

A qualitative, cross-sectional study describing employee motivation as perceived by Petrol Station employees in Durban, KwaZulu Natal.

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

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Abstract

The petroleum sector in South Africa can be challenging especially when dealing with the motivating of petrol attendants. Petrol attendants may experience poor communication and management as well as a lack of incentives which are considered demotivating factors. It is essential for employers at petrol service stations to understand the motivation experienced by petrol attendants to ensure job satisfaction. The aim of this phenomenological qualitative study was to describe employee motivation as perceived by petrol attendants in the petroleum sector, specifically in petrol stations in the Durban area. This study analysed Herzberg's Two-Factor theory with regards to employee motivation experienced by petrol attendants. Petrol attendants were asked questions based on Herzberg's Two-Factor theory, through semi-structured interviews. Thereafter, a six-step thematic analysis process was used to determine the findings of the data collected. Findings included the following themes; teamwork makes the dream work, communication of supervisors provides clarity and less confusion, reward and recognition, family over money. This study is significant to the management field as it will provide insight on how managers can increase employee motivation in the petroleum sector.

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A qualitative, cross-sectional study describing employee motivation as perceived by Petrol Station employees in Durban, KwaZulu Natal.

1. Introduction

This research was conducted to help describe employee motivation as perceived by petrol attendants in the petroleum sector to ensure they are satisfied with their job. This research report detailed the background of the study as well as the problem that was researched, the purpose and the relevance of this study. To further support this study, Herzberg's Two-Factor theory was analysed and a review of past literature was conducted based on employee motivation, job satisfaction, the petroleum sector and employee motivation in the petroleum sector. Thereafter, the methodology of this study will be discussed which includes the population and sampling method, the research designs this study used as well as the data collection methods and application of the data collection method and of the data analysis method and the application of the data analysis methods. The findings and interpretations of this study are presented and the research problem and question are addressed. Ethical considerations and limitations of this study are mentioned as well as the heuristic value.

1.1. Background

Many companies face challenges relating to employee productivity therefore employee performances should be continuously managed and measured (PwC, 2019). Petrol prices are continuously fluctuating due to inflation rates and therefore petrol service stations experience a hike in customers when prices are about to increase to fill up fuel (Rangasamy, 2017). Petrol attendants have regular interaction with customers and must therefore remain friendly and polite to customers, even in the busiest and stressful of times (Du Toit, 2016). Employees need to be properly motivated and satisfied in their jobs in order to achieve organisational objectives and to perform well (Bexheti & Bexheti, 2016).

Increase in employee motivation leads to an increase in work productivity (Rijamampianina, 2015). However, if employees do not feel motivated this could lead to low productivity and could even lead to a turnover of employees (Rijamampianina, 2015). Petrol stations tend to have owners, managers and supervisors which means that petrol attendants have many authority figures to take instructions from as well as impress.

It is vital for petrol stations to increase their awareness and understanding of current levels of employee motivation petrol attendants are experiencing. Should employers in petrol stations increase their employee motivation, it could lead to an increase in work performance thus an increase in productivity and profitability for the company. There are many different forms of motivating employees such as compensation, acknowledgment, promotions and a positive working environment (Alshmemri, Shahwan-Akl &Maude, 2017).

Employee motivation plays an integral role in job satisfaction and employee work performance. Employers must understand the effects of employee motivation and why it is beneficial for the company and the employees. Herzberg's Two-Factor theory, which considers hygiene factors and motivational factors, was utilized in providing a deeper understanding of employee motivation and the current level of employee motivation experienced by petrol attendants (Alshmemri, et al., 2017). It is essential for employers at petrol service stations to understand their employees' current level of motivation employees are experiencing to ensure job satisfaction.

This research followed an interpretivist, qualitative, phenomenological methodology that objectively analysed employee motivation as perceived by petrol attendants, to potentially increase job satisfaction and work performance.

1.2. Rationale and Relevance

Employee turnover is increasing and therefore productivity could become low (Rijamampianina, 2015). This indicates there is a possibility employees are not satisfied in their jobs and therefore, terminate their contract of employment or perform poorly (Kelly, 2016). Therefore, the rationale of this study was to describe employee motivation as perceived by petrol attendants to improve productivity and prevent high employee turnover in the petrol station (Rijamampianina, 2015). There is a concern that employees are looking for employment elsewhere, as they are not satisfied in their current position (Kelly, 2016).

Due to petrol attendants continuously working with customers they must have a positive attitude and be friendly towards customers (Du Toit, 2016). Therefore, employers must understand the necessity in ensuring employees are satisfied by

understanding levels of motivation amongst their employees. The researcher believes this is integral for employers in the petroleum sector in order to increase productivity and to ensure employees are satisfied.

This research topic is of relevance as employee turnover is increasing and many individuals are seeking more job satisfaction elsewhere (Kelly, 2016). It is important for petrol attendants to be motivated and for turnover to be reduced amongst them as they work with customers on a daily basis and need to have a positive attitude (Rijamampianina, 2015). The aim of this study was to allow employers to have a better understanding of petrol attendants' current levels of motivation. This study is significant to the management field as it provides an insight into how managers can increase employee motivation in the petroleum sector. This will lead to a reduced risk of high employee turnover rates and allow employees to feel more valued (Kelly, 2016).

1.3. Problem Statement

Employee turnover is becoming an increasing problem (Rijamampianina, 2015). This will lead to a loss of revenue and an increase in costs for the company, as well as, the operations of the company will be interrupted and the productivity of the company (Rijamampianina, 2015). Customer loyalty could also be affected, petrol attendants work with customers on a daily basis therefore it is important to ensure they are well motivated (Rijamampianina, 2015). Employee motivation as perceived by petrol attendants needs to be understood in order to determine whether an increase in motivation is required and whether they are satisfied with their job (Nha, 2015). Lack of employers motivating employees could also mean that they may seek employment elsewhere due to being undervalued (Kelly, 2016). Petrol attendants are continuously working with customers and must show a positive attitude; however, this can be difficult if they are not properly motivated (Kirilina & Panina, 2017). The level of motivation petrol attendants is experiencing will therefore determine whether employees feel valued and encouraged in the workplace, to ensure there is no loss of productivity (Nha, 2015). This study described employee motivation of petrol attendants in the petroleum sector to identify whether they are satisfied in the job.

There has been limited research done on describing employee motivation of petrol attendants in Durban-based petrol stations. This study, therefore, described petrol attendants' motivation and contributes to petrol attendants' job satisfaction. This qualitative study allowed the researcher to interview petrol attendants to gain a deeper understanding of employee motivation they are experiencing.

1.4. Purpose Statement

The purpose of this study was to describe employee motivation as perceived by petrol attendants in the petroleum sector, specifically in petrol stations in the Durban area. The qualitative research included semi-structured interview questions based on Herzberg's Two-Factor theory in order to provide a better understanding of motivation (Alshmemri, Shahwan-Akl & Maude, 2017). This study helped gain a deeper understanding of employee motivation amongst petrol attendants.

1.5. Research Questions

Primary question:

- What is the level of employee motivation amongst petrol attendants' in Durban, South Africa?

Secondary questions:

- Are petrol attendants' motivational factors being met?
- Are petrol attendants' hygiene factors being met?

1.6. Research Objective

RO¹: To understand employee motivation as perceived by petrol attendants.

RO²: To gain an understanding of motivational factors amongst petrol attendants.

RO³: To gain an understanding of hygiene factors amongst petrol attendants.

2. Theoretical Foundation and Literature Review

This section will address Herzberg's Two-Factor Theory and how it supports this study. Core concepts will also be defined to gain a better understanding of the study. Below will also include the literature review which addresses the problem statement through an analysis of literature, which was categorised according to themes that address the different aspects of the research problem. These include Employee Motivation, the Petroleum Sector in South Africa, Motivation within the Petroleum Sector and Effects of Staff Motivation.

