



**PUBLIC PERCEPTIONS OF MOTIVATIONAL FACTORS
INFLUENCING EMPLOYEE'S SERVICE DELIVERY
PERFORMANCE IN GAUTENG PROVINCE/REGION**

Submitted in fulfilment of the requirements of a Degree of Master of
Technology: Human Resource Management at the Durban University
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BY

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ABSTRACT

While research has been conducted, with regard to motivational factors impacting service delivery performance globally, not many studies have focused on public sector employees' motivational factors and how they are perceived by the public, with specific reference to the South African public sector. Therefore, the understanding of these factors are clearly explained and clarified, in order to assist the South African public sector to improve service delivery performance across the board and to attract and retain a motivated, professional workforce. Motivational factors that influence the service delivery performance of employees include, salaries and benefits, training and development, and promotional opportunities, as well as employee recognition, job security and so on.

The research sample was selected randomly, using a stratified sampling method and consisted of 100 participants, required to complete a 5-point Likert scale questionnaire in the presence of the researcher, who was present to assist in providing clarity where needed. A combined method of both quantitative and qualitative techniques was employed, while the analysis of data was done using the statistics package SPSS, version 21.0, with the results presented by figures developed in Microsoft Excel and gross tabulation tables.

The findings of the study revealed that a lack of employee training and development negatively compromises quality of service delivery performance in the public sector. The study results further discovered that the absence of career development opportunities hinders the improvement of service delivery performance, as employees perceive this as an obstacle to their earning abilities in the long-term. Leadership was identified as a major factor that contributes considerably in influencing employees' performance in the public sector. Moreover, the study's results and literature show that the South African government has policies regulating motivational factors, for example the Performance Management System (performance appraisals), as well as the Skills Development Act 97 of 1998 (training and development). Nonetheless, public servants still exhibit signs of poor motivation. Therefore, the findings from this study can assist the public sector to enhance the motivational levels of employees, while improving public service delivery performance, as a whole.

DECLARATION

I, Nomnotho Deograssia Ngcobo, declare that, to the best of my knowledge and belief, this is my own work, and all the sources used in this dissertation have been properly acknowledged and accurately reported.

I furthermore, testify that this dissertation has neither been submitted for a degree at any other University, nor for publication as journal articles/ conference papers.

Nomnotho D. Ngcobo

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- My sincere appreciation goes to all those unmentioned people. I thank you.

DEDICATION

I dedicate this research to my family and adorable daughter, Uyamangalisa Phakathi, who has always been my inspiration and always motivated me to keep on studying. It was not very easy to leave her at home and spend weekends away from her. I really thank my family for understanding and praying with me.

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LIST OF ACRONYMS

DUT	Durban University of Technology
DPSA.....	Department of Public Administration
EPMDS	Employee Performance Management and Development System
GDP	Gross Domestic Product
GEMS.....	Government Employee Medical Scheme
GP.....	Gauteng
GPEF	Government Employees Pension Fund
HC	Human Capital
HR	Human Resources
JD	Job descriptions
JCM.....	Job Characteristics Model
JHB.....	Johannesburg
PTA	Pretoria
PSM.....	Public Service Motivation
SA.....	South African
SETA.....	Sector Education and Training Authority
SMS.....	Senior Management Staff
T&D	Training and Development
UNDP.....	United Nations Development Programme

CHAPTER ONE – INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Many studies have been conducted in the field of what generally motivates employees in the workplace, by virtue of its significance in contributing to the overall success of organisations. In addition, numerous strategies have been developed and implemented by organisations across the world in an attempt to motivate the workforce. However, the South African (SA) public sector still experiences poor service delivery.

Desmond and Plimmer (2014:1) argue that public servants, by nature, value serving society and making a difference in their communities. For this to be possible, they need to view their work and employers in a positive light, in order for employees to fulfil these desires of serving. In South Africa, there is a growing trend of service delivery protests that have taken place across the country, pointing to a problem that exists with the government employees' work performance. Therefore, understanding all the factors that are part and parcel of motivation, which has an impact on service delivery performance, is quite crucial.

In support of this, Gupta and Tayal (2013:144) concur that motivated employees tend to be more effective in their work environment, citing that, for organisations to survive and flourish, they require the assistance of its employees. It has been argued on numerous occasions that individuals who are happy and satisfied at work are more likely to be committed to their organisations. They become more efficient, resulting in an increase in productivity levels.

1.2 BACKGROUND OF THE STUDY

In South Africa, there has been a gradual increase of violent service delivery protests, which have become problematic over several years. White Paper on transformation of the public sector, passed in October 1997 states that the delivery of services that meet basic needs should be provided to all South Africans, has not been effective. Regardless of this, the public sector still elicits high numbers of service delivery protests. This shows that even after the South African government

was proactive in initiating these principles, in an attempt to improve the service delivery levels or quality, it still fails to provide satisfactory services to the public (Jili, 2012: 1).

Piper and Benit-Gbaffou (2014:6) argue that, in some instances, these violent protests are related to government providing services the community does not view as a need or a priority, for example, where a Cape Town informal settlement was provided with a school, instead of houses, which means that the government did not consult the community.

In support of this, Hanyane and Naidoo (2015:243) concur that service delivery in South Africa is indeed entangled by quite a number of factors, such as the mismanagement of human and financial resources which, in turn, negatively impacts on the quality of services delivered to the public. This normally infuriates communities in need of services, forcing them to protests.

Employees are perceived by Talukder and Saif (2014:123) as the backbone of steering organisations effectively and efficiently. Citing that, in order for employees to be able to assist the organisation in achieving its objectives and goals, they need to be motivated to do so. Due to the rapidly evolving economy worldwide, it has become crucial for organisations to continually motivate its workforce. Therefore, the aims of this study are to discover the underlying factors related to public sector employee motivation and assess and evaluate their impact on service delivery performance of public servants. It will be important to identify and discuss factors, such as promotion, unfair transfers, performance rewards systems, training and development (T&D), leadership, and so on.

Jesarati, *et al* (2013: 681) agree that, for employees to excel in carrying out their duties and assisting organisations in achieving their goals and objectives, they need to be motivated on a continuous basis in their workplace. Poor performance will be eliminated in the public sector and productivity levels raised which, in turn, improve the operations of the state and overall economy. The government may have in its possession the best physical and adequate financial resources, however, if it does not take care of its human resources to positively impact on its efficiency, it will not succeed in achieving its objectives for its people.

1.3 RESEARCH OBJECTIVES

1.3.1 Problem statement

Motivating the workforce of an organisation to improve quality of service delivery in the public sector, towards achieving the South African government's goals, is perhaps the most important task. Wright (2012:1) suggests that literature on motivation tends to concentrate heavily on employees within industrial and business organisations. The author further explains little research has been conducted to improve the understanding of motivational context in the public sector. Barrick, Mount and Li (2013:1) conducted research seeking to provide testable propositions from the theory of the five factor model, in discussing directions for future research. These researchers indicate that, for the past 100 years' behavioural scientists have conducted studies, trying to explain why people behave the way they do at work. In South Africa, there are still service delivery protests and public showing dissatisfaction against the quality of service been offered by the government sector. Gooraki, Noorozi, Marhamati and Behzadi (2013:1) conducted a study in which they found a significant relationship between employees' provocative motivational needs and the type of service they were offering to the public.

1.3.2 Research aims and objectives

The aim of the study was to assess and evaluate the public perceptions of motivational factors influencing service delivery performance in Gauteng (GP).

1.3.3 Study objectives

- Examine the various motivational factors that impact on service delivery performance;
- Identify and discuss the various motivational factors and the extent to which they affect and influence service delivery performance; and
- To recommend approaches that can be followed by the public sector in improving service delivery performance.

1.4 RATIONALE FOR THE STUDY

The reason for conducting this study was to establish an understanding of motivational factors and how they influence quality service delivery in the South African government. It is hoped that this

contribution will be useful in providing information to the different institutions. By providing this information, the public sector will be able to use it as guideline, with data collected allowing informed decisions. This study will recommend approaches that can be applied in improving quality service delivery, and most importantly, it will contribute to knowledge contribution in the following institutions, as beneficiaries of this study:

- Government;
- Academics; and
- Study Institutions

This study will also add another academic dimension, since little has been documented regarding research on service delivery or service quality in South Africa (Jili, 2012:10). According to Jili (2012), most analysis is based on media reports and speculation, whilst the experts in this field of study mainly emphasise general strategies, transformation of service delivery, the principles of improving service delivery and the role of leadership for effective delivery.

This study intends to enable the public sector to improve on the efforts of improving service delivery performance by using motivational factors, such as monetary rewards, conducive working conditions, and so on.

1.5 RESEARCH QUESTIONS

The following questions are relevant to this study:

1. What are the motivational factors that influence service delivery within the public sector?
2. To what extent do these motivational factors influence service delivery performance?

1.6 SCOPE OF THE STUDY

The study was confined to the Gauteng area in particular Johannesburg and Pretoria (JHB and PTA), which is situated in the Highveld of South Africa, on a high-altitude plateau of extensive grasslands, about 1 500m (4 900ft) above sea level. It occupies 1.4 percent of the land area but the province is heavily populated and urbanised, accounting for 33 percent of the country's gross

domestic product (GDP). It is regarded as the economic heart of Africa (<http://www.gauteng.net/guide/geography/>).

1.7 DELIMITATIONS

The focus of this study was to gain an in-depth understanding of public perceptions of motivational factors influencing employee service delivery within Gauteng. This study did not consider the entire Gauteng province; it was only confined to Pretoria/ Johannesburg. Therefore, findings cannot be generalised to other provinces.

1.8 LIMITATIONS OF THE STUDY

To carry out the research study, the following limitations may be faced:

- (a) Respondents may not wish to share their honest views on the topic;
- (b) Lack of time and cost can become a major difficulty in the completion of the research; and
- (c) Sample size may not be an exact representative of Gauteng as a whole.

1.9 LITERATURE REVIEW

1.9.1 Motivational Factors

Motivation is a psychological characteristic of human beings that obliges them to act in a certain way. Some researchers define it as the process of fulfilment of a specific need (Saeed *et al*, 2013: 1657). McCormick and Tiflic (1979, in Ayobami, 2011: 1), explain that motivation can be either intrinsic or extrinsic.

Intrinsic motivation stems from motivation that is inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his/her goals, while extrinsic motivations are those that are external to the task of the job, such as pay, working conditions, benefits, and security, along with promotions, contract of service, the working environment and conditions of work. Extrinsic motivation is often determined at an organisational level, while intrinsic motivation, on the other hand, comprises those rewards that can be termed psychological motivations, for example, opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring manner.

There are several reasons that shape internal motivation as imperative, as suggested by Skudine and Auraskeviciene (2012:2), who state that intrinsically motivated people have more interest, excitement and confidence, which lead them to enhanced performance, persistence, self-esteem and general well-being. Secondly, the authors indicate that internal motivation leads organisations to long-term success. Even though internal motivation is considered to be more important to motivate people, intrinsically, it is a difficult task for management because it can only be done indirectly. Literature suggests several ways to facilitate internal motivation, such as designing interesting tasks, making the job more challenging or creating a favourable social climate within the workplace.

It is held by Loiseau (2011:1) that employees are the most valuable assets to an organisation. Therefore, management of employees in a workplace is a fundamental part of all management processes. Dynamic managers, with knowledge about what motivates people, have at their command powerful tools to achieve extraordinary results. When organisations are effective in motivating their employees, employees arm themselves with an extraordinary level of confidence that induce them to stay longer, make deeper commitments to the organisation, recommend new ways to improve the organisations services or products, and work hard harder to satisfy clients and stakeholders.

Companies with successful recognition programmes are shown by Human Resource (HR) focus (2012: 1-3), to understand that when employees feel appreciated, they will always extend a positive attitude to people outside their work place. These programmes not only positively influence employees, they also allow organisations to increase their productivity, as workers will be willing to go the extra mile when performing their duties, for example, Service Awards programmes, Performance or Achievement Awards programmes, bonuses, and so on. However, all these programmes need to be viewed as fair and objective by employees, in order to elicit the desired outcomes of the employer.

The training of employees can, according to Khan (2012:84), be used as a motivating tool, by conveying a message that training is needed to increase the performance of employees. When

trained, employees will be well aware of their job descriptions (JD), skills needed to perform their job well and they would be able to use new technology. As a result, their motivation levels will be increased, which will be beneficial in the enhancement of performance and their working environment. Positive management behaviour will also result in maximised performance, which will help to achieve organisational goals effectively. Puffers and Cohen (1984) advise that specific skills are needed to conduct work effectively, and the organisation must make training investments, so that workers can develop specific skills.

Panagiotakopilos (2013: 2) concurs, by explaining in one of the findings of his research that most respondents consider staff learning as the most critical motivator for directing and sustaining behaviour. All the respondents indicated a very positive attitude towards workforce skills development, arguing that it enhances their employability and makes them more secure, in terms of employment during the state of financial crisis in the country.

Hertzberg is proposed by Loiseau (2011: 1), to be one of the best known theorists on motivation, for his formal job analysis methods and his ideas on job enrichment, improvement, enlargement and rotation. Hertzberg attempted to explain the factors that motivate individuals, through identifying and satisfying their individual's needs, desires and the aims to pursue, to satisfy their desires.

This is echoed by Panagiotakopilos (2013: 2), in alluding that job design and quality of supervision is very important in stimulating staff motivation, more specifically, the design of individual tasks affects employees' passion towards their work; since it is closely related to the opportunities available to utilise, in applying their knowledge and using their full range of skills at the workplace. In addition, Panagiotakopilos (2013: 2) discovered that having a very interesting job, in terms of skills variety, increases motivation, as it affords workers the opportunity to satisfy their self-esteem needs. Performing multi-skilled jobs of increased task variety, employees gradually develop a sense of pride and confidence, as they feel they are capable of performing a complex job, instead of a monotonous one that consists of a few, simple, routine tasks.

According to Caulton (2012: 2-8), Existence, Relatedness and Growth (ERG) theory, along with three other content approaches to observing motivation, provided the theory underpinnings of an empirical study of motivational factors in the workplace, showing a survey that was first conducted in 1946 and again in 1980, 1986 and 1992. Factors from the 1946 survey were used as variables in all the studies, attempting to show their relevance and importance in any work place. The survey was once more conducted in 2008, with the same variables, among 550 employees, across different industries and government agencies. Results signified the top six motivational factors as: good wages, good working conditions, promotions, job security, interesting work and appreciation of work done.

1.9.2 Service Delivery

In the second decade of South Africa's post-apartheid, constitutional democracy, Managa (2012: 1) states that a growing concern has been expressed concerning government's ability to deliver the public services that its people are entitled to. The author emphasises that poor service delivery has elicited protests all over the country, which has brought local government into the spotlight and raised consumers' anger over the years. The majority of the protests have been marked by exceptionally high levels of violence, as the people vent their frustrations and anger.

Visser and Twinomlizi (as cited by Jili, 2012: 6) point out many failures of governments in developing countries, in their attempts to improve public service delivery. Within the context of South Africa and using an interpretive paradigm, primarily to enhance the understanding of the phenomenon of government for public service delivery, the investigation focused on one of governments' primary service delivery programmes. The analysis of the findings suggest that government is not aligned with the Batho Pele service delivery philosophy. Batho Pele or 'people first', requires all departments that render public services to follow certain principles, in keeping with the Human Development Indicators for development, and as it is not aligned, can be considered not effective in delivering on its mandate.

Since South Africa's transition to democracy, considerable progress has been made in socio-economic development and poverty reduction, through strategies put in place in 1994 (Fobosi, 2011: 10). However, even though much has been done, poverty, lack of service delivery and under-

development remain realities, more especially in Black and rural communities. This thus offers an important opportunity for local governments, entrusted with the responsibility of providing service delivery, to identify and deal with problems and improve government operations.

In order to rectify the escalating problems in the public sector, the government of South Africa introduced the Batho Pele programme: The Department of Public Service and Administration (2013: 7) indicate that the government has recommitted itself to providing quality services to the public.

Public servants, in carrying out their duties, are guided by the following Batho Pele principles:

Consultation: Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, given a choice regarding the services offered.

Service Standards: Citizens should be told what level and quality of public service they will receive, so they are aware of what to expect.

Access: All citizens have equal access to the services to which they are entitled.

Courtesy: Citizens should be treated with courtesy and consideration.

Information: Citizens should be given full, accurate information about the public services to which they are entitled.

Openness and transparency: The workings of how national and provincial departments are run, how much they cost, and who is in charge, should be explained to Citizens.

Redress: Should the promised standard of service not be delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are lodged, citizens should receive a sympathetic, positive response; and

Value for money: Public services should be provided economically and efficiently, in order to give citizens the best value for money.

1.10 RESEARCH METHODOLOGY

1.10.1 Research Design

The study has utilised a combined approach, which included both qualitative and quantitative methods, utilised to assist with the detailed research of factors that present the characteristics of the study.

1.10.2 Research Instrument

1.10.2.1 Questionnaires

According to Annum (2014:01), a questionnaire is a data collection instrument mostly used in normative surveys. This systematically prepared form of document, with a set of questions, is designed to elicit information from respondents or research informants, for the purpose of collecting data or information. It is a form document that contains a systematic, well-organised series of questions intended to elicit information, which will provide insight into the nature of the problem. The author further suggests that the quality of research depends, to a large extent, on the quality of data collection tools. This study used a 5-point Likert scale questionnaire, with space provided at the end of each question, for additional comments.

The questionnaire was divided into two sections: Section A, which established demographic details, such as age, gender, job title, level of education and so on, while Section B is comprised of closed- and open-ended questions that assisted the writer to obtain opinions, attitudes and suggestions from the respondents, regarding government policies that directly involve motivational factors, such as promotions, salaries, and so on.

1.10.3 Target population

This study focused on people (public) situated in Gauteng (Pretoria and Johannesburg) South Africa. According to Whitley and Kite (2013: 1), the target population is comprised of an extensive number of persons, objects or items that are not feasible to manage; for research purposes; a part of the population has to be selected. For data collection purposes, 100 participants were consulted.

1.10.4 Sample

A sampling strategy, known as convenience sampling was employed, this is based on collecting information from individuals that are easily accessible. It was not going to be possible to examine the entire country; the main purpose of sampling is to achieve representativeness or that it should be assembled in such a way, as to reflect the makeup of the population from which it is taken. Whitley and Kite (2013:1-5) define a research sample as members of the study population, from whom one wishes to select to collect data. It was also not possible to examine the entire province,

due to time and financial constraints. The researcher had selected Gauteng (Pretoria and Johannesburg) where questionnaires were distributed in different shopping centres (malls). In each shopping centre (mall), 12 to 13 respondents were selected to form part of the study, to make up the 100.

1.11 Ethical considerations

The study took into account the relevant ethical considerations. The respondents' right to privacy was exercised by obtaining their consent to participate in the study. Participants were also informed that they could withdraw from the study at any time. Anonymity was also ensured to avoid biased responses from the respondents. This study also complied with the ethical requirement of research of the DUT (Durban University of Technology).

1.12 General Outline of the Study

Chapter one

The focus in this chapter is on the introduction of the study, which provides an overview of the study, introductory literature review, the aim of research and its significance, the problem statement and research questions, as well as a brief introduction to the research methods, design and data collection.

Chapter two

An in-depth review of literature on motivational factors influencing quality service delivery is contained in this chapter.

Chapter three

This chapter will provide an overview of the research methods utilised to collect data, the sampling methods and the population study.

Chapter four

This chapter is comprised of the analysis and results, presenting a statistical analysis of the data obtained through questionnaires. It will describe how the data will be processed into meaningful results that the reader will be able to interpret and understand.

Chapter five

The concluding chapter of the study will provide both conclusions and recommendations of the study.

1.13 CONCLUSION

This chapter provided objectives of the study, as well as a brief outline of the research design and methodology of the complete thesis. The literature review on motivation and service delivery is discussed in chapter two.

CHAPTER TWO –LITERATURE REVIEW

2.1 INTRODUCTION

Whereas the previous chapter provided an introduction and background to the study, this chapter presents an in-depth review of literature, regarding the theories of motivational factors influencing quality service delivery performance. The purpose of this is to scrutinise literature associated with motivational factors, PSM (Public Service Motivation), and the state of service delivery in South Africa. The study will discuss all aspects of the topic that involve the research topic, in detail, by looking at previous studies that conducted similar investigations.

2.2 MOTIVATIONAL THEORIES

It has been indicated that the success of organisations largely depends on the effectiveness of their Human Capital (HC) (Uddin, Hoque, Ibrahim and Mamun, 2014: 235). The authors stress the importance of organisations managing their HC effectively and regarding employees as essential assets that play a critical role in the organisation.

Javed, Javed (2013: 114) echo the sentiment that it is necessary to motivate employees as part of the function of managing HC as assets for organisational performance. The implication is that, when human resources are not properly managed, it will be difficult to achieve organisational goals. Motivation can be described as a process stimulating an individual or group of people to perform or to achieve certain targeted goals of the organisation, with regard to planned activities (Altynbekoy and Zaki, 2012: 51).

The success of organisations largely depend on the effectiveness of their HC. Uddin *et al* (2014: 235) further state that the most essential asset of any organisations is that of Human Resources, with managing and using assets effectively being one of the many functions of any organisations. Motivating employees, therefore, remains an important part in the function of managing the assets of the organisation. This emphasises the strong connection between job performance and motivation, as well as the need for effective management of human resources to assist the organisation in attaining its goals, while Javed *et al* (2013: 114) also point out that, without human

resources, organisational targets cannot be achieved. Work motivation is interpreted by Altynbekov and Zaki (2012: 51) as a process that psychologically encourages people of different levels to achieve goals set by the organisation.

The question, as to how motivation should be induced in employees will, according to Javed *et al* (2013: 114), always remain. Therefore, it is assumed that the inquiry should not then be about whether people are motivated or not; it should, instead, be about finding ways of ensuring the workforce is encouraged or pushed to exert more effort in achieving organisational objectives.

Bonsu and Kusi (2014: 339) concur and state that all leaders should recognise motivation as a crucial aspect, if they expect employees to be eager in accomplishing their tasks. Organisational goals cannot be achieved when people are working in isolation, therefore, teamwork becomes essential, especially in the Government sector. Employee confidence towards work is influenced by a variety of factors, such as senior staff befriending employees, the company itself, and the work atmosphere, which can be regarded as views an employee has about all aspects of the job. There are numerous benefits that result from employees with good morale. Moreover, relationships have been established between morale levels, the number of people exiting the company and the number of people with patterns of staying away from work without valid reasons (Bonsu and Kusi, 2014: 339).

The significance of Abraham Maslow's theory, which essentially provides assistance, in understanding the position of employees' needs having to be satisfied, so that they are motivated to work, is stressed by Javed *et al* (2013: 114). Maslow's theory states that, when a particular need is satisfied, the person will move to another need for motivation. According to this theory, needs are arranged in chronological order, starting from the bottom and moving up, until the higher level is generated. This is why it is important for those tasked with leading, to know what 'makes employees tick', in order to come up with strategies that contribute to their motivation.

Adiele and Abraham (2013: 141) concur that Maslow's needs hierarchy theory has been identified as the one that suggests individuals' needs are inclusive, meaning that needs at a lower level have to be met first, before higher needs are generated, to kick-start motivational behaviour. Once a

need is met and no longer demands attention, another need will arise. The needs move up from the lowest to the highest; from basic to safety, from safety to belongingness and love, from love to esteem and self-actualisation (Figure 2.1).

It is through Maslow's need hierarchy theory that self-motivating environments can be created by organisations, according to Jerome (2013: 43). Organisations can, for example, create a safe working environment to satisfy the safety need. A culture of teamwork, with clearly defined roles, where employees have a sense of belonging can further be created by employers, as part of fulfilling employees' social needs. Management can also introduce measures of recognising employees' efforts or achievements to satisfy the esteem need. Moreover, meaningful work and projects can be offered to enforce creativity and innovation from the workforce, which would satisfy the self-actualisation needs.

