

**The relationship between individual employee motivation and  
performance within Eskom**

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## LIST OF ACRONYMS

AC	Asset Creation
BIPM	Business Integration and Performance Management
Dx	Distribution
ESC	Electricity Supply Commission
KPI	Key Performance Indicator
M&O	Maintenance & Operation
NCOU	Northern Cape Operating Unit
OU	Operating Unit
PMSs	Performance Measurement Systems
SHEQ	Safety, Health, Environment & Quality

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# CHAPTER 1 : INTRODUCTION AND BACKGROUND

## 1.1 INTRODUCTION

The modern business environment is increasingly becoming more dynamic and unpredictable, and organisations need to keep their individual employees motivated in performing their day to day activities in order to achieve their desired outcomes. Motivation and performance are considered to have a direct relationship and under these circumstances managers are compelled to ensure the balance between motivation and performance. According to Ferreira (2017), organisations are interested in the topic of motivation, because it increases performance and employees that are motivated impacts positively on customers, which significantly contributes to organisational success. Keeping employees motivated helps the leadership of the organisation to make the managing of people to be much easier, which in turn will contribute to the success or failure of the organisation. Employee diversity has the ability to increase performance and produce quality products (Cheruvellil, Soronno, Weathers, Hanson, Goring, Filstrup & Read 2014).

Maslow (1970) conducted a study that assessed the individual levels of motivation. According to Datta (2013) in formulating of positive theory of motivation Maslow started with physiological needs in the hierarchy of needs, once the physiological needs have been satisfied other needs such as safety, belongingness, love and esteem emerge. It is considered that most of basic needs are psychological. It is difficult to try to motivate an individual who does not have food and shelter. According to Band, Shah and Sriram (2016), the following questions need to be asked with regards to promoting motivation within an organisation:

Whether employees require high salaries, job security, or opportunities for growth and development, or safe working environment.

The research study will focus on Eskom Northern Cape Operating Unit (NCOU), which is a unit within Eskom. Eskom is a South African electricity public utility; the company was established in 1923 under the name the Electricity Supply Commission (ESC) by the government of the Union of South Africa in terms of the

Electricity Act (1922). The company was also called by its Afrikaans name known as Elektrisiteits-voorsieningskommissie (EVKOM). The two acronyms of ESCOM and EVKOM were combined in 1986 to the company name ESKOM. It is wholly owned by the South African government. Eskom is one of the top 20 utilities in the world by generation capacity (net maximum self-generated capacity: 41 194MW). Eskom has 3 line functions that enable the organisation to achieve its overall vision and objectives, which are: Generation, Transmission and Distribution. Furthermore Transmission and Distribution are divided into 9 Operating Units (OU's) which are based in provinces.

Northern Cape Operating Unit was launched in the financial year 2013/14 and its operational performance, compared to other operating units, was in position 7 out of 9 operation units. The performance of Northern Cape Operating Unit improved to position 2 in financial year 2014/15 and 2015/16. The performance for the financial year 2017/18 was a score of 3.99, which qualified the Operating Unit to be at a position 4, which this indicates a drop in the performance compared to previous years.

The performance is measured using Distribution Performance Model (DPM) that is measured on quarterly basis. Projections obtained from Key Performance Indicators (KPI's) have indicated that even in 2016/17 to 2018/19 financial year performance will still be at position 2 unless a drastic step is taken. This is illustrated on Eskom Distribution Performance Model in figure 1.1.

Distribution Performance Model FY2017											
KPA3: Summarised Performance											Colour coding
Performance Area	Weight	Dx	EC	FS	GP	KZN	LP	MP	NW	NC	WC
<b>a. Distribution Performance</b>											
Distribution Portion of GE Compact:											
Before Gatekeepers		3.24	3.12	3.27	3.38	3.06	3.29	3.28	3.00	3.32	3.35
Impact of Gatekeepers		-0.10	-	-	-	-	-0.45	-0.45	-	-	-
After Gatekeepers	52%	3.14	3.12	3.27	3.38	3.06	2.84	2.83	3.00	3.32	3.35
Business Plan Implementation & Other Priorities	42%	2.66	2.51	3.38	2.61	2.79	3.15	3.10	2.53	3.28	3.68
Sustained Performance	6%	2.54	2.30	3.00	3.00	2.54	3.00	2.54	3.00	2.54	2.58
Head Office Enablement		3.00									
<b>Total</b>	<b>100%</b>	<b>2.90</b>	<b>2.81</b>	<b>3.30</b>	<b>3.03</b>	<b>2.92</b>	<b>2.98</b>	<b>2.92</b>	<b>2.80</b>	<b>3.26</b>	<b>3.44</b>
<b>b. Operating Handicap Index (100-120%)</b>											
		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>c. Adjusted Score</b>											
		2.90	2.81	3.30	3.03	2.92	2.98	2.92	2.80	3.26	3.44
<b>d. GE Discretionary Modifier (80-120%)</b>											
		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Final KPA3 Score</b>											
		2.90	2.81	3.30	3.03	2.92	2.98	2.92	2.80	3.26	3.44

Figure 1.1: Distribution Performance Model (DPM) (Source: Eskom SharePoint System, 2018)

The above figure 1.1 is a snap shot of a tool that is used by Eskom Distribution to measure and monitor performance of its 9 Operating Units. It is based on standardised key performance indicators within Distribution (Dx). This performance tool is stored and updated on the SharePoint system. The employees within the department of Business Integration and Performance Management are responsible to monitor performance on a monthly basis. Their responsibility is to identify undesired performances and come up with strategies that can be recommended to the business to improve performance. Eskom Northern Cape Operating Unit performance starts from the individual employee performance that is measured using key performance indicators that are derived from departmental key performance indicator. When all department key performance indicators are combined they form the Operating Unit performance that will be monitored throughout the financial year and the average of all 9 Operating Units will determine the Distribution performance, which is reported to Eskom Shareholders. It is critical that employees are motivated to achieve their individual key performance indicators (Eskom SharePoint System: 2018).

### **1.1.1 Developing and encouraging performance**

Employee performance is about what an employee does and what she or he does not do. Employee performance comprise of quantity and quality of outputs, helpful in nature, accommodative, present at work and timeliness of output. If employee performance is noticeable the organisation can use rewards and bonuses to encourage and reward good performance. Motivation highly influence employee performance because when employees are motivated at work they put much effort at their jobs which improves performance (Shahzadi, Javed, Pirzada, Nasreen & Khanam 2014). Employee performance is the responsibility of both the line manager and employee. Employees need to be developed and encouraged in order to improve their performance. The planning process that needs to be followed indicates that the job requirements of employees and their competence levels need to be identified, analysed and agreed upon the performance gaps identified. Employee competences required to perform the job output, need to be identified. The line manager and employee are responsible to set up an individual development plan,

which should incorporate both current and future development requirements. They should agree upon development solutions that are needed, such as formal training, coaching, mentorship, skills needed, provide feedback, follow up and the agreed plan should be monitored continuously (Eskom Performance Management Procedure, 2016).

One of the motivational factors that Eskom provides to its employees is a performance bonus that is based on the individual performance for the financial year and it is measured on a quarterly basis. Employees are offered this bonus at least once a year in July. The performance bonus enables employees to take their individual KPI seriously, which in turn improves the departmental overall KPI's, which has a direct impact on the organisational performance. On an annual basis the overall performance of all 9 operating units are averaged to determine the distribution performance for the year. The overall performance of Northern Cape Operating Unit is compared against the other 8 operation units as indicated in figure 1.1 above and the rating that is above a score of 3 is regarded as an acceptable performance. Performance is ranked between 1 to 5 where 1 is floor; 2 kick-in; 3 norm; 4 stretch and 5 ceiling.

Individual performance for employees within Northern Cape Operating Unit is determined based on individual contribution to the departmental key performance indicators. Bonus allocated to Northern Cape Operating Unit depends on the position held, in comparison to other Operating Units. If position 1 is obtained, more money will be allocated compared to an Operating Unit that has obtained position 9.

## **1.2 PROBLEM STATEMENT**

Employee performance within Eskom Northern Cape Operating Unit appears to be problematic as it has proven to fluctuate over the years as indicated under introduction. Lack of motivation in employees, while performing their duties, will result in the organisation being affected negatively of which that will affect the sustainability of the organisation, resulting in the Northern Cape as an operating unit, being closed and if a high performing operation unit takes over Northern Cape, a number of employees may lose their jobs which could increase the unemployment rate in South Africa. As highlighted in the case of Eskom, a key challenge faced by

companies, is the lack of trusted strategies that assists in effective motivation of employees. Currently Eskom is in the phase of delivering on its capital expansion programs, though facing financial difficulties and having demotivated employees, therefore there is a strong need for Eskom to find ways to retain core and critical skills. Employees when they are demotivated within the workplace it affects their day to day individual performance this result in the organisational performance dropping which has a negative impact on the overall objectives of the organisation.

### **1.2.1 Aim**

The aim of this research study is to determine whether there is a relationship between individual employee motivation and performance. It is critical for the study to be done for continuity of the business.

### **1.2.2 Research Questions**

According to Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt and Wagner (2014), the research highly depends on the research questions in determining the literature to search and in the analysis of data collected. The research questions can therefore be formulated as follows:

- Is there a relationship between motivation and performance in Eskom Northern Cape Operating Unit?
- How are employee levels of motivation affecting performance in Eskom Northern Cape Operating Unit?
- Why is employee performance important in Eskom Northern Cape Operating Unit?
- What types of motivation has an impact on performance in Eskom Northern Cape Operating Unit?

## **1.3 PRIMARY AND SECONDARY OBJECTIVES**

### **1.3.1 Primary Objective**

The primary objective for this research study is to determine if there is a relationship between employee motivation and employee performance, more specifically, in Eskom Northern Cape Operating Unit.

### **1.3.2 Secondary Objectives**

To achieve the primary objective, the secondary objectives are as follows:

- To identify how employee level of motivation affects employee performance within Northern Cape Operating Unit
- To evaluating the importance of employee performance in Northern Cape Operating Unit
- To identifying different types of individual employee motivation that may have an impact on performance within Northern Cape Operating Unit

## **1.4 EMPLOYEE MOTIVATION AND PERFORMANCE**

Performance within the organisation is one of the critical aspects that needs to be monitored to ensure that the organisation will be able to meet its financial objective and generate a profit. Mayhew (2017) suggests that another important aspect of employee performance and business success is the ability to recognise employees. Frequent and regular feedback should be provided to employees and not only depend on an annual employee appraisal. When regular feedback is provided by the management team, it helps employees to be motivated and maintain consistent performance.

### **1.4.1 Definitions**

#### **Performance Management**

According to Bagraim, Cunningham, Pieterse-Landman, Potgieter and Viedge (2011), performance management is a system that is used to achieve high performance.

## **Performance**

According to Bagraim, Cunningham, Pieterse-Landman, Potgieter and Viedge (2011) performance is regarded as what people say or do. Companies employ people within their organisation and pay them for the physical work that they do or what they say. The way employees feel about their job reflects on their performance; if they feel good about their job, the levels of performance increase but if they feel negative or bad, the levels of performance decreases (Ahmand, Iqbal, Javed & Hamad 2014).

## **Motivation**

According to Bagraim, Cunningham, Pieterse-Landman, Potgieter and Viedge (2011), motivation is a driving force within the individual that has the ability to arouse, direct and sustain the individual behaviour.

## **Motivation Theories**

Some of the motivational theories will be discussed below, which will indicate the importance of motivating employees within the organisation.

According to Bagraim, Cunningham, Pieterse-Landman, Potgieter and Viedge (2011), motivation theories describe and analyse how individuals should be motivated, which includes arousing the behaviour, directing and sustaining.