2.1. Theoretical Foundation

The aim of this study was to describe employee motivation as it relates to petrol attendants, in the Durban area. Herzberg's Two-Factor theory according to Alshmemri, Shahwan-Akl & Maude (2017) was selected for this research. This theory allowed the researcher to describe what motivates petrol attendants and helped to better understand the level of motivation and the motivational factors.

2.1.1. Herzberg's Two-Factor Theory

Fredrick Herzberg developed the Herzberg's Two-Factor Theory in 1952 which comprises of two factors namely; motivational factors and hygiene factors (Alshmemri, Shahwan-Akl & Maude, 2017). This theory was developed to prove that certain factors lead to positive attitudes in the workplace and certain factors lead to negative attitudes in the workplace (Alshmemri, et al., 2017). This theory assists in understanding which factors lead to positive or negative attitudes amongst petrol attendants in the petroleum sector and what levels of motivation they are experiencing.

2.1.2. Motivational Factors

Motivational factors deal with job satisfaction and self-growth. These factors include; an achievement which refers to the feeling of attaining success in a difficult task; recognition which is about when employees receive compliments or rewards for a job well done or achieving goals that may have been set by the employer; the work itself and this factor considers whether the work has a positive or negative impact on the employees and this impacts satisfaction and dissatisfaction of employees; responsibility which means being given authority and freedom to make decisions and taking on more tasks; advancement is referred to as moving upward in the workplace and holding a more advanced position; and the possibility for growth which includes

promotions and an increase in opportunities in the workplace (Alshmemri, et al., 2017). These motivational factors aid in gaining an understanding of how employees would like to be satisfied in their job and allow them to increase their work performance. This contributed to the researchers' understanding of the motivational factors' petrol attendants relate to and how to increase their job satisfaction.

2.1.3. Hygiene Factors

The hygiene factors are about avoiding unpleasant situations in the workplace. These factors are as follows; company policies to include satisfactory company guidelines that affect the employees and whether or not these guidelines are sufficient and in accordance with regulations; supervision which includes fairness amongst employees as a supervisor that is equal and fair towards all employees and creates a positive work environment could lead to job satisfaction; interpersonal relations is about the relationships between colleagues and employees in job-related and social environments and how well employees work with each other; working conditions included the physical environment employees work in, as a clean and safe working environment can lead employees to be satisfied; and salary which considers compensation such as salaries or wages (Alshmemri, et al., 2017). These hygiene factors are set out to help employers acknowledge what employees' emotions are to their working conditions and how it may be improved, if necessary. This contributed to the researchers' understanding of petrol attendants' experiences towards their working conditions and the relationships they have with their supervisors and colleagues and whether it was pleasant or unpleasant.

When Herzberg describes these two factors, he describes the motivational factor as allowing employees to have a positive attitude towards the work being done whereas, the hygiene factor is described as getting the job done (Alshmemri, et al., 2017). This theory is known as a substantive theory that aims to study what motivates employees in the workplace and what needs to be realized in order to encourage them and gain total work efficiency (Bexheti & Bexheti, 2016). Therefore, the level of motivation amongst petrol attendants and ways to increase employee motivation, using the Herzberg Two-Factor theory, can be described and this could lead to an increase in productivity in the workplace (Bexheti & Bexheti, 2016). When Herzberg developed the theory, he believed the motivational factors were more valued by employees, however, research done by Bexheti & Bexheti (2016) identifies that hygiene factors

are more important and valued by employees. Therefore, it is essential for the researcher to understand the motivational and hygiene factors and which factor the sample relates to the most in order to successfully describe employee motivation amongst petrol attendants in the petroleum sector.

2.2. Literature Review

This section will categorise the literature according to themes that address the different aspects of the research problem. These include Employee Motivation, the Petroleum Sector in South Africa, Motivation within the Petroleum Sector and Effects of Staff Motivation.

2.2.1. Employee Motivation

Employee motivation is believed to be important in attaining high levels of success on a task (Van Der Kolk, van Veen-Dirks & Bogt, 2018). De Vito, Brown, Bannister, Cianci & Mujtaba (2016) believe effectiveness amongst employees can be created in the work environment if employee motivation is guided in the right direction in a timely manner. Employee motivation not only helps employees better themselves but also can increase productivity in the workplace. It is also believed that if staff is motivated in the right way and if they are experiencing the right levels of motivation this can help the company in reaching organisational objectives (Bexheti & Bexheti, 2016). Bexheti & Bexheti (2016) identifies that motivation is an important factor for employees and if there is an increase in motivation, productivity will increase as well as efficiency. The performance of an employee is said to correlate with motivation and therefore if an employee is performing well that means they are satisfied with their job (Darma & Supriyanto, 2017). Jaiswal, Pathak & Kumari (2017) also found that there is a correlation between motivation and job satisfaction and identifies that this can be due to compensation, as employees that are being compensated accordingly usually perform better.

Darma and Supriyanta (2017) argue that compensation improves employee's performance and this motivates them to become satisfied in their work. However, further research also finds that motivation can be attained through the recognition of work that is done well as well as rewards and opportunities for promotions (Jaiswal, Pathak & Kumari, 2017). Whereas, Yimiao & Brima (2017) find that financial and non-

financial rewards play an important role in employee motivation. Bexheti & Bexheti (2016) also found evidence, in their research, that incentives tend to motivate employees more and that employees are more concerned with the motivational factors rather than hygiene factors. It is believed that employees that are well motivated and satisfied in their jobs tend to work better thereby allowing customers to have a better experience and thus gain customer loyalty (Bexheti & Bexheti, 2016). Therefore it is important to understand the different ways employees can be motivated and how they feel about motivation. This will assist in increase employees performance and productivity in the workplace.

2.2.2. The Petroleum Sector in South Africa

By understanding the petroleum sector in South Africa, this will help describe the employee motivation petrol attendants are experiencing. South Africa has approximately 4 600 petrol service stations in the country (SAPIA, 2020). There are many different companies in the petroleum industry such as; BP Southern Africa, Astron Energy, Engen Petroleum, Shell South Africa and Sasol Oil (SAPIA, 2020). South Africa has approximately 70 000 individuals that work as petrol attendants at petrol stations (BusinessTech, 2019). Petrol Stations work with many customers and different people every day and therefore, petrol stations must ensure they have good customer service (Blumberga & Austruma, 2015). Many petrol stations also include bakeries, car washes and ATM's; some are also opened 24 hours a day, seven days a week which means it could attract more customers, if more customers are attracted to this it could lead to them filling fuel as a matter of convenience (Du Toit, 2016). Customers usually choose one petrol station to go to and when they choose a petrol station to go to they not only look at location and convenience but also clean and appear to be well maintained as well as staff that is polite and friendly (Sitorius, et al., 2017). Cleanliness and a well-maintained workplace could relate to the hygiene factors in Herzberg-Two factor theory with regards to a clean working environment for petrol attendants.

Due to this sector being highly competitive it is also labour intensive, especially on petrol attendants and it was therefore found that many petrol attendants experience work stress (Blumberga & Austruma, 2015). The job of a petrol attendant includes physical labour, such as filling petrol and diesel in customers cars and checking oil and water levels and washing windscreens, their job also entails emotional labour as

they have to be friendly towards customers to help the petrol station gain customer loyalty (Du Toit, 2016). Blumberga & Austruma (2015) finds that in order for petrol attendants to work well and experience less stress they need to be managed properly and their psychological climate needs to be a positive one.