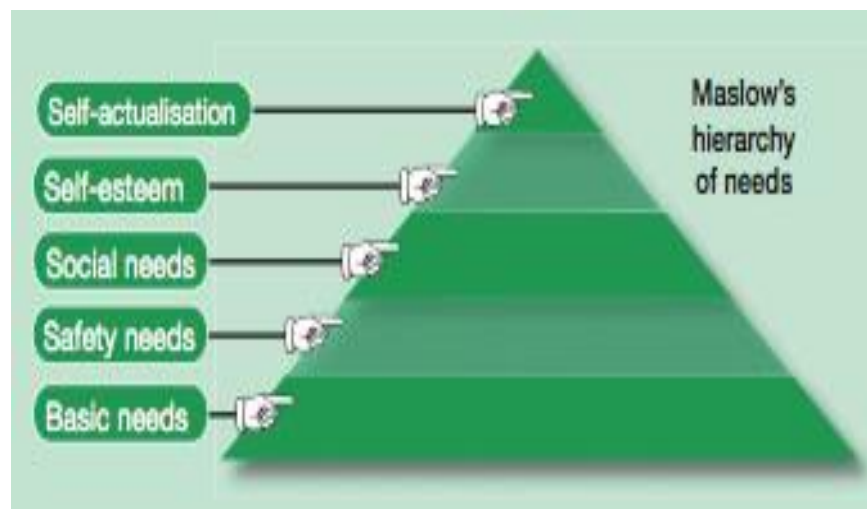


Figure 2.1: Maslow's Hierarchy of Needs

Source: Motivation in Action-An Enterprise Rent-A-Car case study (<http://www.institutik.cz/wp-content/uploads/2010/10/Motivation-in-action-enterprise.pdf>)

Javed *et al* 2013: 114 perceives another prominent motivational theory as the Herzberg two-factor theory, which focuses on motivators and hygiene factors. Motivators are regarded as those that cause satisfaction when present and are also referred to as intrinsic rewards. Motivators are comprised of: recognition, sense of achievement, growth and promotional opportunities, as well as responsibility and meaningfulness of the work, whereas hygiene factors are made up of: salaries,

organisational policies, working conditions, status, interpersonal relations and job security. The two-factor theory leads managers to ensure that the presence of hygiene factors prevents dissatisfaction. The nature of work should also be exciting and rewarding, while employees' special skills and competencies should be utilised fully (Javed *et al* 2013: 114).

Bune, Tesfaye, Ayele and Zerfu (2014:2) support the Herzberg two-factor theory, confirming that when employees are satisfied with their jobs, they will demonstrate concern about their workplace. The theory argues that, in the absence of hygiene factors, such as work content, achievement opportunities, and so on, employees will not be motivated to be forthcoming in challenges of a position with a higher responsibility.

Perceives most organisations are facing rapid globalisation, as Chien (2013:1438) points out, especially with regard to HC. The Herzberg theory states several factors that lead to satisfaction and motivation and conclude that when these job factors, such as supervision, working conditions, and so forth, exist, they will erase dissatisfaction or demotivation, even though they were unlikely to add satisfaction when present. In addition, intrinsic factors, such as work itself, could result in job satisfaction; even when not present they did not result in the type of dissatisfaction, such as with recognition, achievement, and so on. This then leaves the organisation with the challenge of carefully selecting motivational strategies to assist in elevating and maintaining motivational and satisfaction levels in the workplace.

The same sentiments argued by the Hertzberg theory, are echoed by Ghazi, Shahzada and Khan (2013: 445), who state that accommodating needs at a lower level, would not necessarily raise motivational levels but would only take dissatisfaction away. When employers meet needs at a higher level, motivational levels can be elevated in the workplace. According to Ghazi *et al* (2013), successfully motivating employees requires management to alter the intrinsic nature and the work itself, through enrichment; thus raising opportunities for employee recognition and autonomy, while working towards improving their skills, knowledge and careers.

Hygiene factors	Motivators
May cause dissatisfaction in the working environment but cannot motivate by themselves.	Factors which motivate and may make workers more productive.
Examples include: <ul style="list-style-type: none"> • Pay and status • Working conditions • Company policy • Security 	Examples include: <ul style="list-style-type: none"> • Recognition of effort • Responsibility • Interesting work • Opportunities for self-improvement

Figure 2.2: Herzberg's two-factor theory

Source: Motivation in Action-An Enterprise Rent-A-Car case study (<http://www.institutik.cz/wp-content/uploads/2010/10/Motivation-in-action-enterprise.pdf>)

In their study of motivational factors affecting employee motivation in the fast food industry, Hossain, Hossain (2012: 22) mention that Alderfer (1969) re-engineered Maslow's theory, by presenting an improved version of needs, categorised into three groups, namely existence, relatedness and growth, known as the ERG theory. The existence need deals with providing the basic materials, similar to Maslow's psychological needs and security needs. The relatedness alludes to personal needs, which are similar to Maslow's belongingness and esteem needs, while growth needs concern the intrinsic desire for personal development, which is comparable to the need identified by Maslow, regarding self-actualisation. According to the ERG theory, sometimes multiple needs might exist simultaneously as motivation drivers, which is in contrast with Maslow's theory.

A study conducted by Vroom (1964), held that people will always be motivated to do things, if they believe they will receive something in return (Hossain, Hossain, 2012: 22). The authors insinuate that motivation of employees largely depends on expectancy, instrumentality and valence. In other words, if there are rewards that an employee can identify as beneficial, they will go the extra mile in achieving set organisational goals.

Vrooms theory is seen as one of the acceptable theories, by organisational behaviour experts, according to Parijat and Bagga (2014: 4), and has assisted management to gain an understanding of the underlying processes that facilitate motivation in the workplace. Therefore, managers can generate a conducive working environment that will elevate motivational levels. Specific linkages regarding relationships that exist between effort and performance are put forward by Vroom's theory, along with the relationship between rewards performance and personal goals and rewards.

Chaudhary (2014: 2) concurs that Vroom's theory is characterised by individuals thinking of outcomes that will establish motivational levels. In this study, it was concluded that performance levels of employees will be elevated, when a motivational environment is created. Motivational strategies, such as training and development, salaries and incentives will only be effective when combined with individual and organisational goals.

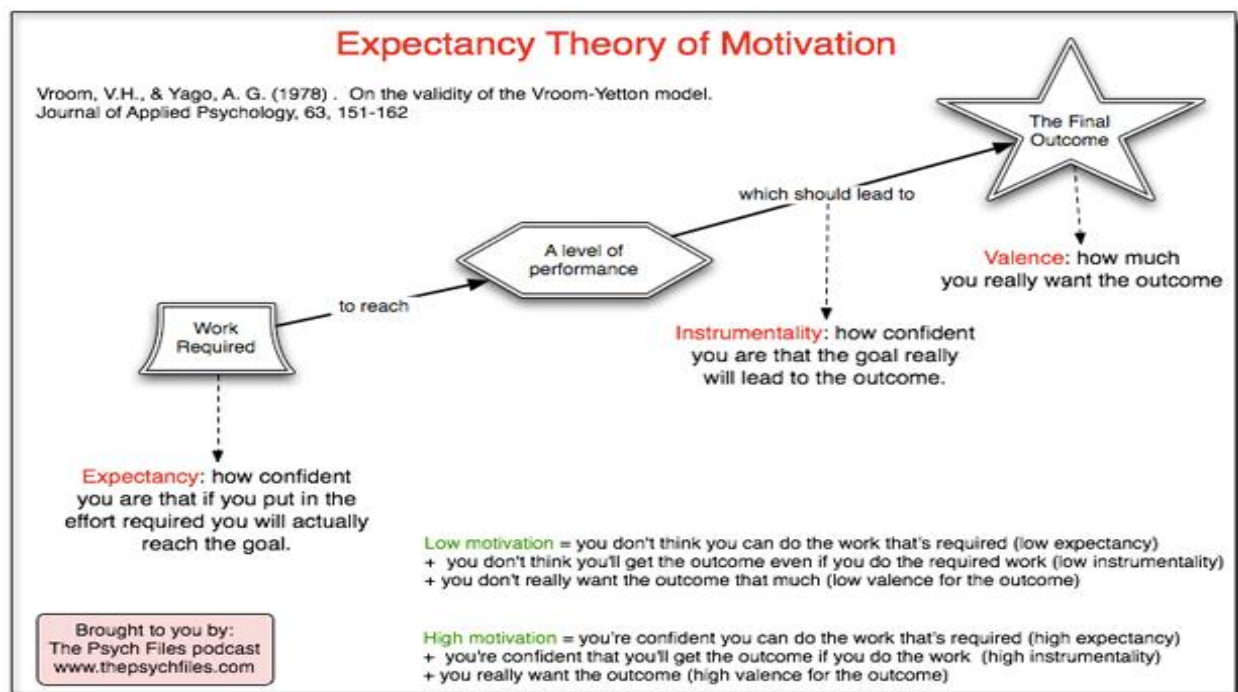


Figure 2.3: Vrooms Expectancy Theory

Source: Expectancy Theory Overview (www.thepsychfiles.com)

The idea that goal setting is an absolutely necessary tool that guides employees to achieving goals, gave rise to the Lock Edwin (1968) theory. Goals direct attention, mobilise effort, increase persistence and motivate strategy development. Goal setting forces employees to be productive in

achieving tasks which, in turn, lead to rewards. However, when individual goals are not aligned to the organisation, it can result in conflict (Hossain *et al* 2012: 22).

Moreover, the author argues that the equity theory of motivation imagines an individual as sufficiently motivated, when there is a balanced result of inputs (hard work) and output (salary, recognition), this also plays a major role in motivating employees. The equity theory of motivation furthermore, explains how employees view fairness, when comparing themselves with colleagues holding a similar position (Hossain *et al* 2012: 22).

Bonsu and Kusi (2014: 340) reflect that David McClelland's achievement theory states that people are motivated by three basic needs, namely:

1. Achievements: attaining reasonable but demanding goals and gaining development in the job;
2. Power: efforts that lead to their ideas prevailing; and
3. Affiliation: relationships with co-workers.

Individuals may be motivated by all aspects at once, or by one or two at the same time. An organisation should do its best in formulating tasks and responsibilities that best suit individuals (Bonsu and Kusi 2014).

2.2.1 JOB CHARACTERISTICS MODEL

In demonstrating how Hackman and Oldham (1976) identified job characteristics in the Job Characteristics Model (JCM), Parker (2013:15.4) displays in his study that work should be arranged to have five core job characteristics, namely:

1. Job variety - concerns the extent to which a job has a number of activities and utilises different skills;
2. Job autonomy - signifies the level at which a job allows a person to make decisions at work, without consulting their seniors;
3. Job Significance - denotes the level to which a job has a considerable importance on the lives or work of others;

4. Job Identity - refers to the level of performing the entire job, from the beginning, till the end product.
5. Job feedback- refers to feedback from supervisors as well as the job itself.

All these, if they exist, lead to motivation.

Tims, Bakker and Derks (2013:230) concur that, in the past five decades, a number of studies have reflected that an employee's well-being can be greatly affected by a work environment, citing that high job demands can be related to reduce employee well-being. Therefore, it has become critical to maintain a balance between job demands and resources considered as motivational, in order to elevate work engagement levels.

Improving motivational levels in the work place, as argued by Bogoviz, Vukovich and Stroiteleva (2013:1424), requires that goal setting takes place, job functions are diversified and jobs enriched, while people should also be rotated in different positions. When employees set goals they become a motivation of what needs to be achieved by employees. When jobs are diversified, it increases the number of tasks to be carried out by an employee, which assists an organisation to fully utilise its workforce.

The fact that poor quality work design negatively affects organisations is echoed by Parker (2013: 15.10), who states that it leads to poor performance, turnover and absenteeism, which ultimately influence the motivational levels of employees. Jobs should not be overly simplified; there has been a debate that enriched jobs have exceptional compensation and training and development requirements, a situation most organisations aspire to avoid. The forces that preserve job simplification and poor quality work, is found on multiple levels, which suggests that evolving conditions will require awareness and action from numerous stakeholders. Senior management has neither gained adequate knowledge nor motivation, to create better jobs that motivate individuals in a workplace (Parker 2013).

Work needs to be meaningful and Stager *et al* (2013: 351) hold that, when it is, people will gain a clear understanding of what is expected of them and how to operate in their workplace to achieve the desired goals. The authors' further state that employees that view their work as important will

perform better, as it becomes an important part of their lives. Absenteeism levels will decrease, as well as turnover levels in that workplace. This is the kind of behaviour desired from a workforce to show that they are motivated in their workplace.

Hackman & Oldham's Job Characteristics Model

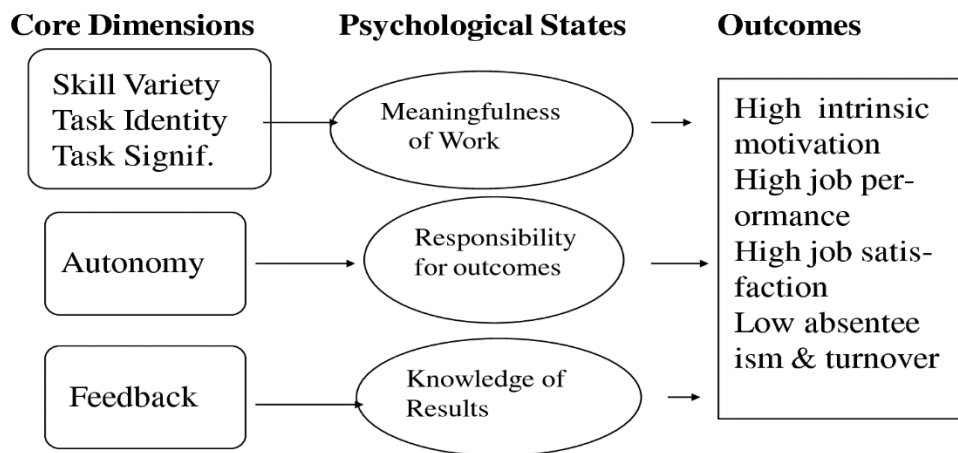


Figure 2.4: Job Characteristics Model

Source: Hackman and Oldham's Job Characteristics Model (1976)

2.3 PUBLIC SERVICE MOTIVATION (PSM)

The concept of PSM has evolved, as one of the most embraced fields of research in public administration all over the world, according to Bright (2013: 6). Academics are using advanced ways of testing existing theories with regards to PSM in public organisations, especially on performance satisfaction and commitment of public servants.

Bright (2013: 6) indicates that, all over the world, government departments will be faced with an enormous number of staff shortages, due to retirements. As it is, government institutions are experiencing difficulty in developing recruitment and retention strategies to reduce the gaps in the workforce. Private and public sectors are constantly at loggerheads with each other, competing for

best and brightest individuals. These individuals tend to have the choice of a number of employment opportunities and normally, government is a last option.

A number of studies have been done in public organisations, to question work-related end results, such as motivation and employee satisfaction. Giaque *et al* (2012: 175) add that motivational levels are largely dependent on the level to which public servants fulfil their work expectations on daily-based activities. However, being content with the job situation does not really imply a perfect match between workers' expectations and organisational operation.

Giaque *et al* (2012: 178) believes many factual studies have, since the publishing of the influential article about PSM, attempted to test the validity of PSM in different types of administrative components (). People who are inclined to work in public organisations carry themselves in a fashion that is in support of the vision, mission and business strategy of the organisation and in return, expect to be rewarded in a manner that fulfils their needs.

The importance of public service organizations is that they must be seen in a particular life order, as emphasised in Giaque *et al*'s 2012 study, represented by specific features, such as formal policies and procedures, as well as a strict authoritative order, or a succession of political levels. It is highly possible that some public servants will come across situations that will probably not be compatible with their personal expectations. Therefore, they end up altering their expectations to make their jobs mentally effortless. (Giaque *et al*, 2012:179).

With the findings of numerous research studies on PSM having shown a sense of dominance on intrinsic motivators, such as work content, performance pay, work autonomy and so forth, Kaiser (2014:14) argues that this may have convinced public workers to opt for public service employment.

Kapeing, Jun and Xuefei (2014: 275) state that researchers have, in the in the last 30 years, attempted to make a significant contribution, in making sense of the meaning of PSM. Researchers have discovered that PSM has a direct relationship with job satisfaction, meaning that satisfaction

cannot exist in the public sector, when motivation is absent. Therefore, public organisations are compelled to find ways to improve motivation and organisational commitment.

Taylor (2013: 3) proposes that a fit needs to exist between organisational incentives and individual motives, citing that they contribute to employees' commitment to the organisation which, in turn, affects the work end-result. When a match does not exist between the two, public sector motivated behaviour will not materialise. In addition, Taylor (2013) points out that, values and goals that are compatible with those of employees will be more favourable to job satisfaction and motivation.

International development is perceived by the Global Center for public service Excellence (2014: 4), as dependent on the public service sector across the world. The Center states that the delivery of public services can be hindered by unmotivated workers, which in turn, undermines the public's wellbeing.

A study conducted by the Global Center for Public Service Excellence (2014: 7) identified the below strategies, in applying PSM:

Table 2.1: Summary of Strategies and Tactics for Applying PSM Unit of Analysis	Strategy	Tactics
Individual	Integrate PSM into human-resource management processes.	<ul style="list-style-type: none"> • Select based upon PSM. • Socialise individuals into expectations of behaviour that reflect PSM. • Utilise performance appraisals that include observations of behaviours that reflect PSMs
Job	Create and convey meaning and purpose in jobs.	<ul style="list-style-type: none"> • Convey the social significance of jobs. • Establish clear goals in line with existing PSM.
Work Environment	Create a supportive work environment for PSM.	<ul style="list-style-type: none"> • Create work structures that enhance self-regulation. • Encourage cooperative workplace interactions. • Create and maintain incentives that align

		organisational mission and employee PSM. <ul style="list-style-type: none"> • Design compensation systems that emphasise long-term attractiveness to employees and do not crowd out intrinsic motivations.
Organisation	Integrate public sector into organisation mission and strategy.	<ul style="list-style-type: none"> • Articulate organisation vision and action that reflect commitment to PSM. • Promote value-based leadership.
Society	Create societal legitimacy for public sector.	<ul style="list-style-type: none"> • Partner with societal institutions to incorporate Public Service values into school curricula. • Advocate for and provide opportunities for pre-service experiences. • Use media to bring public sector to the attention of society.

Source: UNDP Global Centre for Public Service Excellence

2.4 INTRINSIC WORK GOAL MOTIVATION

In today's speedily moving working life, employees need an internal belief that they can do well in their careers, maintaining motivation in this forever-evolving work environment. Employees' work-related goals are expected to encompass their personal intentions and expectations within their work environment (Salmelo-Aro, Mutanen and Vuori, 2012: 67).

Thus, employees with more self-analysis tend to have more internal, self-consistent work goals, pursuing goals that are more intrinsic and that they identify with, explains that intrinsic, work-related motivation can be an essential resource for work. It is suggested that research conducted in the past advocated that people follow goals for personal, internal reasons and that those goals can be sustained, leading to a high level of achievement (Samela –Aro *et al* (2012: 67).

2.5 DETERMINANTS OF WORK MOTIVATION FOR OLDER WORKERS

As indicated by Kooij, Bal and Kanfer, (2014: 319), future workforces are likely to experience an increase of older workers. This can be attributed to a number of reasons that are personal and related to the organisation.

The reasons, for people seeking to carry on working, even after reaching retirement age, vary, which has not yet been clearly identified. It appears advisable to view the different reasons for wishing to continue working in a different way (Busch, Dittrich, Lieberum 2012: 932).

Busch *et al* (2012: 935) show that good health plays a role in deciding to continue working after reaching retirement age. Positive feelings relating to a workplace also influence the decision to continue working. Moreover, skills and education play a major role in influencing continued working, in other words, the skilled and educated are most likely to carry on working beyond retirement age. In addition, the size of the organisation is likely to influence the decision of working beyond retirement age, where smaller companies are more the ones who will keep a big number of an older workforce.

Busch *et al* (2012: 936) suggests that the most educated are those employees who have reached satisfactory level in their careers. People earning lower salaries consider the family financial burden, which does influence work motivation directly, as the main, deciding factor, in continuing to work. This is attributed to the different family situations that employees come from. Some employees also choose to remain at work because they enjoy interacting with colleagues, and taking part in team work.

2.6 LEADERSHIP INFLUENCING MOTIVATION

Mallajareng (2014:144) believes, according to analysis conducted, that leadership significantly influences work capability, work behaviour and employees. The author further states that organisations need to encourage the role of leaders and make them focus more on relationships with their employees, as well as improving the quality, commitment and motivation of the workforce. Increased work capability, work motivation and work behaviour ultimately lead to higher levels of performance (Mallajareng, 2014). Inputs, outputs and the outcome of the employee

performance appraisal process is one indicator that needs special attention, while management functions, planning, implementation and evaluation can be optimally used to obtain best results.

Previous studies have shown that leadership and motivation have a strong relationship, according to Buble, Juras and Matic (2014:162). In addition, highly motivated employees are likely to have highly motivated leaders and likewise for management. It is believed that motivated and satisfied employees secure the continuity and advancement of organisational goals, due to the powerful impact it has on employees, meaning that top performances are related to motivation of employees.

2.6.1 ETHICAL LEADERSHIP INFLUENCES EMPLOYEES' INTRINSIC MOTIVATION

Yidong and Xinxin (2013:442) consider ethical leadership as a practical demonstration of appropriate behaviour, through personal deeds and social relationships, and the encouragement of such behaviour to follow through a reciprocal communication, reinforcement and decision-making.

Motivation has aroused the interest of academics and practitioners for the past decade, with several writers having theoretically and factually researched its effects on employees' work attitude behaviour, and it was discovered that ethical leadership is a functional part of job satisfaction, organisational commitment, moral identity, voice behaviour and organisational citizenship behaviour (Yidong *et al* 2013:441).

Sharif and Scandura (2013:7) concur that this type of leadership has been found by previous studies to project employee job satisfaction and motivation with superiors, preparedness to share challenges with management and perceived leader effectiveness. Ethical leadership should definitely be related to positive employee performance in times of difficulty in organisations, as they will be motivated to do well and perform well when they have trust in their leader and have a sense of security within the organisation.

2.6.2 SERVANT LEADERSHIP

Keith (2013:4) perceives servant leaders as those that focus on intrinsic motivation, it is not astonishing that servant leadership also results in greater job satisfaction, more organisational citizenship behaviours (voluntary pitching in when things need to be done), and more helpful and creative employees. According to the author, servant leaders enjoy enhanced and prosocial motivation of their followers. In other words, it is suggested that employees are more motivated when they work for servant leaders that focus on serving others. This study emphasises that leaders should focus on growing employees and enriching their jobs with intrinsic rewards and opportunities to serve, as that is what servant leaders do.

Choudhary, Aktar and Zaheer (2013: 434) agree that servant leaders motivate, give guidance and hope, as well as create a caring environment, by introducing good relationships with subordinates. This type of leadership impacts on learning and growth opportunities in an organisation, which are important factors in employee motivation. They promote learning and afford opportunities for employees to continuously learn.

Servant leadership followers would want to model the good behaviour of their leaders which, as highlighted by Liden, Wayne, Liao and Meuser (2014: 1445), leads to a powerful serving environment and supportive co-worker relations. This is positively related to motivation, in turn, improving organisational performance.

2.6.3 TRANSFORMATIONAL LEADERSHIP

In the past 30 years, transformational leadership has been identified as one of the most important leadership characteristics of organisational behaviour (Wright, Moynihan and Panday 2012: 207). This is totally different to leadership that focuses on personal gain and receiving rewards for efforts exerted at work. Transformational leadership directs and motivates employee effort by escalating consciousness on the significance of organisational values and, in doing so, employees are encouraged to put the interest of the company and clients first. Literature has established a relationship between transformational leadership, positive employee performance and job satisfaction (Wright, Moynihan and Panday 2012).

The same sentiments are echoed by Ahmad, Abbas, Latif and Rasheed (2014:11), who state that transformational and charismatic leadership has become a prominent kind of leadership, which is highly associated with motivating individual and organisational performance. It is surrounded by idealised influence, mental stimulation and developmental motivation. Transformational leaders connect a convincing insight that encourages powerful feelings with work, as people with integrity, rising followers' perception regarding ideal goals, and inspiring followers to surpass their individual interests. This kind of leadership is related to the positive conduct of workers in not disregarding responsibilities that affect performance and a number of actions of organisational citizenship behaviour.

Choudhary *et al* (2013: 435) point out that transformational leadership increases the productivity of employees, by stimulating intellectual options to identified problems. It Continuous learning is encouraged, as are creativity and innovation, which in turn, improve the entire performance of the organisation, as well as employee motivation.

