

To determine the effect of employee job satisfaction on employee motivation within the financial service sector of South Africa.

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I, Esmarie Mouton with student number 16002670, hereby declare that the Research Report submitted for the 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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DECLARATION

I, Esmarie Mouton, student number 16002670, hereby declare that the Research Report submitted for the HBCM412 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:

Employee job satisfaction and employee motivation are concepts that have been around for a long time. This study was aimed at uncovering the effect that employee satisfaction has on employee motivation within the financial service sector of South Africa, and to determine if there is a relationship between the two constructs. Variables that can have an effect on both employee job satisfaction and employee motivation was mentioned in this study. Variables that impact satisfaction are supervisor support and the balance between personal and work life. Variables of motivation include rewards, training and working conditions. A positive relationship between these two constructs could help organisations improve employee satisfaction which in turn improves motivation that has an effect on the overall success of an organisation. A quantitative research approach was used with a simple random sampling in order to give each employee a fair and even chance to be selected to participate. The employees of an organisation within the financial service sector was asked to complete an online questionnaire of which fifteen questionnaires were completed. Through the use of descriptive statistics and the Pearson Correlation Matrix the study concluded that there is a relationship between employee job satisfaction and employee motivation. This was shown by accepting (H_0 and H_1) and rejecting (H_2) the relevant hypothesis. The study uncovered variables that could also have played a role in the results that should be further explored in future studies.

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CHAPTER 1

1.1 INTRODUCTION

This section focussed on the research problem that was to be answered as well as the importance and rationale of the study. The research questions and objectives was mentioned and the objectives and the hypotheses were stated with the objective to accept and reject a hypothesis.

1.2 BACKGROUND TO THE STUDY:

In today's fast changing world, especially in the last few decades, modern industries rely on the knowledge base and high quality skill set of employees. Employers have been put in a position where they can no longer exploit their employees for a maximum output whilst offering less than favourable work environments. Organisations remuneration packages, benefits and an attractive physical environment with good interpersonal relationships along with the necessary training and or opportunities to grow in careers can be easily compared to that of their competitors. One of the key elements of human resource management in today's world is motivating employees to perform at their maximum potential. Bakotić (2016:119) mentioned that employees who are happy with their jobs shows more motivation and willingness to perform well in their jobs. These employees tend to be more passionate and enthusiastic to work on the assignments assigned to them and as a result the organisation yields a higher quality output (Bakotić, 2016:119). Aziri (2011:78) is of the belief that one of the main factors concerning effectiveness and efficiency in an organisation is job satisfaction. This leads the researcher to come to the conclusion that an organisations success in some way depends on the level of satisfaction of its employees.

One key factor that can have the power to make employees experience high levels of job satisfaction are by means of motivations. This motivation can be in the form of improving the employees' physical work environment, creating policies and structures that enhance favourable interpersonal work relationships between employees, improving their overall potential for receiving benefits, reward and or recognition and to allow for career advancement and the acquisition of new knowledge and skills.

Aziri (2011:78) mentioned that employee contributions are key determinants of success in any organisation and that it is closely related to a highly motivated work force that includes high levels of job satisfaction among employees. The researcher's objective was to determine if this relationship really does exist between employee job satisfaction and an

employee's motivation to devote their time to the organisation and to be more intellectually active when performing certain tasks. This study looked at the variables that can influence employee job satisfaction and employee motivation to see if there is a link between the two and what organisations can do to improve either employee job satisfaction or employee motivation.

1.3 RATIONALE OF THE STUDY:

Although numerous studies have been done on the topic of employee job satisfaction and employee motivation (Dartey-Baah & Harlley, 2007; Varma, 2017; and Pang & Lu, 2018), a gap remains in the availability of research on this topic in the financial service sector in South Africa. The aim of this study was to uncover the levels of employee satisfaction in the financial service sector of South Africa, focussing on two parts: first, motivational factors such as salary, benefits, recognition and achievement (Alshmemri *et al.*, 2017:12). Secondly, satisfaction factors such as working conditions, job security and the quality of management would also be considered (Alshmemri *et al.*, 2017:12). If a positive relationship between employee job satisfaction and employee motivation was found it will allow organisations to improve their overall success by improving employee motivation through positive levels of job satisfaction. This research took into account several variables that could have an effect on the levels of job satisfaction and employee motivation in order to determine the importance of certain variables and how the organisations of the financial service sector in South Africa can use these variables to their benefit. Organisations that have an understanding of their employee's needs and the variables that can have an effect on their levels of satisfaction and motivation can improve their overall bottom line through satisfied and motivated employee's levels of output and quality in their work (Raziq & Maulabakhsh, 2015: 717). Conducting this research could have a positive influence on organisations within the financial service industry in South Africa as it could improve their productivity levels, the overall morale of their employees, reduce employee turnover and provide ways in which they can retain their organisational skills and knowledge by keeping their employees satisfied (Bakotić, 2016:119).

1.4 PROBLEM STATEMENT:

According to Singh and Tiwari (2012:31) job satisfaction in an organisation is extremely important as its absence can have a negative effect on organisational commitment and the lack of job satisfaction can lead to employee turnover. Employee dissatisfaction can result

in employee turnover for more favourable work environments or better employee benefits (Becerra-Fernandez & Sabherwal, 2014:7).

Employee turnover has a negative effect on knowledge management within an organisation due to important skills and job specific knowledge leaving the organisation (Becerra-Fernandez & Sabherwal, 2014:7) which in turn has a negative effect on organisational success. When important skills and job specific knowledge leaves an organisation it takes valuable time and money to recruit a new employee with the necessary skills and knowledge to the job (Becerra-Fernandez & Sabherwal, 2014:7). Similarly, the organisation could decide to train an existing employee that already works for the organisation that will still take time and investment that would not have been necessary if an employee did not decide to leave the organisation and take his or her skills with them. Werner (2016:122) states that dissatisfaction could have a destructive outcome where employees become negative, make more mistakes, are less productive and become more absent. Thus it was important to determine what factors influence employee job satisfaction and if it has an influence on employee motivation towards organisational goals. Many companies do not have an understanding of the impact employee dissatisfaction could have on their employee motivation that in turn has an effect on organisational success (Bakotić, 2016:119).

High levels of job satisfaction within employees improve their willingness and commitment to the organisations success even in their private time (Bakotić, 2016:119). When looking at the evidence from previous research it emphasises the importance of the relationship between motivation and job satisfaction (Singh & Tiwari, 2012:33). Helping organisations discover the factors that influence employees' job satisfaction will aid in understanding what effect it has on employees' motivation and how organisations can improve it.

Employees can be satisfied but not motivated and vice versa which is impacted by numerous factors (Kuijk, 2018). The aim of this study was to find the relationship between employee motivation and employee satisfaction and how they influence each other.

1.5 PURPOSE STATEMENT:

To conclude if employee job satisfaction has an effect on employee motivation. If employee job satisfaction does in fact have an effect on employee motivation it is important to provide organisations with the information and ways in which organisations can strive to improve employee job satisfaction in order to improve motivation that will in turn effect the organisations overall success. The purpose of this study was to determine if there is a positive relationship between employee job satisfaction and employee motivation.

1.6 RESEARCH QUESTION:

1.6.1 Primary Research Question:

1. Is there a relationship between employee job satisfaction and employee motivation?

1.6.2 Secondary Question:

2. Is there a positive or a negative relationship between employee job satisfaction and employee motivation?

1.7 RESEARCH OBJECTIVES:

The main purpose of this study was to determine if there is a relationship between employee job satisfaction and employee motivation. The objective was to choose the correct hypotheses as stated hereunder.

1.8 HYPOTHESIS:

H₀: There is a relationship between employee job satisfaction and employee motivation.

H₁: There is a positive relationship between employee job satisfaction and employee motivation

H₂: There is a negative relationship between employee job satisfaction and employee motivation.

CHAPTER 2

2.1 LITERATURE REVIEW

The literature review considered theories focusing on job satisfaction and employee motivation as well as previous research conducted related to the topic of this study. Organisations are unaware of the effect employee job dissatisfaction could have on employee motivation that in turn has a negative effect on the organisations overall success (Aziri, 2011:97). By uncovering the relationship between these two variables organisations might be able to improve the overall success by improving employees' job satisfaction. This study took on a post-positivist paradigm.

2.1.1 Maslow's hierarchy of needs:

Employee motivation is defined by Safiullah (2015:80) as the dynamic force that brings about a strong will in people to do their absolute best. This definition is supported by Kuranchie-Mensah and Amponsah-Tawiah (2016:257) that defined motivation as a process that takes into consideration a person's persistent direction and consistent effort in achieving a goal. Deckers (2015) also states that motivation is human nature to be amused by and approach positive incentives whilst avoiding those with negative incentives. An incentive is the expected reward or unpleasant event that is available within the individual's environment (Safiullah, 2015:80).

According to Aziri (2011:97) there is a role that job satisfaction plays on motivation that should not be overlooked. This points the research in Maslow's Hierarchy of needs (1943) direction that is well known as a motivational theory and was developed by using job satisfaction as the foundation of its theory (Aziri, 2011:97). Ololube (2006:4) states that Maslow's motivation theory is a content theory that is widely recognised and might be the most referenced content theory. The theory focusses on the fact that people are wanting beings and that the wants depends on the things that the individual already has (Jonas, 2016:107). Maslow suggested that there are five levels of human needs and that it can be listed in level of importance (Jonas, 2016:107). These needs starting from the bottom of the pyramid are as follows: physiological, safety, social, esteem and self-actualisation (Jonas, 2016:107).