**Table 1.1: Summary of Motivational Theories**

Hierarchy of needs theory Maslow (1954)	Hierarchies of these 5 needs are incorporated in this model; the satisfying of needs should be prioritised based on the hierarchy. It should start with physiological, safety, social, esteem and self-fulfillment as indicated in figure 2 below. Once at the lower level needs, the next level takes priority.
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Motivation-hygiene theory Herzberg (1968)	The theory, Motivation-hygiene, indicates that individual people's needs are divided into groups of 2: these are motivating factors and hygiene factors.
Theories X and Y McGregor (1960)	Individuals within the organisation are classified according to theory X and Y, where theory X employees are suggested to be lazy, lack work ambition, dislike responsibility and are resistant to change, whereas theory Y suggests that individuals have self-control and self-orientation, which has the ability to improve effectiveness within the organisation.
Vroom's expectancy theory. Vroom (1964)	Vroom's expectancy theory suggests that conscious choices produce good behavior in performance and desire for success depends on the individual's level of motivation. The level of motivation required will be detected from levels of expectations of an individual.
ERG theory Alderfer (1972)	3 types of basic human needs are outlined in the ERG theory, which includes the need for existence, relatedness and growth needs. Existence needs involve the physical and material needs of an individual, which can be regarded as physiological and safety needs, according to Maslow's hierarchy of needs, physiological and safety needs.
Job characteristics model Hackman and Oldham (1976)	Job characteristics model suggests that there are 5 factors of work that contributes to the income and motivation of the individual. The performance levels of individuals are increased by the feedback received from the organisation.
Learned needs theory McClelland (1961)	Learned needs theory suggests that there are 3 types of needs that provide motivation. These are achievement, affiliation and power. Individuals view these needs differently and attach different emphasis, which changes over time depending on their work environment interaction. Socially acquired needs are a source of motivation.
Goal-setting theory Locke and Latham (1984)	Goal-setting theory suggests the importance of setting goals and objectives, which has the ability to guide and help the individuals' actions to be motivated in performing their tasks. Achieving of goals and objectives turns into a source of motivation.

Self-determination theory Deci and Ryan (1985)	Self-determination theory suggests that motivation should be a continuous process, which moves from intrinsic to an extrinsic motivation.
Herzberg two factor theory Frederick Herzberg (1959)	This theory indicates certain factors at the workplace that cause job satisfaction and job dissatisfaction.

### 1.4.2 Content theories of motivation

Maslow's hierarchy of needs theory

Maslow (1954) suggest that motivational theory of hierarchy of needs indicates how individuals will act in addressing their basic needs before they are motivated to satisfy higher needs as indicated in figure 2 below.



Figure 1.2: Maslow's Hierarch of needs

#### 1.4.2.1 Physiological needs

According to Adams, Harris and Bohley Martin (2015), basic needs such as physiological needs are known to be food, water and air. Physiological needs are the lowest order of needs.

#### **1.4.2.2 Safety needs**

According to Adams, Harris and Bohley Martin (2015), second level needs are known as safety needs, which come after the physiological needs have been met. On satisfying of physiological and safety needs the individual can move to the next level of needs in the hierarchy, which is love and belongingness.

#### **1.4.2.3 Social needs**

According to Adams, Harris and Bohley Martin (2015), the need for love and belongingness kicks in once physiological and safety needs are met. These needs are followed by esteem needs in the hierarchy.

#### **1.4.2.4 Esteem needs**

According to Adams, Harris and Bohley Martin (2015), the driver of behaviour becomes esteem needs once physiological, safety and social needs have been met. On not achieving of esteem needs, negative effects such as feeling inferior towards others can be experienced.

#### **1.4.2.5 Self-actualisation needs**

According to Adams, Harris and Bohley Martin (2015), the last level of needs in the hierarchy is self-actualisation. This need kicks in once all other needs in the hierarchy have been met; self-actualisation occurs when individuals reach their full potential.

#### **1.4.2.6 Performance**

Marthouret and Sigvardsson (2016) concur that part of the performance management tool is quick feedback. It has the ability to contribute to the individual's self-motivation, which will make the individual to improve their performance. Regular feedback should be provided by managers to their subordinates on their performance so that gaps can be identified and improved.

According to Jones (2016), in trying to improve employee levels of productivity, motivation becomes the most crucial component, because it results in increasing performance, competitive advantage and achieving of organisational objectives at low costs. Ogwueleka and Maritz (2014) states in trying to encourage employees to achieve organisational goals and objectives, employees should be given incentives to motivate them. Performance will be easily managed if all employees have manageable objectives, which will have measures to enable managers to monitor employee performance. Performance management can be seen as a cycle as suggested by Bagraim, Cunningham, Pieterse-Landman, Potgieter and Viedge (2011).

### **1.5 RESEARCH METHODOLOGY**

#### **1.5.1 Research Design**

According to Saunders, Lewis and Thornhill (2016), research design is regarded as a plan the researcher follows throughout the research process and in gathering data that will assist the researcher to answer research questions formulated from research objectives of the study.

##### **1.5.1.1 Quantitative research**

Quantitative research method uses the mathematical or numerical data in analyzing data, collected through questionnaires.

Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt and Wagner (2014) describes quantitative research as a distinctive research approach that is used to collect numerical data, regarding the relationship between theory and research as deductive, prefers a natural science approach in general and adopts an objectivist conception of social reality. According to Saunders, Lewis and Thornhill (2016), quantitative research uses a statistical technique in the evaluation of several variables in testing its relationship in a numerical analysis.

### **1.5.1.2 Descriptive Studies**

For the purpose of this research the researcher aims to have a descriptive study. The objective of descriptive study is to gain an accurate profile of events, situations, people and the research questions normally includes where, who, what, how or when (Saunders *et al.*, 2016).

### **1.5.1.3 Survey Strategy**

Quantitative data can be collected using a survey strategy, which can be analysed using descriptive and inferential statistics (Saunders *et al.*, 2016).

## **1.5.2 Sampling Strategy**

### **1.5.2.1 Sampling**

Sampling is a technique employed to select a small group with a view to determine the characteristics of a larger group (Brynard, Brynard & Hanekom 2014). Simple random sampling will be used to ensure that every individual within Northern Cape Operating Unit has an equal chance to be selected to participate in the study. According to Saunders *et al.* (2016), simple random sampling involves the selection of respondents at random, using computer or random number tables from a sample frame.

### **1.5.2.2 Probability Sampling**

Probability sampling is commonly associated with a survey research strategy where interpretation of the sample is made to make a conclusion of the population (Saunders *et al.*, 2016). One of the stages in probability sampling is to select a sample size. According to Leedy and Ormrod (2015), probability sampling chooses the sample from the overall population and the selection method ensures that each member from the population has an equal fair chance of being selected.

### **1.5.2.3 Sample Size**

The sample size will be 165, which is 25% of the population. The researcher has decided on the sample of 100, because it is a reasonable number to be able to make a conclusion. According to Saunders *et al.* (2016), the research questions allow the researcher to generalise statistically on sample data gathered from which the sample has been selected.

### **1.5.2.4 Population**

The total number of employees within Northern Cape Operating Unit within Distribution is 680 as at January 2018, as indicated in the manpower file. According to Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt and Wagner (2014), population is the total units from which the sample is selected.

## **1.5.3 Data Collection Method**

In this research questionnaires derived from the critical key performance indicators of Northern Cape Operating Unit will be used as a tool to gather data. According to Saunders, Lewis and Thornhill (2016), this includes all methods of collecting data where each person is asked to respond to a predetermined set of questions in a predetermined order. Primary data will be used by the researcher.

#### **1.5.4 Data Analysis**

Data collected through questionnaires is analysed using tables and spreadsheets. According to Saunders, Lewis and Thornhill (2016) data analysis is the processing of raw data into useful information. The determination of the relationship between employee motivation and employee performance is included in the questionnaires that are given to respondents and the findings are discussed in chapter 3.

#### **1.5.5 Ethical Considerations**

According to Bezuidenhout, Davis and Du Plooy-Cilliers (2014), “A researcher who acts with integrity adheres to ethical principles and professional standards that are essential for practicing research in a responsible way. It is a commitment to act in a trustworthy and respectful way, even in the face of adversity”.

##### **1.5.5.1 Confidentiality**

Information obtained from respondents is used for the purpose it is intended and data collected was kept confidential throughout the study. According to Saunders, Lewis and Thornhill (2016), the researcher should focus on the research, which is designed to answer what, who, where, when, why, how and not the person who has provided the answers.

##### **1.5.5.2 Anonymity**

Respondent names were not indicated on the questionnaires to ensure that respondents are not victimized. Saunders, Lewis and Thornhill (2016) suggest that the key principle in ethical consideration is the privacy of all respondents in the research study.

##### **1.5.5.3 Right to privacy**

According to Leedy and Ormrod (2015), the research study ensured that respondents' rights and privacy is respected at all times. The research report should

not be prepared in a way that will disclose how a respondent has responded. In this research study, respondents are kept anonymous to ensure their right to privacy is maintained.

#### **1.5.5.3.1 No Harm**

The researcher did not use the information provided by respondents to harm them. Saunders, Lewis and Thornhill (2016) suggest that respondents should not experience any harm, may it be emotional well-being, social or group, mental or physical.

#### **1.5.5.3.2 Informed consent**

Each respondent has stated in writing that they give permission for their data to be used. According to Saunders, Lewis and Thornhill (2016) the researcher needs to provide sufficient information about the research study to be conducted and allow respondents to make their decision on whether or not they want to be involved in the study without feeling pressured.

### **1.6 DEMARCATION OF FIELD OF STUDY**

The focus of the study is to determine the relationship between individual employee motivation and employee performance in Northern Cape Operating Unit.

The employees that were sampled are from Maintenance and Operations (M&O) department, Asset Creation (AC) Department, Business Integration and Performance Management (BIPM) Department and Safety, Health, Environment & Quality (SHEQ) Department. These are the core departments for Eskom Distribution where key performance indicators are measured against.

Field of study for this research is human resource management.

Human resource management is also a function of management concerned with hiring, motivating and maintaining people in the organisation. It focuses on people in the organisation.

## **1.7 CHAPTER LAYOUT OF STUDY**

Chapter 1 Proposal

Chapter 2 Literature Review

Chapter 3 Research Methodology

Chapter 4 Data Analysis and Interpretation

Chapter 5 Conclusion and Recommendation

## **1.8 CONCLUSION**

According to Ganta (2014) motivating levels have a direct relationship with employee productivity within the workplace. Employees are motivated by different things some are money motivated while other employees are motivated by recognition and rewards. When employees are motivated at their work place, it reflects with their good performance. Therefore it is essential that management should ensure that all employees know what is expected of them and are motivated to achieve set targets to ensure sustainability of the organisation. In conducting the research study, the researcher hopes to ascertain if there is a relationship between employee motivation and performance of employees.

## **CHAPTER 2 : LITERATURE REVIEW**

### **2.1 INTRODUCTION**

Motivation is a familiar term that is spoken about in sports, as well as at work and in regard to organisations the term motivation is very important, because it relates to performance (Martin & Fellenz 2017). Many human resource managers have multiple theories in regard to motivation of employees' performance within the organisation. Whereas some believe only one motivational theory is needed in developing productive employees, others wonder if this technique will ever work, because either employees are born loafers or achievers (Warnich, Carrell, Elbert & Hatfield 2015).

### **2.2 DEFINITION OF MOTIVATION**

Motivation can be defined as a "force that initiates, directs and sustains behavior" (Martin & Fellenz, 2017: 128). According to Warnich, Carrell, Elbert and Hatfield (2015), motivation is the power that energizes the behavior, it gives direction to the behavior, even when faced with obstacles. Motivation is the enabler for someone to be able to perform an activity it is further stated that such person has motivation. According to Wahyuni, Christianta and Eliyana (2014) motivation is divided into three parts which includes looking into arousal drive of individual's action; the following part of motivation refers to the choice people take in making a decision; the last part in motivation refers to how long it take for people to achieve their goals. Another definition states motivation is the desire to take action in order to satisfy needs, motivation is the ability to energise the individual to be able to take action and make a choice as part of the individual goal-oriented behavior (Kian, Rajah & Yusoff 2014).