Leaders who change their follower's behaviours for the better and motivate them to commit to the organisational mission and show a specific behaviour, serve as a role model in the organisation. They build employee morale, assist followers to reach goals and challenge them to generate their own solutions to daily problems. Such leaders promote the increase of motivational levels at work, as they look forward to waking up and going to work on a daily basis (Wright *et al* 2012: 207).

2.7 SUPERVISOR RELATIONS

Good relationships between supervisor and employee are believed by Hossain *et al* (2012:24) to be a compelling factor, which leads to satisfaction. Employees' ill feelings towards their seniors influence their job performance adversely. There are a number of ways to develop a positive relationship between employee and supervisor, such as giving constructive feedback on duties performed, encouraging ideas from employees through implementation of ideas put forward by staff, and so on. Showing respect and caring for employees as individuals, also plays a major role in employee motivation.

It is concurred by Fila, Paik, and Griffeth (2014:4) that good relationships is how the employees judge/ measure the extent to which they are supported by their supervisor. Studies conducted previously have established a positive relationship between supervisor, job satisfaction and motivation.

In a study by Hossain *et al.* (2012: 24), it is highlighted that supervisor feedback to subordinates assists in improving their performance at work. Such employees become willing to exert more effort, as feedback gives them the idea that their opinions matter. When an employee feels they are being treated decently they, in turn, become loyal to the company and become motivated in their work.

Shah *et al* (2012: 274) concur that evidence exists that, when supervisors don't treat their subordinates well, it has a negative effect in the workplace. Supervisors should not use rewards to punish employees at work, rather, they should be given in a transparent manner to reward good behaviour. This confirms the criticality of a healthy relationship between supervisors and employees, in maintaining that conducive working environment and keeping everyone motivated to coming to work and going the extra mile, in meeting the goals of the organisation.

Supervisors must always strive to create and maintain positive working relationships with their employees. Mokaya *et al* (2013:81) cite, in support, that some subordinates put a high value on good relations with their supervisors; more so than the incentives and salary they receive from work.

2.8 THE COMPANY IT-SELF AND MATTERS RELATING TO THE COMPANY

It is argued by Hossain *et al* (2012:24) that the company and experiences relating to it, have a direct effect on employees' motivation. Employees are normally proud to be associated with a company that has a positive image. Job security, where employees are financially stable, also contributes to motivation at work. Policies and procedures which are known as hygiene factors can have a negative impact on employees' motivation at work if they are not properly managed. Employees need to have confidence in the company they are working for. If that confidence is

present employees are definitely motivated to go the extra mile in assisting their organisation to achieve its objectives.

Butt, Hu, Shafi and Malik (2015:91) concur that employees' views of organisational policies, working environment and so on impacts on their level of motivation. If employees are of the opinion that they are unfairly treated, this negatively influences their satisfaction level, which in turn affects their professionalism and commitment to the organisation.

2.9 RECOGNITION AND REWARDS/INCENTIVES

Jehanzeb, Rasheed, Rasheed and Aamir (2012:273) believe that rewards play an essential role in constructing and enabling lasting commitment within the organisation that ensures excellent performance and workforce dedication. People with certain skills, wishes and goals are employed by organisations, and expect a favourable working environment where they can optimally utilise their knowledge and skills, fulfil desires and realise their goals. Moreover, employees are certainly closer to their organisations and do their jobs well when they receive healthy rewards. Rewards raise levels of productivity and motivation of employees which leads to organisational success.

Hossain *et al* (2012:25) echo the same sentiments that appreciation is indeed highly regarded in keeping employees' motivation at a peak level. This boosts their morale by encouraging them to see their true abilities in a positive light. When employees are in possession of self-esteem they are internally motivated to perform better at work. The Herzberg theory describes recognition as one of the factors which leads to employee satisfaction. It also cites that there are a number of ways of recognising hardworking employees, such as creating a conducive working environment, providing performance bonuses, and teambuilding outside the work environment. All of these encourage innovation from everyone in the organisation.

Shah, Rehman, Akhtar, Zafar and Riaz (2012:273) concur that rewards and recognition greatly influence motivation in a positive way. Statistics have proven the essential relationship between these two factors. When financial rewards are given there needs to be a significant showing. This makes a difference in the recipients' lives and, in turn, affects motivation and satisfaction.

Bogoviz, Vukovich and Stroitteleva (2013:1430) argue that in each workplace the majority of employees that want to display their knowledge and skills will also be interested in finding out how others evaluate their performances. Therefore, employer recognition of efforts is an important factor in motivating employees.

A study conducted by the Global Center for Public Service Excellence (2014:10-11) revealed the following types of incentives that are available in Eastern Southern African countries:

Table 2.2: Type of incentives in ESA countries

	Training and career path measures	Social needs support	Working conditions	HR and personnel management systems	Health and ART access	Financial: Salary top-ups and allowances	Financial Incentives
Angola			✓	✓	✓	✓	<ul style="list-style-type: none"> • Illicit payments • Overtime pay • Exposure Evening and night subsidies
Botswana	✓		✓	✓	✓	✓	<ul style="list-style-type: none"> • Reasonable salaries • Overtime pay (higher rates for nurses than doctors)
DRC	✓			✓	✓	✓	<ul style="list-style-type: none"> • Dual employment • Illicit payments • Timely pay • Performance-based bonuses • Increased overtime pay
Kenya	✓		✓	✓	✓	✓	<ul style="list-style-type: none"> • Dual practice • Extraneous allowances • Risk allowances • Salary adjustments
Lesotho	✓	✓	✓	✓		✓	<ul style="list-style-type: none"> • Accelerated increments for rural workers

							<ul style="list-style-type: none"> • Overtime and night duty allowances • Mountain allowances • Housing subsidies • Top-up pay for CHAL hospital workers
Madagascar							No data available
Malawi	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> • Salary top-ups • Professional allowances • Retirement packages (earlier for CHAM; more generous for government) • Housing allowances • Car allowances • Subsidised utilities • Access to loans • Dual practice • CHAM - assistance with school fees • Medical expenses • Housing
Mauritius	✓		✓	✓		✓	<ul style="list-style-type: none"> • Reasonable salaries • Disturbance allowances for Rodrigues and outer islands • Higher pay from savings
Mozambique	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> • Dual employment • Illicit payments • Medical assistance funds • Salary top-ups

							<ul style="list-style-type: none"> • Housing and fuel subsidies • Per diems • Extra-hours contracts
Namibia	✓			✓		✓	<ul style="list-style-type: none"> • Reasonable salaries • End-of-service benefits • Housing • Car ownership schemes • Medical aids
South Africa	✓		✓	✓	✓	✓	<ul style="list-style-type: none"> • Salary increases • Scarce skill and rural allowances • Limited dual practice • Sponsorship for education • Affordable medical insurances
Swaziland	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> • 60% pay rise for HCW • Car and housing allowances
Tanzania	✓	✓		✓	✓	✓	<ul style="list-style-type: none"> • Differential salary structures for HCW compared to other civil servants • SASE • Dual practice
Uganda	✓			✓	✓	✓	<ul style="list-style-type: none"> • Enhanced salaries • Lunch allowances • Dual practice • Illicit payments • Sponsorships for further training
Zambia	✓	✓	✓	✓	✓	✓	<ul style="list-style-type: none"> • Rural doctors: good salaries, housing subsidies, hardship allowances,

							children's fees, end-of-contract bonuses, access to loans <ul style="list-style-type: none"> • Salary top-ups • Bonuses for best performing and best improved health centre in one district (pilot study)
Zimbabwe	✓	✓	✓	✓			<ul style="list-style-type: none"> • Salary reviews for all health professionals • Call allowances – better rates in rural than urban areas • Dual practice • Part-time work in non-health sector

Source: UNDP Global Centre for Public Service Excellence

2.10 DEVELOPMENT AND GROWTH

It is argued by Hossain *et al* (2012: 25) that skills improvement, training, progress, employment opportunities and career advancement opportunities, are regarded as strong motivational tools for employees. The Herzberg two-factor theory indicates that individual growth and advancement are known internal factors which makes employees happy; therefore when these are present employees become motivated. Criteria for promotion and growth purposes should be in place and transparent to everyone so that employees become encouraged to meet them. Promotion and growth policies must complement each other, and there should be a positive relationship between good performance, promotion and growth. Supervisors must always be willing to nominate their staff to attend training courses to develop and improve their skills as this also improves their motivational levels.

Parsa, Idris, Samah, Wahat, Parsa and Parsa (2014:218) concur that career advancement opportunities contribute to organisational success since they lead to increased productivity. As

individuals progress in their careers they continue to learn from experience, and organisations need to help create and maintain a learning environment in their workplaces.

Talwar and Bhatia (2015: 85) perceive growth opportunities as important for employee motivation and retention, citing that employees will always want to grow and develop their skill and knowledge bases and be promoted to senior positions in their workplaces. When such opportunities for advancement are absent, they look for employment opportunities in other places where they feel chances for growth are available.

2.11 SALARIES AND BENEFITS

Hossain et. al (2012:25) explain that money is considered to be a universal remedy that is used to solve most difficulties. Money is therefore the greatest motivating element for all as part of a comprehensive inducement package in an organisation. Salary is considered one of the few motivators that affect career choices. One employee describes their pay as what the organisation thinks of them. In other words, the less the salary, the less they would feel valued and treasured. Good incentives should therefore be provided with the aim of attracting and keeping the right people with the right skills, and encouraging them to meet the goals of the organisation. However, salary or monetary factors should not be utilised as the only motivating factors for employees, as this may be difficult to maintain over time. General public service employees and their salary notches are mentioned in the table below with other benefits such as service bonuses, housing benefits, medical aids and pension fund.

Butt *et al* (2014:94) perceive salaries and benefits to be considerable motivational factors, since when these are made available to employees they raise motivational levels, in turn improving on their productivity and performance. This improves the competitive advantage of the organisation, as well as profits.

Manwani and Kamala (2014: 52) concur that money has been proven over time to be a major performance booster in all organisations. In order to recognise good work employees need to be paid reasonable salaries, as well as receive timely salary increases to remain motivated.

Table 2.3: Salary levels with effect from 1 April 2015 for full-time non-OSD employees employed under the Public Service Act

SALARY LEVELS												
SALARY NOTCHES											INCLUSIVE PACKAGES	
	1	2	3	4	5	6	7	8	9	10	11	12
1	72 552	78 156	93 444	110 739	132 399	158 985	196 278	243 747	289 761	361 659	569 538	674 979
2	73 632	79 335	94 848	112 401	134 379	161 376	199 224	247 410	294 099	367 077	578 079	685 107
3	74 745	80 520	96 270	114 084	136 407	163 791	202 215	251 118	298 509	372 588	586 749	695 379
4	75 858	81 729	97 713	115 797	138 450	166 245	205 248	254 883	302 985	378 174	595 563	705 804
5	77 004	82 956	99 183	117 531	140 520	168 741	208 323	258 711	307 530	383 844	604 491	716 400
6		84 198	100 668	119 301	142 626	171 273	211 449	262 587	312 150	389 604	613 560	727 149
7		85 464	102 177	121 092	144 771	173 847	214 617	266 523	316 827	395 445	622 758	738 054
8		86 742	103 713	122 904	146 940	176 451	217 839	270 525	321 576	401 379	632 103	749 127
9		88 047	105 261	124 743	149 148	179 091	221 106	274 587	326 403	407 400	641 583	760 356
10		89 367	106 845	126 615	151 386	181 782	224 421	278 703	331 302	413 508	651 210	771 765
11		90 708	108 456	128 520	153 660	184 518	227 787	282 882	336 270	419 715	660 975	783 339
12		92 064	110 073	130 446	155 961	187 275	231 210	287 121	341 313	426 009	670 890	795 090
P									350 025			

Source: Department of Public Service and Administration.

2.11.1 Service bonuses

The public sector employer gives its employees service bonuses that equal one month's salary, referred to as a thirteenth cheque, received in their birthday months.

2.11.2 Housing allowances

Public sector employees currently have housing allowances of R1200 for everybody. However, employees who are currently not servicing bonds only have access to R900, with the extra R300 put into a savings scheme which they can access once proof of home ownership is provided. The aim of the housing scheme is to encourage home ownership and to ensure workers do not use their entire allowance to supplement salaries, but rather buy houses (Anon, 2015:1).

2.11.3 Medical aids

Medical assistance is one of the employee macro benefits in the public sector identified for restructuring through the 1999 Wage Policy and Review of Personnel Expenditure Framework. The Government of South Africa then established the Government Employee Medical Scheme (Gems) restricted to only public sector employees. This scheme has 5 healthcare benefit options, namely Sapphire, Ruby, Beryl, Emerald and Onyx. The purpose of establishing this fund was to improve the welfare of public sector employees by providing the best possible affordable healthcare (Minister of Public Services and Administration, 2006:1).

2.11.4 Government pension funds

Public sector employees belong to the Government Employees Pension Fund (GEPF) which was established in 1996, when the ten public servant pension funds that existed were merged into one. The mandate of this establishment was to govern and regulate the pensions and other benefits of the public sector employees in South Africa (Annual report, 2014:2).

This pension scheme was initiated as a consequence of The Government Pension Law which was published in the Government Gazette No 17135 of 17 April 1996. Members of the public sector are compelled to contribute 7.5 percent of their salaries, with the employer contributing 30 percent, for non-Senior Management on a monthly basis. The purpose of this fund is to give members and pensioners peace of mind about their financial security after retirement, and ensure that benefits are paid out efficiently, accurately and on time (Government Employees Pension Fund Members Guide: 4).

2.12 THE IMPORTANCE OF MIDDLE MANAGEMENT IN MOTIVATING EMPLOYEES

Jansen and Samuel (2014:53) believe that middle management holds the critical position of connecting top management and junior level employees who work at operational levels. The main responsibility of middle management is to motivate lower level employees and influence their attempts in achieving the high ranking goals of the organisation, such as productivity and maximum profits. They are responsible for bringing to life goals set by senior management. As

key players in eliminating stumbling blocks to goal achievement and allocating rewards to make this possible, they themselves need to be motivated.

Jansen *et al* (2014:54) argue that scholars of organisational behaviour have noted that pre-decided organisational goals cannot be accomplished without the collaborative effort of managers, regardless of their level. This resolution re-emphasises the predominant role that middle management engages in; hence there will always be a need for them to remain motivated. This is so that they in turn, motivate subordinates towards achieving the goals of the organisation. Motivation is generally regarded as good and necessary, as it would not be possible for employees to view themselves in a positive light without being motivated. It is essential for middle management to consider capabilities, resources, and states which contribute to individuals' performances.

2.13 MOTIVATION OF PART-TIME WORKERS

There are not many studies conducted that research factors which motivate students who not only work as part-time employees but will also join the workforce in the near future. In this regard, it has been discovered that preceding work attitudes that are developed before joining the workforce may act as a point of departure for individuals in their upcoming employment.

Around the world where students work in companies as part-time employees, it is suggested that people with the goal of providing better lives and secure environments for their families are more likely to perform relatively well at work. Studies conducted previously discovered that a relationship exists between before-employment work behaviours and factors such as attributes of a work situation and the actuality of labour market trends do influence future job choices and attitudes (Uddin *et al* 2014:238).

2.14 PERFORMANCE APPRAISALS

Saeed, Lodhi, and Iqbal (2013: 1369) perceive performance appraisals as evaluations of employees' performances against their allocated and agreed responsibilities, which can positively or negatively influence employees' motivation depending on the outcomes, especially since they are utilised to inform rewards and incentives.

Christensen, Whiting, Im, Stritch and Park (2013:29) perceive performance appraisals as being a significant responsibility of managers in all organisations. They assess task performance that has been interpreted as behaviour that is particularised in an employees' job description. They certainly lead to the delivery of a quality service, and play a part in achieving specialised core competencies of organisations. They define the types of behaviours individuals are recruited and selected for, which then inform their performance appraisals. There are other factors that need consideration when supervisors make performance appraisal decisions, such as psychological environment where tasks are being performed.

Dusterhoff, Cunningham, and MacGregor (2014:265) argue that when performance appraisals are correctly implemented they fulfil an essential organisational desire to provide feedback that guides and encourages individuals to improve their skills, and gears their energy towards achieving organisational priorities and aims. Amongst scholars and business practitioners there has been a considerable growth in consensus that this process is absolutely key to encouraging employee motivation and development.

Carrigan (2013: 26) concurs that continuous improvement in the development of employee competencies in an organisation is facilitated by performance appraisals. This process gives an opportunity to both supervisors and subordinates to correct any shortfalls that have been identified through the appraisals, in turn increasing performances and productivity, and leading to decision making on promotional opportunities and salary increases.

The Department of Public Service and Administration designed an Employee Performance Management and Development System (EPMDS) Policy for Public Service (2007:8). EPMDS was designed as a voluntary system to assist with performance management on salary levels 1 - 12 in departments and provinces that choose to adopt the system. The purpose of this system is managing and improving employees' performances. The reason for introducing this system is to optimise every employees' output in terms of quality and quantity, thereby improving the Department's overall performance and service delivery (2007:10).

This policy documents information in applying pay progressions from a specific salary notch to a higher notch within the same salary level as an incentive in rewarding good performance. This policy also focuses on performance bonuses, which refers to financial awards given to employees in recognition of sustained performance that is notably outstanding and rated as such in terms of the scales in table 7 below (2007:27).

Table 2.4: Three broad groups of total performance scores, with the corresponding categories, percentages and outcomes:

Performance groups	Percentages	Performance categories	Percentages	Outcomes
Below satisfactory performance	99% and below	Unacceptable performance	69% and below	No notch increase No cash bonus
		Performance not fully effective	70% - 99%	No notch increase No cash bonus
Satisfactory performance	100% - 114%	Performance fully effective (and above)	100% - 114%	Notch increase No cash bonus
Above satisfactory performance	115% and above	Performance significantly above expectations	115% - 149%	Notch increase Cash bonus in % range
		Outstanding performance	150% - 167%	Notch increase Cash bonus in % range

Source: Employee Performance Management and Development System (EPMDS)

The Department of Public Service and Administration also designed a performance management guide for (SMS) Senior Management Staff (level 13-16) in the public sector known as the Performance Management and Development Handbook (SMS Handbook Chapter 4 Performance Management and Development 2006:31-32) (table 8).

Table 2.5: Three broad groups of total performance scores, with the corresponding categories, percentages and outcomes.

Performance groups	Percentages	Performance categories	Percentages	Outcomes
Below satisfactory performance	99% and below	Unacceptable performance.	69% and below.	No notch increase. No cash bonus.
		Performance not fully effective.	70% - 99%	No notch increase. No cash bonus.
Satisfactory Performance	100% - 129%	Performance fully effective (and above).	100% - 129%	Notch increase. No cash bonus.
Above satisfactory performance	130% and above	Performance significantly above expectations.	130% - 149%	Notch increase. Cash bonus: 5%– 9%
		Outstanding performance.	150% - 167%	Notch increase. Cash bonus: 10%– 14%

Source: SMS Handbook Chapter 4 Performance Management and Development

2.15 THE RELATIONSHIP BETWEEN WORK MOTIVATION AND JOB SATISFACTION

Hussain, Usman, Sarmad and Haq (2012:1925) indicate that the relationship between motivation and job satisfaction positively influences performance at work, since employees exhibit an interest in their work, which ultimately leads to the achievement of their work targets. If employees are motivated, the chances are that they will be satisfied in their jobs. Herzberg *et al* (1959) show that

this relationship is dependent on two types of factor, these being internal and external. Internal (intrinsic) factors are those responsible for increasing job satisfaction levels, such as promotional opportunities. External (extrinsic) factors are pay packages, etc. If these factors are absent, job satisfaction and work motivation are likely to decrease.

Hussain *et al* (2012:1929) maintain that inherent motivation shows a significant association with work satisfaction. This study concluded that people are an important resource for organisations, and that the quality of work performed can be enhanced by motivation. The study also indicates a significant correlation between work motivation and job satisfaction. Organisations that raise levels of motivation in turn increase job satisfaction levels. Employee turnover can be reduced in organisations if their workforce is motivated, in turn increasing job commitment.

2.16 FLEXIBLE WORKING HOURS

Ahmad, Idris and Hashim (2013:208) perceive well-organised working hours that suit individual needs in balancing time between work and personal life to have become an essential matter globally. Moreover, existing studies have demonstrated that flexible working hours elevate job satisfaction. The benefits experienced with the implementation of flexible hours have been identified as: reduction in absenteeism rates, the scaling down of levels of stress in the workplace, the boosting of staff morale and the improvement of motivational levels at work.

Ahmad *et al* (2013:208) explain flexible working hours as arranged in a variety of ways, such as part time and fulltime work, additional working hours, shifts and so on. Employees are required to select an option convenient for themselves, and to ensure, for the timeframe chosen, that they are available for work and comply with the aggregate daily and weekly hours needed. Working women are required to maintain a stability between work and family lives.

Allen, Johnson, Kiburz and Shockley (2013:349) highlight that flexible working hours allow employees to work under times and conditions that suit individual needs, in turn balancing family and work lives. This strategy improves individual productivity, since the work environment becomes a conducive stress to employees with families.

2.17 TRAINING AND DEVELOPMENT

Strachan, Kallander, Augustinus, Asbroek, Kirkwood, Meek, Benton, Conteh, Tibenderana and Hill (2012: 112) perceive that providing technically strong and relevant training to workers has been reported to be crucial in motivating employees. Providing credible and recognized training and career pathways for strong performers and their skills development is identified as a key incentive in attracting and motivating workers.

Ghenghesh (2013:463) concurs with this sentiment, highlighting that an opportunity for training has been found to be a significant factor for motivating employees, especially those who are female. Citing this possible explanation, women regard opportunities for training as being a crucial factor in jobs, as the development and capacitation of their skills and knowledge assists them in advancing their careers, thus creating more gender-based institutions. In this way, women will be able to hold the highest leadership positions along with their male counterparts (Shah, Sadaf and Shehbaz 2014:4497).

Nawaz, Shakkor and Pirzada (2013: 72) argue that training and development are necessary for the improvement and growth of both employees and organizations. Skills and knowledge acquired increases the productivity and performance of the overall organization, especially for employees that have been with the organization for a long time, as this improves their chances of promotion and will motivate them to harder exertions, which will then improve the quality of work.

Javed *et al* (2013: 114) argue that according to Frederick Taylor's theory, there should be good training programmes, with the power to influence people's behaviours, and supervision of employees, with the breaking down of larger tasks in order to get work done.

According to the South African Skills Development Act 97 of 1998 (2010:1), the core aim of its introduction is to ensure the development of the country's workforce, increase the levels of investment in education and training in the labour market and improve returns on investments, encourage employers to create a learning environment in the work place, and encourage workers to participate in learning programmes. The Act also encourages employers to establish

programmes such as learnerships, i.e. internships which are educational programmes in South Africa.

In order for this to be possible the government then established the Skills Development Levies Act No 9 of 1999. According to the South African Labour Guide (2015:1) this is meant to regulate a mandatory levy scheme to fund the education and training in businesses within various sectors in South Africa. Registered companies that are paying tax with an annual payroll beyond R 500 000 per year need to pay a skills levy of 1% on their monthly payroll to their relevant (SETA) Sector Education and Training Authority.

2.18 CO-WORKER RELATIONSHIPS

Fila *et al* (2014:5) define co-worker relations as support an employee receives from colleagues that are not in supervisory positions who assist in work completion and task achievement and other forms of mutual support, noting that this factor has been discovered by previous researches to be positively related to job satisfaction and motivation.

Rashid and Rashid (2012:26) argue that a favourable relationship with colleagues is considered to be one of the factors that contributes to overall elevation of work motivation, with the assumption that when employees are happy with the quality of relations at work, we can conclude that they are likely to find the work environment uplifting. In the case of public sector employees, it has been discovered that they place substantial importance on social and personal relations at work.

Ghenghesh (2013:462) echoes the sentiment that good relations among co-workers serve an intrinsic part in motivating employees to work harder. Since people spend most of their time in the workplace, working with colleagues and building good working relations with them is important for anyone who is to enjoy their work and their time at work.

2.19 FEEDBACK FROM SUPERVISORS

Genghesh (2013:463) perceives that a lack of encouragement from management affects worker motivation in the workplace. Meanwhile, receiving sufficient positive feedback on work is a prominent factor for employee motivation and performance.