Jonas (2016:108) goes on to explain that an individual's needs guides their behaviour and that the importance of an individual's needs are never equal. This is due to the philosophy that the needs that are unsatisfied creates a disequilibrium and tension. According to Jonas (2016:108) these needs can be satisfied by means of numerous goals, achieving these goals will allow for stability and a state of equilibrium. Some needs are more important and give a much more powerful drive to the achievement of the goals that will allow a state of equilibrium (Jonas, 2016:108). Therefore it can be said that dominant needs exist. There is also an element of complexity that arises from the supposed shortfall of relationship between the needs of the individual and the goals of the organisation (Jonas, 2016:108). Figure 1 by Schermerhorn (2001: 286) points out opportunities for satisfaction in Maslow's Hierarchy of Human Needs within an organisation.

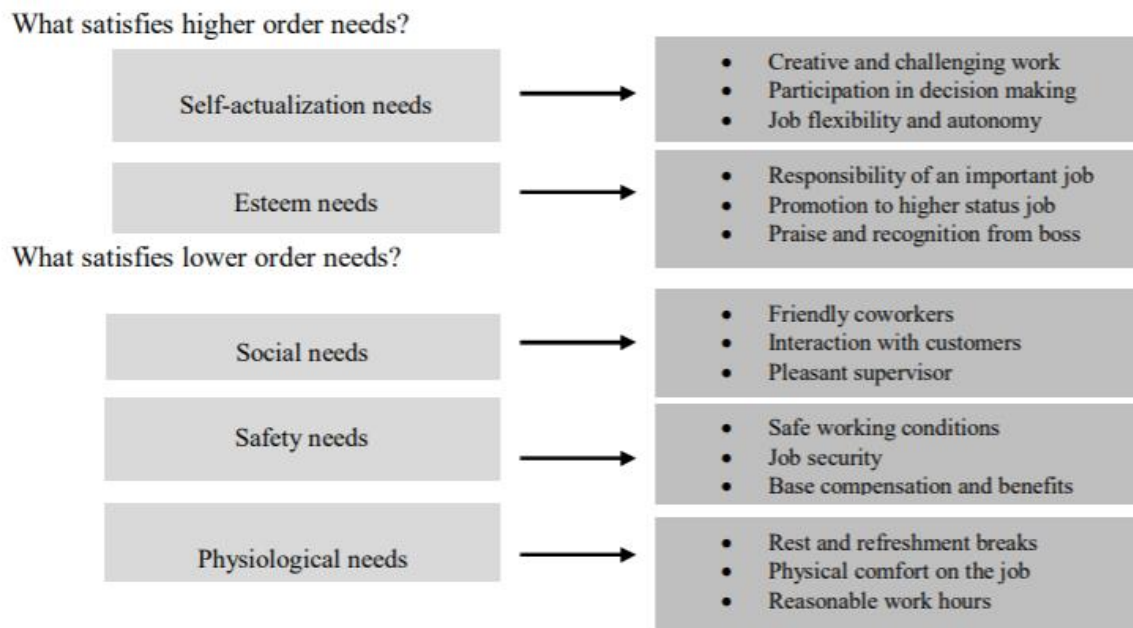


Figure 1: Opportunities for satisfaction in Maslow's Hierarchy of Human Needs. Source: Schermerhorn, 2001:286.

In Figure 1 by Schermerhorn (2001: 286) shows how an organisation can strive to fulfil the needs of their employees in order to create job satisfaction that leads to employee motivation. Starting with the physiological needs, organisations in the financial sector can improve their employees' job satisfaction by allowing refreshment breaks and providing a level of comfort in terms of their work stations and refreshments offered. Safety needs are about the individuals need for medical aid, retirement funds and basic salary along with job security. Social needs within the financial sector is about interacting with team members or co-workers and having good relationships with the team leader. Esteem needs can be satisfied by the organisation in the form of recognition, rewards, promotions and giving more responsibility to the employee to make him/her feel important. Self-actualisation at the top of the hierarchy is about the organisation including the employee in decision making processes as well as allowing a level of flexibility and creativity within his or her job (Schermerhorn, 2001:286).

Herzberg's two factor theory has a different view of factors that influence job satisfaction. Herzberg's two factor theory is considered an extension of Abraham Maslow's theory of motivation. Maslow's theory also states that any need that has not yet been satisfied can serve as a motivator. Herzberg's theory has dual factors whereby the hygiene factors (co-worker relations, salary and working conditions) are not considered to be motivators but

motivation factors (recognition, achievement and challenging work) are considered to act as motivators (Enyia, 2017).

2.1.2 Herzberg's two factor theory and job enrichment:

Alshmemri, Shahwan-Akl and Maude (2017:12) studied Herzberg's two factor theory and explained the two categories that are believed to have an effect on job satisfaction and the reasoning for the two categories to be divided. As shown in Figure 2 by Kuijk (2018), the first category is known as the motivation factor due to its association with self-actualisation or the need for growth. This factor include aspects or variables such as achievement, advancement, responsibility, the work itself, possibility for growth and recognition (Alshmemri *et al.*, 2017:12). The second category is known as the hygiene factor and relates to the need to avoid unpleasant events which included; working relationships with superiors, working conditions, salaries, company policies and administration as well as other interpersonal relationships (Alshmemri *et al.*, 2017:12).

According to Dugguh and Dennis (2014:12) Herzberg determined that different factors lead to satisfaction and dissatisfaction of employees. The motivating factors of an individual's internal needs are also called satisfactors as it leads to employee job satisfaction and improved job performance. Therefore, these factors are viewed as the most effective motivational components which are concerned with the individuals need to develop and improve their skills (Němečková, 2017:4). Hygiene factors that are also called dissatisfactors focus on preventing employee job dissatisfaction and is influenced by management within the organisation, working conditions, policies and remuneration (Němečková, 2017:4).

Factors that are intrinsic to the job will fall under motivation factors and factors that are extrinsic to the job will fall under hygiene factors (Alshmemri *et al.*, 2017:12). According to Dugguh and Dennis (2014:13) Herzberg's theory found that some aspects of a job causes satisfaction that leads to motivation where others cause job dissatisfaction which is shown in Figure 2 by (Kuijk, 2018).



Figure 2: Two Factor Theory by Frederick Herzberg. (Kuijk, 2018).

According to Kuijk (2018) Herzberg's theory claims that satisfaction and dissatisfaction are not polar opposites. Thus, offering a higher salary for example will reduce an employee's dissatisfaction but it does not mean that it will result in the employee being satisfied. It only means that the employee will not be dissatisfied (Kuijk, 2018).

Herzberg's theory of job satisfaction and motivation can be better understood when looking at Figure 3, which is an illustration of the theory in practice:

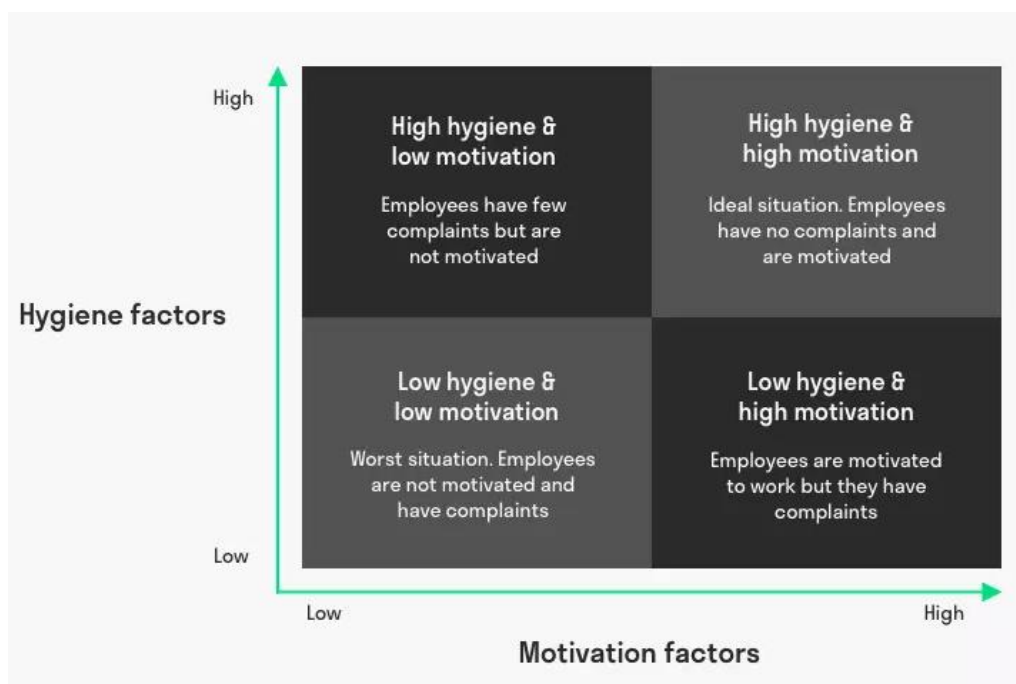


Figure 3: Illustration of the two factor theory in practice. Source: (Kuijk, 2018).

Kuijk (2018) stated that in a work environment there are four different combinations that exist taking Herzberg's theory into account:

- (1) The ideal situation will be a case of motivation as well as high hygiene where an employee is highly motivated with almost no complaints.
- (2) A situation where an employee has low levels of motivation but high levels of hygiene. This is where the job is seen simply as a source of income. These employees do not really have complaints but there are also not really motivated.
- (3) Low hygiene factors and high motivation, this is where employees are highly motivated due to the positive challenging aspects of their jobs but there are complaints related to work conditions or salary.
- (4) The worst situation possible is where the employee/s have low levels of hygiene and low levels of motivation which means they are unmotivated and have numerous complaints regarding their work conditions.