## **2.3 SOURCES OF MOTIVATION**

Motivation will be either arising from inside (intrinsic) or outside (extrinsic) the individual. In understanding how human behavior is influenced by these types of motivation, it is important to understand what entails in these types and how each operates.

### **2.3.1 Intrinsic Motivation**

According to Martin and Fellenz (2017:132), “intrinsic motivation refers to the impetus for behavior originating in performing the action itself that is enjoyable or otherwise satisfying task”. The activity that an individual participate in, results from internal desire to be involve in a rewarding or fulfilling activity. The example of intrinsic motivation can include participating in a particular sport, because the activity itself is enjoyable.

### **2.3.2 External Motivation**

According to Martin and Fellenz (2017: 132), “extrinsic motivation describes the situation in which impetus for behavior originates outside the person and the performed task”. This involves performing a task in order to avoid punishment or obtain a reward, such as payment. Each activity that is undertaken, is motivated by an adverse outcome that the individual wants to avoid or the reward an individual wants to gain.

## **2.4 EARLY PERSPECTIVE ON MOTIVATION**

Theory of motivation has been known and applied in organisations for a number of years. There are a number of approaches that have been applied in the implementation of motivation theory which includes: the traditional approach, the human resource approach and the human relations approach, which are addressed below.

### **2.4.1 The Traditional Approach**

Frederick Taylor is one of the writers who addressed motivation over centuries ago. He developed a method for job structuring that he called scientific management. According to Griffin, Phillips and Gully (2017), scientific motivation is an approach to motivation that assumes money motivates employees. The basic premise to this approach assumes that employees are motivated to work hard to be in the position to earn as much money as possible. Other traditional approach assumptions were that work is inherently unpleasant and money that people earn is more important than the job performed by employees. If people are paid enough they were expected to do any kind of job.

### **2.4.2 The Human Resource Approach**

Human resource approach assumes that people are able to make a genuine contribution and they want to contribute in their employment. It is the role of management to ensure that they encourage participation and create a conducive working environment that will utilize the availability of human resources (Griffin, Phillips & Gully, 2017).

### **2.4.3 The human relations approach**

Human relations approach assumes employees have strong social needs, they want to feel important and useful and these needs are more important in motivating employees than money. Managers are encouraged to make workers feel important and allow them self-control in carrying out their routine activities. The feeling of importance and involvement were expected to satisfy basic social needs, which will result in higher motivation to perform by employees (Griffin, Phillips & Gully, 2017).

## 2.5 THEORIES OF MOTIVATION

### 2.5.1 Maslow's Need Hierarchy Theory

According to Ozguner and Ozguner (2014) Abraham Maslow addressed the scientific motivation theory for the first time which aimed to explain employee personal needs and human motivation. Maslow's ideas help in understanding people's needs at work place and determining what need to be done to address those needs. Abraham Maslow's hierarchy of needs theory suggests that people are motivated by five needs that are unmet; these needs are arranged in hierarchical order as indicated in figure 2.1.

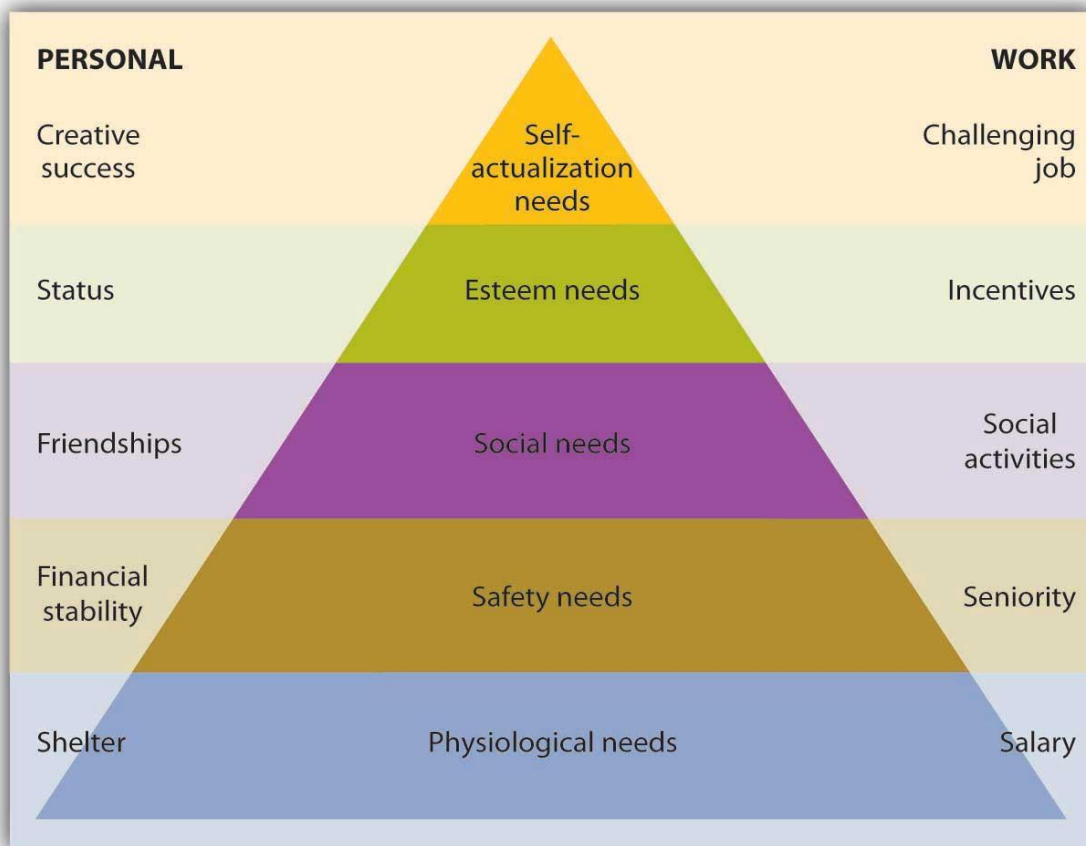


Figure 2.1: Maslow's Hierarchy of needs

According to Martin and Fellenz (2017), there are five levels of needs included in the hierarchy, which can be defined as follows:

#### 2.5.1.1 Physiological Needs

These include a number of basic needs that are essential for every human to stay alive; for employees in the organisational context this need can be regarded as a need for wages or salary. Organisations are able to help employees satisfy these

needs by providing employees with good working conditions, salaries, and benefits. Once physiological needs have been met the individual is aware of the following needs in hierarchy which is safety needs (Ozguner & Ozguner 2014).

#### **2.5.1.2 Safety Needs**

This includes the need for security for individuals in their normal environment. The safety needs are activated once physiological needs have been met and they raise a concern for security, freedom from fear and protection from danger. In fulfilling safety needs the organisation can provide employees with job security, benefits such as retirement plans, safe and healthy working conditions (Ozguner & Ozguner 2014).

#### **2.5.1.3 Social Needs**

This need involves a sense of belonging and having necessary social support. The desire for acceptance, love and affiliation in relationship with other people is reflected in social needs. Within the organisation individuals can participate in activities such as fun run, parties etc. (Ozguner & Ozguner 2014).

#### **2.5.1.4 Esteem Needs**

This includes having self-respect, recognition, achievements and reputation. These needs relate to the need for status, achievement and recognition. Within the workplace the factors satisfying the esteem needs will involve job title, praise, competent management and responsibilities (Ozguner & Ozguner 2014).

#### **2.5.1.5 Self-Actualization**

This involves having the ability to have a significant influence over one's own life. The highest level of need becomes important once esteem needs are satisfied and this need is achieved through challenging work, personal growth and advancement (Ozguner & Ozguner 2014).

## 2.5.2 Alderfer's ERG Theory

According to Kian, Rajah and Yusoff (2014) ERG theory has been extended from Maslow hierarchy of needs theory where five motivational needs of Maslow have been categorised as existence, relatedness and growth. ERG theory does not suggest that before the upper-level needs become motivational the lower-level needs must first be satisfied completely. Motivation has a number of theories: the second theory according to Alderfer's (1972) that he developed on Maslow's work and introduced a simplified three level hierarchy, which included:

### 2.5.2.1 Existence needs

This need is dependent on the survival and continued existence of the individual, it combines physiological and safety in accordance to Maslow's hierarchy

### 2.5.2.2 Relatedness Needs

This revolves around people functioning in a social environment. It relates to Maslow's esteem needs, belonging and social safety.

### 2.5.2.3 Growth Needs

This involves the individual's need for development and fully using their potential, which is Maslow's esteem and self-actualization.

## 2.5.3 Drives and motives

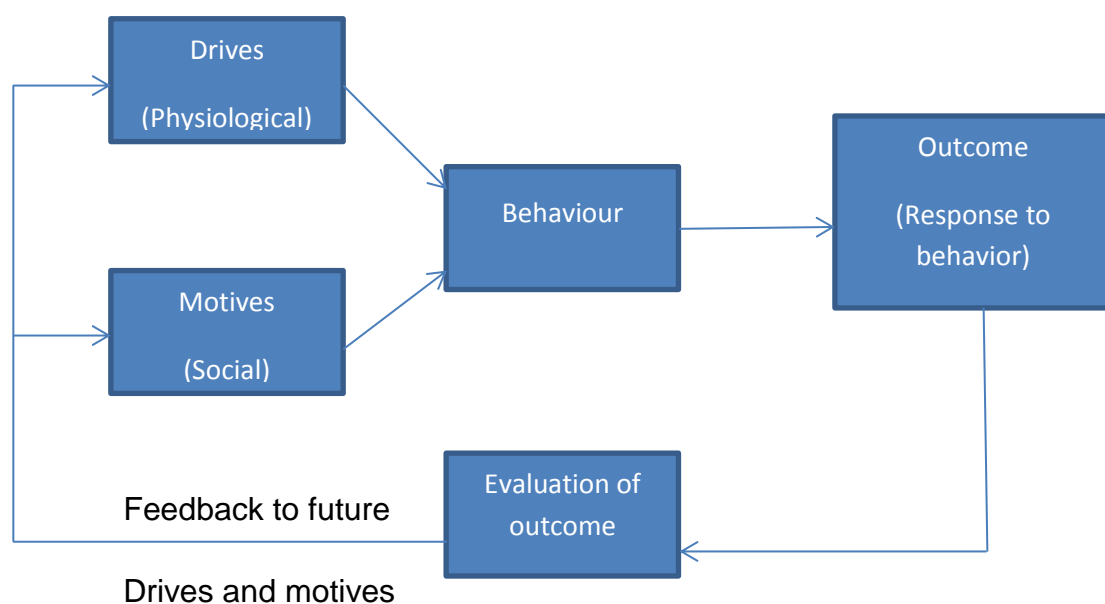


Figure 2.2: The Basic Motivational Process (Martin and Fellenz, 2017)

The definition of motivation accommodates different frameworks and theories of motivation. The basic motivational process, as indicated in figure 2.1 above, suggests that there is a difference between drive and motive; drive indicates a behavior that is based on a physiological/biological need, for example: the smell of food when you are hungry can push the behavior towards eating. Whereas motive reflects patterns of behavior that are learned, for example: when one seeks situations of interacting and socializing with other people, instead of spending time by themselves (Martin & Fellenz 2017). Motivation is the set of forces that enable people to act in a particular way (Griffin, Phillips & Gully, 2017). Furthermore Warnich, Carrell, Elbert and Hatfield (2015) suggest that motivation is a force that energises employee behaviour, gives direction and underlies the tendency to persist, even in the face of obstacles.