Gabriel, Frantz, Levy and Hilliard (2014:3) argue that compliments, challenging projects and increased responsibilities can be utilised by supervisors as strategies for providing feedback to subordinates as a motivational tool. This provides a chance of improved performance and enhances organizational commitment.

Hon, Chan and Lu (2012:3) concur that positive feedback in the workplace is conducive to creating an environment for innovative and creative ideas. Support and feedback from supervisors serve as a basis for encouragement in harnessing employees' motivation in task performance.

2.20 CONDUCTIVE WORKING ENVIRONMENTS

Mokaya, Musau, Wagoki, and Karanja (2013:80) perceive the work environment as a determining factor in improving employee motivation and satisfaction, citing that a conducive working environment reduces complaints and the absenteeism rate while pushing up productivity.

Furthermore, bad working conditions may be utilised by employees as a reason to sabotage management, as they may be of the view that their efforts are not acknowledged and appreciated. Therefore, organisations should continually strive to improve their working conditions in order to improve and maintain motivation and satisfaction in the work place (Mokaya *et al*, 2013: 82).

Bogoviz *et al* (2013:1430) concur that conducive working conditions have become the order of the day in today's society. For organisations improving working conditions for employees has been identified as a pressing issue as this impacts directly on employees' motivation and influences productivity in a workplace.

Butt *et al* (2014:94) argue that a healthy conducive working environment positively influences employee motivation in an organisation. Employees are most likely to look forward to coming to a workplace when working conditions are conducive and encouraging for them to achieve their personal and organisational goals.

Manwani *et al* (2014:53) argue that it is absolutely important for employees to perceive their working environment as conducive, citing that it is a powerful factor that motivates them go to work and perform to the best of their abilities.

Masvaure *et al* (2014:490) concur that each and every individual has their own standards and ideas of how work should be, and if they feel they are receiving value for their efforts at work, they will invest more in their jobs. This, in turn, will increase individual growth and motivation to perform at work. It has been discovered that a supportive environment is likely to make employees feel that their work-related problems are taken seriously by management and that the employer will take the steps necessary to solve them.

2.21 OPEN COMMUNICATION BETWEEN MANAGEMENT AND STAFF

Talwer *et al* (2015:86) perceive communication as being the most cost-effective tool to avoid misunderstandings that lead to employee demotivation and high staff turnovers. For improved understanding between employees and management, open communication should be practiced. If organizations do not create the kinds of environments employees are seeking, they will move to other organisations where they perceive such to be available. Management should be open-minded to suggestions from employees and include them in decision making.

Manwani *et al* (2014:53) concur that open communication is important in all organisations as it eliminates misunderstandings when employees are given a chance to query concerns relating to their work with management. Employees feel valued when their concerns and suggestions are taken into consideration by management. When there is little or no communication, they feel unappreciated and unenthusiastic about participating in work activities and decision making.

2.2 SERVICE DELIVERY

Makanyeza, Kwandai and Ikone (2013:1) define service delivery as the actual delivery of tangible and intangible services, such as collecting refuse, social security, health and so on. As a critical area of competence for government and its departments, the public sector must provide services that the public needs for its wellbeing. In order for this to be achieved, government departments

require organisational hierarchies and qualified professionals who need backing in delivering the services they are entrusted with.

Services are considered to be key instigators of gratification that cannot be measured by individual incomes. Service delivery is crucial since it is an essential characteristic of the strategy for reducing poverty worldwide. The problem of service delivery is a difficult one to address given the generally substandard quality of service delivery and the urgent needs of the poor. Growing levels of education have resulted in more outspoken and knowledgeable citizens that expect continually improved services and accountability from its state. This shows that service delivery has an immediate impact on people's lives, as Makanyeza, Kwandai and Ikone (2013:1) argue that poor services can make it hard to attract trade from other countries, and also limits jobs opportunities.

Meyer (2014:12) concurs that the service delivery concept is not impartial, but includes a host of assumptions, policies and promises. Government makes election promises about service delivery, which it largely can't keep. Government is expected to deliver on these promises, and communities need to receive services. Due to unsettled service delivery in South Africa, the number of protest actions has risen alarmingly over the last few years.

Twala (2014:159) echoes the same sentiments that political campaign manifestos post 1994 created a variety of beliefs, as politician were making promises that were probably to entice voters during each election campaign. By doing so, they were raising the expectations of the public, in some cases generating the incorrect perception that, following elections, communities would receive the services promised. When the government did not deliver on its promises, communities began to panic and resort to protest action.

Zama (2013:185) concurs that the scope of services is vast, and that the responsibility for their provision is divided between national, provincial and local municipalities. She argues that recently South Africa has experienced protests and unrest due to dissatisfaction with service delivery.

Akinboade, Kinfack and Mokwena (2012:187) argue that service delivery in South Africa continues to fail, and that bad performance appears to be unresponsive to changes. As a result,

service failure continues under both centralized and decentralized government mechanisms. These writers concur that service delivery is the responsibility of government, further indicating that the delivery of public services is viewed as a resource-utilising undertaking directed at upgrading the public's wellbeing. When the public has access to goods and services, this generally suggests that a society is well looked after, which in turn empowers leadership to sustain continued support for its party.

Mpehle (2012: 214) postulates that the South African constitution approved in 1996 is the superior law of this country. It expresses prominence on the right of South African citizens to fundamental services such as health care, social security, food, education, housing, water and information in a fair and impartial manner as presented in Section 26 and 27 of the Act. Section 195 further indicates that services must be distributed fairly and without bias, and that people's needs must be catered for. It also states that citizens must be inspired to participate in policy making. The government introduced the Whitepaper on the Transformation of Public Service in 1995 that puts an emphasis on changing the public sector to be representative, systematic, transparent, effective, efficient, accountable and receptive to the needs the South African people. In 1997 the government also introduced the Batho Pele Paper which puts an emphasis on a people-centric public sector.

Johannes, Meyers (2015:122) shares the same sentiment that in South Africa the level of service delivery protest has indeed grown and is now often marred by violence. It is clear that community expectations far outstrip the level of services provided. The problems identified range from issues of poor government and accountability, weak financial management, and high levels of vacancies in critical positions, to, in some instances, inability to deliver even a core set of critical municipal services efficiently and effectively.

Nyar, Wray (2012:22) believes that despite a remarkable transformation after the 1994 elections involving a whole new system of coherent and de-racialised local government departments driven by a strong philosophy of developmentalism, the local government system is showing signs of being overwhelmed. This is most clearly seen in the circumstance of recurring and increasingly violent mass protests, most specifically at local government level.

2.23 THE NATURE OF PUBLIC SERVICES

According to Kinboade *et al* (2012: 185), the attributes of public service delivery are as follows:

- The services are regarded as a necessity for the public wellbeing.
- Services are accessible and used by the public.
- Services are normally supplied through comparatively fixed institutional agreements by the public sector, or administered as monopolies with soaring fixed investments.
- Prices for services or service fees are not determined in the market and other services are supplied for free.
- Service fees charged frequently do not allow for profit gain.
- Public services are arranged in such a way that those who spend money for them are not the ones receiving them.
- Public services are managed as a trust.

2.24 THE STATE OF PUBLIC SERVICES

Kanyane, Houston and Sausi (2013:128) argue that living conditions in South Africa have advanced in the past 15 years. The current South African government considers service delivery as one of their massive achievements. However, not many South Africans believe this version of events.

Kanyane *et al* (2013:130) show that the South African public sector employs more or less 1.2 million people. Generally the country has always had negative publicity due to factors such as bad governance, absence of accountability, lack of openness and transparency, incompetent officials and shortage of professionals. The misuse of public resources, which in turn directly reflects on poor service delivery, is the government turning a blind eye against public officials performing beneath the set standards. There is concern over the shortage of managerial expertise in local government at the failure to implement existing government policies. Corruption still remains as one of the major challenges to service delivery success.

The public sector is currently faced with uncertainty in a constantly changing environment and continually needs to benchmark against best practices as to what is most suitable to improve

service delivery in the country. Government established the Department of Monitoring and Evaluation within the Presidency in 2010 to ensure that it provides service delivery that impacts positively on the lives of South African people. This was also a way of government giving an indication to the public that they take service delivery very serious (Graan and Ukpere 2012:10458).

Allan and Heese (2012:1) concurs that even though South African government is faced with the challenge of protests which take place for different reason, that some of the issues are outside government's control. Big cities such as Johannesburg, Ekurhuleni and Cape Town have experienced a rash of service delivery protests for a number of years now. One of the main reason for this has been an influx of poor migrants who are there to search for work. Unfortunately, these migrants find themselves unemployed and living in informal settlements under terrible conditions. Another problem that has been viewed as a contributor in sparking protests is poor communication between local councillors and the community. Lack of information is also viewed as a factor which leads to a rapid spread of rumours, of favouritism, of corruption and of mismanagement which is often untrue. People end up feeling overlooked and take their fight to the street where they demand that their voices be heard.

Mbazira (2012:262) believes that one of the issues that has contributed to the failure of government to deliver services is the issue of paying more attention to unfunded mandates which have the potential to consume local resources that could have been utilised for planned services, thereby affecting these services. This has, in addition, resulted in the attention of government being diverted, with its limited capacity to function outside its mandates, thereby by indirectly affecting its capacity to deliver services.

Mbazira (2012:265) further observes that these protests have put immense pressure on government in planning turnaround strategies, especially at a local level. In 2009, the Department of Traditional Affairs adopted a programme described as the Local Government Turnaround Strategy to deal with problems they currently being faced, and ensure that services being delivered are those needed by citizens and so build an effective, efficient, responsive and accountable local government by improving performance and professionalism, and strengthening partnerships with communities.

Unfortunately, with the increased number of protests, it is clear that this strategy is not working as was hoped.

Mbazira (2012:271) highlights that one of the things that stands out in South Africa is the number of contradictions present in the legal framework, which promotes service-related rights and appears to accommodate the needs of the poor, yet at the same time promotes cost recovery. Looking at the number of people who are poor, unemployed and living in impoverished conditions in South Africa, this is one of the things considered to anger communities, which leads to violent strikes or protests.

Maphunye, Tshishonga, Mafema (2014:107) echo the same sentiment, that in South Africa the quality provision of public services has come under the spotlight in public and policy debates. Government introduced the concept of Community Development Workers as far back as 2003 in its attempts to improve service delivery. These workers were meant to work closely with the Department of Public Service and Administration (DPSA). It was understood that these workers would be public servants who assisted citizens with matters such as identity documents, social grant applications, small business start-ups, and so forth. Their roles were to unlock administrative blockages and assist their communities in accessing services. This programme worked because it brought the plight of citizens close to government. It made government aware of the gaps in service delivery and it helped to substantially improve the quality of services where problems were being experienced. However, even with such initiatives from the government the people of South Africa still experience dissatisfaction with services being delivered by government, which has led, in the past, to an increased number of public protests.

Maphunye *et al* (2014:110) notes that government even opened a Presidential Hotline to report service delivery backlogs and poor service to the country's highest office, which in turn led to most departments under government opening such hotlines that operate 24 hours a day, but which rarely working effectively. Corruption, a culture of entitlement from officials, politicisation, cronyism and cadre deployment still predominate in the country, and this is also considered as one of the things that leads to violent service delivery protests.

According to Ceruti (2012:3) it is not only the general public of the Republic of South African that shown dissatisfaction with this government's service delivery progress, but also the public servants themselves. This led to major public sector strikes that took place in 2007, and a second set of strikes that took place in 2010. These strikes were prompted by the failure of government to meet the wage demands of its workforce. The strike demonstrated that the government was not prepared to accelerate service delivery, and that when it came to power it indicated there would be a better life and decent jobs for all, but it failed to give workers the demanded 10 percent raise in salary or to improve working conditions.

2.2 CONCLUSION

All information collected concerning public perceptions of worker motivation and interpreted in this chapter will serve as the basis for making recommendations which the public sector can implement to improve its motivational strategies and to boost its service delivery performance by its workforce.

Following this literature review, the motivational factors listed below were recognised as important:

- Leadership
- Meaningful work
- Supervisor relations
- Company itself and matters relating to it
- Recognition and rewards
- Development and growth
- Pay and benefits
- Performance appraisals
- Good co-worker relationships
- Flexible working hours
- Feedback from supervisors

According to the literature reviewed, the study deduces that these are the most significant motivational factors influencing service delivery performance of the public sector if they are implemented correctly. The next chapter discusses the research methodology that will be utilised for this study.

CHAPTER THREE – RESEARCH METHODOLOGY

3.1 INTRODUCTION

The aim of this chapter is to provide an overview of the research methods utilised in collecting data, along with the sampling methods and population study used, with the intention of investigating the motivational factors that influence service delivery performance and to what extent they influence the performance of employees at work. Qualitative and quantitative approaches were used in this study to attain its objectives. The chapter is divided into three sections: research methodology design, the different types of data analysis carried out, and the validity and reliability of the data, looking at possible mistakes in the selected methods. Dealing with potential errors in research is of great importance, and considerable effort needs to be made to eliminate them.

3.2 RESEARCH DESIGN

Mouton (2014:107) defines research design as a set of guidelines and instructions to be followed in addressing the research problem.

Gorard (2013:8) concurs that research design is a way of organising a research project in order to maximise the likelihood of generating evidence that provides convincing answers to the research questions asked.

Fobosi (2012:1) defines research design as a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the research. In other words, research design is a plan for collecting and analysing evidence to make it possible for the researcher to answer all questions being posed to the target population. Research design provides a plan that clearly specifies how the research is going to be executed in such a way that it answers the research questions.

This study has utilised a combination approach of qualitative and quantitative research techniques. This was done through the distribution of questionnaires in different malls in Johannesburg South

(Maponya Mall) and Johannesburg East (Eastrand Mall). In Pretoria, the researcher targeted potential respondents outside their workplaces at around lunch time in the city centre. Wonderpark Centre, which is situated in Pretoria North, and Atlyn Mall, which is situated in the Pretoria East, were also visited for data collection. Participants were expected to mark their answers on the questionnaires given to them by the researcher, and space for additional comments was also provided. This is considered to be the qualitative element in the study.

3.3 RESEARCH OBJECTIVES

The study examined the motivational factors that impact on service delivery performance in organisations.

The following objectives were identified as appropriate to this study and served as a basis for the methodology chosen:

- Examine the various motivational factors that impact on service delivery performance;
- Identify and discuss the various motivational factors and the extent to which they affect service delivery performance; and
- To recommend approaches that can be followed by the public sector in improving service delivery performance.

3.4 APPROACHES TO RESEARCH METHODOLOGY

Qualitative and quantitative research approaches

According to Kozlowski, Chao, Grand, Braun and Kuljanin (2013:583), qualitative research provides a rich descriptive foundation for theorising about the subject under examination. However, quantitative research is needed to advance theoretical precision, verification and extension.

Venkatesh, Brown and Bala (2013: 25) further explain that interviews, regarded as a qualitative data collection approach, and which give a depth of understanding to a research investigation by enabling researchers to attain the deepest information from rich narratives, and surveys, a quantitative data collection approach, can bring comprehensive breadth to a particular subject by gathering data about different aspects of a phenomenon from many participants.

Criteria	Qualitative Research	Quantitative Research
Purpose	To understand and interpret social interactions.	To test hypotheses, look at cause and effect, and make predictions.
Group Studied	Smaller and not randomly selected.	Larger and randomly selected.
Variables	Study of the whole, not variables.	Specific variables studied.
Type of Data Collected	Words, images, or objects.	Numbers and statistics.
Form of Data Collected	Qualitative data, such as open-ended responses, interviews, participant observations, field notes and reflections.	Quantitative data based on precise measurements using structured and validated data-collection instruments.
Type of Data Analysis	Identify patterns, features, themes.	Identify statistical relationships.
Objectivity and Subjectivity	Subjectivity is expected.	Objectivity is critical.
Role of Researcher	Researcher and their biases may be known to participants in the study, and participant characteristics may be known to the researcher.	Researcher and their biases are not known to participants in the study and participant characteristics are deliberately hidden from the researcher (double blind studies).
Results	Particular or specialized findings that is less generalisable.	Generalisable findings that can be applied to other populations.
Scientific Method	Exploratory or bottom-up: the researcher generates a new hypothesis and theory from the data collected.	Confirmatory or top-down: the researcher tests the hypothesis and theory with the data.
View of Human Behaviour	Dynamic, situational, social, and personal.	Regular and predictable.
Most Common Research Objectives	Explore, discover and construct.	Describe, explain and predict.
Focus	Wide-angle lens; examines the breadth and depth of phenomena.	Narrow-angle lens; tests a specific hypothesis.
Nature of Observation	Study behaviour in a natural environment.	Study behaviour under controlled conditions; isolate causal effects.
Nature of Reality	Multiple realities; subjective.	Single reality; objective.
Final Report	Narrative report with contextual description and direct quotations from research participants.	Statistical report with correlations, comparisons of means and statistical significance of findings.

Anon (2012) in a table below mentions differences between qualitative and quantitative research.

Table 3.1: Qualitative and quantitative research.

Source: Anon (2012). Qualitative versus quantitative research. Xavier Educational Library

In this study, a combination of qualitative and quantitative approaches was employed. With the quantitative approach, a questionnaire was utilised by which the researcher intended to extract statistical information. For the qualitative approach, respondents were given a chance to elaborate further on the answers to questions asked in their questionnaire, or to give additional information.

These approaches allowed the researcher to respond to the research questions proposed in the first chapter.

3.5 SURVEY METHOD

Christensen, Johnson and Turner (2015:340) argue that a researcher must decide on the type of survey instrument to be utilised for data collection. There are different methods, such as interviews and questionnaires. Interviews refer to verbal self-report data collected from interviewees by an interviewer, while questionnaires refer to a self-report data collection instrument that is filled out by the research participants. Therefore, in this study questionnaires were selected as a method of data collection.

3.6 TARGET POPULATION

Babbie *et al* (2012:174) define the target population for research as that aggregation of elements from which the sample is actually selected. Therefore, it would be highly impractical for a research questions and objectives to be achieved if all the data obtainable had to be collected and analysed. Christensen *et al* (2015:196) concur that the target population refers to the larger population to which the researcher would like to generalise the study. It was not going to be possible to survey the entire population of the province by virtue of limited resources such as time and costs.

This study focused on people located in the Gauteng province/region (Johannesburg and Pretoria) in South Africa. This enabled the researcher to limit the amount of data required by collecting from a sample as opposed to from the whole province.

In this study 100 questionnaires were distributed, and the people approached were expected to fill in the questionnaire immediately and return it to the researcher. The target number of participants was 100, which was achieved.

3.7 SAMPLING PROCEDURE

The researcher applied a sampling strategy known as convenience sampling; this is based on collecting information from individuals that are easily accessible. It was not going to be possible to examine the entire country due to time and financial constraints. Christensen *et al* (2015:162) define sampling as drawing elements from a population to obtain a sample. The traditional aim of sampling is to obtain a representative sample, which is a sample that is similar to the population characteristics desired, but that includes fewer people. Therefore, in this study the researcher selected Gauteng (Pretoria and Johannesburg) where questionnaires were distributed to people in different shopping centres (malls). In each shopping centre (mall), 12 to 13 respondents were selected to form part of the study group making up the desired 100 respondents.

3.8 DATA COLLECTION METHODS

A data collection method that was employed is questionnaires using the Likert Scale for agreement levels from highest to lowest, which assisted in extracting required information from participants. The questionnaire was designed in line with existing literature, it was divided into two sections, where under Section A it required demographic information from participants, with Section B it comprised of closed and closed-ended questions which assisted the researcher to obtain responses. Space for additional information, where respondents wished to voice their opinions, attitudes and suggestions for this particular topic was provided.

Zohrabi (2013:254) highlights that questionnaires are a reliable primary method for acquiring information in most research endeavours. Questionnaires can be designed in three different ways; i.e. closed-ended/structured questions, open-ended/unstructured questions, or a mixture of closed-ended and open-ended questions. All these types of questionnaires have their own strengths and weaknesses.

Zohrabi (2013:255) has listed the following advantages and disadvantages of questionnaires:

Advantages:

- They are efficient in collecting data on a large-scale basis;
- They can be forwarded simultaneously to a great number of people;
- The researcher can fairly easily gather data at field sites;
- Respondents' anonymity makes them likely to share information more easily
- When similar questions are administered simultaneously to a large number of people, the acquired data are more identical, correct and standard;
- They are a time-efficient way of collecting data from many people;
- They are cost-effective.

Disadvantages:

- At times the answers are inaccurate and questionable;
- There is usually a low return rate for questionnaires when sent by post or email;
- The ambiguity or unclearness of some questions might lead to inaccurate and unrelated responses;
- Some questions may cause misunderstandings;
- Wording of questions might affect the participants' responses.

Therefore, the data collection methods utilised in this study included questionnaires which facilitated in distinguishing those motivational factors that influence service delivery performance in the public sector. Data was collected using a self-administered questionnaire, with the help of assistants for the Johannesburg and Pretoria residents. The researcher distributed 100 questionnaires over four weeks across the various shopping centres mentioned above.

3.9 DATA ANALYSIS

Following the completion of data collection, the information acquired was captured using the Statistical Package for Social Sciences (SPSS). This is a software package that is utilised for statistical analyses. Data captured was verified and scrutinised for possible errors. Numerous analyses were conducted checking for relationships, descriptions, comparisons and predictions in the data; for example, the number of times a certain response was made. Variables were then

screened, identifying those variables that were highly influential on the dependant variables of the study.

Statistics solutions refer to correlations as a bivariate analysis that measures the dominance of a relationship between two variables being investigated. In this study Pearson correlation was used with the purpose of identifying statistically significant relations that exist between variables e.g. age and education (See appendix C).

Jaggi. (2003:1) defines descriptive statistics as a means of giving numerical and graphic procedures to summarise a collection of data in a clear and understandable way. This assist in simplifying big amounts of data in a sensible way. This is where averages and variances of variable were analysed in the study (See appendix D).Data was then presented in graphs and tables for interpretation. Where questionnaires had similar responses, these were compared in a matrix format, and all responses were incorporated and classified to reflect patterns and generate conclusions from the data analysed.

3.10 INSTRUMENT OF RESEARCH

The measuring instrument utilised in this study was a questionnaire composed of closed-ended question, structured on a five point Likert scale. Space was also provided for additional comments by participants. In addition, participants were requested to rate the various motivational factors listed according to their importance on a scale of three to one.

3.11 DESCRIPTION AND DEVELOPMENT OF THE QUESTIONNAIRE

The questionnaire was organised according to the particular research objectives of the study. It was structured and divided in the following manner:

SECTION A: Demographic information:

- Gender
- Age
- Level of education
- Number of years of employed

SECTION B 1: Measured aspects related to employee motivation:

- Training and development
- Promotions
- Service benefits
- Conducive working environment
- Career development
- Progressive salary adjustments
- Performance appraisal system
- Availability of resources
- Open communication
- Leadership style
- Continuous feedback from supervisors
- Good working relationships with co-workers
- Job designed with a variety of responsibilities
- Organisational policies

SECTION B 2: Participants were requested to rate the motivational factors listed according to their importance on a scale of 3-1:

- Recognition from supervisor
- Open communication
- Training and development
- Career advancement opportunities
- Job security
- Service benefits
- Conducive working environment
- Fair performance appraisal
- Leadership

3.12 PRE-TESTING

Babbie *et al* (2012:244) highlight that no matter how carefully you design a data collection instrument such as a questionnaire, there is always the possibility of error. In ensuring that the data collected is relevant to answers the study is seeking to find, and protect against any errors, a questionnaire needs to be pre-tested in full.

In this study, five participants were randomly selected from the population to test the questionnaire. This was done so that the errors identified could be corrected before actual data collection. Questionnaires were personally administered by the researcher in order to provide clarity to participants, and also obtain insights into where the questionnaire needed improving.

3.13 VALIDITY AND RELIABILITY

Validity

According to Elo, Kääriäinen, Kanste, Pölkki, Utriainen and Kyngäs (2014:3), validity or credibility refer to how well the data address the intended focus, meaning that the researcher should put a lot of thought into how to collect the most suitable data for content analysis.