2.2.3. Employee Motivation within the Petroleum Sector

It is important to understand whether petrol attendants are receiving the right levels of motivation in the petroleum sector to ensure they are satisfied with their jobs. Blumberga & Austruma (2015) identified that petrol attendants tend to feel more motivated according to their manager or supervisors' managerial style of motivation. If the managerial style is positive it will allow employees to feel more recognized and will thus increase work efficiency and productivity, whereas a negative managerial style makes employees feel undervalued as cause them to perform poorly (Blumberga & Austruma, 2015). Whereas, Nha (2015) states that there are four conditions that can affect the motivation and levels amongst petrol attendants in the petroleum sector and these include; the working environment such as it is well maintained and clean; working emotion which includes a positive and stress-free workspace; salary; and lastly the relationship an employee has with their co-workers. It is believed once these factors are achieved it can motivate employees to perform better (Nha, 2015). It has also been identified in an integrity report released by one of the petroleum stations in South Africa that they ensure employee remuneration packages as well as policies and procedures employees are required follow are laid out well to ensure employees can be motivated accordingly (Engen, 2018). Nha (2015) also has a similar belief, that if employee motivation is increased this will lead to more efficiency in the workplace.

It is believed that owners of petrol stations or managers can measure fuel sales in each petrol pump in order to monitor the petrol attendant's efficiency (Sitorius, et al., 2017). Whereas, Nha (2015) identifies a better method to monitor the efficiency of petrol attendants is to have meetings between the employees and managers or owners. This could therefore examine whether or not employees are performing well and are motivated. Huynh Thanh Nah (2015) as well as other researchers have performed quantitative research based on employee motivation and limited research has been done on qualitative research methods based on employee motivation in petrol stations in the Durban area.

2.2.4. Effects of Employees Motivation

Supervisors and managers must be sure to understand employee motivation as perceived by petrol attendants as this could affect the profitability of the petrol station. Alfayad & Mohd Arif (2017) identified that employees are not satisfied with their jobs tend to become unhappy can dissatisfied and therefore tend to perform poorly or may seek employment elsewhere. This can cause employee turnover which can affect the performance of the company as well as this could cause the company to spend more on training new staff and advertising for job positions (Rijamampianina, 2015). If employee turnover increases due to demotivated employees this can affect customer services which could also affect customer loyalty, therefore causing an effect on the profitability of the company (Kelly, 2016). It is important for petrol attendants to be satisfied and perform well as they deal with customers on a regular basis.

Yimiao & Brima (2017) identify that if there is an unavailability of rewards, such as financial and non-financial rewards, it could lead to increased employee turnover or a lack of work performance. However, Kark, Van Dijk & Vashdi (2018) argue if management styles are not used correctly this could lead to demotivated employees as employees do not feel motivated by their superiors. It has been discovered that employees who do not feel recognized and valued for their work by their employer, tend to terminate their employment or perform poorly (Kelly, 2016). Whereas, Kirilina & Panina (2017) identifies that employers are starting to pay all employees equally regardless of their work performances and this can relate to employees not wanting to improve their work performance as they will still get paid, either way, this can cause an effect on the quality of work being done as well as they way petrol attendants work with customers. Alfayad & Mohd Arif (2017) identify employees that have a voice in job responsibilities are said to be more motivated and satisfied in their job and this in turn can be a benefit for the organisation. It is therefore important for employers to understand the effects of staff motivation to ensure they do not lose profitability and well as their reputation. Therefore, employers of petrol stations should take into consideration the benefits and drawbacks of motivation as perceived by their petrol attendants as it could have an impact on the petrol station's performance.

2.2.5. Conclusion of Literature Review

The review that was conducted thus far, presented evidence that employee motivation is integral in to an employees work performance and if there is a lack of motivation it

could affect the organisations profitability. Employers must understand the petroleum sector in South Africa to gain a better understanding in order to enhance petrol attendants' job satisfaction. Employers in petrol stations also must understand the effects of staff motivation to ensure they avoid employee turnover as well as a loss of profits and understand ways to help petrol attendants grow professionally and be satisfied with their jobs (Rijamampianina, 2015).

Previous research has been done on employee motivation in the petroleum sector using both qualitative and quantitative methods such as the research conducted by Huynh Thanh Nha (Nha, 2015) . However, limited research was identified on the level of motivation experienced by employees, as many researchers identify whether there is a motivation or not, but do not describe the levels of motivation. This research focuses on qualitative research as the researcher believes this method helped in providing a sufficient description of the levels of employee motivation in the petroleum industry. Overall, the researcher identifies there is a lack of research conducted on describing employee motivation as perceived by petrol attendants in the Durban area, South Africa.

2.3. Conceptualisation

2.3.1. Motivation

Motivation is known as something that drives a person to act in a specific way and to achieve a goal (Juta, 2014). Motivation is said to have a direct link to an employee's performance and it is usually utilized to satisfy a need such as attaining recognition from an employer or supervisor (Juta, 2014). This is imperative to the study in order to describe employee motivation as perceived by petrol attendants.

2.3.2. Motivational Factors

Motivational Factors refer to satisfying the need for self-actualisation as well as the need for growth (Alshmemri, et al., 2017). It is believed, once this factor is fulfilled it will lead to employees having a positive attitude towards their job and this will lead to job satisfaction (Alshmemri, et al., 2017). According to Herzberg's Two-Factor theory motivational factors comprise of; the works itself, recognition, achievement, responsibility, advancements and possibility for growth in the company (Alshmemri, et

al., 2017). Motivation factors determine if petrol attendants have positive attitudes towards their jobs as well as what their growth requirements are.

2.3.3. Hygiene Factors

Hygiene Factors refer to the level of dissatisfaction employees experience in the job to be reduced as this factor is about doing the actual job as well as deals with the workplace and work environment (Alshmemri, et al., 2017). According to Herzberg's Two-Factor theory, hygiene factors take into consideration; company policies, supervision, interpersonal relations, working conditions and compensation (Alshmemri, et al., 2017). This is vital to determine if petrol attendants are happy in the workplace and work conditions in order to be satisfied in the workplace.

2.3.4. Employee Turnover

Employee Turnover is the changing of staff by replacing one employee with another employee and this can be voluntary or involuntary. Voluntary employee turnover refers to employees willing to terminate their employment at an organisation whereas, involuntary employee turnover is when an employer terminates the employee's employment (Rijamampianina, 2015). This determines the reasons, if any, for employee turnover in the petroleum sector and how it can be prevented or reduced.

2.3.5. Job Satisfaction

Job Satisfaction is assumed as someone's attitude towards their work and could be related to them having desired outcomes of their job (Darma & Supriyanto, 2017). This is integral in order to describe the petrol attendants' attitude towards their job and if they are satisfied in their current position.

3. Methodology

This section analyses the research paradigm this study followed, the research design of the study, the research plan, population and sampling methods the researcher used, data collection method and application of data collection methods as well as data analysis methods and application of data analysis methods this research followed.

3.1. Paradigm

A paradigm, also known as a research tradition, is said to be a belief that researchers have influence over in terms of what should be studied and how it should be studied as well as how the data should be interpreted (Du Plooy-Cilliers , et al., 2014). This study followed an interpretivist paradigm as the researcher described individual experiences and the phenomenon of the study was to understand human behaviours towards levels of motivation (Du Plooy-Cilliers , et al., 2014). This paradigm identified petrol attendants' levels of motivation in the petroleum sector.

The researcher followed an interpretivist paradigm as the research conducted was qualitative in nature, in order to describe employee motivation as perceived by petrol attendants in Durban (Du Plooy-Cilliers , et al., 2014). Interpretivism aims to gain a deeper understanding of an individual's behaviour through observation and semi-structured interviews (Du Plooy-Cilliers , et al., 2014). This is relevant to this study as it allowed the researcher to describe employees' emotions toward motivation.