Researchers such as Hulin and Smith (1965) stated that Herzberg's theory and results were method bound. Although Herzberg's theory was heavily criticised, these researchers had difficulty explaining the consistent results produced through Herzberg's method (Basset-Jones & Lloyd, 2005:933).

Herzberg wrote an article in the Harvard Business Review in 1968 whereby he responded and explained that there is a clear distinction between movement and motivation (Basset-Jones & Lloyd, 2005:933). Movement has to do with the human's animal instinct; when a dog is offered a treat to move to a different spot it is movement and the motivation stems from the person offering the treat to make the dog move. When employees are offered incentives in return for work it should not be mistaken for employee motivation but should be seen as movement (Basset-Jones & Lloyd, 2005:933). The employer or manager offering the incentive is motivated to promote employee movement. According to Basset-Jones and Lloyd (2005:933) Herzberg viewed motivation as a self-charging battery that is located internally. Therefore it is said that an employee will only become motivated through a desire or energy from within. Herzberg's two factor theory was restated when the distinction was made between externally stimulated incentives and internally generated drives whereby he argued that actual job enrichment was more important than job enlargement (Basset-Jones & Lloyd, 2005:933).

Furthermore, Ncube and Samuel (2014:270) noted from Basset-Jones and Lloyd (2005) that there was a decline of the importance of recognition as a motivator due to some companies

having smaller pyramids and therefore have less prospects for promotions. According to Basset-Jones and Lloyd (2005) unsatisfactory relationships with supervisors in an organisation also plays an important role in the discouragement of employees' willingness to contribute valuable ideas within the organisation.

2.1.3 Vroom's Expectancy Theory:

According to Ball (2012:21) the prediction of Vroom's expectancy model is that an organisations employees will be more motivated when they are under the impression that:

- Better job performance will be acquired by investing more effort.
- An increase in salary and added benefits as well as other organisational rewards will be yielded from the increase in job performance.
- The employee values the organisational rewards predicted.

Vroom's theory is based on the assumption that behaviour is the result of conscious choices in order to maximise the reward and minimise negative feedback or criticism (Ball, 2012:20). Similarly, Lloyd and Mertens (2018:29) states that when an individual has choices they will make a decision based on which choice will provide them with the best personal outcome.

Vroom suggested that the force of motivation that drives behaviour is a result of three variables, namely; expectancy, instrumentality and valence (Lloyd & Mertens, 2018:29). These three variables can be presented in an equation as follows:

$$\text{Motivation} = \text{Expectancy} * \text{Instrumentality} * \text{Valence}.$$

Vroom stated that effort, motivation and performance are linked to an individual's motivation (Lloyd & Mertens, 2018:29). **Expectancy** is when an individual believes that effort will lead to increased performance (Ball, 2012:20). This can be affected by the following:

- The appropriate resources (e.g. hardware and software).
- The necessary skill to do the job.
- The availability of support in order to get the job done (e.g. support from supervisor or team leader).

Instrumentality is when an individual believes that if they perform well they will receive a valued outcome i.e. there is something in it for me if I do a good job (Lloyd & Mertens, 2018:29). This could be affected by the following:

- The clear understanding of the link between performance and its outcomes.

- Confidence in the people who will make the decision of the outcome.
- Credibility of the process that decides who gets what outcome.

Valence is the level of importance that is placed on the expected outcome by the individual. When the individual prefers to attain the outcome rather than not attaining it then the valence is positive (Ball, 2012:20). If an individual for example is mainly motivated by money, the individual in question would not value an offer of additional time off.

Maslow's hierarchy of needs theory, Herzberg's two factor theory and Vroom's expectancy theory are important in this study as Maslow's hierarchy of needs show the different levels of needs and their level of importance as well as how organisations could satisfy these needs in order to promote employee job satisfaction. Herzberg's two factor theory on the other hand shows exactly which factors in an organisation promote satisfaction and which promote dissatisfaction as well as how to minimise or eliminate dissatisfaction within the organisation. Where Maslow and Herzberg's theory is interested in the relationship between the internal need and the effort put in to fulfil these needs, Vroom separates the effort, performance and outcomes (Ball, 2012:22). Vroom's expectancy theory could also be used in conjunction with Maslow's theory where Maslow will be used to describe the need that serves as motivation (Ball, 2012:22). Vroom describe whether the need will be acted on based on their expectations and experience. The next step is to clearly define and explain the concept of job satisfaction and employee motivation to get a clear view of exactly how these concepts relate to each other.

2.2 CONCEPTUALISATION:

The two concepts namely; employee job satisfaction and employee motivation was further explained in the context of the study that focussed on the financial service sector of South Africa. The researcher related the theory obtained with the Maslow's hierarchy of needs and Herzberg's two factor theory to help understand why these concepts are important.

2.2.1 EMPLOYEE JOB SATISFACTION

The relationship between job satisfaction and employee motivation is important due to the impact it can have on an organisations overall long term performance (Bakotić, 2016:119). Jehanzeb, Rasheed and Rasheed (2012:274) states that job satisfaction is a vital motivator. Similarly, Wanjihia (2016:15) suggests that achieving high levels of performance and motivation is dependent on job satisfaction. It can be argued that an employee's need of job satisfaction leads to motivation to achieve said level of job satisfaction. Therefore it is

important to look at the manner in which job satisfaction has an effect on motivation. Jehanzeb et al., (2012:274) states that an employees' job satisfaction is increased by the type of rewards received from the organisation. Receiving these rewards depends on performance and therefore it provides employees with the motivation to achieve goals in order to receive the reward. A crucial factor of organisational success is employee morale (Bakotić, 2016:119). Good employee morale is when employees have a positive outlook, attitude toward the organisation and the environment they operate within (Bakotić, 2016:119). Thus good employee morale relates to job satisfaction. Having a high level of job satisfaction means that the individual enjoys what he or she does and their position in the organisation. These individuals are happy with their surrounding environment and they feel that their job provides them with the necessary challenges, variety, good salary, security and pleasant relationships with co-workers (Bakotić, 2016:119). Previous research revealed that employees with a positive morale that are satisfied in their work will devote more time to their work activities and tend to be more committed, creative and eager to assist their colleagues and superiors (Bakotić, 2016:119 and Raziq & Maulabakhsh, 2015: 717). Furthermore, satisfied employees' show extraordinary performance and companies with such employees tend to be more successful (Bakotić, 2016:119). Therefore, it can be said that organisations should be aware of their employees' overall morale and satisfaction levels to try and influence their level of success.

Raziq and Maulabakhsh (2015:717) believes that an organisation must satisfy the needs of their employees by way of providing good work environments in order to improve their overall effectiveness, efficiency and productivity. Raziq and Maulabakhsh (2015:718) continues by emphasizing the importance of an employee's working environment and its effect on an employee's overall job satisfaction. Employees play a vital role in assisting organisations to achieve its overall vision. (Raziq & Maulabakhsh, 2015:718). Furthermore, Agbozo, Owusu, Hoedoafia and Atakorah (2017:14) have defined job satisfaction as the mixture of circumstances in terms of an individual's physiological, environmental and psychological environment that will result in an individual feeling satisfied with his or her job. These are just a few factors that can influence job satisfaction but Kapur (2018:4) has listed the following important factors that influence job satisfaction:

- **Job security:** As shown in Figure 1 (Schermerhorn, 2001:286), job security falls under safety needs in Maslow's hierarchy (Maslow, 1943). Security within the work environment includes organisational aspects such as susceptibility to external threats that can in turn affect the employee's job security. Job security also has to do with

providing a safe working environment and good working conditions that provide good ventilation and other physiological needs (Schermerhorn, 2001:286). The Working conditions is a hygiene factor (Němečková, 2017:4) and includes the office infrastructure and equipment that is provided to the employee that allows them to do their job such as computers, desks, chairs and other tools that allows an employee to enhance his or her job performance. As seen in Figure 2 (Kuijk, 2018), good working conditions can decrease the level of job dissatisfaction.

- **Space to apply abilities and skills:** When an individual can make use of their skills and abilities it provides them with the feeling of satisfaction. Responsibility and freedom of the employee to use ability and skills are motivation factors as seen in Figure 2 (Kuijk, 2018) and can lead to job satisfaction. Failing to provide opportunities for an individual to make use of their acquired skills can lead to a shortage of satisfaction in the organisation. Ilić and Stojanovi (2018:118) found that freedom in work was rated the third most important factor that leads to satisfaction in the financial sector of Croatia.
- **Management of people and supervisor support:** Organisation provide a climate of support and assurance to its employees through organisational policies that allows employee satisfaction. Furthermore, satisfaction derived from such policies can motivate and empower efficiency whilst lowering the rate of employee turnover. Supervisor support has to do with the provision of employee welfare and when employees' contributions are valued. Assistance from supervisors make employees feel appreciated and cared for and satisfies safety needs of Maslow's hierarchy (Schermerhorn, 2001:286). Thus good support structures and working relationships can create job satisfaction. The theory was supported by a study done in Croatia by Ilić and Stojanovi (2018:118) that found good working relationships to be the number one satisfier to employees that work within the financial sector.
- **Monetary Incentives:** This is the monetary benefit that employees receive for their services rendered within the organisation. When an employee receives a reward or promotion it leads to great pleasure that in turn leads to job satisfaction. According to Herzberg's theory (Němečková, 2017:4) monetary incentives is a hygiene factor and does not lead to job satisfaction but rather no dissatisfaction. Sekhar, Patwardhan and Singh (2013:476) on the other hand states that monetary rewards satisfies a person psychologically and can satisfy the physiological needs of Maslow's hierarchy which leads to job satisfaction and enhances commitment toward work performance.

