Companies can improve brand culture through various initiatives, one being brain breaks, leadership development and employee motivation and productivity.

There is useful information in this research which provides insight into where organisations can improve and potential initiatives to improve employee productivity. Embracing the culture of an organization aids employees in completing organisational tasks efficiently and effectively, improving productivity, as brand culture is what connects the organization together.

In a competitive environment where strong competition exists among organizations, brands need to sustain and enhance their organizational culture as having a distinct corporate culture allows great organizations to produce phenomenal results (Yohn, 2017). Organizations cannot operate in isolation without the existence of a culture that guides employees, management, and external society behaviour. Brand culture assists workers in completing tasks effectively and, as found in the literature, motivates employees, ultimately increasing their productivity. Moreover, brands can use brand culture as a tool to attract and motivate employees to achieve organisational goals and objectives, and work in a positive environment.

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ANNEXURE A: PARTICIPANT CONSENT FORM

Explanatory information sheet and consent form for participants

To whom it may concern,

My name is EMMA NICHOLSON and I am a student at VEGA SCHOOL. I am currently conducting research under the supervision of SIMON GRAINGER about THE EFFECTIVENESS OF BRAND CULTURE ON EMPLOYEE MOTIVATION AND PRODUCTIVITY. I hope that this research will enhance our understanding of BRAND CULTURE AND THE ROLE IT PLAYS IN EMPLOYEES MOTIVATION AND PRODUCTIVITY IN THE WORKPLACE.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because your line of work is the field in which my study is situated, and your experience in such field would contribute in understanding the research problem for the study. If you decide to participate in this research, I would like to interview you with regards to your workplace experience and the brand culture of your workplace.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your

experience. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is completely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at VEGA, will have access to your interview information. I would like to use quotes when I discuss the findings of the research, but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my HONOURS IN STRATEGIC BRAND MANAGEMENT. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

[REDACTED]

[REDACTED]

[REDACTED]

The contact details of my supervisor are as follows:

[REDACTED]

[REDACTED]

[REDACTED]

Participant or respondent consent

Signature

I, _____, agree to participate in the research conducted by EMMA NICHOLSON about THE EFFECTIVENESS OF BRAND CULTURE ON EMPLOYEE MOTIVATION AND PRODUCTIVITY

Date

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

- I agree to be interviewed for this research.
- My confidentiality will be ensured. My name and personal details will be kept private.
- 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.
- I may choose not to answer any of the questions that are asked during the research interview.
- I may be quoted directly when the research is published, but my identity will be protected.

ANNEXURE B: PARTICIPANT CONSENT FORM FOR AUDIO AND VIDEO

Consent form for participants	
I, _____, agree to allow EMMA NICHOLSON to audio record my interviews as part of the research about THE EFFECTIVENESS OF BRAND CULTURE ON EMPLOYEE MOTIVATION AND PRODUCTIVITY This research has been explained to me and I understand what participation in this research will involve. I understand that: • My confidentiality will be ensured. My name and personal details will be kept private; • The recordings will be stored in a password-protected file on the researcher's computer; and • Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.	
Signature	Date

ANNEXURE C: INTERVIEW QUESTIONS

1. What is your age and gender?
2. What is your understanding of Brand Culture?
3. What is your understanding of a Brain Break, What activities would you consider a brain break and do you think this boosts your morale and productivity in the office?
4. What is the overall culture of the office? (Prompt: how do you feel when you arrive at work, what makes it special)
5. Do you think brand culture plays an important part in your overall motivation at work, and do you think this relates to your productivity?
6. How would you describe a typical workday in your role?
7. Do you get distracted at the office, if so, how do you deal with that?
8. Do you find yourself more motivated, in a better mood, and more productive after you have had a break, if so, why?
9. What do you do to stay upbeat and motivated at work?
10. Are there initiatives in place at work where you are able to take a break from your laptop (Brain Break) (Prompt: are there certain days where events occur, like no meeting Monday or wine on Thursday at 3pm), if so do you think this improves your motivation and productivity, if not do you think initiatives like mentioned above would improve your motivation at work?
11. How would you improve your office space and work environment? What initiatives would you incorporate to motivate employees to work hard and achieve organisational goals?