## 2.5.4 Herzberg's Two-Factor Theory

Frederic Herzberg in the early 1960s introduced a two factors theory where it was determined that dissatisfaction can be caused by many factors whereas few factors contribute to satisfaction. There are two factors that affect job satisfaction, the first one is the motivational factors which are achievements and knowledge. The second factor is hygiene factors which includes company security, working conditions, salary, work safety etc (Pandza, Deri, Galambos & Galambos 2015)

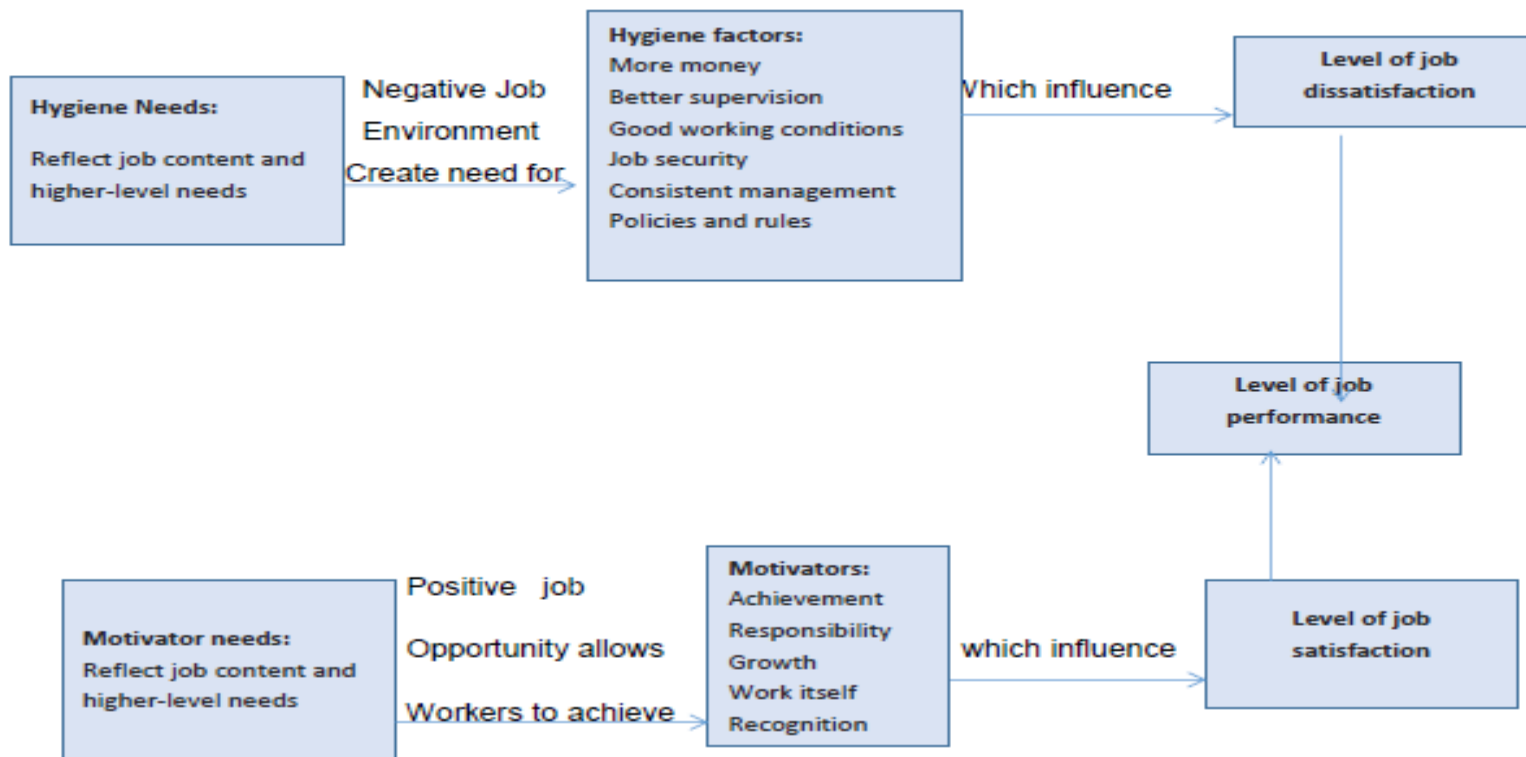


Figure 2.3: Herzberg's Theory Factors Affecting Job Satisfaction

According to Warnich, Carrell, Elbert and Hatfield (2015), Herzberg applied his theory specifically on job design and workplace. A number of accountants and engineers were asked about their feelings towards their jobs and a number of sources of work dissatisfaction were identified that he called hygiene and sources of satisfaction he called motivators. Hygiene factors, such as good working conditions and job security as indicated in figure 2.2, shows the context of the job. Two-factor theory received a lot of attention and criticism, which include confusion in regard with the relationship between motivation and satisfaction. Hygiene factor theories includes working conditions, employee benefits, relationships between subordinates and same level employees, employee benefits, company policies, managers, status and promotion and respect for personal life. These factors are used to provide protection to employees against diseases. Employees cannot be motivated in a working environment where hygiene factors are absent. Hygiene factors are similar to Maslow's theory low level needs and the upper level needs are similar to motivational factors (Turabik & Baskan 2015).

### **2.5.5 Theory X and Theory Y**

Theory X and Theory Y are used to describe two different attitudes of employee motivation; these theories were created and developed in the 1960s by Douglas McGregor, indicated in figure 2.4 below:

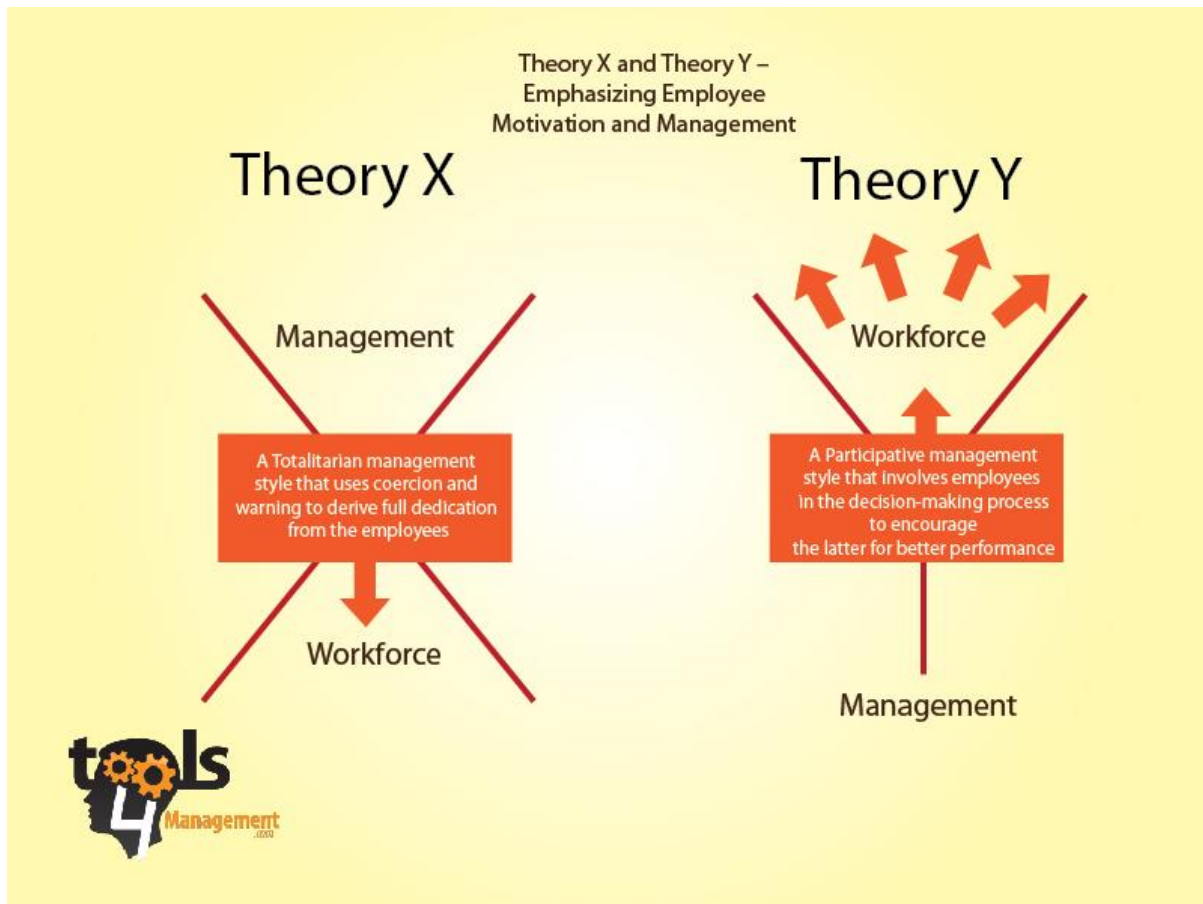


Figure 2.4: Theory X and Theory Y Emphasizing Employee Motivation and Management (McGregor 1960s)

#### 2.5.5.1 Description of Theory X

Theory X assumes that employees need supervision in doing their work, because they are inherently lazy and if possible, they will avoid doing their work and in enabling them to do their job, a comprehensive control system needs to be put in place. According to this theory a hierarchical structure is the most effective structure in managing employees when a narrow span of control is applied at each level. Management who believes in theory X think that employees' main interest from a job is earning a salary. In most cases when a problem arises they tend to blame employees instead of first questioning the system. Theory X managers believes that it is their role as managers to energise and structure work for their employees. These managers adopt a controlling style, which leads to threats of punishment without realizing that they hinder employees' productivity (McGregor, 1960s).

### **2.5.5.2 Description of Theory Y**

Theory Y assumes that employees are self-motivated, anxious to accept more responsibilities, ambitious and exercise self-control. Management believes that these employees desire to be creative and if they are given freedom at their job they have the ability to be more productive and perform to be best of their abilities. According to Aithal and Kumar (2016) the assumption in theory Y is that employees obtain satisfaction in challenging work and employees don't need constant supervision because they are willing to assume responsibility.

## **2.6 PROCESS THEORIES OF WORK MOTIVATION**

Process theory of works motivation is one of theories of motivation and it focuses on explaining the change in the needs of workers, this theory includes expectancy theory, equity theory and goal-setting theory as discussed below:

### **2.6.1 Expectancy Theory**

The basis of this model is that motivation is a function that leads to the likelihood that behavior will lead to a desired outcome. Vroom has six elements that are divided into observable aspects and subjective value of outcomes. According to Martin and Fellenz (2017), there are six elements of Vrooms theory that are outlined below:

#### **2.6.1.1 Effort**

This element of Vrooms' expectancy model refers to people's actual effort that they expect to have in reaching a specified target or goal. In a context of work this is referred to the work that employees do.

#### **2.6.1.2 First-level outcome**

This refers to the immediate result of people's effort and direct results from their work behavior.

#### **2.6.1.3 Second-level outcome**

When individuals deliver the first level outcomes satisfactory, they get rewards, which are second level outcomes.

#### **2.6.1.4 Expectancy**

This is an assessment that indicates a particular level of effort will help and lead to specified performance.

#### **2.6.1.5 Instrumentality**

This refers to the level of strength of the contingent link that is between first and second level outcomes.

#### **2.6.1.6 Valence**

The subjective value that individuals expect to receive from second-level outcome is referred to as valence.

### **2.6.2 Equity Theory**

According to Griffin, Phillips and Gully (2017), equity theory motivation is based on the relatively simple premise that people in organizations want to be treated fairly. Equity refers to the beliefs that employees are treated fairly compared to others, whereas inequity is the belief that employees are being treated unfairly compared to others.

A strong role in motivation is played by the perceptions in equity or inequity. Figure 2.3 responses to equity an inequity, summarize equity comparison responses. It is easy to maintain the status quo for people who feel equitable treated. The opposite can be said for a person who is experiencing inequality, be it or real or imagined, the person will be motivated to reduce performance. According to Griffin, Phillips and Gully (2017), one of the six common methods can be applied by people to reduce inequity. Firstly inputs can be changed by putting more or less effort into the job. This will depend on where the inequality lies, for example, people will put in less effort in their jobs if they feel they are underpaid. Second, the output can be changed, for example, seeking more avenues for growth and development for people who want a pay raise. A third response that may be more complex is to alter the perceptions and

behavior, which may involve admitting that the contribution made to the organisation is not of expectable standard.