- **Balancing personal life and work issues:** When an employee has enough job flexibility, a self-actualisation need of Maslow's hierarchy (Schermerhorn, 2001: 286), it will allow time for personal activities without the feeling of pressure and will lead to job satisfaction. In cases where the employee cannot find enough time to deal with his personal life and other pleasures he or she might be dissatisfied and in effect demotivated which may lead to poor performance of the duties within the workplace. Therefore it leads the study to look at employee motivation.

2.2.2 EMPLOYEE MOTIVATION:

Employee motivation is defined by Safiullah (2015:80) as the dynamic force that brings about a strong will in people to do their absolute best. This definition is supported by Kuranchie-Mensah and Amponsah-Tawiah (2016:257) that defined motivation as a process that takes into consideration a person's persistent direction and consistent effort in achieving a goal. Deckers (2015) states that motivation is the human's amusement to approach positive incentives (rewards) whilst avoiding negative incentives (unpleasant events).

Employee motivation has been a major topic for academics in the past two decades (Chipunza, Samuel and Mariri, 2013:8430). Motivation has become the number one concern to organisations due to the major effect it can have on an organisation's success or failure (Aziri, 2011:97). Němečková (2017) suggests that the importance of employee motivation should be recognised by organisations and its employers as it can ensure organisational success. Furthermore, improving an organisation's productivity requires managers to thoroughly understand the effect of employee motivation in the workplace (Chipunza *et al.*, 2013:8430).

According to Němečková (2017) well motivated employees have the ability to operate effectively with a developed sense of duty and clearly defined goals. This is mainly because there is a belief that good efforts will lead to satisfaction of not only the company's needs but also their own. Now that the importance of employee motivation in the work place was emphasised by numerous scholars there was only one question left to answer: What motivates employees?

- **Rewards:** This can be monetary or non-monetary rewards and it is important for managers to understand their employees' needs to know what type of rewards will motivate them as each individual has their own needs to be satisfied. According to Wanjihia (2016:9) rewards include salary increase, promotions, benefits such as paid leave, personal growth through training and other incentives. Wanjihia (2016:9)

states that rewards could be some of the most powerful ways of creating motivation in the workplace. In terms of Vroom's expectancy theory, rewards can influence instrumentality whereby the employee believes their effort will lead to a valued outcome which is a factor of motivation (Ball, 2012:20).

- **Job security:** Sekhar et al., (2013:478) is of the opinion that when employees believe there are rewards for good performance and that their jobs are promised their performance are likely to improve. Sekhar et al., (2013:478) goes on to say that job security improves employee's confidence levels of future career opportunities that leads them to put extraordinary efforts in to achieve both the organisations goals as well as their own. This can have an effect on the valence factor of Vroom's theory, depending on the value that the employee puts on the reward or career opportunity which also has an effect on their overall motivation levels (Ball, 2012:20).
- **Leadership:** Chipunza et al., (2013:8430) states that motivation is influenced by different leadership styles; participative, directive and supportive leadership in particular are among those leadership styles that lead to high levels of motivation. Transformational leadership leads to numerous positive outcomes such as ethical behaviour, extra effort and learning orientation (Chipunza et al., 2013:8430) which proves that high levels of motivation leads to high levels of performance. Leadership or supervisor support plays a role on the expectancy factor of Vroom's theory as well as instrumentality whereby the employee has confidence in the people making the decisions which are two of the factors that lead to motivation (Ball, 2012:20).
- **Training:** When organisations provide training to improve the knowledge, skills and abilities of their employees. Enhancing employee's skills improves their motivation due to the confidence acquired from training (Sekhar et al., 2013:474). Without the proper levels of employee motivation organisations will not have the necessary competitive edge in the climate of today's competitive world of business (Sekhar et al., 2013:475).
- **Working conditions:** It is believed that good working conditions and a good work environment can improve the levels of job satisfaction that in turn improves the level of performance and commitment in an organisation (Sekhar et al., 2013:477). A study conducted by Ilić and Stojanovi (2018:118) showed that working conditions was rated the 4th most important motivational factor in the financial sector of Croatia.

CHAPTER 3

3. RESEARCH DESIGN AND METHODOLOGY

This chapter will explain the research paradigm and design as well as provide relevant information as to how the researcher collected and analysed the data with reasoning behind the methods used.

3.1 RESEARCH PARADIGM:

The purpose of this study was to determine if employee job satisfaction has an influence on employee motivation through the use of a post-positivist paradigm as reality is real and governed by laws. Research should provide an understanding of complex concepts and prove or disprove theories to improve human knowledge (Gamlen & McIntyre, 2018). With the post-positivist paradigm the researcher takes on a learning role rather than one of testing. According to Ryan (2006:18) the researcher acknowledges the shared culture that joins the researcher and the participants of the research. Therefore it is when the researcher views the participants as people like themselves, not conducting research on them, but rather learning with them (Ryan, 2006:18). The post-positivism paradigm has also been used by researchers on topics regarding motivation (Akwuole, 2017; Wolter, 2017). A more recent study conducted by Dhurup (2019) showcased the application of a post positive research paradigm in an employee motivation/satisfaction study.

3.2 RESEARCH DESIGN:

A quantitative methodology was applied and enabled the researcher to quantify the findings and give weight to the theory by proving or disproving that job satisfaction influences motivation through the use of descriptive statistics. This will allow organisations to evaluate the significance or insignificance of employee job satisfaction and its effect on employee motivation. Quantitative research is objective, focused, fast and acceptable (Khan, 2014:206) and has been used in other research conducted by Amin (2015); Hidayah & Tobing (2018); Sudiardhita, Mukhtar, Hartono, Sariwulan & Nikensari (2018) on employee job satisfaction and employee motivation (Bakotić, 2016:120).

According to Akhtar (2016:78) an explanatory design aims to state a relationship between variables. Furthermore, Akhtar (2016:78) states that the focus of an explanatory study is to determine the “why” of relationships. The two variables in this study is job satisfaction and employee motivation and whether employee job satisfaction (dependent variable) has an

influence on employee motivation (independent variable) and therefore this is an explanatory study.

According to Khan (2014:207) a hypotheses is a statement that is made with limited evidence to use as a basis and starting point for an investigation of the statement. A hypotheses can also be a statement of alternative 'facts' that should then be proved or disproved (Khan, 2014:207). This study made use of a hypothesis with alternative facts and the researcher chose the appropriate hypotheses that was found to be true after the study was conducted on the financial service sector in South Africa.

This was a deductive study whereby the researcher determined if job satisfaction has an effect on employee motivation. This was done by researching other literature on this topic and conducting a study on participants within the financial sector of South Africa (Robergs, 2010). Furthermore, the study was a non-experimental empirical study as the participants answered questionnaires without any intervention of the researcher (Robergs, 2010). A descriptive survey method provided the researcher with the necessary data, and through interpretation of the data, solutions to problems in organisations can be identified. This can be done by looking at the characteristics of the individuals as well as the characteristics of the whole sample (Salaria, 2012:1). In this study it helped to look at the demographics and work related characteristics of each participant as well as the demographics and work related characteristics of the sample as a whole in order to find a suitable solution to the problem. The problem being the effect of employee job satisfaction on employee motivation that in turn could have a negative effect on the organisations overall success. The objective was to only take into account the questionnaires of participants that have worked at the organisation for longer than a year. The researcher was of the opinion that it would be of much more value to quantify the opinions of the employees that have been in the organisation for a certain period of time. Furthermore the characteristics of the sample as a whole was the fact that all the participants that form part of the sample was an employee of an organisation that operates within the financial service sector of South Africa.

According to Swanson and Holton (2005:38) a descriptive study has a survey that possibly includes the participant's demographics such as age, gender, position in the company and the number of years with the company which is called categorical data. This type of data can come with a list of questions whereby the participants can answer on a scale of 1 to 5 of how strongly they agree or disagree or how happy or unhappy they are, for example, with the working relationships in the organisation. (Swanson & Holton, 2005:38).

3.3. POPULATION AND SAMPLING:

3.3.1 POPULATION

The research purpose was to prove or disprove the influence of employee job satisfaction on employee motivation. According to Pascoe (2014:132) a population comprises of all the people or entities as a group with the same characteristics that the researcher is interested in and that information will be required from. The employees of organisations within South Africa's financial service sector was the population for this study.

3.3.2 UNIT OF ANALYSIS

The unit of analysis for the study was the employees of a well-known organisation within the financial service sector in South Africa in order to get a representative sample of the larger population.

3.3.3 SAMPLING

The simple random sampling method is a way of selecting the sample in such a way that each employee (individual) within the organisation has an even chance to be selected (Pascoe, 2014:135).

A simple random sampling method was used to select participants for this study that allowed the selection of a smaller sample from a larger population in order to generalise the findings to the larger group. This sampling method allowed for an accurate representation of the larger population, in this case the financial sector of South Africa. A sample is a representative of the population (Pascoe 2014:135) therefore the sample size for this study was 15 participants to ensure that the information obtained was accurate in order to generalise it to the broader population.

3.3.4 ACCESSABLE POPULATION

According to Pascoe (2014:134) an accessible population refers to the individuals (employees) of the population that the researcher has access to. In the case of this study the researcher had access to some employees of a well-known organisation within the financial service sector of South Africa that formed part of the total population of this study.