Zohrabi (2013:258) argues that validity is concerned with whether the researcher stresses this as an essential criterion for evaluating the quality and acceptability of research. Therefore, the quality of the research instruments is critical because the conclusions that the researcher draws are based on the information they obtain using these instruments. For the reliability of the findings to be widened, the sample of the study was reasonably sizeable, with 100 respondents participating. A pilot study was conducted to ensure validity, where data collected was loaded to SPSS to check the reliability and validity of the questionnaire before it was distributed to respondents for the main data collection.

Reliability

Zohrabi (2013:259) mentions that a requirement of any research process is the reliability of the data and findings. Reliability refers to the accuracy, consistency, dependability of and ability to replicate the results obtained from a study conducted.

Brokelman, Haverkamp, Van Loon, Hol, Van Kampen and Veth (2012:104) concur that reliability refers to the fact that the same outcome should be reached if the research is performed again using the same respondents. Reliability is the basic requirement of all scientific studies.

UNT Health Science (2013:1) argues that the length of the questionnaire needs to be also considered. A long questionnaire could result in people being reluctant to take part in the study. Therefore, for this study the questionnaire was designed in such a manner as to obtain the data required, without requiring long responses from participants.

3.14 LIMITATIONS OF THE STUDY

A lack of enough time and funding became a major challenge in completing this project. Gauteng is a big province, and the areas the researcher visited were far apart, which led to all areas being visited no more than two 2 times in search of the random respondents. There was a challenge in terms of communication with some potential respondents due to the variety of languages that exist in Gauteng when it came to clarifying some the words in the questionnaire.

3.15 ANONYMITY AND CONFIDENTIALITY

In addressing the matters of anonymity and confidentiality, participants were not required to reveal their personal details on the questionnaires. The information collected is only accessed by the researcher and their supervisor, and will be stored in locked storage for a period of 5 to 10 years, after which it will be destroyed.

3.16 ETHICAL CONSIDERATIONS

The study took into account the ethical considerations raised by voluntary respondent participation. The respondent's rights to confidentiality were exercised by not requesting information such as their names and addresses. Direct permission from them was sought, and they were made aware of their right to withdraw from the study at any time. Respondents were made aware of the positive and negative aspects of participation.

3.17 CONCLUSION

The purpose of this chapter was to provide an understanding of the research methodology and strategies that were employed during data collection and analysis. The research design is specified, and the target population and sample size utilised for the study are described. The research instrument that was used is also discussed, looking at its advantages and disadvantages. It is explained that the SPSS software is being utilised for analysing the data for findings, and for recommendation purposes. Validity and reliability are defined in the chapter. The chapter also highlights challenges experienced during data collection in the field. The intention of this chapter has been to discuss the research methodology used for the study. In the following chapter data analysis with findings from data collected from the field will be examined.

CHAPTER 4 – FINDINGS AND RESULTS

4.1 INTRODUCTION

This chapter gives a thorough analysis and interpretation of the study's results. The aim of this research was to investigate perceptions of motivational factors that influence service delivery performance in the Gauteng region. The objectives embodied factors such as training and development, promotions, service benefits, conducive working environments, career development opportunities, progressive salary adjustments, performance appraisals, availability of resources, open communication, leadership, continuous feedback, good working relations, job design and organisational policies. The frequencies and percentages present a synopsis of findings and are displayed in bar charts.

4.2 PRESENTATION OF RESULTS

Table 4.2.1: Gender of participants

Gender of participants	Frequency	Percent	Valid percent	Cumulative percent
Male	49	48.5 %	48.5 %	48.5 %
Valid Female	52	51.5 %	51.5 %	100 %
Total	101	100 %	100 %	

Figure 4.2.1 Gender of participants

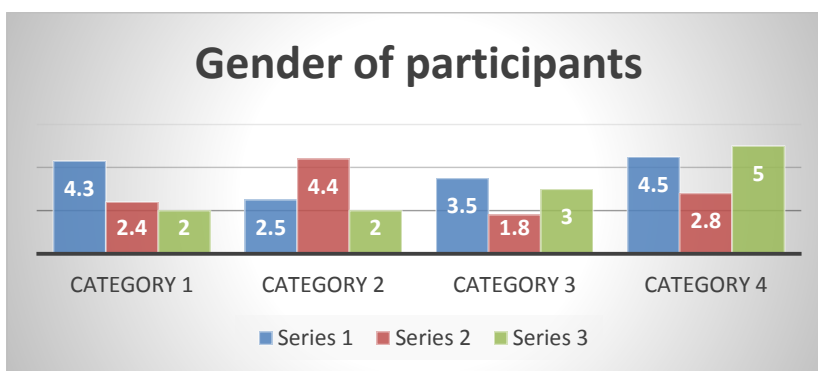
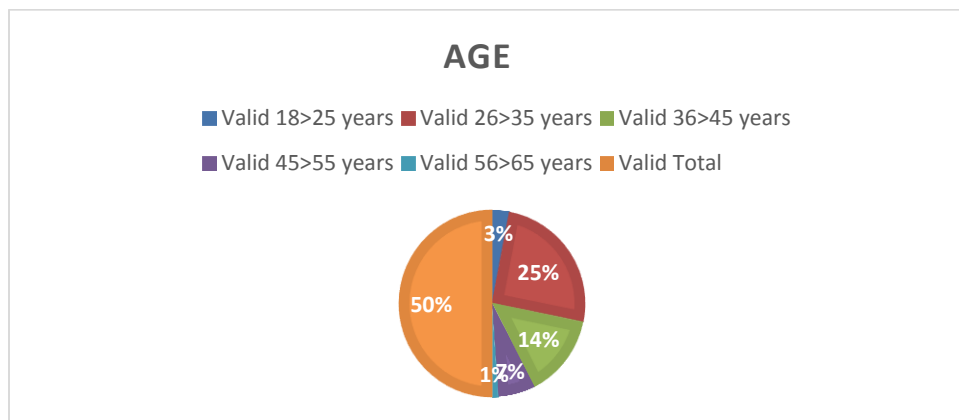


Table 4.2.1 and Figure 4.2.1 reflect that 51.5 percent of participants were female and 48.5 were male.

Table 4.2.2 Age of participants

Age of participants	Frequency	Percent	Valid percent	Cumulative percent
Valid 18>25 years	6	5.9 %	5.9 %	5.9 %
26>35 years	51	50.5 %	50.5 %	56.4 %
36>45 years	29	28.7 %	28.7 %	85.1 %
45>55 years	13	12.9 %	12.9 %	98 %
56>65 years	2	2 %	2 %	100 %
Total	101	100 %	100 %	

**Figure 4.2.2 Age of participants**

The findings of the study in Table 4.2.2 and Figure 4.2.2 show that 6 (5.9 percent) of participants were from 18-25 years, while 51 (50.5 percent) were from 26-35 years. Participants between the ages of 36 and 45 were 29 (28.7 percent) of respondents, with the lowest number of 2 (2 percent) aged between 56 and 65 years of age. This could be due to the fact that older people did not see the need to participate in the study. Youths between the ages of 26 and 35 years, were the most keen to participate in the study. This may be by virtue of their being the future of the country, and wanting to see positive changes moving forward in the area of public service delivery performance. The results ($\chi^2 = -0.122$; $df = 88631$; $P = 0.223$) indicated observed findings were significantly different from expected frequencies. In other words, this result was statistically significant and not due to chances (See appendix C).

Kang'ethe (2014:4) argues that in most African countries, youths are people between the ages of 12 and 35 years of age.

Table 4.2.3 Level of education of participants

Education of participants	Frequency	Percent	Valid percent	Cumulative percent
Matric	21	20.8 %	20.8 %	20.8 %
Higher learning certificate	7	6.9 %	6.9 %	27.7 %
National Diploma	25	24.8 %	24.8 %	52.5 %
B-Tech/ Bachelor's Degree	31	30.7 %	30.7 %	83.2 %
Master's Degree	12	11.9 %	11.9 %	95 %
Doctoral Degree	3	3 %	3 %	98 %
	2	2 %	2 %	100 %
Total	101	100 %	100 %	

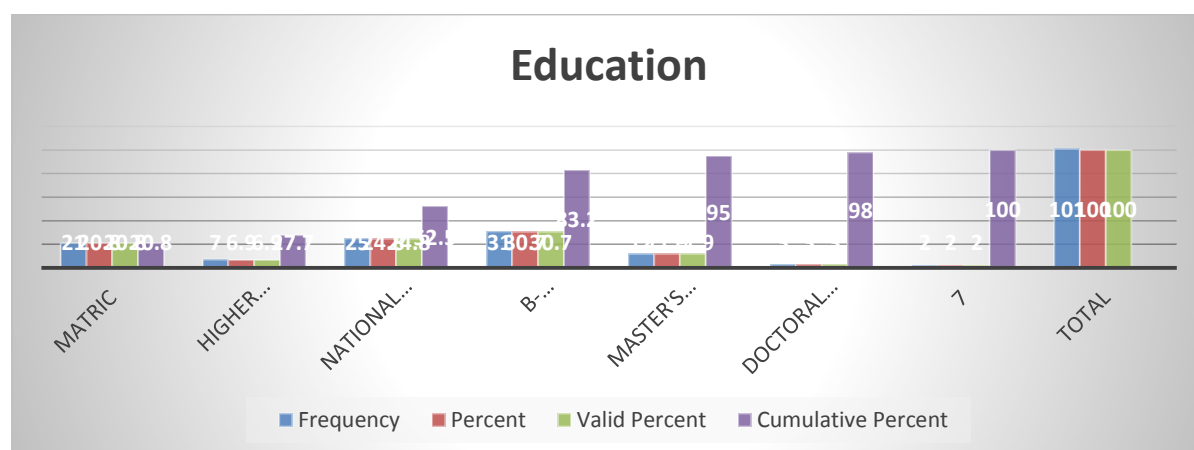


Figure 4.2.3 Level of education of participants

According to an analysis of Table 4.2.3 and Figure 4.2.3 above, these show that 31 participants (30.7 percent) were in possession of a B-Tech/Bachelor's degree, followed by 25 (24.8 percent) who had National Diplomas. Furthermore, 21 participants (20.8 percent) were in possession of a matric diploma, followed by 12 (11.9 percent) who had a Master's Degree. Those in possession of

a higher learning certificate were 7 (6.9 percent), the lowest number being those in possession of a Doctoral degree at 3 (3 percent). This is an indication that the opinions received from the participants were balanced, since the majority of the respondents were educated, meaning they gave informed responses. The results ($X^2 = -.211$; $df = 1.49587$; $P = .34$) indicated observed findings were significantly different from expected frequencies. In other words, this result was statistically significant and not due to chances (See appendix C).

Cattan and Crawford (2013:2) argue that education has long term benefits for individuals, for economic growth and for society as a whole. Educational levels have a direct impact on salaries earned, increase productivity and decrease social ills in a country.

Table 4.2.4 Number of years working

Years working	Frequency	Percent	Valid Percent	Cumulative Percent
1>5 years	38	37.6 %	37.6 %	37.6 %
6>10 years	34	33.7 %	33.7 %	71.3 %
11>20 years	16	15.8 %	15.8 %	87.1 %
21>30 years	10	9.9 %	9.9 %	97 %
31>40 years	3	3 %	3 %	100 %
Total	101	100 %	100 %	

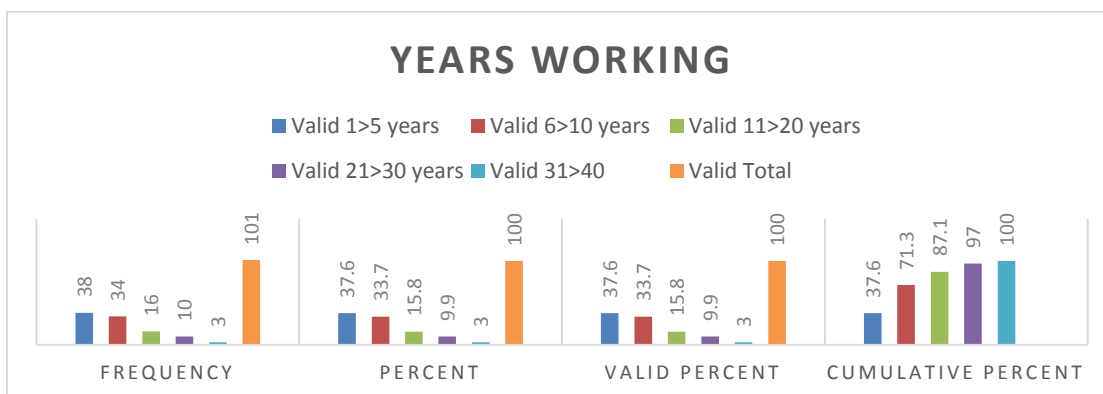


Figure 4.2.4 Number of years working

The results of Table 4.2.4 and Figure 4.2.4 above reflect that the highest number of people that participated in the study, at 38 (37.6 percent), had worked for 1-5 years, followed by 34 (33.7 percent) that had worked for 6-10 years. Furthermore, 16 (15.8 percent) had worked for 11-20 years, followed by 3 (3 percent) that had worked for 31-40 years. The results ($\chi^2 = -.319$; $df = 1.09779$; $P = .001$) indicated observed findings have no strong relationship between correlations of variables (see appendix C).

SECTION B1

This section discusses the study results relating to the variables for motivational factors such as training and development, promotions and so on.

Table 4.2.5 Training and development

Training and development	Frequency	Percent	Valid percent	Cumulative percent
strongly agree	68	67.3 %	67.3 %	67.3 %
Agree	25	24.8 %	24.8 %	92.1 %
Neutral	6	5.9 %	5.9 %	98 %
Disagree	1	1 %	1 %	99 %
Strongly Disagree	1	1 %	1 %	100 %
Total	101	100 %	100 %	

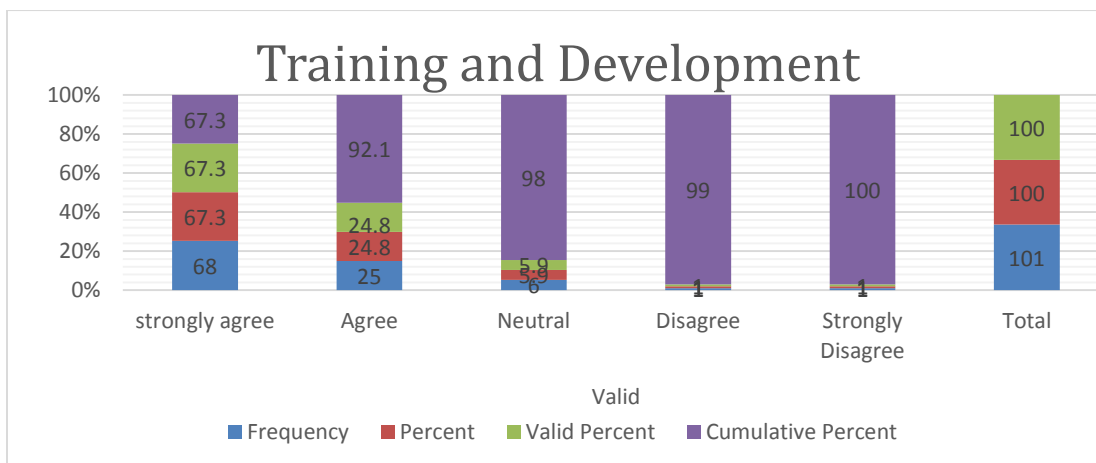


Figure 4.2.5 Training and development

Table 4.2.5 and Figure 4.2.5 it reflect that the majority of respondents 68 (67.3 percent) strongly agreed that training and development are indeed key in motivating employees to improve service delivery performance. Meanwhile, 25 (24.8 percent) agreed with this statement, 6 of the respondents (5.9 percent) were neutral, while 1 (1 percent) disagreed and 1 (1 percent) strongly disagreed.

Hong, Hao, Kumar, Ramendran and Kadiresan (2012:64) concur that in harnessing skills, employee performance training and development is key. The results ($X^2 = -.179$; $df = .74048$; $P = .073$) indicated observed findings have no strong relationship between correlations of variables (see appendix C).

Salas, Tannebaum, Kraiger and Smith-Jentsch (2012:74) concur that in order for organisations to remain current and gain competitive advantages, they must invest in the training and development of their workforces. Continued learning allows organisations to be innovative, creative, improve on the services they provide to their customers, and to achieve organisational objectives.

Table 4.2.6 Promotions

Promotions	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	67	66.3 %	66.3 %	66.3 %
Agree	26	25.7 %	25.7 %	92.1 %
Neutral	6	5.9 %	5.9 %	98 %
Disagree	2	2 %	2 %	100 %
Total	101	100 %	100 %	

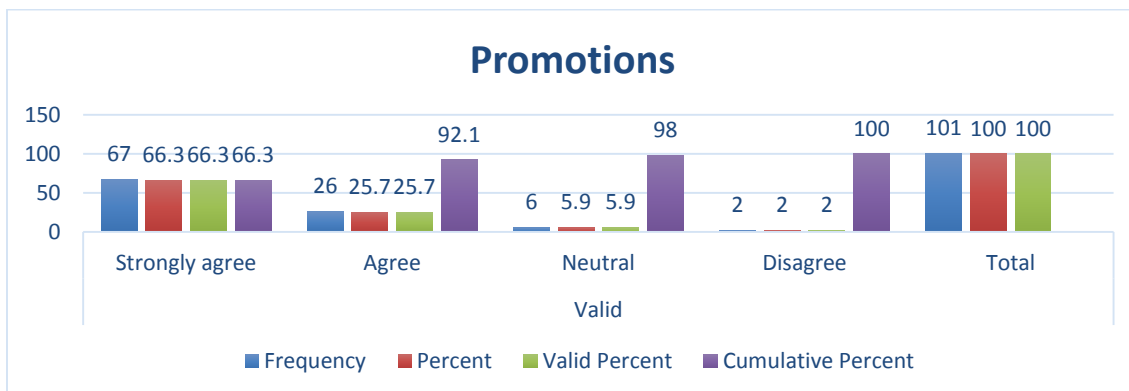


Figure 4.2.6 Promotions

Table 4.2.6 and Figure 4.2.6 reflect that the majority of respondents, 67 (66.3 percent), strongly agreed that promotions at work contribute to employee motivation in working hard. Meanwhile, 26 (25.7percent) agreed with this statement,. 6 of the respondents (5.9 percent) were neutral, are 2 (2 percent) disagreed.

Gavino and Erdogan (2012:680) argue that workers perform at their peak if promotional opportunities are available in organisations. Therefore, career advancement opportunities should remain a priority for organisations, as this too has a significant influence on how employees perceive organisations as workplaces. The results ($\chi^2 = .133$; $df = .69880$; $P = .186$) indicated observed findings were significantly different from expected frequencies. In other words, this result was statistically significant and not due to chances (See appendix C).

Adzei and Atinga (2012:477) concur that promotional opportunities act as dominant incentives for motivation, since they result in higher salaries and employees put high value in this factor.

Table 4.2.7: Service benefits

Service benefits	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	51	50.5 %	50.5 %	50.5 %
Agree	35	34.7 %	34.7 %	85.1 %
Neutral	13	12.9 %	12.9 %	98 %
Disagree	2	2 %	2 %	100 %
Total	101	100 %	100 %	

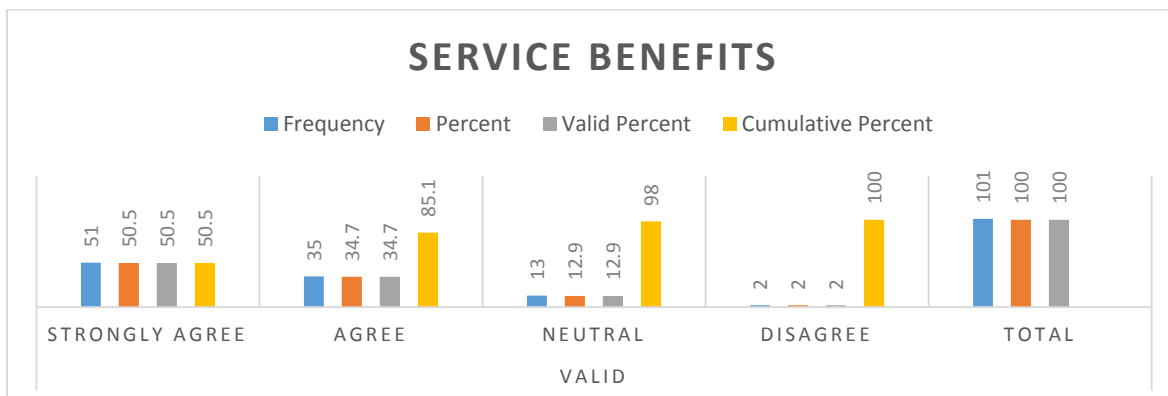


Figure 4.2.7: Service benefits

Table 4.2.7 and Figure 4.2.7 reflect that the majority of respondents, 51 (50.5 percent), strongly agreed that service benefits and incentives can be utilised as powerful tools to motivate employees in performing to the best of their abilities at work. Meanwhile, 35 (34.7 percent) of the respondents agreed with this statement, 13 (12.9 percent) were neutral, while 2 (2 percent) disagreed. The results ($\chi^2 = -.089$; $df = .77817$; $P = .374$) indicated observed findings have no strong relationship between correlations of variables (see appendix C).

Ongalo, Tari (2015: 56) argues that employee benefits include pension schemes, medical aids, wellness programmes and leave policies. Notwithstanding all these programmes being in place, organisations continue to experience high levels of staff turnover and absenteeism as evidenced by this lack of employee satisfaction.

Table 4.2.8 Conducive working environment

Conducive working environment	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	57	56.4 %	56.4 %	56.4 %
agree	37	36.6 %	36.6 %	93.1 %
Valid Neural	6	5.9 %	5.9 %	99 %
Strongly disagree	1	1 %	1 %	100 %
Total	101	100 %	100 %	

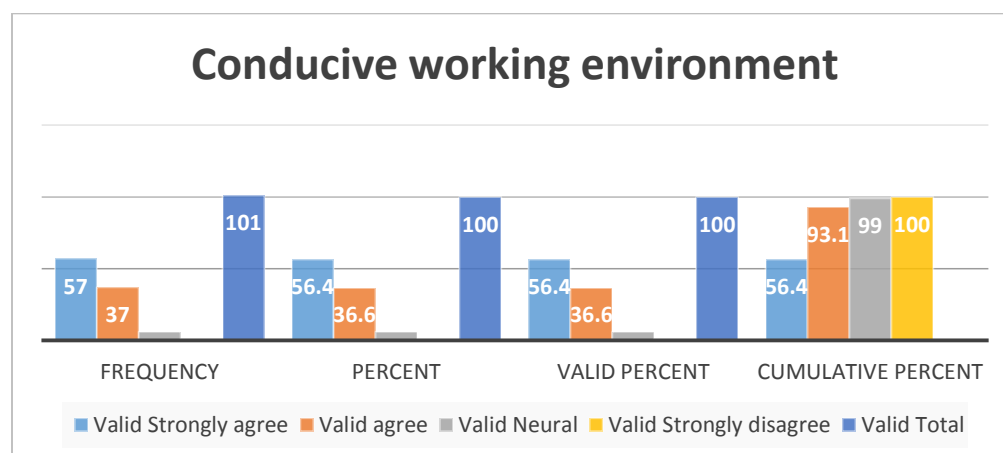


Figure 4.2.8: Conducive working environment

Table 4.2.8 and Figure 4.2.8 reflect that the majority of respondents 57 (56.4 percent) strongly agreed that the creation of a conducive working environment does motivate employees to perform the tasks allocated to them to the best of their abilities, ultimately improving service delivery performance. Meanwhile, 37 (57.4 percent) agreed with this statement, 6 of the respondents (5.9 percent) were neutral, and 1 (1 percent) strongly disagreed. The results ($\chi^2 = -.008$; $df = .70134$; $P = .936$) indicated observed findings have no strong relationship between correlations of variables (see appendix C).

Ongalo *et al* (2015: 56) argue that when a favourable working environment is created, this motivates employees to excel when carrying out their duties.