Fourth, the comparison of other outputs or inputs may be altered. This may be done by working more hours than originally believed. Fifth, the objective comparison may be changed. More valid bases for comparison may be provided and finally, as a last resort, the situation may simply be left as is. Seeking a new job or moving to a different department may enable to reduce inequity.

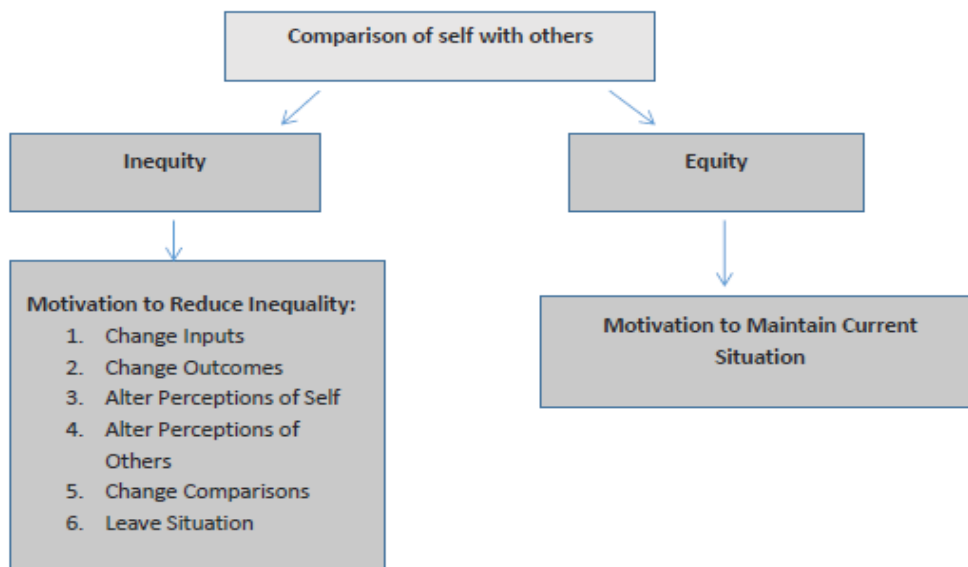


Figure 2.5: Responses to Perceptions of Equity and Inequity

### 2.6.3 Goal-setting Theory

When individuals have measurable goals, it can help to increase job performance, unlike having vague performance standards (Warnich, Carrell, Elbert & Hatfield, 2015). Goal setting strategies is a systematic process that involves both the manager and subordinate to discuss and agree on determined goals. The relationship between rewards and performance needs to be made clear to subordinates.

Locke (1968) suggested that people's behavioral patterns are formulated by their objectives. Goals provide both motivation and direction for human behavior, which is the goal setting theory. According to Martin and Fellenz (2017), goal setting is used

for basis of performance appraisal. This is used to improve performance and shape employee behavior. Goal theory is expressed in figure 2.6 below:

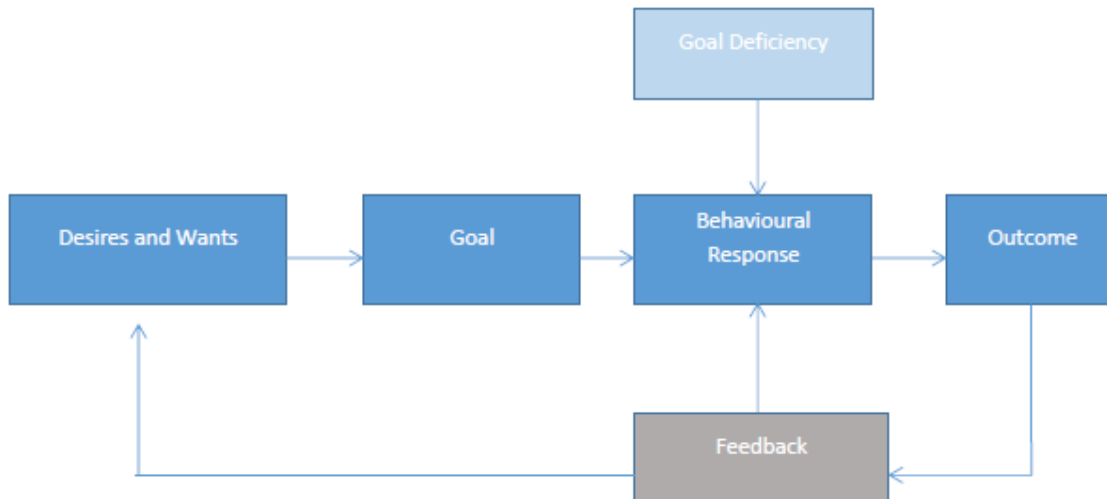


Figure 2.6: Goal Theory (Martin and Fellenz 2017:145)

## 2.7 IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE

According to Zammer, Ali, Nisar and Amir (2014) within every public or private organisational sector motivation plays a very important part, employee motivation occurs through a process that the organisation take to inspire its employees through rewards, bonuses to enable that the organisation achieve its objectives. According to Shahzadi, Javed, Pirzada, Nasreen and Khanam (2014) the level of creativity, energy and commitment that employees have towards their jobs is a reflection of employee motivation. The responsibility of a manager at the workplace is to motivate employees and get employees to deliver the desired job outputs. In the dynamic globalized world organisations are trying to motivate their employees in order to enhance performance within the organisation.

Figure 2.7 below indicates that independent variables involves both monetary and non-monetary factors. Factors that are included in monetary factors includes special individual incentives, salary and wages and bonus whereas non-monetary factor

includes job security, working conditions, job enrichment and job security (Zammer, Ali, Nisar & Amir 2014)

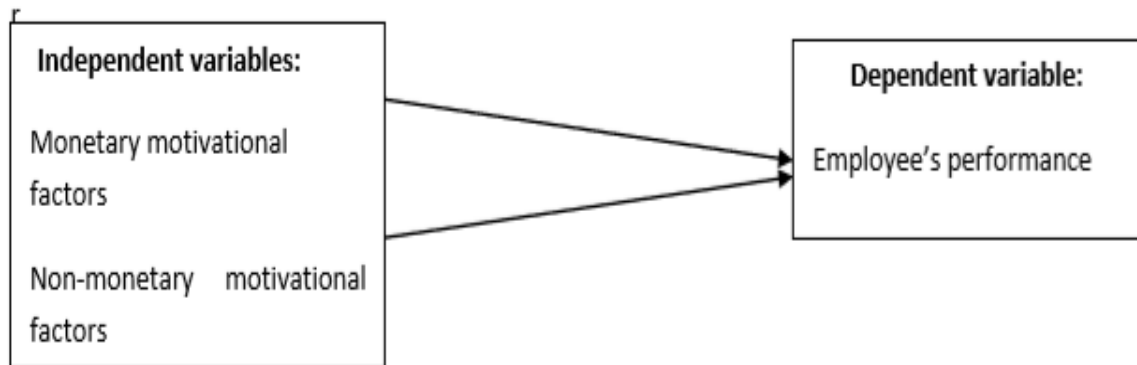


Figure 2.7 Relationship of motivation on employee performance (Zammer, Ali, Nisar & Amir 2014)

## 2.7.1 PERFORMANCE MANAGEMENT

### 2.7.1.1 Definitions

According to Hollenbeck and Wright (2017), performance management is a process that managers use to ensure that employee's outputs and activities are in line with the organisation's goals.

Over the years there has been a belief that the leadership style adopted in the organization has a major influence in achieving the organisation goals and objectives. There are a number of reasons that indicates between leadership and performance there should be a relationship that exists. These reasons include dynamic markets, price or performance rivalry (Jing & Avery, 2008). The researcher believes the objective of leadership in the organisation is to set the tone by making targets, goals and objectives to be known to all employees. Once employees know what is expected of them, they will do their work and meet the targets, which have no impact on the leadership style. Employee's level of engagement determines if that employee's level of performance will improve or decline.

### **2.7.1.2 Purpose of performance management**

Performance management has three kinds of purposes, which are strategic, administrative and developmental.

#### **2.7.1.2.1 Strategic Purpose**

It is critical that the performance management system has the ability to link organisational goals to employee activities. For companies to execute talent management, strategy performance management becomes critical and this involves identifying employee's weaknesses and strengths, employee engagement and reward with incentives that pay for good performance.

#### **2.7.1.3 Administrative Purpose**

Performance management information is used in organizations for administrative decisions, such as payment raise, promotions, layoffs, retention-termination and individual performance recognition.

#### **2.7.1.4 Development Purpose**

Employee development is the third purpose of performance management. The employee individual performance is evaluated and monitored and where employees are not performing as expected their performance is improved through performance management.

It is critical that managers confront poor performance for the effectiveness of the work group, even though at times it put a strain on the existing everyday working relationship.

### **2.7.2 The process of performance management**

Trying to identify the company's goals and objectives is the first few steps of the performance management process. Firstly, the process starts by understanding the

importance of performance results or outcomes. Step two of the process is about understanding how to achieve goals and objectives that are identified at step one. It is important that goals and objectives are measurable so that both the manager and employee can determine if they are achievable. Step three within the process of performance management, refers to the support the organisation provides to its employees, such as training, resource provision, as well as frequent communication between the manager and employee to influence performance. Step four is about performance evaluation and this enables the manager and employee to engage and compare the performance goals against actual results. The last two steps in the performance management process involves the manager and employee identifying what can be done by an employee to capitalise on strengths and address weakness on performance. This is indicated in figure 2.3 below

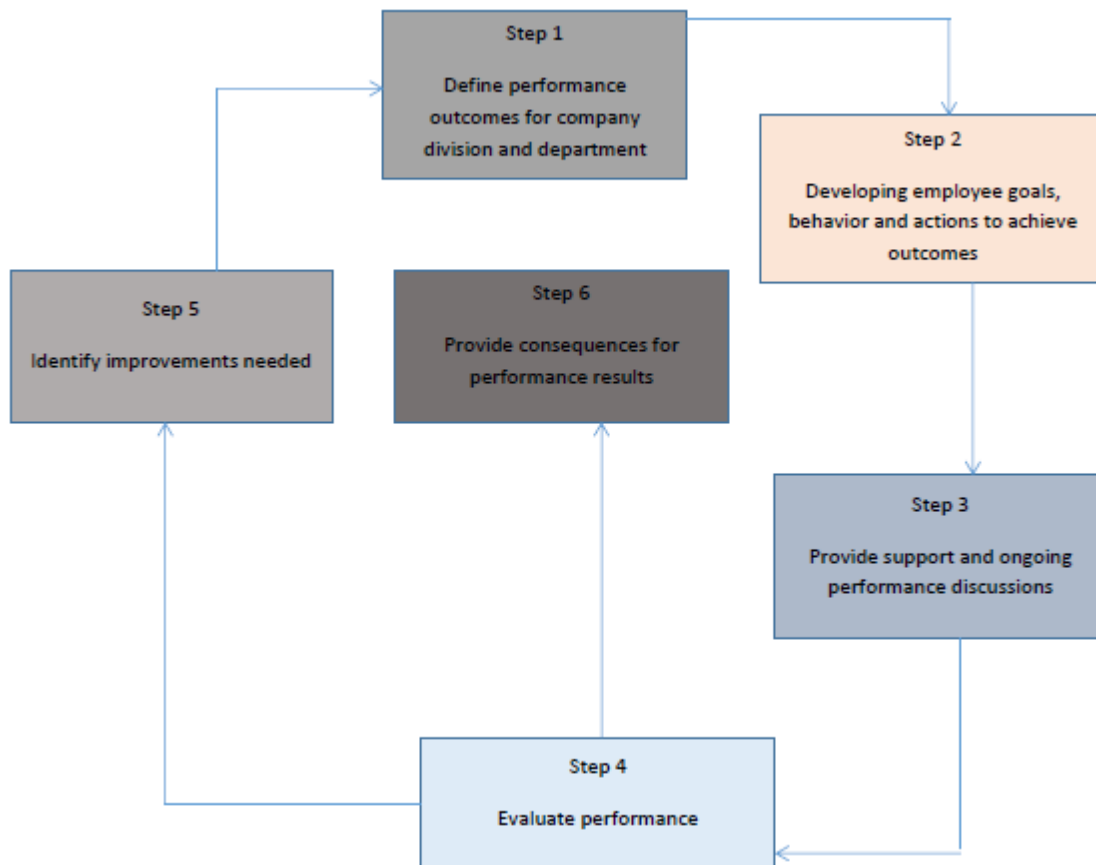


Figure 2.7: Model of Effective Performance Management Process

### 2.7.3 Performance measure criteria

According to Hollenbeck and Wright (2017), people use different criteria in evaluating performance management systems. In all available criteria's there are five criteria that stand out, which includes: strategic congruence, reliability, validity, acceptability and specificity.