The *Ontology* of this study is interpretivism as this study is making an assumption based on the truth found from human perception therefore, interviewing petrol attendants was most suitable in understanding motivation (Du Plooy-Cilliers , et al., 2014). This allowed the researcher to gain a deeper understanding of the levels of motivation among the petrol attendants (Du Plooy-Cilliers , et al., 2014).

Epistemology is that the truth can be known by interviewing petrol attendants which helped to derive themes of motivation perceptions amongst petrol attendants (Du Plooy-Cilliers, Davis & Bezuidenhout, 2014). This allowed the researcher to gain more truth and knowledge about the current level and themes of motivation. These themes allowed the researcher to suggest solutions, to supervisors or managers, to increase or maintain the level of motivation of employees in the petroleum sector (Nha, 2015).

The *metatheoretical position* of this study is individualism as the main aim was to understand the individual experience of the motivational levels experienced by petrol attendants in order to gain a deeper understanding (Du Plooy-Cilliers , et al., 2014).

The *methodological position* that the researcher used is qualitative methods to better understand the sample and also allowed the researcher to better describe employee motivation experienced by petrol attendants (Du Plooy-Cilliers , et al., 2014).

The *axiological position* is that the researcher's values and ethics do not impact the study although the researcher has values towards employee motivation and believes the level of motivation can be increased, this research is an objective study and is, therefore, free from bias (Du Plooy-Cilliers , et al., 2014). The values of the petrol station, petrol attendants as well as the ways in which employees are motivated were researched.

3.2. Research Design

The research designs of this study adopted a phenomenological approach that comprised of a non-experimental semi-structured interview process which was qualitative and cross-sectional in nature.

3.2.1. Qualitative Study

This research utilized qualitative research methods in order to gain a deeper understanding of human behaviours and attitudes (Du Plooy-Cilliers , et al., 2014). This research described employee motivation as perceived by petrol attendants in the petroleum sector. The qualitative information that was gathered was subjective and was beneficial to the research as it allowed the researcher to describe the employee's attitude towards motivation (Du Plooy-Cilliers , et al., 2014).

3.2.2. Research Design

The design of this study was a phenomenological design as the researcher focused on understanding the motivation that petrol attendants are experiencing therefore focusing on a phenomenon (Du Plooy-Cilliers , et al., 2014). The researcher made use of non-experimental design semi-structured interviews by collecting data through conducting semi-structured interviews with petrol attendants. This was thereafter interpreted and described through a data analysis process and themes were derived

to report the petrol attendants' experiences with motivation (Du Plooy-Cilliers, et al., 2014).

3.2.3. Timeframe

A cross-sectional timeframe was adopted which means that data was only collected from the sample once (Du Plooy-Cilliers, et al., 2014). By gathering the information from the sample once the researcher was able to reach findings to describe employee motivation in the petroleum sector.

3.2.4. Reasoning

Deductive reasoning was followed as Herzberg's Two-Factor Theory by Fredrick Herzberg was utilised in this research to gain an in-depth understanding of employee motivation as perceived by petrol attendants. This provided more insight into the ways in which petrol attendants could be motivated.

3.3. Population

A population is regarded as people to whom the research question is related (Du Plooy-Cilliers, et al., 2014). The population of this study was petrol attendants in the petroleum sector in Durban. This section will comprise of the target population, accessibility and parameters of the population.

3.3.1. Nature of Population

The nature of this study was in researching human beings.

3.3.2. Target

The target population refers to whom the research will be generalised upon and meets the population's characteristics (Du Plooy-Cilliers, et al., 2014). The target population of this study was petrol attendants in the petroleum sector within South Africa. This research could only be extended to South African petrol attendants due to the researcher believing the South African petroleum sector is unique and it has a distinct environment as compared to countries outside of South Africa.

3.3.3. Accessible

The accessible population is known as the population that is reached/accessed in order to be examined for the research study (Du Plooy-Cilliers, et al., 2014). The accessible population for this study was petrol attendants in petrol stations based in

the Durban area due to the researcher residing in Durban and it was of convenience when conducting face-to-face interviews with the petrol attendants.

3.3.4. Population Parameters

This refers to the unique characteristics that relate to the sample and the characteristics that they may have in common (Du Plooy-Cilliers , et al., 2014).

- Older than eighteen years of age as permission from a parent to interview the participant would need to be required.
- The individual does not have high health risks and is not pregnant.
- The person must be a current employee of the petrol service station and working as a petrol attendant.
- The petrol attendant must reside in Durban and the petrol station must be based in Durban.

3.4. Sampling

A sample is regarded as individuals from whom information is gathered (Du Plooy-Cilliers , et al., 2014). The researcher used qualitative sampling methods to interview four individual petrol attendants who were able to provide motivation amongst petrol attendants. The sample of this research was four petrol attendants who are currently employed at a petrol station and are over the age of eighteen and do not have high health risks and are not pregnant.

3.4.1. Unit of Analysis

The unit of analysis refers to who or what exactly the researcher is analysing (Du Plooy-Cilliers , et al., 2014). The researcher analysed four petrol attendants individually who met the parameters of this study, through attaining information from semi-structured interviews in order to describe employee motivation in the work place.

3.4.2. Sampling Method

3.4.2.1. Non-probability sampling

The study focused on non-probability sampling, which refers to specific people being a part of the sample as this researcher aimed to gain an understanding of petrol attendants' experience of motivation, thus four petrol attendants were chosen (Du Plooy-Cilliers , et al., 2014).

3.4.2.2. Purposive Sampling

The researcher used purposive sampling which means the researcher chose the sample (Du Plooy-Cilliers , et al., 2014). The researcher chose four petrol attendants for the sample according to the population parameters. Non-probability, purposive sampling in qualitative research allowed the researcher to conduct interviews to achieve the aim of the study and gain a deeper understanding of motivation amongst the chosen petrol attendants.

3.4.3. Sample Size of Accessible Population

The sample size is the number of people the researcher will gather information from based on the research (Du Plooy-Cilliers , et al., 2014). The researcher interviewed four petrol attendants. The sample size was selected due to the research being qualitative in nature. Four petrol attendants were interviewed in order to gain a deeper understanding and obtain different opinions with regards to levels of motivation they each may experience.

3.5. Data Collection Method and Application of Data Collection Method

This section analyses how the researcher collected the data and applied the data collection method to address the aim of this research. The aim of the study was to describe and gain a deeper understanding of employee motivation amongst petrol attendants. The research designs this researcher followed is a phenomenological design which means the study focused on gaining an understanding of experiences of the phenomenon to help the researcher gain an understanding of motivation experienced amongst petrol attendants (Creswell, et al., 2020). This research design entailed the researcher conducting long interviews with up to four petrol attendants to collect the data (Creswell, et al., 2020). Therefore, qualitative data methods were used by using semi-structured interviews to obtain data on employee motivation in the petroleum sector in South Africa (Du Plooy-Cilliers , et al., 2014). This type of research method allowed the researcher to understand the samples behaviours and attitudes towards motivation. This approach also had benefits in providing the researcher with a deeper understanding of motivation amongst petrol attendants. A descriptive deductive approach was used in this research as it built on knowledge from Herzberg's

Two Factor theory as well as used the literature review to gain a deeper understanding of motivation experienced by petrol attendants.