12. Can you tell me your biggest work achievement and how you reached that goal? How did the office congratulate you?

13. How do you maintain work/life balance?

ANNEXURE D: GATEKEEPERS LETTER



Gatekeepers letter/ Request to conduct research

Dear Kerry Brown

I am writing to ask your permission to conduct research at TBWA.

My name is Emma Nicholson a Strategic Brand Management Honours student at the Vega, a brand of the Independent Institute of Education (IIE). The research I wish to conduct for my Honours Project, titled The Effectiveness of Brand Culture on Employee Motivation and Productivity: A Case Study on TBWA Employees.

The aim of this study is The Effectiveness of Brand Culture on Employee Motivation and Productivity. The project consists of interviews. The nature of your firm's participation will be allowing me to interview employees for approximately 30-45 minutes either online or in the office during the week. The results from such interviews will be used in the study to contribute towards the understanding of the research problem. The researcher will ask permission of all participants to use the information they provide, ensure confidentiality, reference correctly and ensure their personal information will be protected.

Yours sincerely

Student: Emma Nicholson and signature

Supervisor: Simon Grainger and signature

My contact details are as follows:

Emma Nicholson

[Redacted contact details]

The contact details of my supervisor/navigator/lecturer are as follows:

Simon Grainger

[REDACTED]

[REDACTED]



Gatekeepers Approval

Consent form to conduct research at my company	
1. Kerry-Ann Brown	
Representative of TBWA Hunt Lascaux Durban	
My capacity: HR Manager	
Give my permission that Emma Nicholson.....may conduct research at my company. This research has been explained to me and I understand what participation in this research will involve. I reserve the right to withdraw this permission at any time. I also understand that research reports will be available in the library and IIE Repository.	
Select below:	
- I request that my company's identity be kept confidential. ✓ - My company may be identified in the study	
	12/8/2021
Signature	Date

ANNEXURE E: ETHICAL CLEARANCE LETTER

Date 14 June 2021

Student name: Emma Nicholson

Student number: [REDACTED]

Campus: Vega School Durban

Re: Approval of RESE8419 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.

Your research proposal posed no significant ethical concerns, and your supporting documents and instruments are in order to proceed. We hereby provide you with permission to proceed with your research.

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.

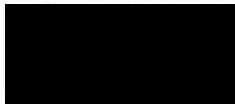
Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

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 name: Simon Grainger

Signature:



Campus Postgraduate Coordinator (CPC) name: Carolanda du Toit

Signature:



Signature: 9 July 2021

ANNEXURE F: FINAL RESEARCH REPORT SUMMARY

DOCUMENT TABLE

Research Purpose/ Objective	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Literature Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Anticipated Findings	References
The Importance of Brand Culture on Employee Motivation and Productivity: A Case Study on TBWA Employees	Are factors of TBWA's Brand Culture on employee's motivation and productivity within the workplace, positive or negative?	Technology is advancing, usage is increasing, ultimately affecting employees motivation and productivity within the workplace (Tran, 2019). Higgins (2020) states that workplace productivity has a direct link to business growth and success and Buch (2010) explains how today's methods of conducting business impede employee productivity. Furthermore, brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brands values (Yohn, 2017). Workplace environment and initiatives, such as brain breaks, are areas and recommendations for brands to improve on and incorporate into their culture for improved employee productivity (Yohn, 2017). Therefore, brand culture is a key factor for brands to focus on in order to succeed and have the most motivated and productive employees. In this research, brand culture, employee productivity and brain breaks is explored, and suggestions for increasing employee productivity will be made. It assists companies in offering employees initiatives to improve productivity and enhance a positive brand culture. In conducting this research, attention is brought to the importance and role of brand culture in the workplace, the positive effects it has on employee productivity, and other initiatives for improving employee productivity.	Herzberg, 1959 Thomson, de Chernatony, Arganbright and Khan, 1999	Epistemology: The understanding of the relationships of Brand Culture and Brain Breaks on employee motivation and productivity Ontology: Show the concepts of Brain Breaks and how they are interested into various categories and aspects during employees' work day, thereby correlating to employees' productivity and motivation.	Paradigm: Interpretivist Theme 1: Leadership Development Theme 2: Culture, Motivation and Productivity Theme 3: Commitment and Job Performance Theme 4: Work Environment and Design Theme 5: Screen Exposure, Motivation and Productivity	Qualitative	One-on-One Semi-Structured Interviews	Consent Objectivity Attentiveness Respect Reference integrity Not be emotionally and physically harmed Provide instructions Credible sources	For this research, the anticipated findings are to explore and provide insight into the importance of brand culture on employee motivation and productivity as there is minimal research in this field, and determine if the effect is positive or negative. This research is aimed at providing an in-depth understanding on the role organization culture plays in employee productivity and determining what initiatives improve employee's productivity in the workplace.	Putting the Focus on Coaching (Maxey, 2014) Why Your Company Culture Should Match Your Brand (Yohn, 2017) Five signs of a strong internal brand culture (Taylor, 2017) The Influence of Organizational Culture and Compensation on Employee Performance with Work Motivation as a Mediating Variable (Daud, 2020) Organizational Culture, Employee Retention and Employee Loyalty: Empirical Evidence from Nigeria (Adeboye and Hope, 2020) Work Motivation Efficiency in the Workplace (Papiéanu, R., 2020) Impact of Organizational Culture on Commitment of Employees: An Empirical Study of BPO Sector in India (Dulveed, Kaushik and Luens, 2014) Create a "Sticky" Organisation (Panthi, 2019) 5 Ways to Boost Employee Productivity (Higgins, 2020)
						Population	The population characteristics of this study included employees working at TBWA, based in Durban, KwaZulu Natal, male and female and between the ages 21-60 years old.			
Research Problem	Secondary Questions/ Hypotheses/ Objectives	Key Concepts	Key Theories			Sampling	Data Analysis Method(s)	Limitations	Anticipated Contribution	
Herzberg (1959) states employees need to feel motivated in order to work hard. Brand culture plays a big part in empowering employees to work hard, be motivated and reinforce the brands values (Yohn, 2017). Companies can improve brand culture through various initiatives, one being brain breaks. Evidence suggests that having regular periods away from ones laptop raises levels of engagement, which is correlated with productivity and motivation (Selig, 2017). By incorporating initiatives into employees' work day, they are re-energized, enabling them to complete tasks more effectively, drive brand goals, feel more valued and work in a positive environment, ultimately improving work performance (Selig, 2017).	What initiatives can be implemented to improve employee motivation and productivity? To investigate the role of brand culture and employee productivity. To determine what initiatives are in place and what can be added to improve employee productivity in the workplace. To determine what initiatives employees consider a Brain Break, and if they feel this relates to their productivity	Brain Break Motivation Productivity Brand Culture Commitment Workplace Environment Employee Experience and Performance	Herzberg Two Way Factor Theory The Buy-in Benchmark			Non-probability Sampling method: Convenience Size: 8 participants	Unit of Analysis: Individuals Data Analysis Method: Qualitative Content Analysis	Time constraint Access to sample Research design COVID-19 Lack of prior research and data	Boost your brain, while having a break! The effects of long-term cognitively engaging, physical activity breaks on children's executive functions and academic achievement (Egger, Benzina, Conzelmann and Schmidt, 2019) Benefit Fringe (Bergerstrom, 2019) Brain Break: Understanding the Influence of Brain functions on organisational effectiveness (Burch, 2010) The Buy-in Benchmark: How Staff Understanding and Commitment Impact Brand and Business Performance (Thomson, de Chernatony, Arganbright and Khan, 1999) The "online brain": how the Internet may be changing our cognition (Firth et al., 2019)	For this research, the anticipated contribution was to explore and provide insight into the importance of brand culture on employee motivation and productivity as there is minimal research in this field. Furthermore, it was aimed at providing an in-depth understanding on the role organization culture plays in employee productivity and determining what initiatives improve employee's productivity in the workplace. In gaining an understanding of the importance of brand culture on employee productivity, other companies may see an opportunity to incorporate initiatives into their business model in order to effectively improve their brand culture, ultimately improving employee motivation and productivity. Furthermore, this study may provide other brands with improved insight on what employees feel motivate them in the workplace, and what initiatives they see as a means to boost their motivation, ultimately increasing their productivity. This provides brands with the knowledge to incorporate the needs and wants of their employees, making the work environment a positive place, where they feel committed to their work and strive to achieve organisational goals.