#### 2.7.3.1 Strategic congruence

This emphasises how the performance management system helps employees to ensure that they contribute to the success of the organisation. The company relies on the flexibility of its system to adapt to changes in the company's strategic position. One of the challenges companies face is measuring customer loyalty, employee satisfaction and non-financial performance, contributing towards profitability.

According to Hollenbeck and Wright (2017), for non-financial measures to be used effectively managers need to:

- Identify critical performance areas for success.
- Identifying key performance measuring data.
- Use qualitative and statistical methods for testing the relationship between financial outcomes and performance measures.
- Frequently check the model to ensure that non-financial performance measures are suitable and check if new measures should be added.
- Find conclusions demonstrated by the model and act on it.
- Audit and determine whether actions taken together with investments made, produced desired outcomes.

#### **2.7.3.2 Validity**

According to Hollenbeck and Wright (2017), validity measures only the relevant aspects of performance. Validity focuses on maximising the overlap between measure of job performance and actual job performance.

#### **2.7.3.3 Reliability**

Lack of reliability is indicated when there are drastic different ratings when conducted by different managers on the same measures (Hollenbeck & Wright, 2017).

#### **2.7.3.4 Acceptability**

According to Hollenbeck and Wright (2017), acceptability refers to whether performance measures are accepted by the people who use it. Acceptability largely depends on whether employees see the performance management system as fair.

### **2.7.3.5 Specificity**

This is to a point to which performance measure informs employees what is expected and to what extent they need to meet these expectations (Hollenbeck & Wright 2017).

## **2.8 ROLE OF PERFORMANCE MANAGEMENT SYSTEM IN ACHIEVING ORGANISATIONAL EFFECTIVENESS**

Managers within the organisation are expected to achieve organisational goals that are both financial and non-financial in an attempt to satisfy various stakeholders of the organisation. These stakeholders have different needs and they need the organisation to fulfil all their needs. The stakeholders include employees, suppliers, customers, regulators, lenders, the public, the unions etc. for instance employees will want a pay raise, customers will want high quality products and low costs. Financial and non-financial measures help organisations to be able to access performance of their business activities (Upadhaya, Munir & Blount 2013). The role of the performance management system in achieving organisational effectiveness includes: nature of organisational effectiveness, use of financial measures and organisational effectiveness and use of non-financial measures and organisational effectiveness as discussed below.

### **2.8.1 Nature of organisational effectiveness**

Organisational performance is measured through organisational effectiveness. Organisational effectiveness measures organisational performance, using various criteria, such as economic, financial, input, output, productivity and efficiency (Upadhaya, Munir & Blount 2013).

### **2.8.2 Use of financial measures and organisational effectiveness**

Tools that measure financial performance such as return on investment, profits and cash flow, plays an important part in the organisation. Failing to manage such resources effectively puts the organisation at risk, which will lead to financial losses

with a high chance of leading to complete failure. Important financial information for investment is provided in financial measures, these measures include financial analysis balance sheet, statement of profit and loss and statement of cash flow (Upadhaya, Munir & Blount 2013).

### **2.8.3 Use of non-financial measures and organisational effectiveness**

Organisations started using performance measurement systems (PMSs) from the last two decades; these include the measuring of both financial and non-financial measures. This was done to overcome limitations that were identified in using only financial measures. Non-financial measures are divided into three categories: customer satisfaction, learning and growth, and internal business process (Kaplan & Norton 1992). Customer satisfaction and financial performance have a direct relationship, because customer satisfaction increases customer loyalty, which automatically reduces marketing costs due to advertising being done through the word of mouth, which increases the brand image and lowers price elasticity. As indicated in figure 2.8 below, employees are regarded as very important in the organisation and they are included in the balance score card as the learning and growth perspective. This focuses on keeping employees satisfied, provide training and development programs and ensure they are retained in the organisation. Employees that are satisfied help to improve customer satisfaction and loyalty, because they serve customers better (Upadhaya, Munir & Blount 2013).

## Balanced Scorecard

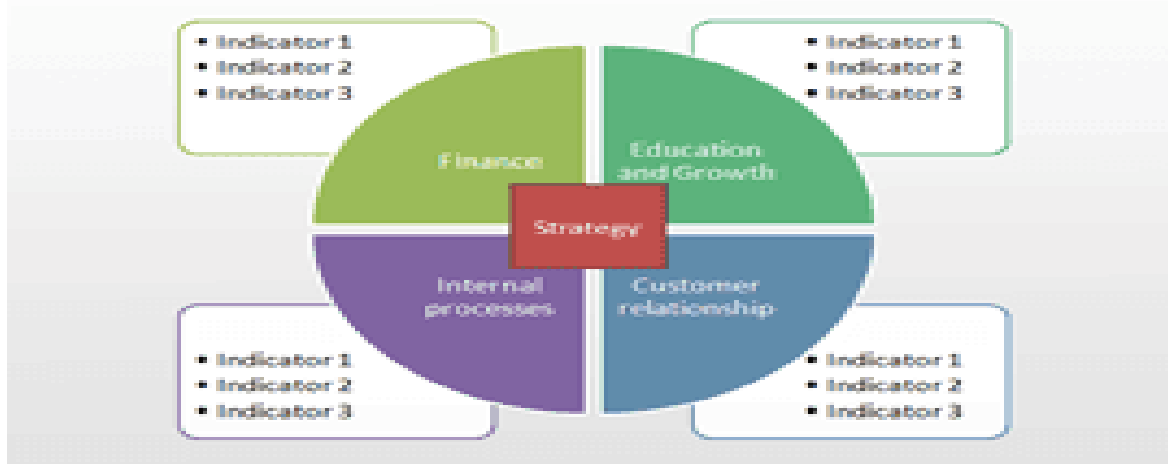


Figure 2.8: Balance Score Card Source Kaplan and Norton (1992)

A good relationship between a manager and employee is critical in building a strong organisation and economy. When employees are offered good resources and they are knowledgeable, they are able to solve problems quick and are better informed. This has a positive contribution to job satisfaction that in turn empowers employees to make sound decisions and solve problems within the organisation; this helps employees to feel more valued within the organisation and they will be more likely to stay with the organisation. Communication is very important between the manager and employee. There is a two-way communication between employees and management of the organisation and management is interested in employee well-being through providing more opportunities for employees, in other words for employees to grow and be the top driver in employee engagement (Dewydar, 2015).

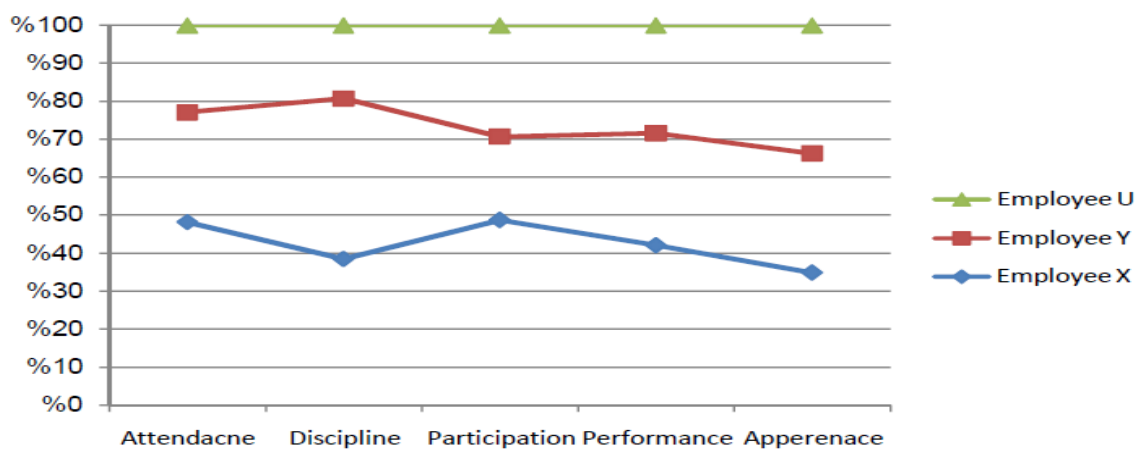


Figure 2.9: Employee Curve (Dewydar 2015)

The above employee curve indicates that employee performance can be measured through attendance, annual performance, duties, tasks, responsibility and discipline. Analysis of this curve areas of development and career opportunities can be identified.

## **2.9 CONCLUSION**

In this chapter the theory of motivation and performance was provided which included theories of motivation, purpose of performance management and the role of performance management system in achieving organisational effectiveness. Based on the theory provided both monetary and non-monetary rewards that are provided within the organisation plays an important role in motivating employees, which in return enables the employees to perform their job to the best of their ability to achieve the organisational goals.

# CHAPTER 3 : RESEARCH METHODOLOGY

## 3.1 INTRODUCTION

This chapter outlines the methodology used in conducting the study, the research philosophy, sampling strategy, data collection methods and research design. The research was done to evaluate the relationship between individual employee motivation and performance within Eskom Northern Cape as indicated in chapter 1.

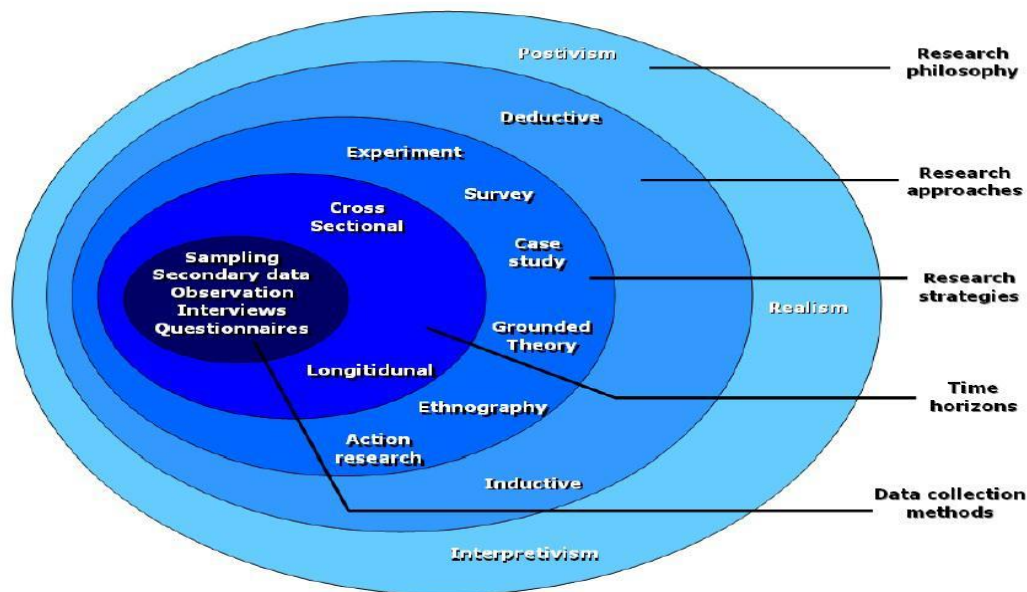


Figure 3.1: Research Onion (Saunders, Lewis & Thornhill 2007)

The research onion, as illustrated in figure 1, indicates the stages that must be followed when a research strategy is developed. Viewing the onion, each layer describes a detailed stage of the research process. Research philosophy develops knowledge through a system of beliefs and assumptions. According to Saunders, Lewis and Thornhill (2016), to make a more informed philosophical choice there are two things to consider:

- Ask yourself questions in line with your research assumptions and beliefs.
- Be able to familiarize yourself with all the significant research philosophies that are within the business and management.