Access to the sample was gained through a gatekeeper's letters from the managers of the petrol station. The researcher obtained gatekeeper consent in order to conduct the research at the petrol stations in terms of the ethical procedures the researcher had to comply with. The researcher contacted the petrol station, made an appointment with the supervisor, thereafter went to the petrol station and explained to the supervisors/manager of the petrol stations the aim of the research and how it would benefit the petrol station once the report is completed and ensured the gatekeeper anonymity of the petrol station and petrol attendants. Once consent was gained the researcher then went on to developing questions to ask when interviewing the sample. These questions were formulated based on Herzberg's Two-Factor theory as well as took into consideration the context of the study. These questions allowed the researcher to gain an understanding of the motivation experienced by the sample of petrol attendants as the questions followed a sequence of hygiene factors and motivational factors.

Once questions were developed the researcher conducted a pre-test, prior to the interviews in order to ensure the questions were correct and understood by a petrol attendant as well as the time period of the interviews. This was done by interviewing one petrol attendant, thereafter, the researcher adjusted some of the questions based on the pre-test and made sure it would be understood by the sample. The pre-test was used to increase the credibility and trustworthiness of the study and ensure the questions the researcher asked the sample were clear (Du Plooy-Cilliers , et al., 2014). The pre-test also allowed the researcher to address any limitations as well as any bias threats the researcher may face (Hurst, 2015).

Data was collected by the researcher going to petrol stations and interviewing the petrol attendants. This allowed the sample to feel more comfortable in an environment they know. The researcher used the data collection method of semi-structured face-to-face interviews, thereby drawing from the epistemological assumption that knowledge will be gained by interviewing the participants and themes were derived based on the current levels of motivation amongst the petrol attendants. This method

was used in order for the researcher to better interpret and understand the attitudes of the sample (Du Plooy-Cilliers , et al., 2014).

The researcher went to the petrol stations, informed the manager and selected the participant through purposive sampling, the researcher explained the purpose of the study to the participants and provided them with an explanatory sheet. The researcher ensured participants that their identities will be anonymous and information given will only be used for the purpose of the research (Du Plooy-Cilliers , et al., 2014). The researcher then asked participants to sign voluntary consent forms to participate in the research as well as to be recorded and ensured the participants understood the interview is completely voluntary and that they can withdraw at any point in the interview (Du Plooy-Cilliers , et al., 2014). The participants felt comfortable and knowledge the aims of the research and signed the forms voluntarily.

Once consent was gained the researcher conducted individual face-to-face interviews with the participants. This allowed for a deeper understanding to be gained and allowed the interviewee to be more descriptive when answering the questions and allowed them to share their experiences. The researcher made use of research tools such as a cellular phone to record the interviews, to later transcribe and code using Microsoft Word, and provided the participants with a pen and paper to take down notes. The researcher also took down notes of key terms mentioned by the participants to further develop the researchers understanding when developing themes. Throughout the interviews, the petrol attendants provided diverse information on the motivation they are experiencing. Simple questions were asked and the researcher asked questions in a pre-planned and natural conversational manner (Du Plooy-Cilliers , et al., 2014). The researcher made use of probing techniques in order to gain more information and understanding from the participants and to make each interview unique. The researcher asked standardised open-ended interview questions, which refers to asking all participants the same set of questions in order to gain accurate results (Du Plooy-Cilliers , et al., 2014).

By the researcher making use of qualitative semi-structured interviews it allowed the researcher to adapt questions being asked according to the participant. This allowed the participant to feel more comfortable and open when answering the questions and to accurately describe their feelings and emotions towards the motivation they are

experiencing (Creswell, et al., 2020). A cross-sectional design was used to interview petrol attendants as a once-off study is sufficient in conducting the research.

3.6. Data Analysis Method and Application of Data Analysis Method

Data analysis refers to interpreting the data that was collected as it allowed the researcher to conclude the research and answer the research question (Du Plooy-Cilliers , et al., 2014). The data analysis method the researcher used was subjective and textual, which means that the research took place by using qualitative oral semi-structured interviews in order to gain a deeper understanding of motivation amongst petrol attendants (Du Plooy-Cilliers , et al., 2014). Due to the research design of this study having a phenomenological design the researcher was able to identify themes and descriptions of the motivation the petrol attendants experienced (Creswell, et al., 2020). Therefore, the data analysis followed a thematic content analysis process. Thematic analysis refers to understanding the transcribed data and identifying patterns or codes that are similar to gain themes that describe the motivation amongst petrol attendants (Du Plooy-Cilliers , et al., 2014). The process of thematic analysis was informed by the aims of this research which was to gain a deeper understanding and describe employee motivation as it relates to petrol attendants in the Durban area.

The research being conducted was purely descriptive in nature as the aim was to describe the motivation of petrol attendants. This allowed the researcher to gain a deeper understanding of employee motivation amongst petrol attendant when analysing the data, by not having right or wrong answers as there is no factual truth (Du Plooy-Cilliers , et al., 2014). A deductive reasoning method with non-experimental designs was used as the researcher used an existing theory, Herzberg's Two-Factor theory. The researcher used descriptive phrases and words in order to describe participants' attitudes (Du Plooy-Cilliers , et al., 2014).

The researcher first described the sample to identify if there are any patterns that may aid in the researcher's findings and understanding. Thereafter, the researcher followed a six-step thematic analysis process as semi-structured interviews were used for the data collection method and the researcher was able to gain a deeper understanding of the samples responses in order to develop themes (Braun & Clarke, 2006).

First, the researcher organised the recordings and transcribed the data collected using Microsoft Word. It is also of importance for the researcher to understand and make

sense of the data collected to ensure coding is accurate (Braun & Clarke, 2006). Therefore, the researcher read through the transcript and listened to the audio once more to gain an understanding of the data collected in order to gain themes (Creswell, et al., 2020). Secondly, the transcribed data were then coded using a coding sheeting, that the researcher drew on Microsoft Word, in order to find selective information and information in common that helped identify themes of motivation that the petrol attendants experienced (Braun & Clarke, 2006). Thereafter, the researcher utilised thematic coding in order to help identify if there are themes that are similar amongst the coded data. The themes could differ from sentences to phrases or key words (Braun & Clarke, 2006). Therefore, thematic analysis refers to the repetition of ideas or phrases that are commonly mentioned by the sample (Creswell, et al., 2020). Through this repetition and common phrases, the researcher developed themes of motivation amongst the petrol attendants. The researcher carried out the fourth step as the researcher reviewed the themes identified and selected the ones that were most appropriate and relevant to answer the researcher's question and purpose of the study to describe motivation amongst petrol attendants (Braun & Clarke, 2006). Validation which is known as a descriptive understanding of the truth and facts that were mentioned in the interview was also used (Creswell, et al., 2020). This leads to the integrity of the study and helped the researcher when transcribing and understanding the data to ensure accuracy (Creswell, et al., 2020). In the fifth step, the researcher went on to name the themes and defined them as this provided more relevance and specification as to why they were chosen and how it addressed the aim of the study (Braun & Clarke, 2006). Once this is done the researcher can then go on to writing the research report which is the sixth and final step of the thematic analysis process (Braun & Clarke, 2006).

From the data that was collected, transcribed and coded, the researcher was able to derive themes of motivation amongst the petrol attendant. The most prominent themes are; teamwork makes the dream work, communication of supervisors provides clarity and less confusion, reward and recognition, family over money.

Finally, through a process involving a thematic content analysis and reference to Herzberg's Two Factor theory a deeper understanding was gained of motivation amongst petrol attendants. The researcher was able to describe the employee

motivation experienced by petrol attendants in the petroleum sector and answer the research question and achieve the aim of the study.