3.3.5 POPULATION PARAMETERS

Pascoe (2014:133) defines population parameters as those characteristics that are shared among a number of people (employees) in the population. This study's population

parameters was employees who work for an organisation within the financial service sector of South Africa.

3.4 DATA COLLECTION:

The data was only collected once and therefore a cross sectional survey was used (Du Plooy-Cilliers & Cronje, 2014:151). Through the use of a survey questionnaire with closed-ended questions the participants were profiled in terms of gender, age, race and job specification (Du Plooy-Cilliers & Cronje, 2014:152)

The levels of employee job satisfaction in terms of their job description, benefits and company infrastructure and the effect of employees' overall motivation levels were measured through the use of a 5 point Likert Scale with 1= highly disagree, 2= disagree, 3= neutral, 4= agree and 5= highly agree. A Likert Scale is one of the most reliable ways to measure opinions, behaviours and perceptions and therefore it helped determine the satisfaction levels of employees within the financial service sector of South Africa (Du Plooy-Cilliers & Cronje, 2014:152). Descriptive statistics was used in this study and Microsoft Excel was used to obtain the descriptive statistics. The data collected from the participants was analysed and presented in graphs.

The process of collecting the data started with the researcher obtaining approval and consent from the organisation as well as the employees of the organisation that participated in this study. A link to the questionnaire created on Google forms was sent to the participants for them to answer a few questions that will help solve the research problem. The researcher developed a questionnaire by considering questionnaires that were used in studies similar (Saleem, Mahmood & Mahmood, 2010) to this one as well as the literature review. The questionnaires were sent via an online link to participants in order for them to anonymously participate in the research. The anonymity of the participants enabled the avoidance of human bias as well as help confirm the reliability and validity of the data. The participants were informed of the purpose of the study, how long the questionnaire should take to answer and how to answer efficiently. Consent was obtained from each participant and each participant could retract from the study whenever they felt like it. The answered questionnaires were collected as data to be analysed in order to answer the research problem.

3.5 DATA ANALYSIS:

The researcher used descriptive statistics to analyse the data because a quantitative research method was used. The responses were reported through the use of means and averages in order to get the average level of responses (Swanson & Holton, 2005:38). By measuring the standard deviation the researcher was able to determine the extent to which the responses from the participants varied (Swanson & Holton, 2005:39). This type of survey helped determine whether there is a relationship between employee job satisfaction and employee motivation. This study used a Pearson correlation matrix to determine the relationship between employee job satisfaction and employee motivation (Bonnet & Wright, 2000: 23). The Pearson correlation matrix determined whether there is a positive or negative relationship by answering the hypothesis (Bonnet & Wright, 2000: 23). The data collected was captured and analysed through the use of Microsoft Excel. The results were reflected through the use of appropriate graphs and tables whereby the data and findings were described.

3.6 VALIDITY AND RELIABILITY

In order to ensure validity of the research Middleton (2019) suggests using high quality measurement techniques in order to obtain the exact data needed to get an accurate solution to the research problem. Such techniques should be extensively researched in order to select the most appropriate one based on existing research (Middleton, 2019). As stated previously, a 5 point Likert Scale was used to collect the data from the participants. The Likert scale as a measurement tool has been used by previous researchers that have conducted research on motivation and satisfaction and therefor it seemed to be the most appropriate measurement tool for this study. Furthermore, Middleton (2019) states that using the correct sampling method can ensure validity. This study made use of a simple random sampling method to ensure that each employee gets an equal chance of being part of the study. This also eliminated researcher bias when selecting the sample. Validity is about the degree to which the study measures what it intends to measure (Middleton, 2019). The intent of this study was to measure the degree to which employees or satisfied with their job and if employee job satisfaction has an influence on motivation. Therefor the questions were focussed on satisfaction and motivation to ensure validity by staying on track with the research objective and to answer the research problem effectively.

Reliability can be ensured by collecting the data using questionnaires that is considered an appropriate tool to collect data and get precise, reproducible and stable results. The survey

questionnaire stayed the same throughout the whole study and each participant received and answered these surveys in the same way through a link that was sent via email. Each participant was asked to answer the questionnaires in their own time in a quiet place to ensure that external factors do not influence their answers at any given time and that the conditions when answering these questionnaires were more or less the same. Reliability is about consistency, getting the same result if the study is conducted again and being able to get a result without any extraneous variables (Middleton, 2019). Reliability is important for this study as unreliable results could make the concluding results inaccurate and the results will not be valid.

4. RESEARCH FINDINGS:

The demographics of the participants will now be presented through the use of pie charts and percentages to show the years of service within the organisation; age, gender and level of management. Thereafter the tables will show the descriptive statistics for both constructs namely; job satisfaction and job motivation.

4.1 INTERPRETATION OF FINDINGS

The researcher will make sense of these tables by explaining the questions asked and what the responses showed in terms of the relationship between job satisfaction and motivation by making use of relevant sources that support these findings.

4.1.1 YEARS AT THE COMPANY:

Figure 4 indicates the length of service participants have at the organisation. None of the participants have worked for the organisation for less than a year. Thirty three percent (33%) of the participants have worked for the organisation between 1-3 years, 40% have worked for the organisation between 4-8 years and 27% have been with the organisation for longer than 9 years.

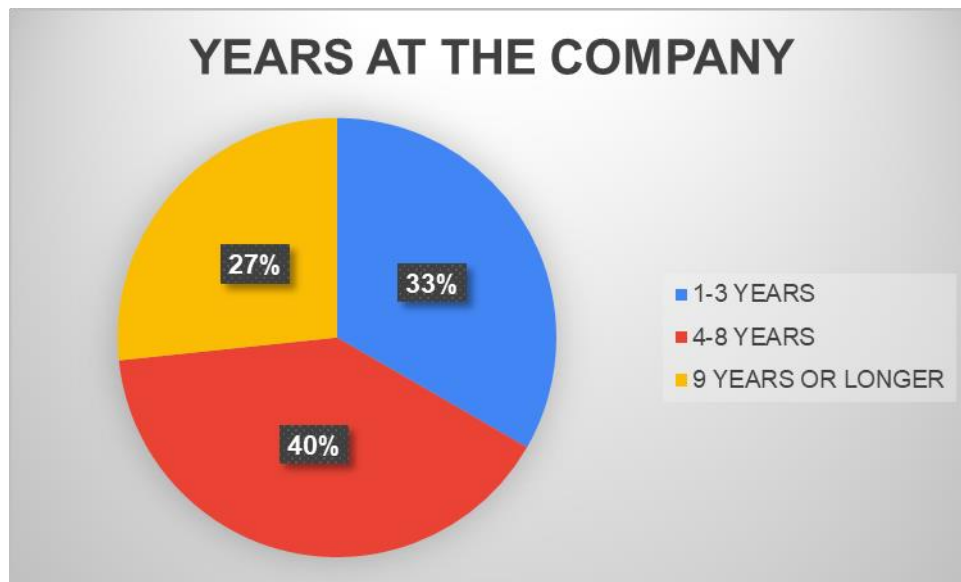


Figure 4: Years the participants have worked for the company

4.1.2 GENDER:

In terms of the participants' gender, as seen below in Figure 5, 80% of the participants are female, 13% are male and 7% preferred not to disclose their gender. The fact that most of the participants are female was not planned as a simple random sampling method was used.

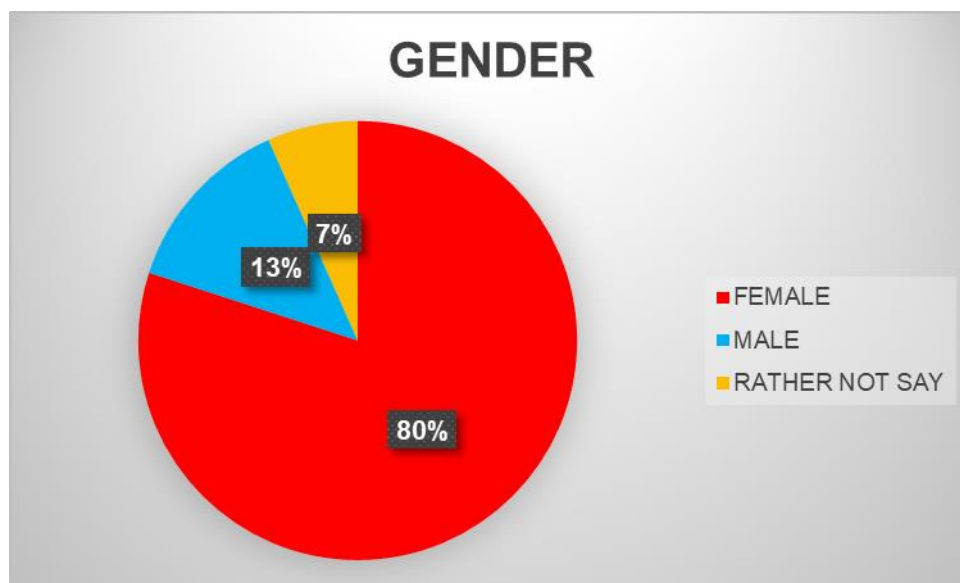


Figure 5: Gender of the participants

4.1.3 AGE:

Figure 6 below shows the participants' age. Fifty five percent (55%) of the participants are between the ages of 18 and 35. Thirty three percent (33%) were between the ages of 36 and 45, and 13% are between the ages of 46 and 60. None of the participants were 60 years or older.