## **3.2 RESEARCH DESIGN**

According to Saunders, Lewis and Thornhill (2016), research design is a plan the researcher follows in gathering data that will enable the researcher to answer research questions formulated from research objectives of the study. Research design is regarded as a general plan that is aimed at how the research questions will be answered. Clear objectives will be contained that are derived from research questions, how data will be analysed and ethical consideration. It will indicate that the elements of research design are thorough (Saunders, Lewis & Thornhill, 2016).

### **3.2.1 Quantitative Research**

Quantitative research method was used and data was analysed mathematically or numerical with data collected through questionnaires.

Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt and Wagner (2014) describe quantitative research as a distinctive research approach that entails the collection of numerical data, regarding the relationship between theory and research as deductive, prefers a natural science approach in general and adopts an objectivist conception of social reality. Quantitative research is associated with positivism, more especially when used with highly structured and predetermined data collection techniques. Focus where using data and testing theory, is usually associated with a deductive approach in quantitative approach. It may also include within it an inductive approach wherein developing theory data is used. The relationship between variables is examined in quantitative research; these are measured numerically and a range of statistical and graphical techniques are used in its analysis (Sunders, Lewis & Thornhill, 2016).

### **3.2.2 Descriptive Studies**

For the purpose of this research, the researcher aimed to obtain a descriptive study. According to Saunders *et al.* (2016), descriptive study aims to gain an accurate profile of people, situation and or events. Descriptive research questions normally start with or includes where, who, what, how or when. Agreed by Sunders, Lewis

and Thornhill (2016), descriptive research is aimed at obtaining an accurate profile of situations, event or persons. Questions that are asked during data collection to obtain a description of situation, event or person are more likely to start with or incorporate how, where, when, who or what.

### **3.2.3 Survey Strategy**

According to Saunders *et al.* (2016), using a survey strategy enables one to collect quantitative data, which can be analysed quantitatively using descriptive and inferential statistics. Survey strategy is associated with deductive research approach and it is used for descriptive and exploratory research. Survey strategy that uses questionnaires enables the collection of data that is standardised, from a sizeable population and economically that will also allow easy comparison (Sunders, Lewis & Thornhill 2016).

## **3.3 SAMPLING STRATEGY**

### **3.3.1 Population and Sampling**

Sampling is a technique employed to select a small group with a view to determine the characteristics of a larger group (Brynard, Brynard & Hanekom 2014). Simple random sampling will be used to ensure that every individual within Northern Cape Operating Unit has an equal chance to be selected to participate in the study. According to Saunders, Lewis and Thornhill (2016), simple random sampling involves selecting respondents at random using computer or random number tables from a sample frame. There are a number of reasons for sampling, these include:

- Where the whole population is impractical to survey.
- Where there are limited available funds that prevents entire population to be surveyed.
- Where there are time constraints, the entire population cannot be surveyed.

### **3.3.2 Probability Sampling**

Probability sampling is commonly associated with survey research strategy where interpretation of the sample is made to make a conclusion of the population (Saunders, Lewis & Thornhill 2016). One of the stages in probability sampling is to select a sample size. According to Leedy and Ormrod (2015), probability sampling chooses the sample from the overall population and the selection method ensures that each member from the population has an equal fair chance of being selected. There are four stages of probability sampling that will be followed:

- Based on research objectives and questions the suitable sampling frame is being identified.
- Sample suitable size is decided on.
- Selection of appropriate sampling technique and sample.
- Checking if target population is represented by the sample.

### **3.3.3 Population**

The total number of employees within Eskom Northern Cape Operating Unit is 680 as at March 2018 as indicated on the employee record register. According to Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt and Wagner (2014), population is the total units from which the sample is selected.

### **3.3.4 Sample Size**

The sample size was 168, which is 25% of the population. Deciding on the sample size depends on the time and budget available. There is no definite answer to state how much the sample size should be (Bryman, Bell, Hirschsohn, Dos Santos, Du Toit Masenge, Van Aardt & Wagner 2014). According to Saunders *et al.* (2016), the research questions allows the researcher to generalise statistically on sample data gathered from which the sample has been selected.

### **3.4 DATA COLLECTION**

Data collected through questionnaires has been analysed using tables and spreadsheets. According to Saunders, Lewis and Thornhill (2016), data analysis is the processing of raw data into useful information.

### **3.5 STATISTICAL ANALYSIS**

Data obtained from respondents will be captured on Microsoft Excel to provide descriptive statistical analysis. According to Bryman, Bell, Hirschsohn, Dos Santos, Du Toit, Masenge, Van Aardt and Wagner (2014), data obtained is analysed and interpreted so that answers can be identified to the research questions, using a statistical technique which after coding, data is summarised and analyses patterns making use of descriptive statistics and correlation analysis. Data is analysed using standard analysis of variance (ANOVA) approach, the adjusted P-values are considered in the multiple testing. Principal components (PCA) it analysed coded data as values and multiple correspondence analysis (MCA) focuses on categories of responses as separate. The percentage variation on the survey obtained was 56% which is regarded as meaningful because a percentage that is less than 50% on the total variation is regarded as not meaningful or trustworthy. The MCA results on survey obtained a 4.45% and is regarded as not meaningful. Reliability evaluation was not done on this study.

### **3.6 ETHICAL CONSIDERATION**

Bezuidenhout, Davis and Du Plooy-Cilliers (2014: 261) concur that: "A researcher who acts with integrity adheres to ethical principles and professional standards that are essential for practicing research in a responsible way. It is a commitment to act in a trustworthy and respectful way, even in the face of adversity".

#### **3.6.1 Confidentiality**

Information obtained from respondents will be used for the purpose it is intended and data will be kept confidential throughout the study. According to Saunders, Lewis

and Thornhill (2016), the researcher should focus on the research which is designed to answer what, who, where, when, why, how and not the person who has provided the answers. Participants confidentiality will be ensure by:

- Nondisclosure documents will be signed.
- Access to participant's identification will be restricted.
- Participant's information will only be revealed with a written consent.
- Access to data instrument will be restricted where participants are identified.
- Data subset will not be disclosed.

### **3.6.2 Anonymity**

Respondent names will not be indicated on the questionnaires to ensure that respondents will not be victimized. Respondents' personal information will not be made available to anyone except for the researcher. Saunders *et al.*, (2016) suggest that the key principle in ethical consideration is the privacy of all respondents in the research study.

### **3.6.3 Right to privacy**

According to Leedy and Ormrod (2015), the research study should ensure that respondents' rights and privacy is respected at all times. The research report should not be prepared in a way that will disclose how a particular respondent has answered. In this research study, respondents will be kept anonymous to ensure their right to privacy is maintained.

### **3.6.4 No Harm**

The researcher will not use the information provided by respondents to harm them. Saunders *et al.* (2016) suggest that respondents should not experience any harm may it be emotional well-being, social or group, mental or physical.

### **3.6.5 Informed consent**

Informed consent is about disclosing to participants the procedure of the proposed survey before a permission is requested to proceed with the study. Each respondent will receive a letter from the researcher that will indicate the purpose of the study and each respondent will state in writing that they give permission for their data to be used. According to Saunders, Lewis and Thornhill (2016), the researcher needs to provide sufficient information about the research study to be conducted and allow respondents to make their decision on whether or not they want to be involved in the study without feeling pressured.

## **3.7 CONCLUSION**

The purpose of this chapter was to describe the methods applied in this research study. The approach chosen was to ensure that valid and reliable data is obtained. The following chapter will focus on the data analysis based on the information obtained from questionnaires.

## **CHAPTER 4 : DATA ANALYSIS AND INTERPRETATION**

### **4.1 INTRODUCTION**

This chapter comprises a detailed analysis of the results obtained from the questionnaire that was distributed to employees within Eskom Northern Cape Operating Unit. The chapter incorporates an analysis of response rate, data analysis and findings of which its conclusion will include the interpretation of the results.

### **4.2 RESPONSE RATE**

During the period when questionnaires were sent out, the total number of employees in Eskom Northern Cape were 668 as indicated on the employee's record register. Questionnaires were sent out to a sample of 168 employees from four different departments, which are: Maintenance & Operation; Asset Creation; Safety, Health, Environmental, Quality & Security and Business Integration & Performance Management, of which 131 of those employees responded to the questionnaires. This gives a response rate of 78% and this response rate is regarded to be reasonable for academic purposes or organisations when it is between 35 to 40 percent or more (Saunders, Lewis & Thornhill, 2016).

### **4.3 FINDINGS**

#### **4.3.1 Section A - Biographical Information**

This section included biographical information of all respondents who participated in the survey. The information includes gender, age, race, department, years of working experience, qualification and job grading of all respondents.

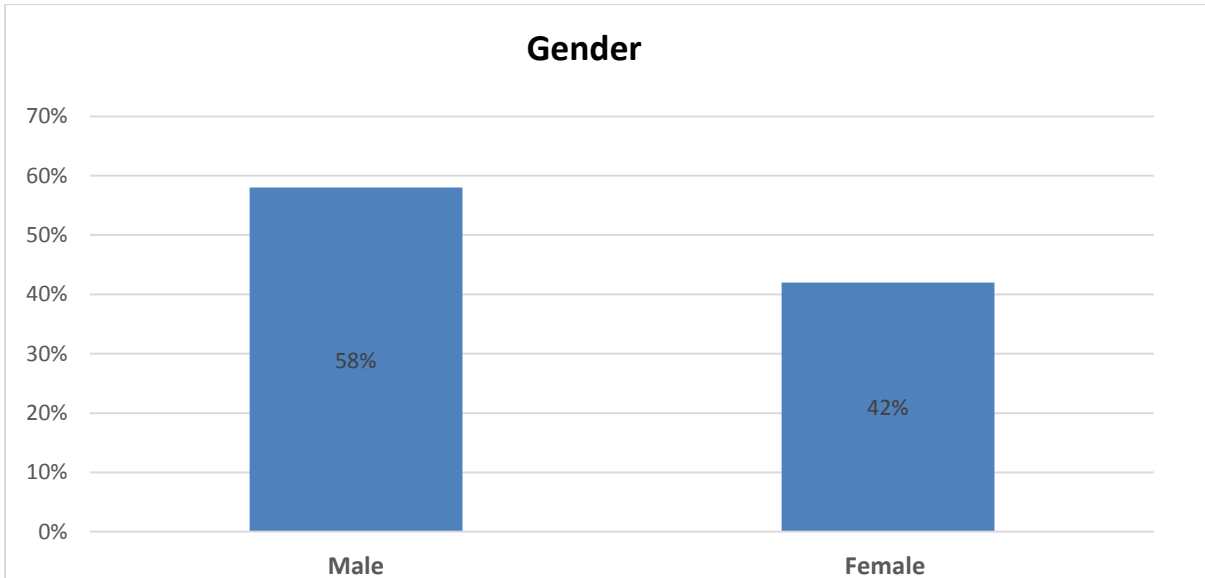


Figure 4.1: Gender Category

Figure 4.1 represent the gender of respondents of which the majority of respondents were males with 58% and females with 42%. The population of Eskom Northern Cape Operating Unit is dominated by males, hence they represent a larger part of respondents. The p-value for gender was 0.067 with a relative frequency rate of 0.42 for females and 0.58 for males