4. Data Presentation and Findings

The presentation of the findings of this study follows the data analysis conducted by the researcher who followed a qualitative semi-structured interview process. During the interview process and according to the transcribed data, the researcher identified that the participants experience a sufficient level of motivation. The findings of this study mainly collaborated with Herzberg's Two-Factor theory (Alshmemri, et al., 2017). In this section, the researcher will interpret the findings according to the themes identified and provide an understanding of how the theory links to motivation amongst petrol attendants. The most prominent themes identified include; teamwork makes the dream work, communication of supervisors provides clarity and less confusion, reward and recognition, and family over money. Furthermore, the researcher will address the research problem, research question, and objectives of this study. the findings of this study were obtained by information which was gathered from four petrol attendants who met the population parameters which was listed in the population section of this report. The researcher will make use of pseudonyms when referring to the participants due to ethical reasons.

4.1. Findings and Interpretations of Findings

4.1.1. Theme 1: Teamwork Makes the Dream Work

The first theme focuses on employee relationships and working with teams. As Nha (2015) mentioned there are four conditions that can affect motivation amongst petrol attendants and one of these conditions includes the relationship an employee has with their co-workers. Almost all participants reported they enjoy working with their colleagues and they work together as a team. The following statement describes a petrol attendant that experiences a positive work relationship and believes the environment he works in is friendly and includes teamwork.

Peter: *"It's good, we working as a team here, from the management to the supervision to the staff."*

Raymond: *"Hmm my colleagues we are perfect the relationship is perfect."*

However, the following participant had a negative experience with their colleagues and the participant did not wish to work in their current position due to their colleague's unfriendliness towards him. Alfayad & Mohd Arif (2017) identified that employees are not satisfied with their jobs tend to become unhappy can dissatisfied and therefore tend to perform poorly or may seek employment elsewhere.

Themba: *"Eish that question it's a nice question. Ever since I started to be marshal. There are three guys that treated me I don't know like what but I even sent a letter to quit the marshal to the boss and he asked me why I want to quit but I didn't tell the boss."*

These statements are supported by Nha (2015) as one employee feels like coming to work every day due to their colleagues and the environment and the other wishes to step down from their position due to their colleagues. This finding is supported by Herzberg's Two-Factor theory which states theory interpersonal relations have a direct link to employee motivation in terms of the social work environment (Alshmemri, et al., 2017).

4.1.2. Theme 2: Communication of Supervisors Provides Clarity and Prevents Confusion

Blumberga & Austruma (2015) identified that petrol attendants tend to feel more motivated according to their manager or supervisors' managerial style of motivation. Most participants highlighted how their supervisors inform them about their duties very briefly but they would appreciate more communication and information

Raymond: *"The only way they can tell us is by informing us, this is what is expected of you and if they are something new the supervisor will come and explain it to us and what is expected."*

Raymond: *"I'm not too sure if that's enough but for me I'm just taking it because it is a job it's a job description."*

The following participant described that their supervisors do not provide them with guidance and this leads to complaints from customers. Due to petrol attendants

working with many customers and different people every day, petrol stations must ensure they have good customer service (Blumberga & Austruma, 2015). Therefore, supervisors and managers must communicate with their staff more and provide more guidance to reduce customer complaints.

Akhona: *“Sometimes it makes me not be happy because our supervisors are just supervisors, they don’t tell us they don’t guide us”*

This theme relates to Herzberg’s Two Factor theory to identify supervision under hygiene factors (Alshmemri, et al., 2017). This theme has a direct link to employee motivation as proper supervision from supervisors and managers can create a positive work environment (Alshmemri, et al., 2017). Therefore, the researcher was able to understand that employees would feel more motivated if they receive more communication and information to do their job from their supervisors.

4.1.3. Theme 3: Reward and Recognition

Most participants are satisfied with the amount of recognition they receive and if they are wrong, they appreciate being corrected as it will help improve their performance. The next statements are from participants who are satisfied with the recognition they receive.

Peter: *“So far so good, nothing wrong. If I’m doing something wrong, they call me and they tell me and say let’s sort out the problem.”*

Themba: *“Sometimes when he sees something wrong, he tells me so I can improve. I’m happy I must know when something is wrong so I can improve.”*

According to Bexheti & Bexheti (2016) incentives tend to motivate employees more. The researcher identified that most participants receive rewards based on the mystery shopper visits which is a programme petrol stations have to ensure the petrol stations in being operated well and the reputation and brand are being uplifted in the correct manner. The following statement suggests that petrol attendants work hard in order to receive rewards and they appreciate the incentives given to them.

Raymond: *“They only thing that we will be able to be rewarded for is when the mystery customer comes and if we excel in the mystery customer and get 100%, we get a reward for that.”*

Yimiao & Brima (2017) identify that if there is an unavailability of rewards, such as financial and non-financial rewards, it could lead to increased employee turnover or a lack of work performance. Therefore, this theme has a direct link to Herzberg's Two Factor theory and its motivational factors based on rewards.

4.1.4. Theme 4: Family over Money

Jaiswal, Pathak & Kumari (2017) found that there is a correlation between motivation and job satisfaction and identifies that this can be due to compensation, as employees that are being compensated accordingly usually perform better. However, most participants highlighted that the reason that motivates them to come to work every day is to provide for their family which is described by the following two participants.

Peter: *“Money, it is not enough for everyone but with the money we earning here it's okay.”*

Themba: *“Eish I don't know. It's because I have to take care of my family. I want to achieve my goals of what I want to be in the future.”*

According to Herzberg's Two-Factor theory hygiene factors makes mention of the work itself and compensation (Alshmemri, et al., 2017). This theme is important as Herzberg's Two-Factor theory of the work itself and compensation have a direct link to employee motivation. Jaiswal, Pathak & Kumari (2017) found that employees that are compensated well usually perform better and are motivated. The researcher believes the participants of this study are motivated to come to work every day to be compensated to support their family. Therefore, this is based on maintenance factors and the researcher identified that petrol attendants are not demotivated as the hygiene factors are being met, however, they are also not fully motivated as there need to be more motivational factors present to motivate them further, such as more rewards and incentives.

4.2. Trustworthiness and Credibility

Instead of using reliability and validity, qualitative research utilizes measures such as credibility and trustworthiness (Creswell, et al., 2020). Analysing trustworthiness is a fundamental part when performing data analysis methods, findings and reaching a conclusion (Creswell, et al., 2020). The researcher took into consideration four criteria that helped increase the trustworthiness of the research that was conducted, this includes; credibility, transferability, dependability and confirmability (Creswell, et al., 2020).

Credibility refers to the level of accuracy of data interpretation by the researcher. Credibility can also be enhanced through a well-developed research design, theoretical framework and research method all related and relevant to the research question (Creswell, et al., 2020). A well-grounded data collection method also enhances credibility. The researcher ensured these are in place and ensured all facts and information gathered was accurate. The researcher reviewed certain phrases with participants, which they used, to ensure the researcher fully understood what the participant said. The researcher ensured employee motivation experienced by petrol attendants was described accurately.

Transferability refers to the findings of the research which will be able to be applied to a similar situation and thus similar results will be obtained (Du Plooy-Cilliers , et al., 2014). Transferability invites researchers to relate their expectations to elements of the study (Creswell, et al., 2020). This will allow other researchers to determine if the findings of the research can be transferred to their environment or research study. This research can be transferable to retail works and petrol attendants from other provinces in South Africa. Researchers also using Herzberg's Two-Factor theory may use forms of transferability in their research. Transferability can take place through thick description or purposeful sampling (Creswell, et al., 2020). The researcher used a thick description to provide detailed information to allow other researchers to determine whether or not they would like to use transferability (Creswell, et al., 2020).

Dependability refers to the integration quality of the processes between the data collection methods, data analysis methods as well as the theoretical framework (Du Plooy-Cilliers , et al., 2014). The researcher validated dependability by implementing

the research design correctly and detailed the data gathering process of how information was received from the petrol attendants (Creswell, et al., 2020). The researcher ensured to document the data analysis process to ensure that any other individual will be able to confirm that the researchers' decisions and interpretations are accurate. Therefore, the description of employee motivation was obtained in a dependable manner.