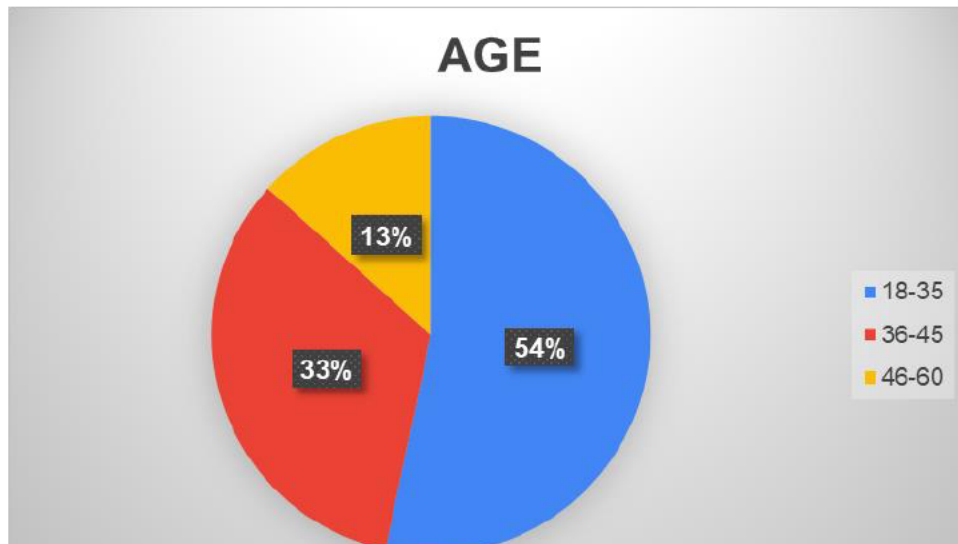


Figure 6: Age of the participants

4.1.4 LEVEL OF MANAGEMENT:

Figure 7 below shows that 80% of the participants are in lower level management, 13% in mid-level management and 7% are in senior level management.

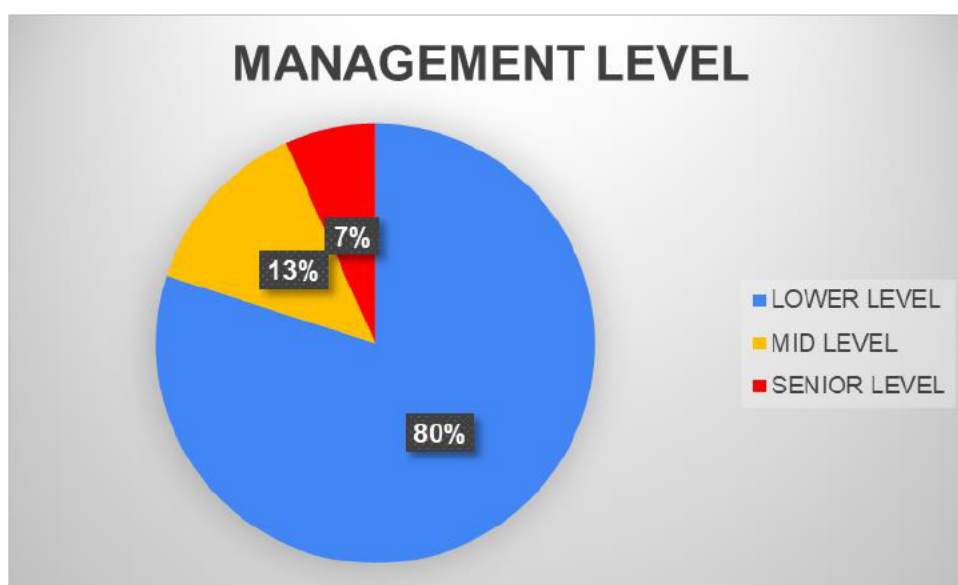


Figure 7: Level of management of the participants

Table 1 and 2 below will determine the level of job satisfaction and job motivation respectively whereby the researcher will attempt to answer the research question that was focussed on determining if there is a relationship between job satisfaction and job motivation. The researcher asked specific questions relating to these two constructs; job satisfaction and job motivation that was derived from Maslow's hierarchy of needs, Herzberg's two factor theory and Vroom's expectancy theory.

4.1.5 JOB SATISFACTION

STATEMENT	MEAN	MEDIAN	MODE	STANDARD DEVIATION
Company policies	4,67	5	5	0,62
Enjoyment of work	4,46	4	4	0,52
Recognition for tasks completed	4,26	4	5	0,80
Acquisition of skills	4,33	4	4	0,49
Professional relationship with coach/mentor	4,53	5	5	0,83
Training and opportunities	4,07	4	5	1,16
Personal and work life balance	4,4	4	4	0,63
Opportunities for promotion	3,33	3	4	0,90
Feel they add value to the company	4,26	4	4	0,70
Satisfactory incentives	4,46	5	5	0,74
	4,28	4	5	0,82

Table 1: The level of job satisfaction with regards to the statements

Table 1 indicates the extent to which the participants agreed or disagreed with the statement that was focussed on employee job satisfaction. The table also shows the mean, median, mode and standard deviation of the results. The researcher used a Likert scale to determine the level of agreement or disagreement with the statements where 1=highly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5 = Highly Agree. The highest mean value (4.67) shows that the employees were satisfied with their work environment in terms of the company policies. The standard deviation is less than 1 which shows that the all the data points will be close to the mean, meaning that most participants agreed with the statement. Figure 2 by Kuijk (2018) by improving hygiene factors such as policies and rules, organisations can decrease job dissatisfaction. It is evident by the participants' responses that the organisation has good company policies and rules in place that the participants are satisfied with. The lowest mean value (3.33) was for opportunities for promotion with a standard deviation of 0.9 which is close to 1 which means the participants had different opinions. Although it is the lowest mean score, 3 on the Likert scale represented neutral, which means that the participants are neither satisfied, nor dissatisfied with the opportunities for promotion. By looking at Figure 2 by Kuijk (2018), it shows that in terms of Herzberg's two factor theory, improving motivation factors such as advancement or personal growth, an

organisation can increase employee job satisfaction. Furthermore, Figure 1 by Schermerhorn (2001: 286) shows exactly how an organisation can strive to fulfil the needs of their employees in order to create job satisfaction that leads to employee motivation. Promotion is considered an esteem need in Figure 1 by Schermerhorn (2001: 286). This can be something that could be recommended to the organisation in order to improve overall employee satisfaction within the organisation.

The overall mean value (4.28) for employee job satisfaction with a standard deviation of 0.82 which is less than 1 shows that the participants are overall satisfied with their jobs as the value 4 represented agreed on the questionnaire. The mode is 5 that also shows that most of the participants were satisfied overall.

4.1.6 JOB MOTIVATION

STATEMENT	MEAN	MEDIAN	MODE	STANDARD DEVIATION
Work environment motivates me	4,53	5	5	0,52
The work I do is interesting	4,27	4	5	0,80
Recognition motivates me	4,47	5	5	0,64
Opportunity to take initiative	4,47	5	5	0,64
Coach/mentor motivates me	4	4	5	1,20
Participation in training	4,47	5	5	0,74
I often put in extra hours of work	4,6	5	5	0,51
Opportunities for promotion motivate me	3,73	4	3	1,1
Coach/mentor involves me in decision making	3,67	4	4	1,23
Incentives motivate me to put in extra effort	4,33	4	5	0,72
	4,29	4	5	0,88

Table 2: The level of job motivation with regards to the statements

Table 2 shows the variables that will help determine employee motivation. The highest mean value (4.6) is for employees putting in extra hours of work with a standard deviation of 0.51. This variable is strongly related to the recognition variable as Ball (2012:21) stated that Vroom's expectancy model is based on the idea that employees will be more motivated when they are under the impression that investing more effort will lead to better job performance, organisational rewards will be yielded and that the rewards predicted are of value to the employee. Vroom's theory is also based on the assumption that behaviour is the result of conscious choices in order to maximise the reward and minimise negative feedback or criticism (Ball, 2012:20). The mean value (4.47) with a standard deviation of 0.64 for recognition motivates me is supported by Vroom's expectancy theory. The lowest mean value (3.67) with a standard deviation of 1.23 shows that the participants' opinions

varied substantially with regards to their coach/mentors involving employees in decision making. This could be because of the variance of management level and differ with regard to the different teams and different coaches/mentors. Decision making in Figure 1 by Schermerhorn (2001: 286) shows that it is a self-actualisation need and can improve job satisfaction. Furthermore figure 2 by Kuijk (2018) shows that responsibility is a motivating factor that could also improve employee job satisfaction.

The overall mean value (4.29), mode (5) and standard deviation (0.88) also shows that most of the participants are motivated.

4.1.6.1 COMPANY POLICIES/WORK ENVIRONMENT MOTIVATES ME:

When looking at Figure 1, Schermerhorn (2001: 286) points out that there are opportunities for organisations to improve employee satisfaction by satisfying certain needs in Maslow's hierarchy of needs in a business sense. Company policies relates to job security and safe working conditions which is a social need. Similarly, Kuijk (2018) stated that certain aspects of a job could cause satisfaction that leads to motivation. Working conditions and policies and rules is a hygiene factor in Herzberg's two factor theory (Kuijk, 2018). Herzberg's theory states that hygiene factors cannot improve satisfaction but it can decrease job dissatisfaction (Kuijk, 2018) and therefore it is still an important factor for organisations to consider. Company policies had a mean value of 4.67, mode of 5 and a standard deviation of 0.62, environment motivates me scored a 4.53, mode of 5 and standard deviation of 0.52. This shows that the company has good policies in place and the employees are both satisfied and motivated in this aspect.