Table 4.2.9: Career development opportunities

Career development opportunities	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	65	64.4 %	64.4 %	64.4 %
Agree	29	28.7 %	28.7 %	93.1 %
Neutral	3	3 %	3 %	96 %
Disagree	2	2 %	2 %	98 %
Strongly disagree	2	2 %	2 %	100 %
Total	101	100 %	100 %	

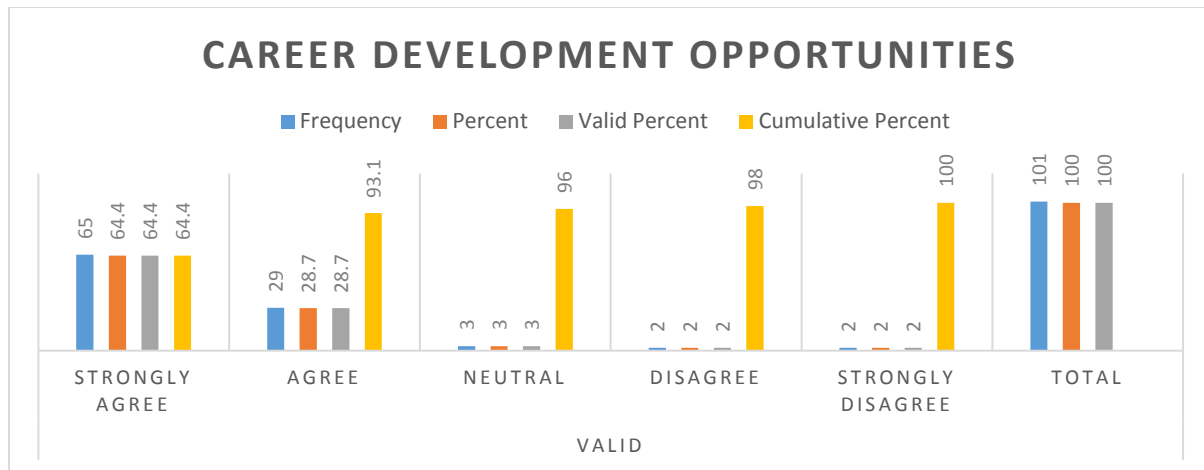


Figure 4.2.9: Career development opportunities

Table 4.2.9 and Figure 4.2.9 reflect that the majority of respondents, 65 (64.4 percent), strongly agreed that career development opportunities are key to motivating employees towards improved service delivery performance. Meanwhile, 29 (28.7 percent) agreed with this statement, 3 of the respondents (3 percent) were neutral, while 2 (2 percent) disagreed and 2 (2 percent) strongly disagreed with the statement.

Abdullah and Wan (2013:1088) perceive learning opportunities, challenging work and career advancement as essential tools in motivating employees and improving performance. Workers regard skill development opportunities highly, as they consider these could improve their earning abilities in the long term.

Table 4.2.10: Progressive salary adjustments

Progressive salary adjustments	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	48	47.5 %	47.5 %	47.5 %
Agree	37	36.6 %	36.6 %	84.2 %
Neutral	9	8.9 %	8.9 %	93.1 %
Disagree	5	5 %	5 %	98 %
Strongly disagree	1	1 %	1 %	99 %
11	1	1 %	1 %	100 %
Total	101	100 %	100 %	

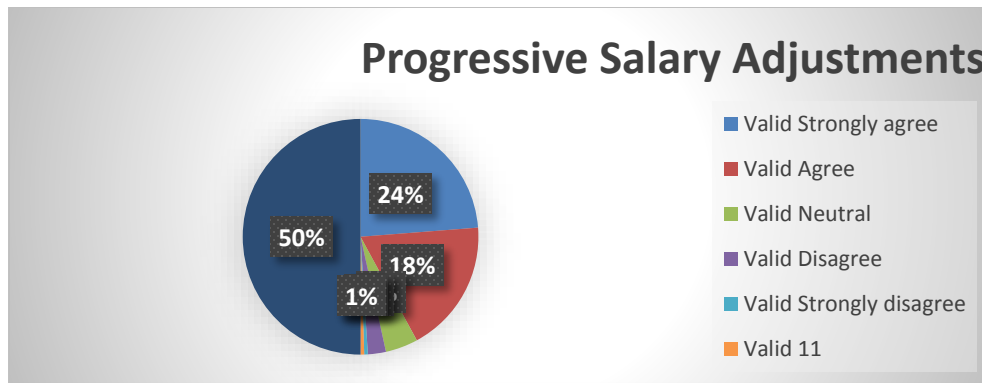


Figure 4.2.10: progressive salary adjustments

Table 4.2.10 and Figure 4.2.10 reflect that the majority of respondents, 48 (47.5. percent) strongly agreed that progressive salary adjustments are indeed important in enhancing performances and quality service delivery in general. Meanwhile, 37 (36.6 percent) of the respondents agreed with this statement. 9 (8.9 percent) were neutral, while 5 (5 percent) disagreed and 1 (1 percent) strongly disagreed with the statement. The results ($\chi^2=.259$; $df= 1.287117$; $P=.009$) indicated observed findings have no strong relationship between correlations of variables (see appendix C).

Jaiprakash (2015:835) argues that employee's salaries need to be adjusted in order to avoid unnecessary employee turnover. The idea behind salary adjustments is to pay employees money that can match the particular quantity of goods and services they provide based on the time of hire price level.

Table 4.2.11 Performance appraisal system

Performance appraisal system	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	36	35.6 %	35.6 %	35.6 %
Agree	45	44.6 %	44.6 %	80.2 %
Neutral	13	12.9 %	12.9 %	93.1 %
Disagree	5	5 %	5 %	98 %
Strongly disagree	2	2 %	2 %	100 %
Total	101	100 %	100 %	

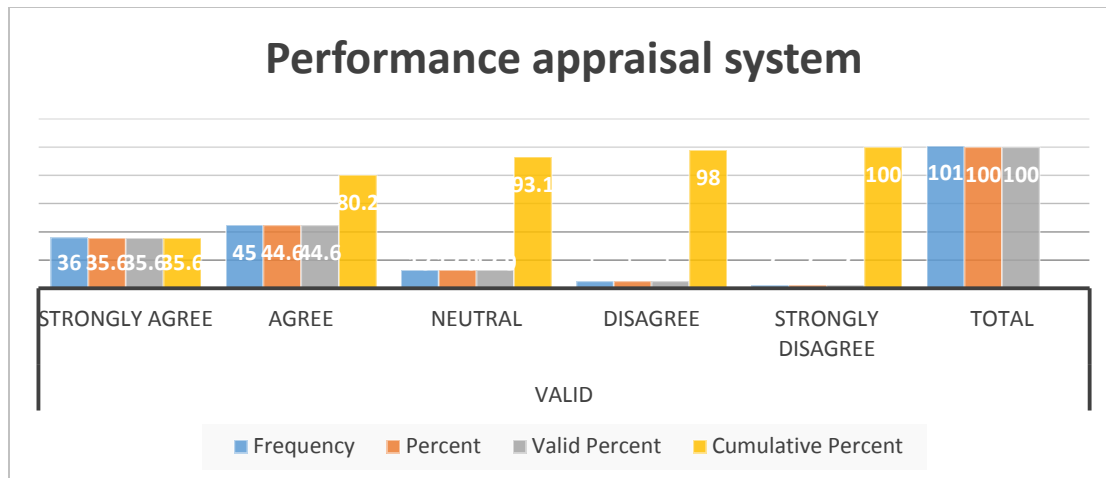


Figure 4.2.11: Performance appraisal system

Table 4.2.11 and Figure 4.2.11 reflect that the majority of respondents, 45 (44.6 percent), agreed that a performance appraisal system is a useful tool in motivating employees to perform competitively, thus improving on an organisation's quality of service delivery. Meanwhile, 36 (35.6 percent) of the respondents strongly agreed with this statement, 13 (12.9 percent) were neutral, while 5 (5 percent) disagreed and 2 (2 percent) strongly disagreed with the statement. The results ($\chi^2=0.294$; $df=3$; $P=0.93013$; $P=0.003$) indicated observed findings have no strong relationship between correlations of variables (see appendix C).

Hong *et al* (2012:74) perceives a fair appraisal system as important in all organisations to retain its highly regarded employees. It provides an opportunity for employees to have an in-depth understanding of their work responsibilities and leads towards individual growth. Therefore, fair appraisals assist in extracting the best from workers. Appraisal systems considered as unfair lead to a dissatisfied workforce.

Table 4.2.12 Availability of resources

Availability of resources	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	58	57.4 %	57.4 %	57.4 %
Agree	29	28.7 %	28.7 %	86.1 %
Neutral	13	12.9 %	12.9 %	99 %
Strongly disagree	1	1 %	1 %	100 %
Total	101	100 %	100 %	

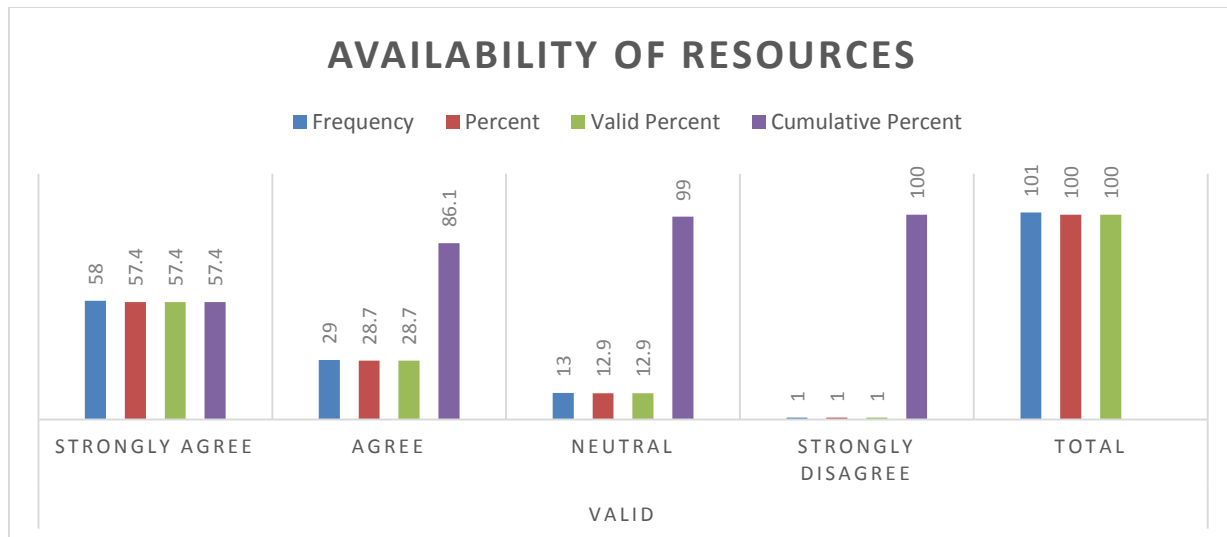


Figure 4.2.12 Availability of resources

Table 4.2.12 and Figure 4.2.12 reflect that the majority of respondents, 58 (57.4 percent), strongly agreed that the availability of resources can be used as a tool in improving service delivery performance in the public sector. Meanwhile, 29 (28.7 percent) of the respondents agreed with this statement, 13 (12.9 percent) were neutral, while 1 (1 percent) strongly disagreed with the statement.

Kale (2012:7) argues that a comfortable working environment with all the necessary working tools positively impacts on employees' willingness to remain in particular jobs and perform well. When employees do not have the necessary resources to perform their work, they get frustrated and end up leaving organisations. The results ($\chi^2=4.53$; $df= .79079$; $P=.000$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Adzei (2012:478) concurs that confidence cannot be instilled in employees for extraordinary performance if working resources are insufficient.

Table 4.2.13: Open communication

Open communication	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	60	59.4 %	59.4 %	59.4 %
Agree	30	29.7 %	29.7 %	89.1 %
Neutral	10	9.9 %	9.9 %	99 %
Strongly disagree	1	1 %	1 %	100 %
Total	101	100 %	100 %	

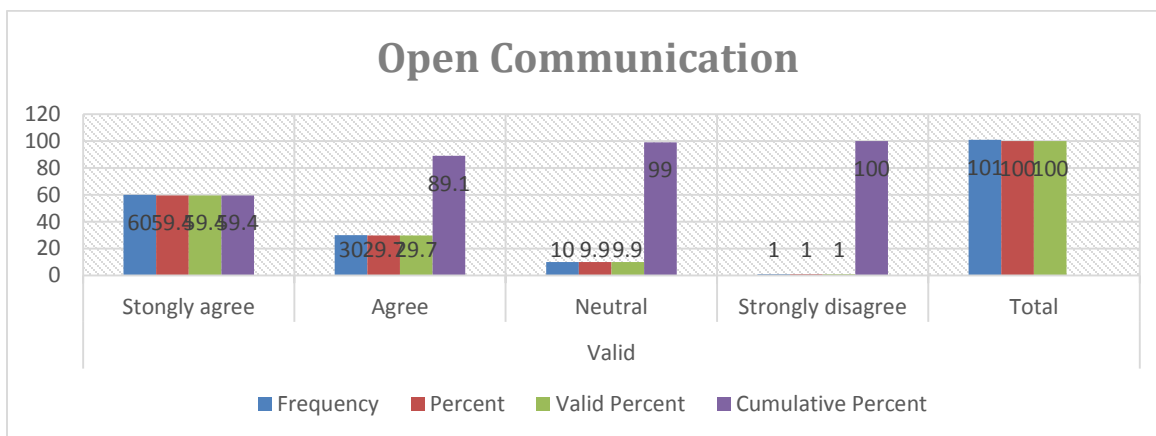
**Figure 4.2.13 Open communication**

Table 4.2.13 and Figure 4.2.13 reflect that the majority of respondents, 60 (59.4 percent), strongly agreed that open communication between employees and management can motivate employees to work to the best of their abilities, in turn improving the quality of services delivered. Meanwhile, 30 (29.7 percent) of the respondents agreed with this statement, 10 (9.9 percent) were neutral, and 1 (1 percent) strongly disagreed.

Kale (2012:9) perceives open communication to be a positive aspect in making employees feel a sense of belonging in organisations. Kale also suggests that this enhances the motivation levels of employees. The results ($\chi^2=.271$; $df=.75584$; $P=.006$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Adzei (2012: 479) argues that open communication involves giving an ear to your staff, thereby increasing their participation in decision making, and making them more willing to assist and share problems and ideas, and also contributing towards their motivation levels.

Table 4.2.14 Leadership

Leadership	Frequency	Percent	Valid percent	Cumulative percent
Valid Strongly agree	63	62.4 %	62.4 %	62.4 %
Agree	26	25.7 %	25.7 %	88.1 %
Neutral	11	10.9 %	10.9 %	99 %
Disagree	1	1 %	1 %	100 %
Total	101	100 %	100 %	

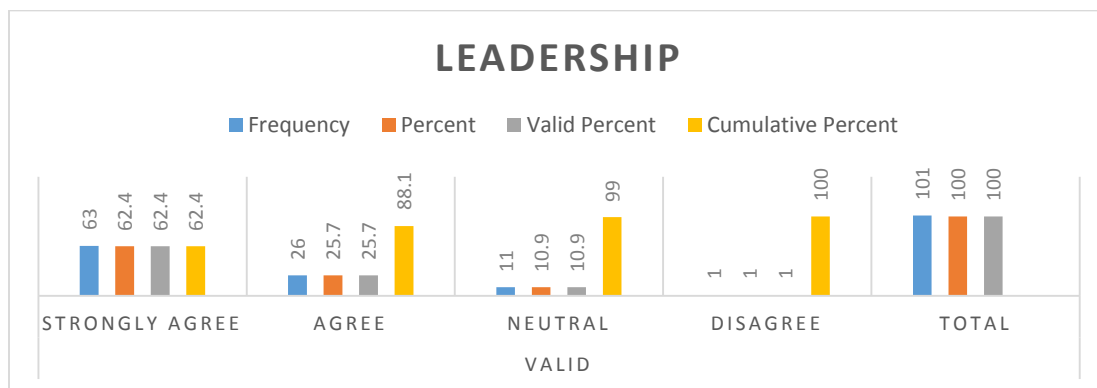


Figure 4.2.15 Leadership

Table 4.2.14 and Figure 4.2.14 reflect that the majority of respondents, 63 (62.4 percent), strongly agreed that leadership style in the public sector can play a major role in motivating employees to perform duties to the best of their abilities while also improving service delivery performance. Meanwhile, 26 (25.7 percent) of the respondents agreed with this statement, 11 (10.9 percent) were neutral, and 1 (1 percent) disagreed with the statement. The results ($\chi^2=0.288$; $df=3$; $P=0.003$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Adzei *et al* (2012:477) identify leadership and supervisory skills as very important motivational factors for workers, claiming that it is essential that leaders must display good leadership qualities.

Table 4.2.15 Continuous feedback

Continuous feedback	Frequency	Percent	Valid percent	Cumulative percent
strongly agree	64	63.4 %	63.4 %	63.4 %
Agree	26	25.7 %	25.7 %	89.1 %
Neutral	9	8.9 %	8.9 %	98 %
Strongly disagree	1	1 %	1 %	99 %
22	1	1 %	1 %	100 %
Total	101	100 %	100 %	

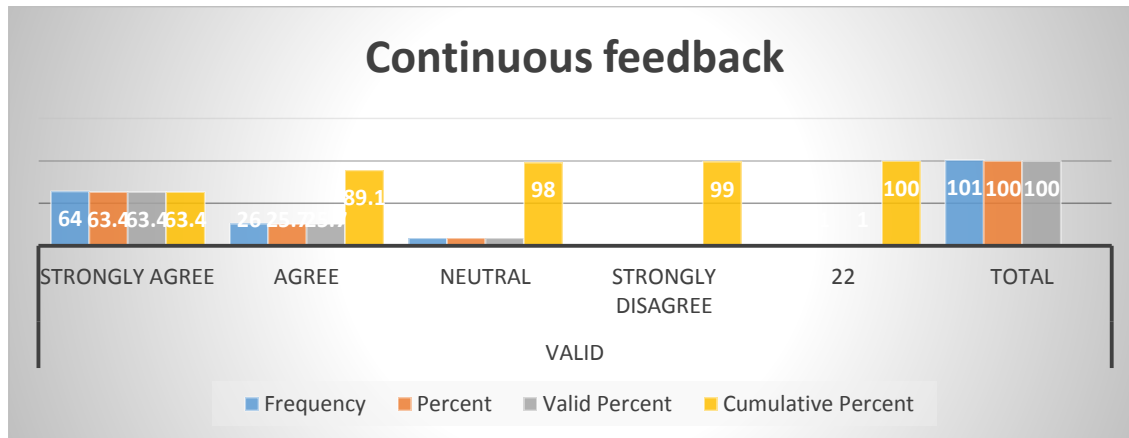
**Figure 4.2.15 Continuous feedback**

Table 4.2.15 and Figure 4.2.15 reflect that the majority of respondents, 64 (63.4 percent), strongly agreed that continuous feedback from supervisors can be a motivating factor for employees to perform their tasks to the best of their abilities. Meanwhile, 26 (25.7 percent) of the respondents agreed with this statement, 9 (8.9 percent) were neutral, and 1 (1 percent) strongly disagreed with the statement. The results ($\chi^2=.414$; $df=.74315$; $P=.000$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Gabelica, Van den Bossche, Seger and Gilselaers (2012:124) concur that feedback is perceived to be a valuable tool in shaping continued learning and improved performance by employees. It directs, motivates and strengthens positive behaviours in organisations.

Table 4.2.16 Good working relationships

Good working relationships	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	64	63.4 %	63.4 %	63.4 %
Agree	34	33.7 %	33.7 %	97 %
Neutral	2	2 %	2 %	99 %
Strongly disagree	1	1 %	1 %	100 %
Total	101	100 %	100 %	

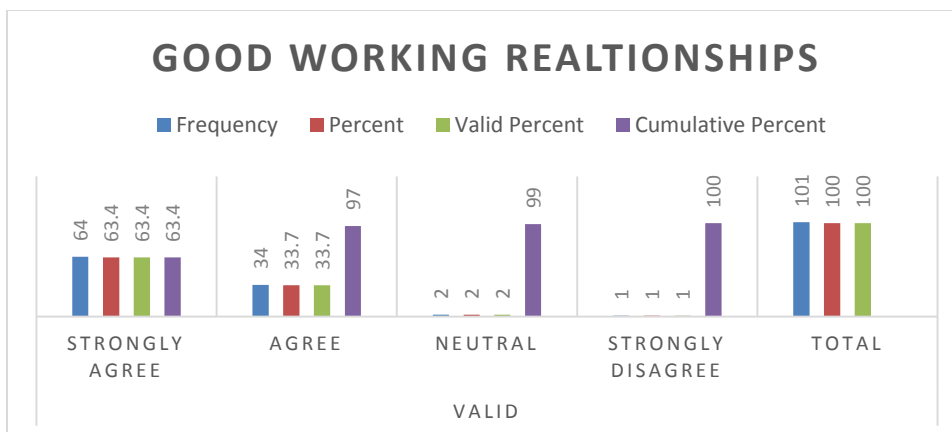


Figure 4.2.16 Good working relationships

Table 4.2.16 and Figure 4.2.16 reflect that the majority of respondents, 64 (63.4 percent), strongly agreed that good working relationships with co-workers and supervisors can motivate employees to work as teams, thus improving the quality levels of services offered to the public. Meanwhile, 34 (33.7 percent) of the respondents agreed with this statement. 2 (2 percent) were neutral, and 1 (1 percent) strongly disagreed with the statement. The results ($\chi^2=.376$; $df=.63667$; $P=.000$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Table 4.2.17: Job design

Job design		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly agree	42	41.6 %	41.6 %	41.6 %
	Agree	39	38.6 %	38.6 %	80.2 %
	Neutral	15	14.9 %	14.9 %	95 %
	Disagree	3	3 %	3 %	98 %
	Strongly disagree	2	2 %	2 %	100 %
	Total	101	100 %	100 %	

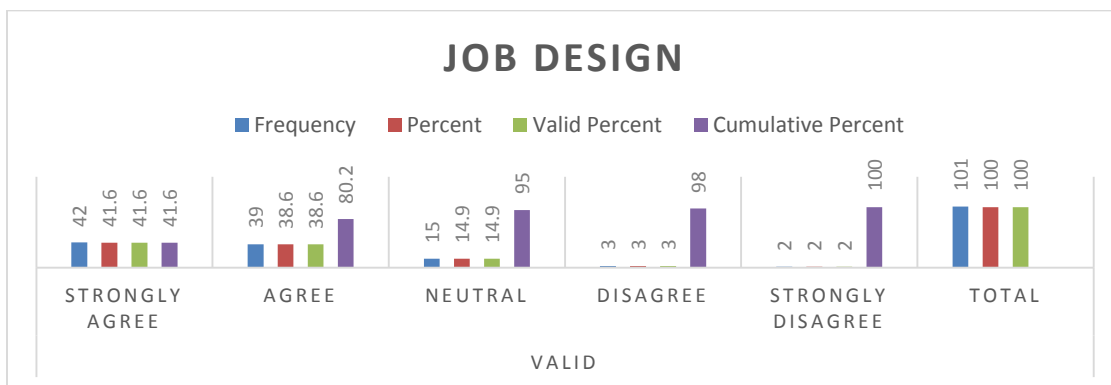
**Figure 4.2.17 Job design**

Table 4.2.17 and Figure 4.2.17 reflect that the majority of respondents, 42 (41.6 percent), strongly agreed that a job designed with a variety of responsibilities that are challenging can be used as a tool to reduce boredom and motivate employees to perform their tasks with enthusiasm, thus improving the quality of services offered to the public. Meanwhile, 39 (38.6 percent) of the respondents agreed with this statement, 15 (14.9 percent) were neutral, while 3 (3 percent) disagreed and 2 (2 percent) strongly disagreed with the statement.

Ali and Zia-ur-Rehman (2014:70) argue that job design has been discovered to exert a powerful influence on the productivity, motivation and job satisfaction of employees in organisations. Furthermore, job design is viewed as an important influence on the performance of employees in organisations.