Confirmability mentions how well the data collected validate the researcher's findings and interpretations (Du Plooy-Cilliers, et al., 2014). This follows the axiological assumption in ensuring the research is free from the researchers bias or the researchers own interests. In order to reduce the researchers, bias the researcher admitted their susceptibilities to the levels of motivation petrol attendants are currently experiencing (Creswell, et al., 2020). The researcher also mentioned the limitations of the research as well as any problems experienced to provide a better understanding of how the conclusion of findings was derived.

5. Conclusion

This section discusses whether the findings of this study has addressed and answered the research problem, research question and objectives. Furthermore, this section includes ethical considerations that the researcher followed throughout the research, limitations that the research faced as well as the heuristic value of the study.

5.1. Research Problem, Research Question and Objectives Addressed

The research problem of this study was that employee turnover is increasing as employees may feel undervalued or experience a lack of motivation, therefore, seek employment elsewhere (Kelly, 2016). Petrol attendants are continuously working with customers as must show a positive attitude and therefore is important for them to be motivated (Kirilina & Panina, 2017). The aim of this study was to describe employee motivation as perceived by petrol attendants in the petroleum sector, specifically in petrol stations in the Durban area. Employee motivation is defined as attaining high levels of success on a task (Van Der Kolk, van Veen-Dirks & Bogt, 2018). Therefore, the level of motivation petrol attendants are experiencing will determine whether employees feel valued and encouraged in the workplace, to ensure there is no loss of productivity (Nha, 2015).

The researcher was able to answer the research question which was to describe what is the level of employee motivation amongst petrol attendants in Durban, South Africa. This is supported by Herzberg's Two-Factor theory which sets out to prove this. Therefore, certain factors lead to positive attitudes in the workplace and certain factors lead to negative attitudes in the workplace (Alshmemri, et al., 2017).

The main objectives of this study were to gain an understanding of employee motivation as perceived by petrol attendants as well as to gain an understanding of motivational and hygiene factors amongst petrol attendants. The researcher was able to achieve the objectives and gain an understanding of motivation perceived by petrol attendants and was able to understand the petrol attendant's motivation and hygiene factors through Herzberg's Two-Factor theory. The researcher understood that employees are not demotivated based on the hygiene factors but motivation factors are lacking and petrol attendants need to be motivated based on these factors, which include rewards and recognition. For example, when a participant was asked how they feel about the guidance they receive from their supervisor and if they are satisfied, they mentioned the following:

Raymond: *"I'm not too sure if that's enough but for me I'm just taking it because it is a job it's a job description."*

The findings of this study confirmed that petrol attendants are not demotivated due to hygiene factors being present, however, there is a lack of motivational factors to motivate the petrol attendants, such as rewards and recognition. Motivational and hygiene factors found in Herzberg's Two-Factor theory have a direct link to the aim of this study to describe motivation experienced by petrol attendants. An increase in motivation can lead to an increase in productivity and will allow the company to reach its organisational objectives (Bexheti & Bexheti, 2016). This study also supports previous literature in that an employee's performance is correlated with the motivation they experience and can lead to job satisfaction (Darma & Supriyanta, 2017). The hygiene factors based on Herzberg's Two-Factor theory allow the participants to feel satisfied in their job however, they do not wish to work harder in their job but rather fill their job description.

5.2. Ethical Considerations

5.2.1. Ethical Considerations

Ethics refers to the moral conduct and professional conduct that is carried throughout the research process as it sets a standard for the behaviour and attitudes of the research being conducted (Du Plooy-Cilliers , et al., 2014). Therefore, it is integral for the research to carry out the research in a professional manner. If ethics are not present it could relate to results being bias (Du Plooy-Cilliers , et al., 2014). The ethical consideration was viewed from the participants and the researcher's perspectives.

5.2.1.1. Participants Perspective

The researcher obtained a gatekeeper's letter from the manager of the petrol stations where the interviews were conducted. Voluntary consent was be obtained from participants of the research study. The researcher ensured that the information gathered from participants was kept confidential and the participants' identities remained anonymous (Du Plooy-Cilliers , et al., 2014). Therefore, the researcher ensured end-to-end encryption when using the cloud and had a strong password to ensure the participants data is kept safe. The researcher did not provide any forms of incentives to participants as this would have caused bias to any information that was provided. The researcher ensured participants understood that no deception was taking place with regards to the interview. Participants were asked to sign a consent form to take part in the interview and acknowledgement that the interview was being recorded. Participants also received a consent form ensuring confidentiality (Du Plooy-Cilliers , et al., 2014). Participants were also made aware of their right to withdraw at any stage of the research process (Creswell, et al., 2020).

5.2.1.2. Researchers Perspective

The researcher did not falsify and tamper with any information and ensured all information was valid, such as data collected from participants (Du Plooy-Cilliers , et al., 2014). The researcher was not biased and did not let their own opinions impact the study. An ethical declaration form was signed by the researcher to ensure ethics are carried throughout the research study. Misuse of information was avoided as confidentiality was applied. The researcher kept technologies used in the research process safe at all times to ensure confidentiality, such as phones and laptops (Creswell, et al., 2020). The researcher did not mislead participants in order to obtain

information (Du Plooy-Cilliers , et al., 2014). The researcher ensured to utilise appropriate research methods that did not cause any harm, and therefore excluded persons under the age of eighteen, pregnant women and individuals with high health risks (Du Plooy-Cilliers , et al., 2014). Ethics was maintained throughout the study, as mentioned in the ethical guidelines.

5.3. Limitations

Limitations tend to influence the research process and have an impact on the research findings (Du Plooy-Cilliers , et al., 2014). Limitations may include access to the sample, time constraints and any concerns participants may have (Creswell, et al., 2020). This study used purposive sampling methods in order to fit the population parameters, therefore a qualitative approach was used by interviewing four petrol attendants in the Durban area. This sample size was selected due to the researcher's time constraints and a lack of financial resources. The researcher ensured that each participant has enough time to answer the questions accurately in order for the researcher to gain a deeper understanding of the motivation they are experiencing. Time constraints prevented the researcher from interviewing many participants. However, the sample size was sufficient in order to gain an understanding of employee motivation as perceived by petrol attendants in the petroleum sector.

The researcher addressed issues of participants withdrawing by asking the managers permission and petrol attendants permission if petrol attendants could be a part of the interview. The questions asked were simple and clear, however, a communication or language barrier existed. Therefore, the researcher ensured participants fully understood the questions being asked and repeated questions that the participants did not understand, to gain clarity for both the participant and researcher. This study may not accurately describe employee motivation experienced by petrol attendants; however, it attempted to understand the importance of employee motivation and whether employees are being motivated accordingly.

5.4. Heuristic Value

The purpose of this interpretivist study was to describe employee motivation as perceived by petrol attendants in the petroleum sector, specifically in petrol stations in the Durban area. The goal was not only to assist managers and supervisors of petrol stations to understand employee motivation petrol attendants are currently experiencing but to also assist managers and supervisors to identify which factors need more attention when motivating petrol attendants, such as more incentives and communication.