4.1.6.2 ENJOYMENT OF WORK/ THE WORK I DO IS INTERESTING:

In terms of Herzberg's two factor theory in Figure 2, enjoyment of work or the work itself falls under the motivation factors that can improve employee job satisfaction (Kuijk: 2018). In Figure 1, Schermerhorn (2001: 286) showed that creative and challenging work falls under the self-actualisation need of Maslow's hierarchy of needs. Enjoyment of work in Table 1 obtained a mean of 4.46, mode of 4 (which represented "Agree" on the Likert scale) and standard deviation of 0.52. Interesting work in Table 2 obtained a mean of 4.27, mode of 5 ("Highly Agree") and standard deviation of 0.80. The relationship indicates that a good work environment enables employees to learn more and find the work insightful. Most employees were satisfied with their jobs and they find their work interesting which are both factors of satisfaction that in turn leads to motivation (Schermerhorn, 2001: 286).

4.1.6.3 RECOGNITION OF TASKS COMPLETED / RECOGNITION MOTIVATES ME:

Recognition of tasks completed scored a mean value of 4.26, mode of 5 and standard deviation of 0.80. Recognition as a motivator scored a mean of 4.47, mode of 5 and standard deviation of 0.64. This clearly shows a relationship between satisfaction and motivation in terms of recognition. Recognition is also considered a motivating factor in Herzberg's two factor theory (Kuijk, 2018) and an esteem need in Maslow's hierarchy of needs (Schermerhorn, 2001: 286). Companies should take time to recognise staff for exceptional work or above average performance.

4.1.6.4 ACQUISITION OF SKILLS / OPPORTUNITY TO TAKE INITIATIVE:

The level of satisfaction of the opportunities to acquire skill had a mean value of 4.33, mode of 4 and a standard deviation of 0.49. Opportunity to take initiative with said skills obtained a mean of 4.47, mode of 5 and standard deviation of 0.64. The mean and mode of motivation was higher than satisfaction which might have to do with the level of management the participant work in. Acquisition of skills is a motivating factor in Herzberg's two factor theory (Kuijk, 2018). When employees get the opportunity to acquire more skill they are more likely to be satisfied in their work and they will be able to take initiative when needed. In the financial service sector sometimes decisions need to be made quickly in order to satisfy the customer needs. When employees have the necessary skills they will be able to take initiative and make good calculated decisions when needed.

4.1.6.5 PROFESSIONAL RELATIONSHIP WITH COACH/MENTOR / COACH/MENTOR MOTIVATES ME:

Most of the participants were satisfied with their professional relationship with their mentor although the standard deviation is a bit high (mean = 4.53, mode = 5, SD = 0.83). In terms of the mentors motivating the participants (mean= 4, mode= 5, SD= 1.20) the mean value shows that most people "Agreed" that their mentor motivates them but the standard deviation should be considered with a high value which means some participants might have felt that the mentor does not motivate them at all. Pleasant supervisor is a social need in Maslow's hierarchy of needs in Figure 1 (Schermerhorn, 2001: 286) and a hygiene factor in Herzberg's two factor theory in Figure 2 that could cause job dissatisfaction (Kuijk, 2018). Managers/ Mentors must be actively involved in the on boarding and mentoring of new and inexperienced staff. It is evident from the results that involved managers influences the performance of employees.

4.1.6.6 TRAINING AND OPPORTUNITIES / PARTICIPATION IN TRAINING:

Employee satisfaction levels with regards to training and opportunities also had a high variation (mean= 4.07, mode= 5, SD= 1.16) the standard deviation shows that some participants might not be satisfied with the opportunities and training that the company is offering. Most participants answered that training and opportunities motivate them (mean= 4.47, mode= 5, SD= 0.74). The organisation can improve satisfaction and motivation by improving the training offerings available to employees.

4.1.6.7 PERSONAL AND WORKLIFE BALANCE / OFTEN WORK EXTRA HOURS:

None of the participants were unsatisfied with their personal and work life balance (mean= 4.4, mode= 5, SD= 0.63). Almost all the participants stated that they often put in extra hours of work (mean= 4.6, mode= 5, SD= 0.51). Employees often putting in extra hours of work indicates that the participants are motivated to receive the expected reward that they value which is supported by Vroom's expectancy theory (Ball, 2012:20). It is evident that the employees are both satisfied and motivated when it comes to personal and work life balance as well as their willingness to put in extra hours of work.

4.1.6.8 OPPORTUNITIES FOR PROMOTION / PROMOTION OPPORTUNITIES MOTIVATE ME:

There seems to be variance in answers with regards to satisfaction and motivation when it comes to promotion. Satisfaction (mean= 3.33, mode= 4, SD= 0.90), motivation (mean= 3.73, mode= 3, SD= 1.1). This shows that the employees were not necessarily satisfied with the opportunities for promotion in the organisation and nor are they motivated by the opportunities for promotion. The reason for this is not known and should be explored in further studies on this topic. Promotion is an esteem need (Schermerhorn, 2001: 286) and a hygiene factor (Kuijk, 2018). The organisation should re-evaluate their promotion opportunities and try to find out how they can improve this hygiene factor that will improve satisfaction which in turn has an effect on motivation.

4.1.6.9 FEELING OF ADDING VALUE / DECISION MAKING INVOLVEMENT:

The values obtained for satisfaction with regards to the level of satisfaction the participants feel in terms of them adding value to the company (mean= 4.26, mode= 4, SD=0.70). These results suggests that most participants are satisfied with their input towards the organisations overall success. When looking at motivation as to whether the participants are involved in decision making or not differ (mean= 3.67, mode= 4, SD= 1.23) the level of management of each participant could also have an effect on the results which should be further explored. Responsibility and personal growth is a motivation factor (Kuijk, 2018) and

should not be overlooked by the organisation as it could improve their employees' satisfaction level and in turn improve motivation.

4.1.6.10 SATISFACTORY INCENTIVES / INCENTIVES MOTIVATE TO PUT IN EXTRA EFFORT:

The results for satisfactory incentives are positive (mean= 4.46, mode= 5, SD= 0.74) which suggests that the employees are offer other incentives than just promotion. These incentives seem to work well (mean= 4.33, mode= 5, SD= 0.72) the participants are motivated by these incentives and are willing to put in the extra effort in order to receive the expected reward that they value. This is once again supported by Vroom's expectancy theory (Ball, 2012: 20).

4.1.7 HYPOTHESES

The general profile of the employee within the organisation is a 38 year old female individual with approximately 3 years' experience in financial services and at middle level management.

The Pearson relationship will help determine which hypotheses to accept and which to reject.

H₀: There is a relationship between employee job satisfaction and employee motivation.

H₁: There is a positive relationship between employee job satisfaction and employee motivation

H₂: There is a negative relationship between employee job satisfaction and employee motivation.

4.1.8 PEARSON RELATIONSHIP MATRIX:

Variables	Satisfaction	Motivation
Satisfaction	1	0,401
Motivation	0,401	1
<i>Values in bold are different from 0 with a significance level alpha=0,05</i>		

Table 3: Pearson Relationship Matrix

In Table 3, the Cronbach alpha appears to be significant at a 0.05 significance level. Relationship coefficients vary between -1 and 1. Negative values indicate negative relationship, and positive values indicate positive relationships. Values close to zero reflect the absence of relationship. All the values within the table are positive values and higher than 0.05 which means that the researcher can accept the H₀ and H₁ Hypothesis as there is a relationship between employee job satisfaction and employee motivation and the relationship is positive. H₂ is rejected as there is a positive relationship between employee job satisfaction and employee motivation.

4.1.10 VALIDITY AND RELIABILITY

The research study made use of a simple random sampling to collect the data which gave each employee within the organisation that operates within the financial service sector a fair and equal chance to be selected to take part in the study (Pascoe, 2014: 135). Through the use of an online link to a questionnaire as the research method, internal validity was applied. There is a relationship between employee job satisfaction and employee motivation within this organisation that operates within the financial service sector in South Africa. Due to the fact that the sample size was generalised to the larger population in the financial service sector of South Africa, external validity also applied (Pascoe, 2014: 135). When in future this study is conducted again at this organisation, the same results will be obtained. The researcher also made use of Cronbach's Alpha that supports validity of data by reflecting the extent to which similar data will produce similar measures (Taber, 2018: 13).

5. CONCLUSION

Google forms was used to send out a link in order for the participants to fill in an online questionnaire in the form of a 5 point Likert scale. The questionnaire focussed on two constructs namely; employee job satisfaction and employee motivation whereby statements were given and the participants had to state their level of agreement. Through the use of Maslow's hierarchy of needs, Herzberg's two factor theory and Vroom's expectancy theory the researcher had questions under both constructs that related to each other according to the theories. The researcher was able to accept and reject a hypothesis in order to answer the research question. The research objective was to determine if there is a relationship between employee job satisfaction and employee motivation as well as to accept the correct hypotheses. The researcher was able to accept hypotheses and therefor the research objective was achieved.

5.1 IMPLICATION OF FINDINGS FOR FUTURE PRACTICES

The researcher limited the questionnaire to a 5 point Likert scale and as a result the reason behind the participants' answers are unknown. The lowest mean value (3.33) in Table 1 for the variable of the participants' satisfaction with opportunities for promotion within the company, the researcher could have asked the participants to provide more clarity as to why they are not fully satisfied. The same study could be conducted on more than one organisation within the financial service sector in order to determine if there is a difference between employees' satisfaction and motivation within different organisations of the

financial service sector. Similarly the study can be conducted on different sectors to be able to determine if the relationship exists in other sectors as well. Google Forms only has one version of charts to use in order to represent the findings. Microsoft Excel had to be used in order to represent the data in a more visually appealing manner.