Table 4.2.18: Organisational policies

Organisational policies		Frequency	Percent	Valid percent	Cumulative percent
Valid	Strongly agree	46	45.5 %	45.5 %	45.5 %
	Agree	34	33.7 %	33.7 %	79.2 %
	Neutral	15	14.9 %	14.9 %	94.1 %
	Disagree	3	3 %	3 %	97 %
	Strongly disagree	3	3 %	3 %	100 %
	Total	101	100 %	100 %	

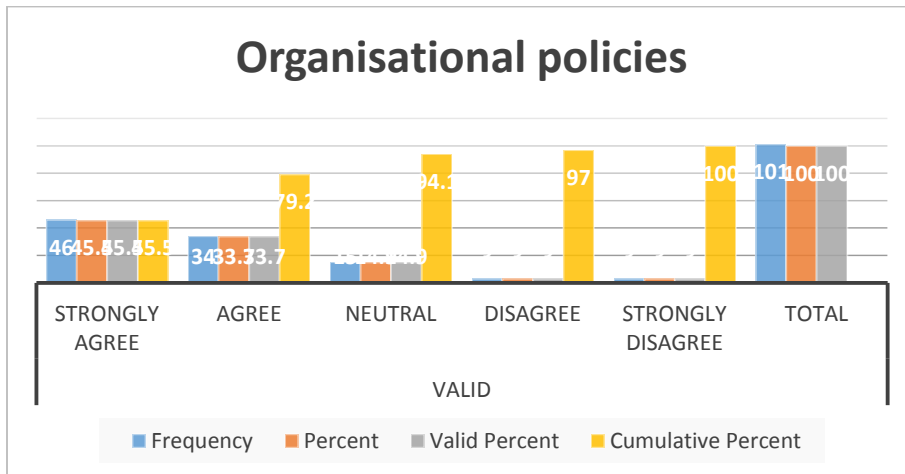
**Figure 4.2.18 Organisational policies**

Table 4.2.18 and Figure 4.2.18 reflect that the majority of respondents, 46 (45.5 percent), strongly agreed that organisational policies can be used as tools in motivating employee employees to achieve their aims and objectives. Meanwhile, 34 (33.7 percent) of the respondents agreed with this statement, 15 (14.9 percent) were neutral, while 3 (3 percent) disagreed and 3 (3 percent) strongly disagreed with the statement. The results ($\chi^2= .524$; $df= .98725$; $P=.000$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Mosadeghrad (2013:174) argues that organisational policies have a powerful relationship with overall employee dissatisfaction. Changes in management systems and structures, changes in management behaviour, employee involvement and participation in policy development, and demonstrating value to staff can be used to decrease employees work unhappiness.

SECTION B2

Table 4.3.1: Recognition from supervisors

Recognition from supervisors	Frequency	Percent	Valid percent	Cumulative percent
not so important	3	3 %	3 %	3 %
Valid important	29	28.7 %	28.7 %	31.7 %
very important	69	68.3 %	68.3 %	100 %
Total	101	100 %	100 %	

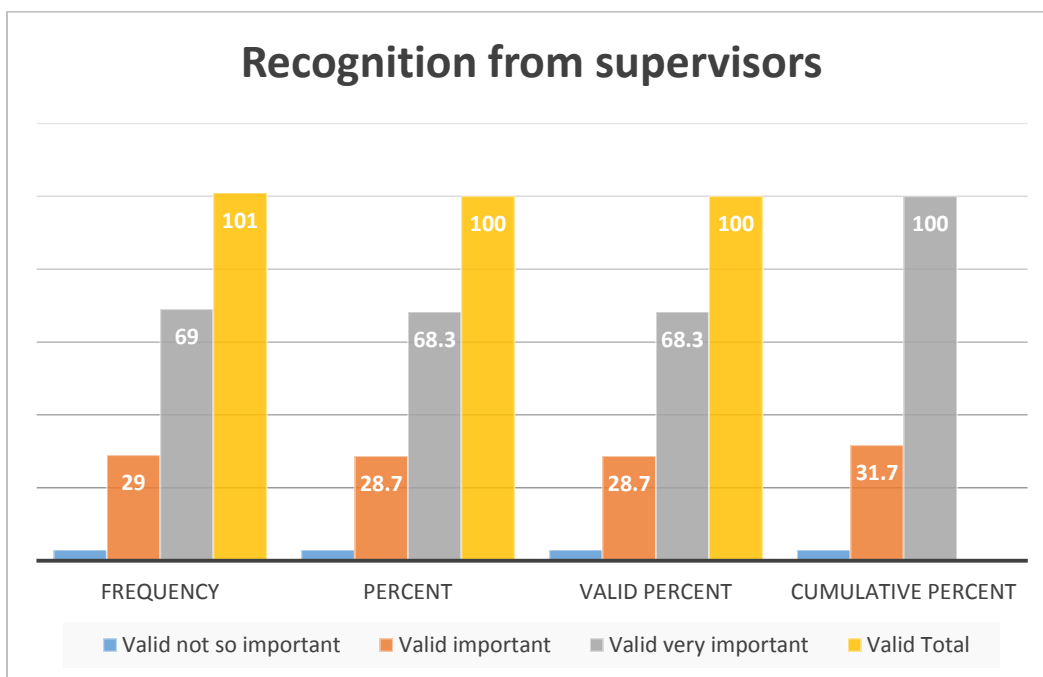


Figure 4.3.1 Recognition from supervisors

Table 4.3.1 and Figure 4.3.1 reflect that the majority of respondents, 69 (68.3 percent), regard recognition from supervisors as very important, 29 (28.7 percent) perceived this recognition as

important, and 3 respondents (3 percent) deemed recognition from their supervisors to be not so important. The results ($\chi^2=.016$; $df=$.98725; $P=.872$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Kale (2012:8) argues that recognition from supervisors is perceived to be highly valued by workers, stating that this particular aspect magnifies an employees' self-esteem so that their actions positively impact on the organisation's success.

Aktar *et al* (2012:10) emphasises that productivity of employees can be improved by effective recognition from supervisors which in turn will lead to improved performance in the organisation.

Abdullah *et al* (2013:1086) concurs that recognition from supervisors is a typical and influential tool that is being utilised in organisations to steer employee engagement. Recognition must be provided frequently so that employees view themselves as valued, which leads to their level of motivation ultimately improving productivity.

Table 4.3.2 Open communication between staff and management

Open communication between staff and management	Frequency	Percent	Valid percent	Cumulative percent
Not so important	1	1 %	1 %	1 %
Valid important	21	20.8 %	20.8 %	21.8 %
Very important	79	78.2 %	78.2 %	100 %
Total	101	100 %	100 %	

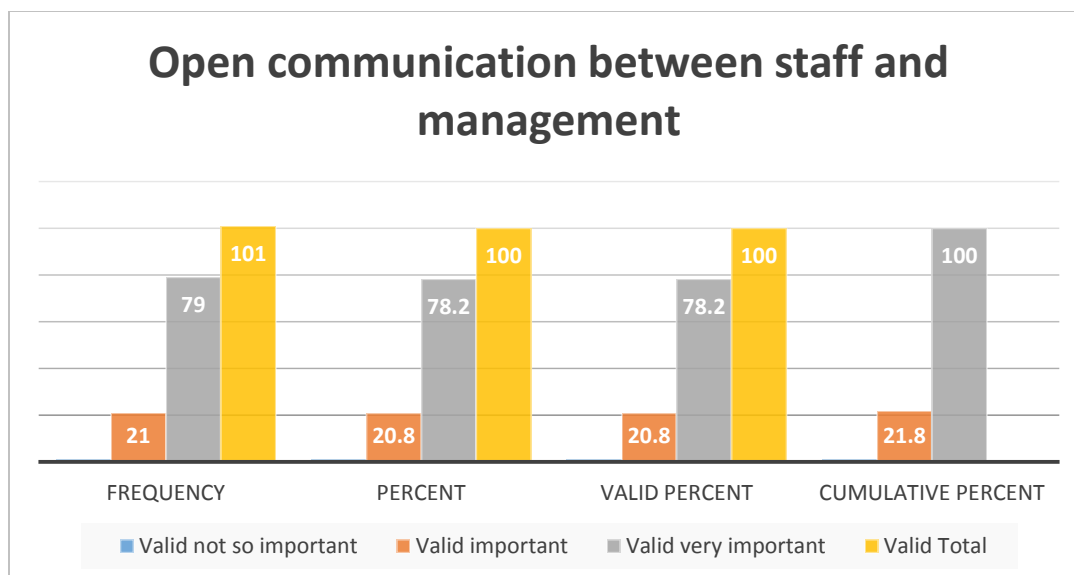


Figure 4.3.2 Open Communication between staff and management

Table 4.3.2 and Figure 4.3.2 reflect that the majority of respondents, 79 (78.2 percent), regarded open communication between staff and management as very important. Meanwhile, 21 (20.8 percent) perceived this as important, and 1 respondent (1 percent) deemed open communication between staff and management to be not so important. The results ($\chi^2 = .016$; $df = .44455$; $P = .407$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Mishra, Boynton and Mishra (2014:184) argue that previous studies have found that communication between management and employees motivates employees to provide a superior service to clients.

Table 4.3.3 Training and development for learning new skills

Training and development for learning new skills		Frequency	Percent	Valid percent	Cumulative percent
Valid	Not so important	1	1 %	1 %	1 %
	Important	23	22.8 %	22.8 %	23.8 %
	Very important	77	76.2 %	76.2 %	100 %
	Total	101	100 %	100 %	

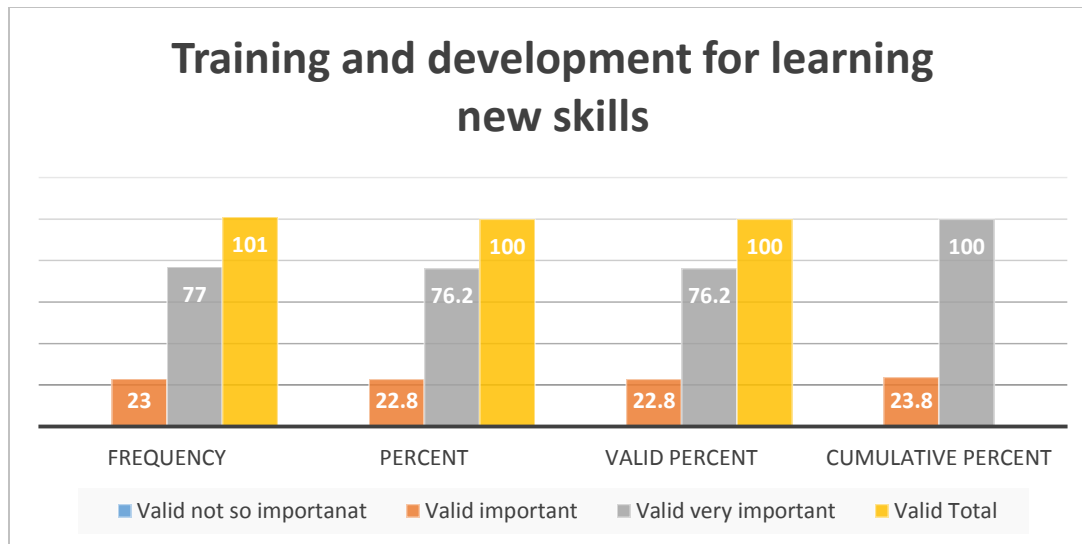


Figure 4.3.3 Training and development for learning new skills

Table 4.3.3 and Figure 4.3.3 reflect that the majority of respondents, 77 (76.2 percent), regarded training, development and the learning of new skills as very important. Meanwhile, 23 (22.8 percent) perceived this as important, and 1 respondent (1 percent) deemed training, development and learning new skills to be not so important. The results ($\chi^2=.007$; $df=.45620$; $P=.946$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Aktar, Sachu and Ali (2012:9) perceive training and development as necessary for employees to achieve organisational goals, stating that it also gives them intrinsic motivation.

Gavino *et al* (2012:680) argue that in some instances employees who had undergone training interventions did not hold their organisation in high esteem. This may have been as a result of having to perform additional work went beyond their assigned duties.

Table 4.3.4 Career advancement opportunities

Career advancement opportunities	Frequency	Percent	Valid percent	Cumulative percent
Valid Not so important	2	2 %	2 %	2 %
Valid Important	27	26.7 %	26.7 %	28.7 %
Valid Very important	72	71.3 %	71.3 %	100 %
Total	101	100 %	100 %	

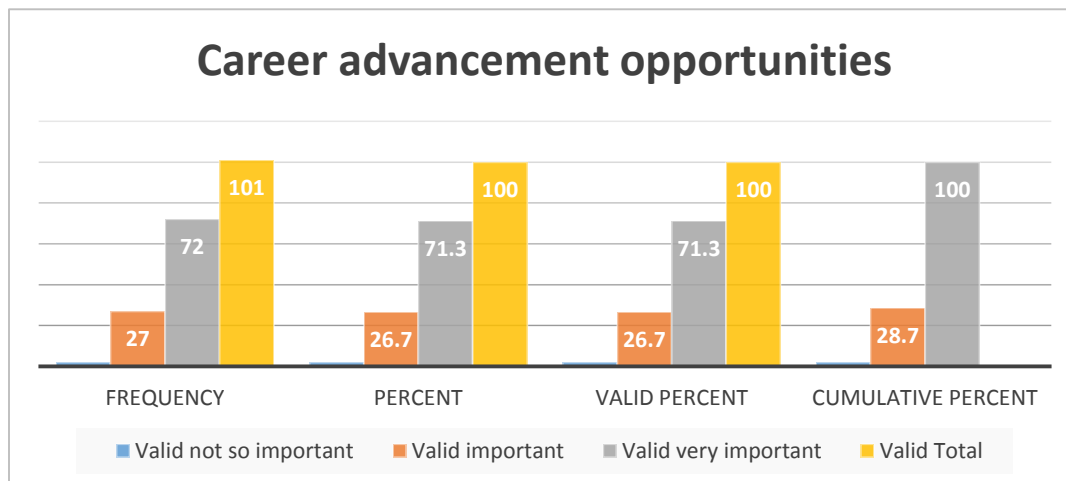


Figure 4.3.4 Career advancement opportunities

Table 4.3.4 and Figure 4.3.4 reflect that the majority of respondents, 72 (71.3 percent), regarded career advancement opportunities as very important. Meanwhile, 27 (26.7 percent) perceived this as important, and 2 respondents (2 percent) deemed career advancement opportunities to be not so important. The results ($\chi^2 = -.185$; $df = .50483$; $P = .064$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Adzei (2012:478) argues that prior research has discovered that opportunities for constant professional development determine the motivational levels of employees.

Table 4.3.5 Job security

Job security		Frequency	Percent	Valid percent	Cumulative percent
Valid	Not so important	2	2 %	2 %	2 %
	Important	23	22.8 %	22.8 %	24.8 %
	Very important	76	75.2 %	75.2 %	100 %
	Total	101	100 %	100 %	

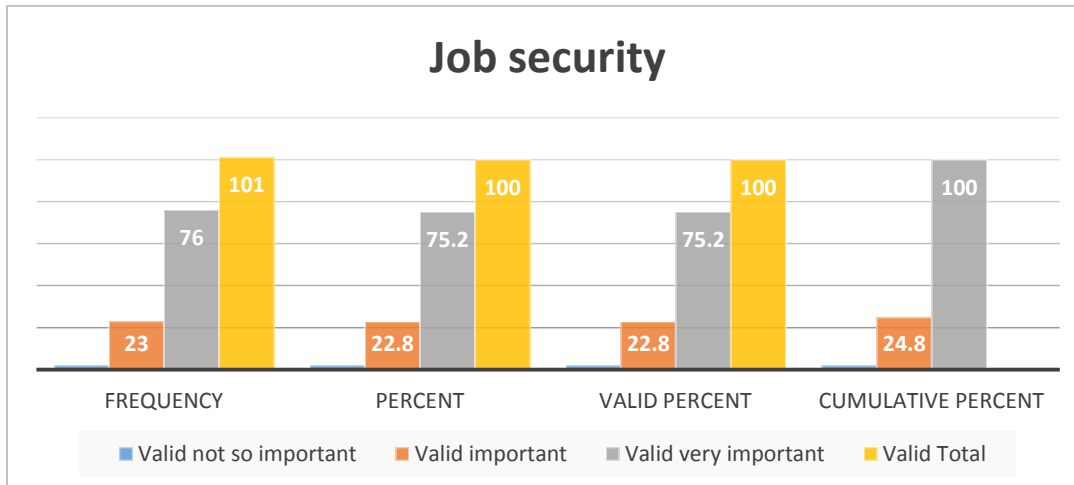


Figure 4.3.5 Job security

Table 4.3.5 and Figure 4.3.5 reflect that the majority of respondents, 76 (75.2 percent), regarded job security as very important. Meanwhile, 23 (22.8 percent) perceived this as important, and 2 respondents (2 percent) deemed job security to be not so important.

Ongalo *et al* (2015:57) indicate that research conducted in the past regarding lack of job security discovered that work performance and organisational commitment were negatively associated with lack of job security. The results ($\chi^2 = -.112$; $df = .48767$; $P = .267$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Table 4.3.6 Service benefits

Service benefits		Frequency	Percent	Valid percent	Cumulative percent
Valid	Not so important	6	5.9 %	5.9 %	5.9 %
	Important	41	40.6 %	40.6 %	46.5 %
	Very important	54	53.5 %	53.5 %	100 %
	Total	101	100 %	100 %	

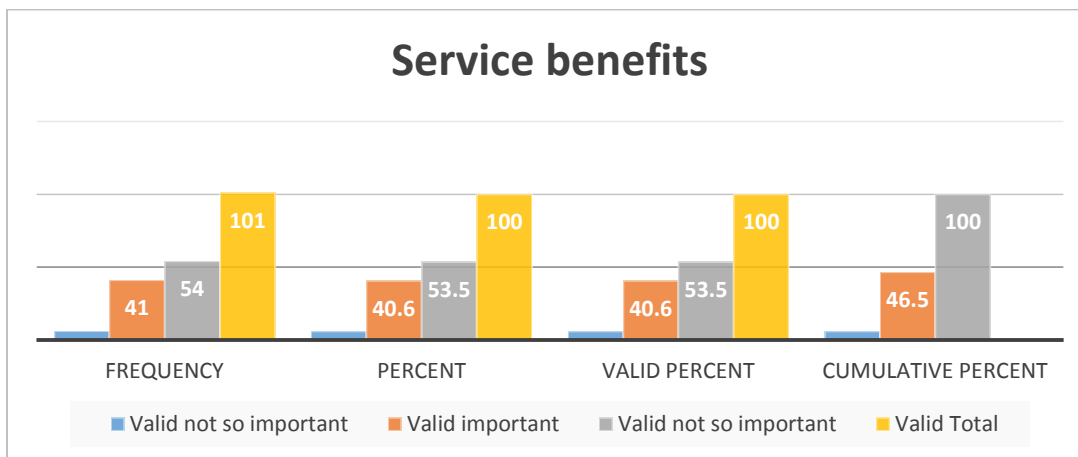


Figure 4.3.6 Service benefits

Table 4.3.6 and Figure 4.3.6 reflect that the majority of respondents, 54 (53.5 percent), regarded service benefits as very important. Meanwhile, 41 (40.6 percent) perceived this as important, and 6 respondents (5.9 percent) deemed service benefits to be not so important.

The results ($\chi^2 = -.140$; $df = .48767$; $P = .162$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C).

Tessema, Ready and Embaye (2013:5) suggest that service benefits have grown in size and importance until they average 40% of employees' total compensation packages, and that employees increasingly value these benefits as part of their overall remuneration packages.

Table 4.3.7 Conducive working conditions

Conducive working conditions	Frequency	Percent	Valid percent	Cumulative percent
Valid Not so important	4	4 %	4 %	4 %
Valid Important	27	26.7 %	26.7 %	30.7 %
Valid Very important	70	69.3 %	69.3 %	100 %
Total	101	100 %	100 %	

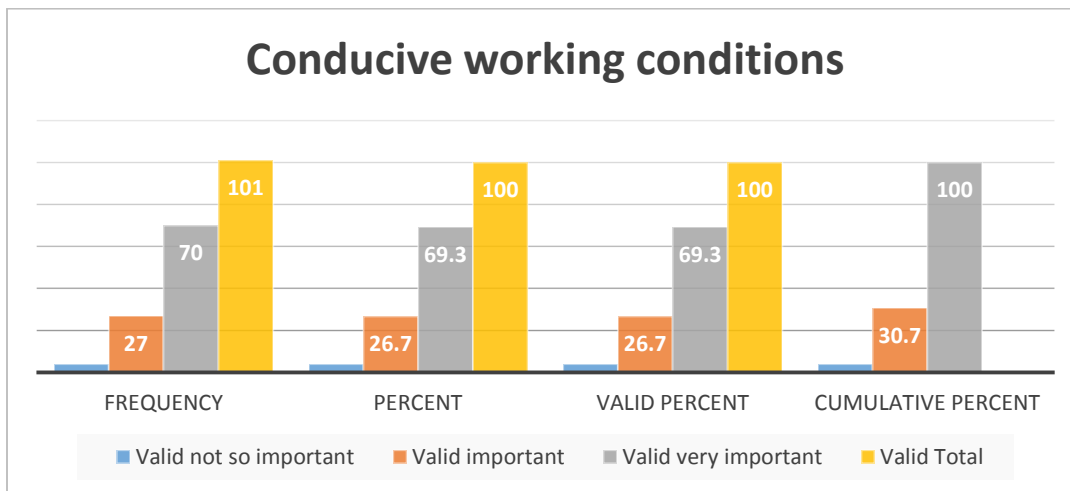


Figure 4.3.7 Conducive working conditions

Table 4.3.7 and Figure 4.3.7 reflect that the majority of respondents, 70 (69.3 percent), regarded conducive working conditions as very important. Meanwhile, 27 (26.7 percent) perceived this as important, and 4 respondents (4 percent) deemed conducive working conditions to be not so important.

Kumar, Ahmed, Shaikh, Hafeez and Hafeez (2013:1) argue that poor working conditions have largely been coupled with job dissatisfaction. Furthermore, conditions under which work is performed have a considerable influence on employees' effectiveness, comfort and safety, indeed as much as the intrinsic details of their jobs themselves (Kumar *et al* 2013:5).

Table 4.3.8 Fair performance appraisal processes

Fair performance appraisal processes	Frequency	Percent	Valid percent	Cumulative percent
Valid Not so important	3	3 %	3 %	3 %
Valid Important	29	28.7 %	28.7 %	31.7 %
Valid Very important	69	68.3 %	68.3 %	100 %
Total	101	100 %	100 %	

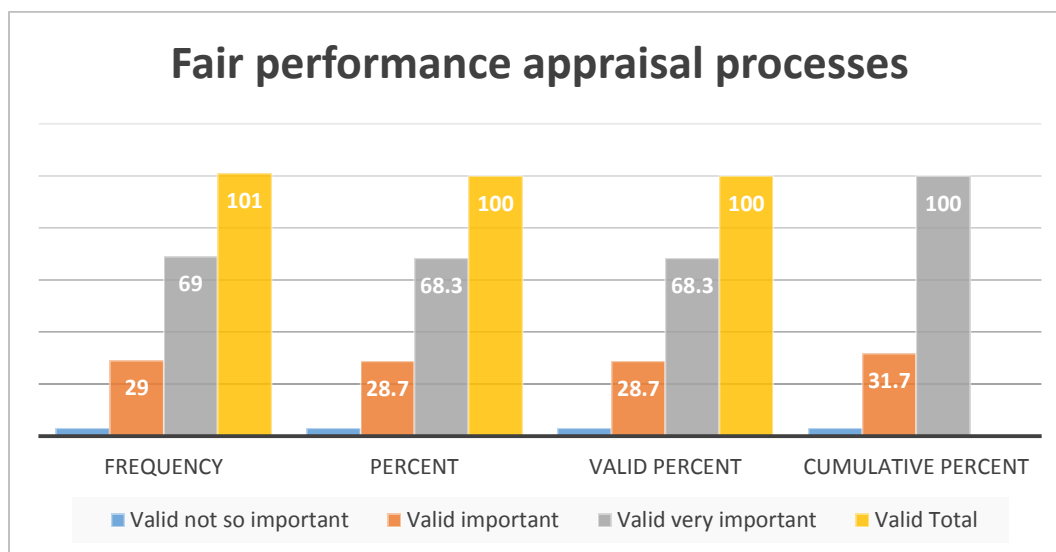


Figure 4.3.8 Fair performance appraisal processes

Table 4.3.8 and Figure 4.3.8 reflect that the majority of respondents, 69 (68.3 percent), regarded fair performance appraisal processes as very important. Meanwhile, 29 (28.7 percent) perceived this as important, and 3 respondents (3 percent) deemed fair performance appraisal processes as not so important. The results ($\chi^2=.398$; $df=.53732$; $P=.000$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C 4).