This study reiterated the fact that petrol attendants are not receiving a sufficient amount of motivation as they are not demotivated due to hygiene factors being met but there is a lack of motivational facts that are present. Furthermore, this study proved that petrol attendants need more motivation to be satisfied with their job as Bexheti and Bexheti (2016), state that there is a difference between what motivates employees in the workplace and what needs to be realized in order to encourage them and gain total work efficiency. Motivational factors that are of importance to petrol attendants agree with a study conducted by Bexheti and Bexheti (2016) that incentives tend to motivate employees more and that employees are more concerned with the motivational factors rather than hygiene factors. Furthermore, proper communication from supervisors and managers is also of importance to petrol attendants and this was confirmed by Kark, Van Dijk & Vashdi (2018), who argue that if management styles are not used correctly this could lead to demotivated employees.

It is recommended that further research be conducted using a longitudinal timeframe as this will produce more reliable results to employee motivation experienced by petrol attendants over a longer time frame. It is also recommended to conduct quantitative studies as this will provide more results of motivation experienced by petrol attendants from various petrol stations and different perspectives through increasing the sample size. These studies will benefit the employee motivation of petrol attendants in South Africa as more research will assist in identifying ways motivation can be increased.

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Research purpose or aim	Primary Research Question/s	Research Rationale and Relevance	Seminal Source/s or Author/s	Literature Review	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Recommendations
To describe employee motivation in the petroleum sector, in petrol stations in the Durban area	What is the level of motivation in petrol attendants?	to describe employee motivation to improve productivity and prevent high employee turnover	Frederick Herzberg's Two Factor Theory According to Alshmemri, Shahwan-Akl & Maude (2017)	Theme 1: Employee Motivation Theme 2: The Petroleum Sector in South Africa Theme 3: Motivation Within the Petroleum Sector Theme 4: Effects of Staff Motivation	Paradigm interpretivist paradigm Epistemology the truth can be known by interviewing petrol attendants Ontology Interpretivism when interviewing petrol attendants was suitable Axiology researcher's values and ethics do not impact the study	Qualitative	Qualitative data methods by using semi-structured interviews Participants: were asked to sign consent forms	Researcher: Kept information gathered confidential and prevented harm when conducting the research process. Participants: were asked to sign consent forms	The researcher described the motivation petrol attendants are currently experiencing and identified petrol attendants are not demotivated as hygiene factors are present but there is a lack of motivational factors - further research be conducted using a longitudinal timeframe to produce more reliable results - conduct quantitative studies as this will provide more results of motivation experienced by petrol attendants from various petrol stations	
						Population The person must older than 18 and be a current employee of the petrol station and working as a petrol attendant.				
						Sampling	Data Analysis Method(s)	Limitations	Key Contribution	
lack of productivity due to employee's lack of motivation therefore there is a lack of job satisfaction	RO ¹ : To understand employee motivation as perceived by petrol attendants. RO ² : To understand employee's motivational factors. RO ³ : To understand employee's hygiene factors	-Motivation -Motivational factors -Hygiene Factors -Employee turnover - Job Satisfaction	Herzberg's Two-Factor Theory			Unit of Analysis petrol attendants individually, through attaining information from semi-structured interviews non-probability purposive sampling Size: four petrol attendants	The Six-step thematic analysis process was used to transcribe and code data. This helped to derive themes based on the motivation petrol attendants are experiencing	-Time constraints -Communication barrier	Assisted supervisors and managers of petrol stations to identify where motivation is lacking and allow them to understand factors that can be used to increase employee motivation	



Gatekeepers letter/ Request to conduct research

Dear Sir/Madam

I am writing to ask your permission to conduct research at your service station.

My name is Yuvani Moodley, a Bachelor of Commerce Honours student at the IIE Varsity College, Westville campus, a brand of the Independent Institute of Education (IIE). The research I wish to conduct is for my Honours research project titled:

A qualitative, cross-sectional study describing Employee Motivation as perceived by Petrol Station employees in Durban, KwaZulu-Natal.

The aim of this study is to gain an in-depth understanding of Employee Motivation of Petrol Attendants working at Petrol Stations in the Durban area. The project consists of conducting semi-structured interviews of Petrol Attendants, recording these interviews on a recorder and transcribing these recordings to transcripts for further data analysis. The data will be published as part of my Research project.

Your approval is required to allow me to interview two of your employees (Petrol Attendants) for the above purpose. Please note:

- the interviews will take no longer than two hours each;
- the interviews will be completely voluntary;
- all information obtained from the interview will be kept confidential;
- all participants, as well as the Business will remain anonymous;
- the research report will be made available to you once completed

Yours sincerely

Yuvani Moodley (Student)

Siva Moodley (Supervisor)

Consent form to conduct research at:	
I, [REDACTED]	
Owner/Representative of: [REDACTED]	
My capacity:	
Give my permission that Yuvani Moodley may conduct research at [REDACTED]. 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 are available in the library and IIE Repository unless I indicate below that I would not.	
Select below: ☒ I request that the Company's identity be kept confidential. • The company can be identified in the study • The study may never be available on the repository. • The study may be made available on the repository. • The study may be made available on the repository after months.	
[REDACTED]	29/6/20
Signature	Date

Gatekeepers Approval

Consent form to conduct research at: <u>LEGAL SERVICES UNIT</u>	
I, <u>[REDACTED]</u>	
Owner/Representative of: <u>[REDACTED]</u>	
My capacity: <u>[REDACTED]</u>	
Give my permission that Yuvani Moodley may conduct research at <u>[REDACTED]</u>. 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 are available in the library and IIE Repository unless I indicate below that I would not.	
Select below: ☒ Request that the Company's identity be kept confidential. - The company can be identified in the study - The study may never be available on the repository. - The study may be made available on the repository. - The study may be made available on the repository after months.	
<u>[REDACTED]</u>	29.06.2020
Signature	Date



18 August 2020

Student name: Yuvani Moodley
Student number: 17748279
Campus: Varsity College, Westville

Re: Approval of Bachelor of Commerce Honours in Management 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.

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.

Interview Questions

1. Describe how you get information to do your job?
2. Describe how your supervisor provides you with guidance and supervision to do your job to the best of your ability?
3. How would you describe the relationship you have with your colleagues? and are they supportive?
4. Describe the physical environment you work in? how this environment make you feel?
5. How do you manage your earnings? does it provide for you and your family sufficiently?
6. When you up sell and item, such as promotions, how does your supervisor recognize what you do you and award you? How does that make you feel?
7. Describe how you would handle difficult task such as filling the wrong diesel or petrol in a vehicle?
8. If you take more initiative in your line of duty would you be recognised for this? how would you feel about that?
9. Describe your current position and do you feel there's sufficient promotional opportunities for you?
10. What motivates you to come to work every day



EXPLANATORY INFORMATION SHEET

Explanatory Information Sheet

To whom it may concern,

My name is Yuvani Moodley and I am a student at IIE Varsity College, Westville Campus I am currently conducting research under the supervision of Siva Moodley about describing Employee Motivation as perceived by Petrol Station Employees in the Petroleum Sector. I hope that this research will enhance our understanding of employee motivation as perceived by petrol attendants and contribute to the management field.

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 (insert reason). If you decide to participate in this research, I would like to (explain exactly what participation will involve).

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 (insert what you are examining). 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 the IIE Varsity College, Westville campus 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 Bachelor of Commerce Honours. 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:

Yuvani Moodley

[REDACTED]

[REDACTED]

The contact details of my supervisor are as follows:

Siva Moodley

[REDACTED]

[REDACTED]



CONSENT FORM

Consent form for participants	
I, _____, agree to participate in the research conducted by Yuvani Moodley about describing Employee Motivation as perceived by Petrol Station Employees in the Petroleum Sector. 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	
Signature	Date

CONSENT FORM FOR AUDIO OR VIDEO RECORDING

Consent form for participants					
I, _____, agree to allow Yuvani Moodley to audio record my interviews as part of the research about describing Employee Motivation as perceived by Petrol Station Employees in the Petroleum Sector. 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. • Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.					
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