5.2 RECOMMENDATIONS

Overall the participants seem to enjoy their work, they find their work interesting and they are satisfied with the work environment in terms of company policies. The incentives provided that are not related to promotion also shows that the employees are motivated to put in extra effort in order to receive the reward.

There were different opinions with regards to the professional relationship the participants have with their coach/mentor which is something the organisation should take into consideration as unpleasant professional relationships could result in job dissatisfaction (Kuijk, 2018). The results also showed that although training and opportunities motivate the participants, they were not necessarily satisfied with the training and opportunities that the organisation provides. This could have to do with the levels of management of the participants that varied, but should be further explored in order to strive to improve their overall success. The participants were also not fully satisfied with the opportunities for promotion but clearly has other incentives and opportunities that do motivate. This should be further explored to obtain more clarity for this variable.

The participants are also not fully satisfied in terms of them feeling like they add value to the company. This could be counteracted by re-evaluating their rewards and recognition process. In order to try and satisfy this motivation factor that will lead to a more productive workforce. Similarly, the participants' responses in terms of their involvement in decision making also varied that should be looked into to gain more clarity.

5.3 ETHICAL CONSIDERATIONS

Hanekom (2018) states that a research ethical committee is there to ensure that the research is conducted in such a way that the dignity, safety and rights of the participants are protected throughout the study. No research was conducted on the sample without a letter of ethics clearance from IIE's Varsity College, the supervisor of the study, a signed confidentiality form from the organisation as well as the employees that took part in this study. The participant's rights were protected at all times and no data was collected without the necessary authorisation from all parties to continue. The research made use of human

participants. Therefore the researcher obtained written consent from each participant that explained the purpose of this study, what was required from each participant, an estimation of the time it should have taken to participate, the risks involved and how it will be dealt with as well as the option to withdraw from the study at any given time (Louw, 2014:264).

The researcher obtained written consent from the organisation that the participants work for. The organisations name remained confidential and no information was shared with third parties throughout the study. Some participants worked in the same department and did not want to share answers but each participant's questionnaires remained confidential and participants do not know of the other participants that took part in this study.

No harmful questions were added in the questionnaire in order to protect the participants. The researcher informed all participants of what their participation would entail and therefore the participants were not deceived in any way (Louw, 2014: 266). The research purpose was to investigate the research problem and the researcher did not misuse any of the information obtained from the participant in order to achieve the result that was expected (Louw, 2014: 269). The researcher ensured the use of proper research methods in order to protect both the researcher and participants and in order to obtain a correct and valid result (Louw, 2014: 271).

5.4 LIMITATIONS

Theofanidis and Fountouki (2018) define limitations as potential weaknesses that are closely related to the chosen research design and are usually not in the researcher's control.

Limitations to this study was time constraint as it would have been preferred to collect the data from more than one of the organisations within the financial service sector of South Africa to obtain a more accurate result of the levels of satisfaction and motivation of employees. This study only took a sample from one organisation within the financial service sector. Future research on this topic will be valuable when collecting data from more than one of these organisations to see if the same results were found. The researcher also contacted several organisations that operate within the financial service sector of South Africa and only obtained consent after 10 business days.

The research method in terms of collecting data was also a limitation as a mixed method could have included interviews where the researcher can ask follow up questions to gain more clarity and understand the reasoning for the participants' answers. The COVID 19

pandemic was also a limitation as the participants were working from home with more work than usual so the time to collect the data also took longer than it should have.

5.5 CLOSING REMARKS

A positive relationship exists between employee job satisfaction and employee motivation within an organisation that operates within the financial service sector of South Africa. The research therefor accepted the H_0 and H_1 hypotheses and rejected the H_2 hypothesis. It is evident from the study that the theories consulted in the literature review, namely; Maslow's hierarchy of needs, Herzberg's two factor theory and Vroom's expectancy theory are still relevant today.

Looking at Figure 3 by Kuijk (2018) it is evident that the organisation's employees have both high hygiene and high motivation levels which is considered to be the ideal situation where the employees are highly motivated with almost no complaints.

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7. APPENDIX A: Consent Form



CONSENT FORM

Explanatory information sheet and consent form for participants To whom it may concern, My name is Esmarie Mouton and I am a student at IIE's Varsity College Pretoria. I am currently conducting research under the supervision of Willy Engelbrecht about employee job satisfaction and its effect on employee motivation. I hope that this research will enhance our understanding of the possible effect employee job satisfaction has on employee motivation. 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 employer falls within the financial service sector of South Africa and I would like to determine your level of job satisfaction and the effect it has on your motivation towards the organisations goals. If you decide to participate in this research, I would like to send you a link to the online questionnaire that I would like you to fill in. This information will be confidential and you will not be asked to disclose your name on the questionnaire. I will then use the data gathered to determine whether employee motivation has an effect on employee motivation. 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 level of job satisfaction and motivation within this organisation. 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 IIE Varsity College Pretoria, 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 Business 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:
Esmarie Mouton

The contact details of my supervisor are as follows:
Willy Engelbrecht

8. APPENDIX B: Questionnaire

Questionnaire:**Employee job satisfaction and its effect on employee motivation***Please only select the answer most relevant to you.*

QUESTION	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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Job satisfaction

I like my work environment (company policies)	1	2	3	4	5
I find real enjoyment in my work	1	2	3	4	5
I am satisfied with the recognition I get for tasks I complete	1	2	3	4	5
I have acquired new skills to perform tasks comfortably	1	2	3	4	5
I have a good professional relationship with my coach/mentor	1	2	3	4	5
The company provides appropriate training and opportunities for professional development	1	2	3	4	5
I am satisfied with the balance between my work and personal life	1	2	3	4	5
I am satisfied with the opportunities of promotion	1	2	3	4	5
I feel that I add value to the company	1	2	3	4	5
The company offers satisfactory incentives such as leave	1	2	3	4	5

Work Motivation

A conducive working environment motivates me	1	2	3	4	5
The work I do is interesting	1	2	3	4	5
Recognition motivates me to put in extra effort	1	2	3	4	5
I have the opportunity to take initiative whilst performing tasks	1	2	3	4	5
My coach/mentor keeps me alert and motivated to do my work	1	2	3	4	5
I participate in training to improve my own skills and competencies	1	2	3	4	5
I often put in extra hours at work if needed	1	2	3	4	5
The opportunity for promotion motivates me to perform tasks better	1	2	3	4	5
I feel that my mentor/coach involves me in decision making	1	2	3	4	5
Incentives motivate me to put in extra effort	1	2	3	4	5

Please only tick the box most relevant to you with an "x"

Age

18-35	
36-45	
46-60	
Over 60	

How long have you worked for this company

Less than a year	
1-3 years	
4-8 years	
9 years or longer	

Gender

Male	
Female	
Rather not say	

What level of management are you in?

Senior Level	
Mid-Level	
Lower level	

9. APPENDIX C: Ethical Clearance

**07 July 2020****Student name:** Esmarie Mouton**Student number:** 16002670**Campus:** IIE Varsity College Pretoria**Re: Approval of Honours in Business Management Proposal and Ethics Clearance****HONOURS/PGDIP 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.

OR

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

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

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

- E.G. Your final interview schedule/questionnaire is missing or needs refinement. Your supervisor needs to sign off your final interview schedule or questionnaire.
- Please wait for an IIE letter approval if you plan to conduct research on an IIE site/staff/students.
- Your letter of consent is absent or not sufficient. Please resubmit.
- Your letter to ask for approval to record the interview is absent or not sufficient. Please resubmit.
- Any other ethical concerns/provisions:

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!

10. APPENDIX D: Originality Report

APPENDIX E: To determine the effect of employee job satisfaction on employee motivation within the financial service sector of
South Africa

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
To establish that employee job satisfaction has an influence on employee motivation.	To determine if employee job satisfaction has an influence on employee motivation towards an organisations strategy.	If there is a positive relationship between employee satisfaction and commitment organisations should focus improving employee satisfaction.	Meyer, J.P. and Allen, N.J., 1991. Meyer, J.P. and Smith, C.A., 2000.	Theme 1: Job satisfaction Theme 2: Employee Benefits Theme 3: Job description Theme 4: Employee Motivation Theme 5: Organisational culture	Paradigm: Post-Positivist Epistemology: Prove that employee satisfaction has an effect on employee motivation Ontology: Reality is real and governed by laws	Quantitative Population Employees a financial service organisation in South Africa	Survey Questionnaires Email Likert Scale	Confidentiality and Creating situations harmful to the participant Ensure confidentiality by sending each participant a link to the questionnaire	A positive influence of employee job satisfaction on employee motivation.	Ahmad, A., 2018. Bakotić, D., 2016.
Research Problem	Hypotheses/ Objectives	Key Concepts	Key Theories			Sampling	Data Analysis Method(s)	Limitations	Anticipated Contribution	
The negative effect employee dissatisfaction could have on employee motivation towards an organisations strategy	The relationship between employee job satisfaction and employee motivation.	Employee satisfaction Employee motivation	Herzberg's motivator hygiene theory Maslow's Hierarchy of Needs Vroom's expectancy theory	Theme 6: Employee Morale Theme 7: Organisational Success	Axiology: Research should provide an understanding of complex concepts and prove or disprove theories to improve human knowledge.	Sampling method: Simple random sampling Size 15	Unit of Analysis: Employees of an organisation in the financial service sector Data Analysis Method(s): Descriptive statistical analysis	The number of participants. The research is based on one company and one industry. People's beliefs and values may differ and influence the result.	The findings will contribute to organisations within the financial service sector to understand the significance of employee satisfaction.	