Gavino (2012:680) argues that at times employees are more concerned about how performance appraisal decisions are made than their final outcomes.

Table 4.3.9 Leadership

Leadership		Frequency	Percent	Valid percent	Cumulative percent
Valid	Not so important	3	3 %	3 %	3 %
	Important	20	19.8 %	19.8 %	22.8 %
	Very important	78	77.2 %	77.2 %	100 %
	Total	101	100 %	100 %	

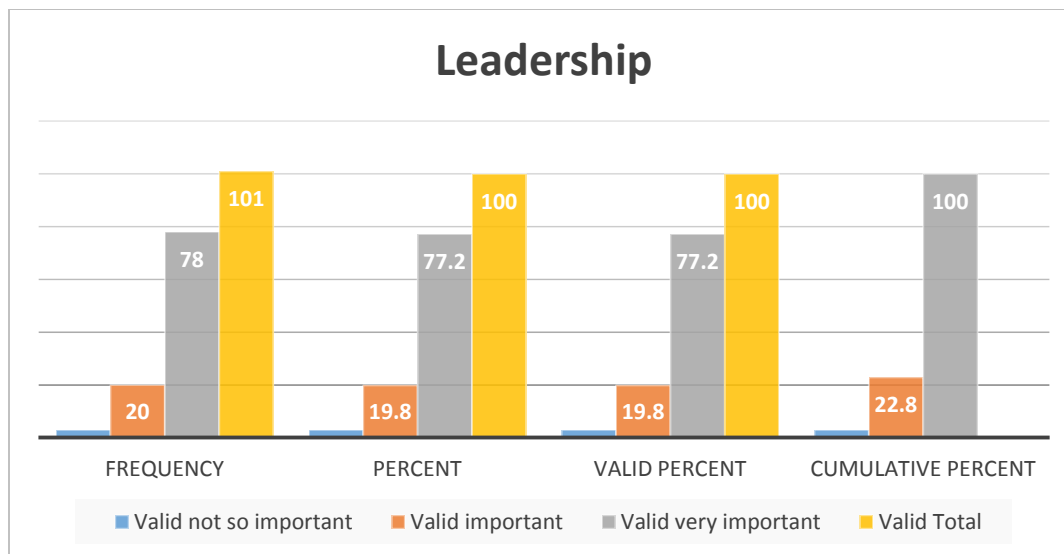


Figure 4.3.9 Leadership

Table 4.3.9 and Figure 4.3.9 reflect that the majority of respondents, 78 (77.2 percent), regarded leadership as very important. Meanwhile, 20 (19.8 percent) perceived this as important, and 3 respondents (3 percent) deemed leadership to be not so important.

The results ($\chi^2=.357$; $df=.50306$; $P=.000$) indicated observed findings were significantly different from expected frequencies, meaning they were statistically significant and was not due to chances (see appendix C 4).

Aktar *et al* (2012:9) perceive leadership influences from supervisor rewards have been discovered to be positively related to the productivity, satisfaction and motivation of workforces.

QUALITATIVE DISCUSSIONS

This section covers the qualitative part of the research questionnaire where respondents were asked to make any additional comments on the given alternative responses.

Respondents highlighted that positive working conditions have a great deal of influence to motivational levels at a workplace, therefore government must take the responsibility of improving working environment holistically rather than focusing on individual needs. They also indicated that motivational factors of employees should be linked to the economic growth of the organisation, in other words you reward employees according to affordability. In order for employees to perform well at work resources necessary for carrying out tasks must be made available. Respondents also found open communication between management and employees to be quite important in improving relations and trust within the workplace.

4.4 CONCLUSION

The cornerstone of this chapter is the analysis and interpretation of results from data collected. An important factor to note is the significant number of similarities in responses from participants. The majority of participants were in agreement that motivational factors were very necessary in influencing the improvement of public service delivery performance which, in turn, may mean that the public sector needs to relook at how it currently motivates its workforce.

The following chapter produces conclusions for the whole study based on the main objectives of the research. It also furnishes recommendations by the researcher.

CHAPTER 5 – RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

This chapter provides a summary of the study, findings related to the literature reviewed, research questions, conclusions and implications of the study, as well as recommendations for further study, along with a brief conclusion of this chapter.

5.2 SUMMARY OF THE STUDY

- The study revealed that a lack of employee training and development negatively impacts on the quality of service delivery performance in the public sector. This suggests that public sector management need to be continually trained and developed so that it is able to give support to subordinates as required.
- The study revealed that when promotional opportunities are inadequate, employees do not go the extra mile in carrying out their tasks. This then becomes a contributing factor in poor service delivery of from the public sector.
- The study revealed that the absence of service benefits and incentives leads to high staff turnover and absenteeism. These are therefore shown to be very powerful tools in motivating employees.
- The study revealed that when a conducive working environment is created, public sector employees will be motivated to raise the bar when carrying out their duties.
- The study discovered that the absence of career development opportunities hinders the improvement of service delivery performance, since employees perceive this as an obstacle to their earning abilities in the long term.
- The study revealed that when employee salaries are not adjusted, this leads to high staff turnover, as employees can't afford the increased cost of living when their salaries remain at the same level.
- The study revealed that if performance appraisals systems are perceived as unfair by public sector employees that this will lead to a dissatisfied workforce, which will in turn compromise the level of service delivery performance.

- The study found that a lack of resources negatively impacts on employees deciding to remain in the public sector, and that because of this the best workers end up finding alternative employment.
- The study revealed that when there are no proper communication channels available in organisations, that employees tend to mistrust management, which in turn leads to demotivation, and which then also negatively impacts on the quality of service delivery by employees.
- The study found that lack of good leadership contributes significantly in influencing employees to perform poorly in the public sector. When leaders and supervisors show poor leadership qualities, employees become demotivated and do not perform well in the workplace.
- The study revealed that when supervisors do not provide regular feedback to their subordinates that they are less inclined to work to the best of their abilities, which then negatively impacts on public sector performance delivery.
- The study found that adverse working relationships between employees and supervisors led to substandard services being offered to the public.
- The study discovered that when jobs are not properly designed, with a variety of responsibilities, that this negatively affects productivity in organisations which, in turn, compromises service delivery performance.
- Finally, the study revealed that there is a strong correlation between unclear organisational policies and employee dissatisfaction, especially if employees are not integral to the policy development process.

5.3 FINDINGS RELATING TO THE LITERATURE REVIEW

- Tessema, Readry and Embaye (2013:3) argue that the public sector needs to adopt employee recognition in order to improve service delivery performance, since this will boost employees' productivity and improve their motivational levels.
- According to Mishra *et al* (2014:185), previous research concludes that when open communication exists in organisations, employees are likely to feel empowered because correct and relevant information is being made available to them. This then lead to them trusting their seniors and the company that employs them.

- Ongalo *et al* (2015:57) argue that employers need to start considering on-the-job training as important, since the knowledge acquired has proven to be enormously useful for the transferral of skills and for building creative and innovative environments. Furthermore, skills gained through training and development are required to deal with the continuous speedy changes occurring in workplaces worldwide.
- Mosadeghrad (2013:174) considers insufficient salaries, inequalities at work, work overloads, insufficient staff complements, lack of promotional opportunities, lack of job security and lack of adequate support from the management to cause dissatisfaction amongst employees.

5.4 CONCLUSIONS

Section B1

- The study revealed that 51 percent of participants were between the ages of 26 and 35 years of age. This is a sign that the youth of South Africa were keen to participate in the study, and were looking forward to positive improvements in the public sector.
- The study revealed that the group considered as adults, between 31 and 40 years of age, and which had worked for a period of 11 to 20 years formed 18.8 percent of the respondents combined.
- The study concluded that 67.3 percent of the participants perceived training and development as key in motivating public servants to improve on the quality of service delivery performance they provide.
- The study further concluded that 66.3 percent of the participants perceived promotional opportunities as motivators for employees to work hard in organisations, meaning that promotional policies should be clear and communicated to everyone.
- The study concluded that 50.5 percent of the participants perceived service benefits and incentives as powerful tools in motivating employees in the public sector to perform to the best of their abilities.
- The results of the study indicated that 56.4 percent of the participants perceived a conducive working environment as an enabler to employees to perform their allocated tasks to the best of their abilities, in turn improving service delivery performance in the public sector.

- The study concluded that 64.4 percent of the participants perceived career development opportunities as key in motivating employees to improve service delivery performance.
- The study concluded that 47.5 percent of the participants perceived progressive salary adjustments as a key tool in enhancing service delivery performance in general.
- The study concluded that 44.6 percent of the participants agreed that performance appraisal systems need to be fair in order to improve the quality of service delivery by employees.
- The study concluded that 57.4 percent of the participants perceived the availability of resources to employees as an important tool in improving service delivery performance in the public sector, meaning that employees cannot be expected to go the extra mile when there is a shortage of available working resources.
- The study concluded that 59.4 percent of the participants perceived open communication between management and employees as a motivator for employees to work to the best of their abilities, in turn improving on the quality of services delivered.
- The study concluded that 62.4 percent of the participants perceived that good leadership can greatly influence the improvement of service delivery performance in the public sector.
- The study concluded that 63.4 percent of the participants perceived continuous feedback as an important motivator for employees to perform tasks to the best of their abilities.
- The study concluded that 63.4 of the participants perceived good working relationships in the workplace as important motivators of both individual employees and teams.
- The study concluded that 41.6 percent of the participants perceived good job design, with a variety of responsibilities, as a key tool in improving the quality of services offered to the public.
- The study concluded that 45.5 percent of the participants perceived organisational policies as important tools in motivating employees to achieve aims and objectives, with a further 33.7 percent agreeing with this statement.

Section B2

- The study concluded that 68.3 percent of the participants perceived recognition from supervisors to be very important.
- The study concluded that 78.2 percent of the participants perceived open communication between staff and management to be very important.

- The study concluded that 76.2 percent of the participants perceived training and development for learning new skills in the workplace to be very important.
- The study concluded that 71.3 percent of the participants perceived career advancement opportunities to be very important.
- The study concluded that 75.2 percent of the participants perceived job security to be very important.
- The study concluded that 54 percent of the participants perceived service benefits to be very important.
- The study concluded that 69.3 percent of the participants perceived conducive working conditions to be very important.
- The study concluded that 77.2 percent of the participants perceived fair performance appraisals processes to be very important.
- The study concluded that 77.2 percent of the participants perceived good leadership as very important.

5.5 IMPLICATIONS OF THE STUDY

The study highlights some of the perceptions of motivational factors that influence public service delivery performance.

5.6 RECOMMENDATIONS

- The public sector currently has legislation regulating training and development, such as the South African Skills Development Act 97 of 1998 which mandates the implementation of skills development in the workplace. However, the government needs to tighten its training implementation procedures to ensure that the selection for attending training courses is properly implemented. This will assist in the effective delivery of training programmes.
- The public sector currently has a performance appraisal system in place with the purpose to manage, recognise and reward good performance, leading to effective serviced delivery. The government needs to reassess this system as a whole and close loopholes that may exist such as practising favouritism.

- Leadership in the public sector appears to be a burning issue, government needs to employ professional and experienced candidates in key positions steer the public service in the right direction.
- Even though job security, which has been identified as a major motivational factor for employees, is high in the public sector, government still needs to institute appropriate actions against non-performers in the workforce.
- Government needs to close the large salary gaps that exist in employee salary scales. Workers view this as inequality, resulting in them not taking ownership of the work they are supposed to perform.
- Public servants need to be more involved in governmental and organisational policy development. This will aid in employee understanding, and result in them taking ownership of service delivery, while motivating them and increasing their morale.
- Public sector needs to have a clear, unambiguous promotional and career development policy that does is not perceived to favour certain employment levels, this will improve motivational levels across the organisation.

5.7 RECOMMENDATIONS FOR FURTHER STUDY

The study recommends further research on the progress of implementation of motivational factors in the public sector. This will assist in measuring the performance of government in implementing motivational elements, and assessing to what extent it needs to improve on what exists.

5.8 CONCLUSION

The main aim of this chapter was to provide an overview of the study's findings with regard to literature, conclusions, recommendations and suggestions for further research.

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APPENDICES

Appendix A – Letter of consent

29086 Sidibello Street
Mamelodi East Ext 5
Pretoria
0022

Dear Respondent

I am currently performing research for my Master's degree in Human Resource Management at the Durban University of Technology. In terms of my study programme, a research project needs to be conducted.

I have chosen to conduct research on the public perceptions of motivational factors influencing employees' service delivery performance in Gauteng province/region. I believe it is of prime importance for the public sector to obtain a better understanding of this particular topic. I will therefore be interviewing people, working randomly, in shopping centres and malls in the Pretoria/Johannesburg areas. Once the research is complete, I will submit it to the institution for approval and will then be in a position to make it available to all interested parties by lodging a copy at the Durban University of Technology Library at the ML Sultan campus.

I hereby request your support in conducting this research by asking you to consent to participating in the completion of the attached questionnaire. Your responses will be treated as highly confidential.

Thank you for your cooperation and assistance.

Yours sincerely

Nomnotho Ngcobo

Appendix B – Questionnaire

Public perceptions of motivational factors influencing employee service delivery performance in Gauteng province/region.

Section A – Demographics

Please tick the appropriate box.

Gender

Male	Female
-------------	---------------

2. Age

Age	
18-25 years	
26-35 years	
36-45 years	
45-55 years	
56-65 years	

3. Level of education

Matric	
Higher Learning Certificate	
National Diploma	
B-Tech/ Bachelor's Degree	
Honours Degree	
Master's Degree	
Doctoral Degree	

4. Number of years employed

Number of years employed	
0	
1-5 years	
6-10 years	
11-20 years	
21-30 years	
31-40 years	

Section B

In Section B1 please tick the appropriate box and provide additional comments in the space provided.

B.1 To what extent do you agree or disagree with the following?

	Strongly agree (1)	Agree (2)	Neutral (3)	Disagree (4)	Strongly disagree (5)
1. Training and development are key factors to motivate employees towards improving service delivery.					
2. Promotions at work can contribute to workers working hard and can be motivating factors on their own.					
3. Service benefits and incentives can be used as tools to motivate employees to perform their tasks to the best of their abilities.					
4. Creation of a conducive working environment motivates employees to perform tasks to the best of their abilities.					
5. Promotions and career development opportunities are key in motivating staff towards improved service delivery.					
6. Progressive salary adjustments are important in the enhancement of performance and quality service delivery at large.					
7. A performance appraisal system can be used as a tool to motivate employees to perform competitively, thus improving on the quality of service delivery.					
8. Availability of all resources can be used as a tool for improving service delivery					

performance in the public sector.					
9. Open communication between employees and management can motivate employees to work to the best of their abilities, in turn improving the quality of services delivered.					
10. Leadership style in the public sector can play a major role in motivating employees to perform duties to the best of their abilities while improving the quality of services delivered.					
11. Continuous feedback from supervisors can be a motivating factor for employees to perform their tasks to the best of their abilities.					
12. Good working relationships with co-workers and supervisors can motivate employees to work as teams, thus improving the quality levels of services offered to the public.					
13. Jobs designed with a variety of responsibilities that are challenging can be used as a tool to reduce boredom and motivate employees to perform their tasks with enthusiasm, thus improving quality of services offered to the public.					
14. Organisational policies of the department can be used as tools to motivate employees in achieving aims and objectives.					

(B2) Please rate the various options listed in the table according to their importance on a scale of 3 to 1.

Scales

3- Very important

2- Important

1- Not so important

Recognition from supervisors	
Open communication between staff and management	
Training and development for learning new skills	
Career advancement opportunities/Promotions	
Job security	
Service benefits	
Conducive working environments	
Fair performance appraisal processes	
Leadership	

Thank you for your participation.

Appendix C

Correlations

		Gender	Age	Education	Number of years working	Training and Development	Promotions	Service Benefits	Conducive working environment
Gender	Pearson	1	-.122	-.211*	-.319**	-.179	-.133	-.089	-.008
	Correlation								
	Sig. (2-tailed)		.223	.034	.001	.073	.186	.374	.936
	N	101	101	101	101	101	101	101	101
Age	Pearson	-.122	1	-.143	.601**	-.046	.100	-.037	-.179
	Correlation								
	Sig. (2-tailed)	.223		.154	.000	.647	.321	.714	.074
	N	101	101	101	101	101	101	101	101
Education	Pearson	-.211*	-.143	1	.088	.171	.029	.032	.018
	Correlation								
	Sig. (2-tailed)	.034	.154		.383	.087	.777	.750	.855
	N	101	101	101	101	101	101	101	101
Number of years working	Pearson	-.319**	.601**	.088	1	.049	.221*	-.148	-.178
	Correlation								
	Sig. (2-tailed)	.001	.000	.383		.629	.026	.140	.076
	N	101	101	101	101	101	101	101	101
Training and Development	Pearson	-.179	-.046	.171	.049	1	.383**	.240*	.441**
	Correlation								
	Sig. (2-tailed)	.073	.647	.087	.629		.000	.016	.000
	N	101	101	101	101	101	101	101	101

Promotions	Pearson								
	Correlation	-.133	.100	.029	.221*	.383**	1	.254*	.284**
	Sig. (2-tailed)	.186	.321	.777	.026	.000		.010	.004
	N	101	101	101	101	101	101	101	101
Service Benefits	Pearson								
	Correlation	-.089	-.037	.032	-.148	.240*	.254*	1	.473**
	Sig. (2-tailed)	.374	.714	.750	.140	.016	.010		.000
	N	101	101	101	101	101	101	101	101
Conducive working Environment	Pearson								
	Correlation	-.008	-.179	.018	-.178	.441**	.284**	.473**	1
	Sig. (2-tailed)	.936	.074	.855	.076	.000	.004	.000	
	N	101	101	101	101	101	101	101	101

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

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

Continue table 2

Correlations

		Promotions and Career Development	Salary Adjustment	Performanc e Appraisal	Availability of Resources	Open Communic ation	Leadership Style	Feedback from Supervisor	Good working relations
Promotions and Career Development	Pearson Correlation	1	.259**	.294**	.453**	.271**	.288**	.414**	.376**
	Sig. (2-tailed)		.009	.003	.000	.006	.003	.000	.000
	N	101	101	101	101	101	101	101	101
Salary Adjustment	Pearson Correlation	.259**	1	.200*	.256**	.145	.167	.202*	.246*
	Sig. (2-tailed)	.009		.045	.010	.147	.096	.043	.013
	N	101	101	101	101	101	101	101	101
Performance Appraisal	Pearson Correlation	.294**	.200*	1	.491**	.537**	.317**	.498**	.488**
	Sig. (2-tailed)	.003	.045		.000	.000	.001	.000	.000

	N	101	101	101	101	101	101	101	101
Availability of Resources	Pearson Correlation	.453**	.256**	.491**	1	.426**	.385**	.466**	.486**
	Sig. (2-tailed)	.000	.010	.000		.000	.000	.000	.000
	N	101	101	101	101	101	101	101	101
Open Communication	Pearson Correlation	.271**	.145	.537**	.426**	1	.485**	.531**	.614**
	Sig. (2-tailed)	.006	.147	.000	.000		.000	.000	.000
	N	101	101	101	101	101	101	101	101
Leadership Style	Pearson Correlation	.288**	.167	.317**	.385**	.485**	1	.503**	.512**
	Sig. (2-tailed)	.003	.096	.001	.000	.000		.000	.000
	N	101	101	101	101	101	101	101	101
Feedback from Supervisor	Pearson Correlation	.414**	.202*	.498**	.466**	.531**	.503**	1	.605**
	Sig. (2-tailed)	.000	.043	.000	.000	.000	.000		.000
	N	101	101	101	101	101	101	101	101
Good Working Relations	Pearson Correlation	.376**	.246*	.488**	.486**	.614**	.512**	.605**	1
	Sig. (2-tailed)	.000	.013	.000	.000	.000	.000	.000	
	N	101	101	101	101	101	101	101	101

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

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

Continue table 3

		Correlations							
		Job Design	Organisational policies	Recognition from supervisor	Open Communication	Training and development	Career Advancement Opportunities	Job Security	Service Benefits
Job Design	Pearson Correlation	1	.524**	.016	-.083	.007	-.185	-.112	-.140
	Sig. (2-tailed)		.000	.872	.407	.946	.064	.267	.162
	N	101	101	101	101	101	101	101	101
Organisation al Policies	Pearson Correlation	.524**	1	-.029	.076	-.066	-.179	-.068	-.007
	Sig. (2-tailed)	.000		.773	.447	.514	.074	.499	.948
	N	101	101	101	101	101	101	101	101
Recognition from Supervisor	Pearson Correlation	.016	-.029	1	.169	.462**	.268**	.292**	.355**
	Sig. (2-tailed)	.872	.773		.092	.000	.007	.003	.000
	N	101	101	101	101	101	101	101	101
Open Communicati on	Pearson Correlation	-.083	.076	.169	1	.360**	.086	.316**	.293**
	Sig. (2-tailed)	.407	.447	.092		.000	.390	.001	.003
	N	101	101	101	101	101	101	101	101
Training and Development	Pearson Correlation	.007	-.066	.462**	.360**	1	.405**	.284**	.391**
	Sig. (2-tailed)	.946	.514	.000	.000		.000	.004	.000
	N	101	101	101	101	101	101	101	101
Career Opportunity	Pearson Correlation	-.185	-.179	.268**	.086	.405**	1	.110	.349**
	Sig. (2-tailed)	.064	.074	.007	.390	.000		.273	.000
	N	101	101	101	101	101	101	101	101
Job Security	Pearson Correlation	-.112	-.068	.292**	.316**	.284**	.110	1	.431**
	Sig. (2-tailed)	.267	.499	.003	.001	.004	.273		.000

	N	101	101	101	101	101	101	101	101
Service	Pearson Correlation	-.140	-.007	.355**	.293**	.391**	.349**	.431**	1
Benefits	Sig. (2-tailed)	.162	.948	.000	.003	.000	.000	.000	
	N	101	101	101	101	101	101	101	101

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

Continue table 4

Correlations		working	fair	leadership
Conducive	Pearson Correlation	1	.398**	.357**
Working	Sig. (2-tailed)		.000	.000
Environment	N	101	101	101
Fair	Pearson Correlation	.398**	1	.296**
Performance	Sig. (2-tailed)	.000		.003
Appraisals	N	101	101	101
Leadership	Pearson Correlation	.357**	.296**	1
	Sig. (2-tailed)	.000	.003	
	N	101	101	101

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

DESCRIPTIVES VARIABLES=Gender Age Education Years Towards Promotions Benefits Tasks motivating
Salary Quality Improving Open style Feedback Offered Tool policies supervisor staff skills career
security service working fair leadership
/STATISTICS=MEAN STDDEV MIN MAX.

Appendix D

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	101	1.00	2.00	1.5149	.50227
Age	101	1.00	5.00	2.5446	.86631
Education	101	1.00	7.00	3.2277	1.49587
Number of years	101	1.00	5.00	2.0693	1.09779
Training and Development	101	1.00	5.00	1.4356	.74048
Promotions	101	1.00	4.00	1.4356	.69880
Service Benefits	101	1.00	4.00	1.6634	.77817
Conducive work environment	101	1.00	5.00	1.5248	.70134
Promotions	101	1.00	5.00	1.4851	.81993
Salary Adjustment	101	1.00	11.00	1.8317	1.28117
Performance appraisal	101	1.00	5.00	1.9307	.93013
Availability of resources	101	1.00	5.00	1.5842	.79079
Open Communication	101	1.00	5.00	1.5347	.75584
Leadership style	101	1.00	4.00	1.5050	.72971
Feedback from Supervisor	101	1.00	5.00	1.4851	.74315
Good working relations	101	1.00	5.00	1.4158	.63667
Job Design	101	1.00	5.00	1.8515	.92072
Organisational policies	101	1.00	5.00	1.8416	.98725
Recognition supervisor	101	1.00	3.00	2.6535	.53732
Open communication	101	1.00	3.00	2.7723	.44455
Training and development	101	1.00	3.00	2.7525	.45620
Career opportunities	101	1.00	3.00	2.6931	.50483
Job security	101	1.00	3.00	2.7327	.48767

service	101	1.00	3.00	2.4752	.60982
Service working	101	1.00	3.00	2.6535	.55562
fair	101	1.00	3.00	2.6535	.53732
leadership	101	1.00	3.00	2.7426	.50306
Valid N (listwise)	101				