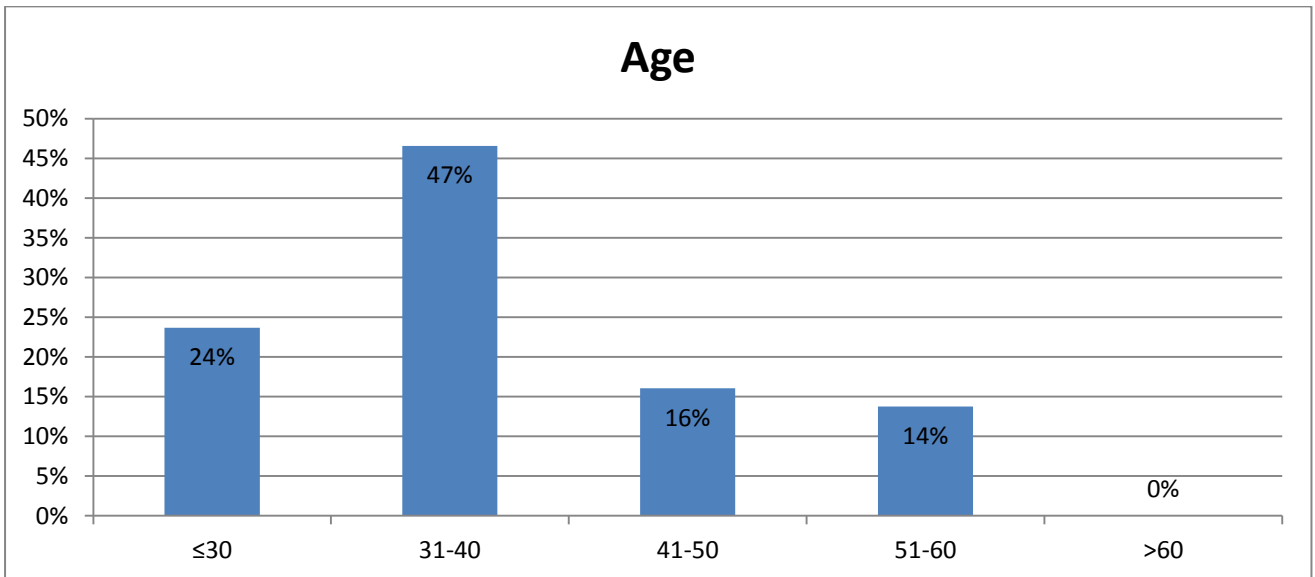


Figure 4.2: Age Category

It is indicated in figure 4.2 that the age of the workforce is young with 47% of employees who were between the ages 31-40 and those less than 30 were at 24%,

whereas 16% is employees who were between the ages 41 to 50 and only 14% were between 51 and 60. The younger workforce resulted from recruitment of graduates who started as trainees. On expiry of the training contract, they were appointed permanently. The p-value for age category is 0 and relative frequency rate for less than 30 responded is 0.24, ages between 31 to 40 is 0.47, ages between 41 to 50 is 0.16 and respondents between 51 to 60 is 0.14.

In assessing age versus gender categories, respondents under 30 years 55% were males, whereas 45% were females, the largest participation was between the ages 31 to 40 with 52% female and 48% males, ages between 41 to 50 have the largest participation of males with 67%, whereas females represent 33%, ages between 51 to 60 has 89% of male respondents and 11% of females.

In comparison of age with race, in respondents under 30 there were 68% blacks, 26% whites, 3% Indians and other. In respondents between ages 31 to 40 there were 89% blacks and 11% coloured. In ages 41 to 50 there were 48% blacks, 42% coloured and 10% white. The least represented age group was between the ages of 51 to 60 with 89% of white respondents and 11% coloured.

In comparison of age against years of service at Eskom, respondents under 30 years were having 58% with less than 5 years of working experience at Eskom, whereas only 42% are between the ages of 5 to 10, respondents between the ages 31 to 40 were highly represented between 5 to 10 years of working at Eskom with 57% representation, 26% with less than 5 years of working experience, 16% between 10 to 15 years. Respondents between ages 41 to 50 had 47% for 15 years of working at Eskom, 38% between the years 5 to 10, 10% between the years 10 to 15 and only 5% for less than 5 years. Respondents between the ages 51 to 60 were represented with 89% of respondents who had over 15 years of working at Eskom, whereas only 11% had between 10 to 15 years.

In comparison of age with department, for ages under 30 Maintenance and Operations (M&O) had 52%, Asset Creation (AC) had 45% and Safety, Health, Environment, Quality and Security (SHEQS) had 3% respondents. Between the ages 31 to 40 had 56% from AC, 26% M&O, 11% SHEQS and 7% Business Integration and Performance Management (BIPM). For ages between ages 41 to 50 had 66% of

respondents were from AC, 29% from M&O and 5% from SHEQS. Respondents between ages 51 to 60 had 67% from M&O and 33% from AC.

In comparison of age against job grading, respondents under the age of 30 are between T12 to T13/P13 job grading with 81% representation, whereas only 19% are between T05 to T11. Respondents between the ages 31 to 40 represent 43% of T12 to T13/P13, 39% are between T05 to T11 and only 18% is in MPSG14 to 16. Respondents between ages 41 to 50 had 42% of MPSG 14 to 16, 29% from T05 to T11, 19% from T12 to T13/P13 grading and 10% from M/P17 to 18. Respondents between the ages 51 to 60 had 67% from T12 to T13/P13 and 33% were between T05 to T11 grading.

In comparison of age with qualification, respondents under the age of 30 had a majority with those holding a degree with 61% representation, 13% with Masters and Matric, 7% with a post graduate diploma and only 6% had obtained a diploma. Respondents between ages 31 to 40 had 38% of those with a degree as highest qualification, 23% with matric, 21% with a diploma and only 18% had a post graduate diploma. For respondents between the ages 41 to 5, respondents with a degree represented 38%, 29% with a diploma, 19% with matric and only 14% had a post graduate diploma. All respondents between ages 51 to 60 had a diploma as their highest qualification.

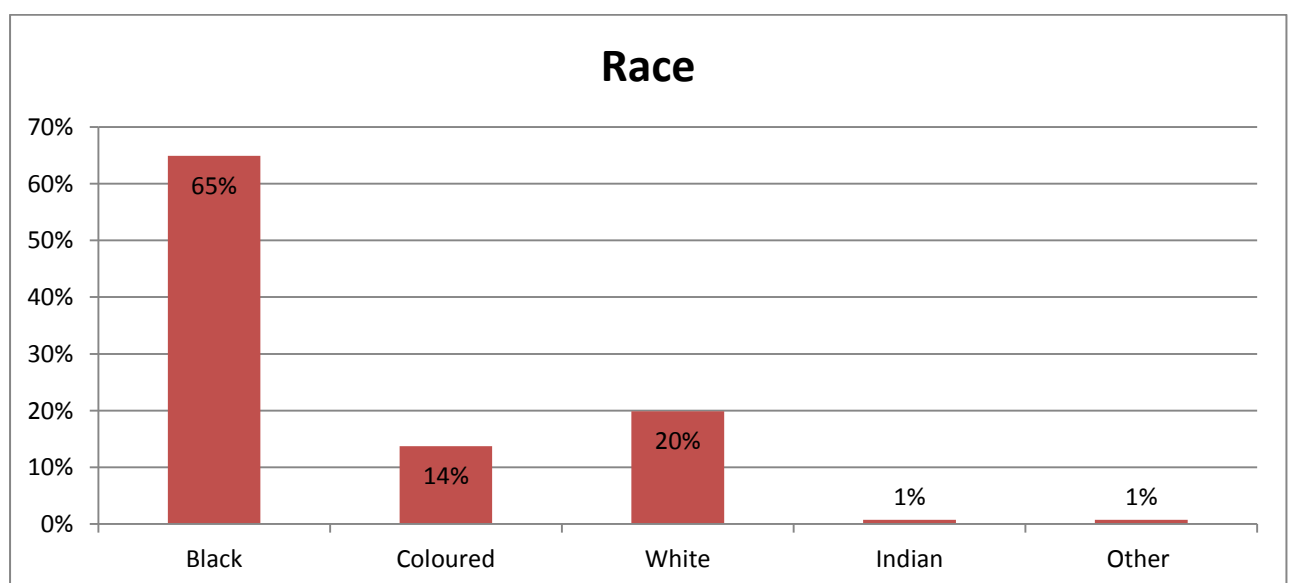


Figure 4.3: Race Category

Figure 4.3 indicates the respondents by race of which the majority of respondents at Eskom Northern Cape Operating Unit are black with 65% followed by the second largest race of which is three times less than black race at 20% for white employees, the third largest is coloured at 14% and Indians representing only 1%. The p-value for race is 0 and relative frequency rate for black respondents is 0.65, coloured is 0.14, Indian 0.01, white 0.20 other race is 0.01

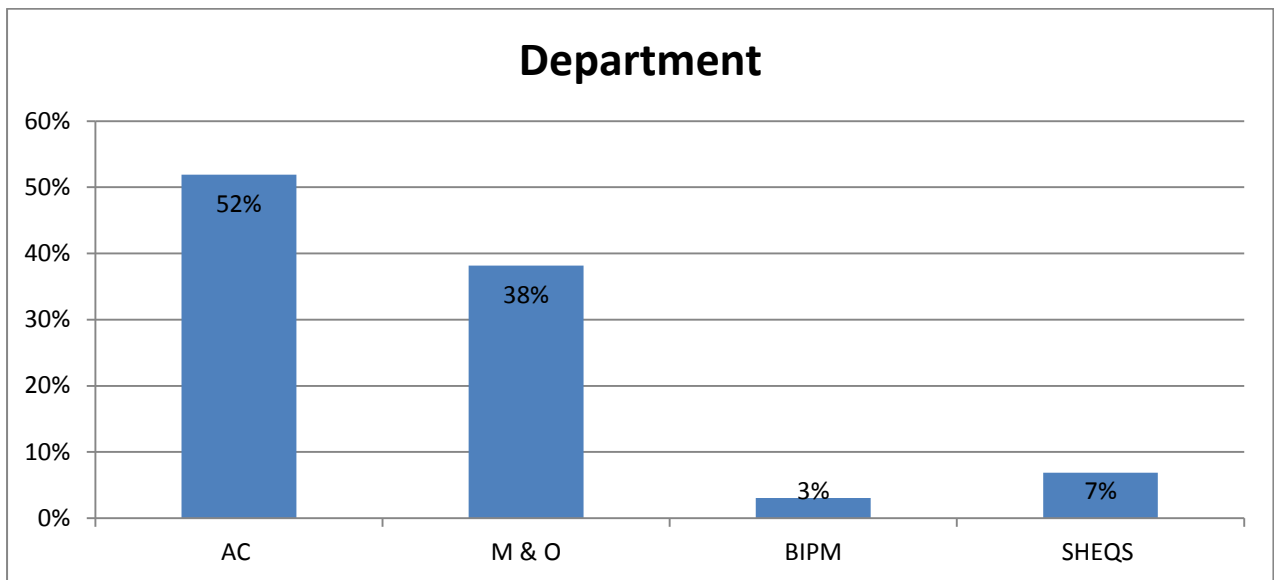


Figure 4.4: Department Category

Figure 4.4 represents respondents' categories in departments. It indicates that the majority of respondents were from Asset Creation Department at 52% followed by 38% of respondents from Maintenance and Operation Department, while the third largest respondents are from Safety, Health, Environment, Quality & Security Department, with 7% followed by only 3% of respondents from Business Integration & Performance Management. The p-value for department category is 0 and relative frequency rate for AC is 0.52, BIPM 0.03, M&O 0.03 and SHEQS 0.07.

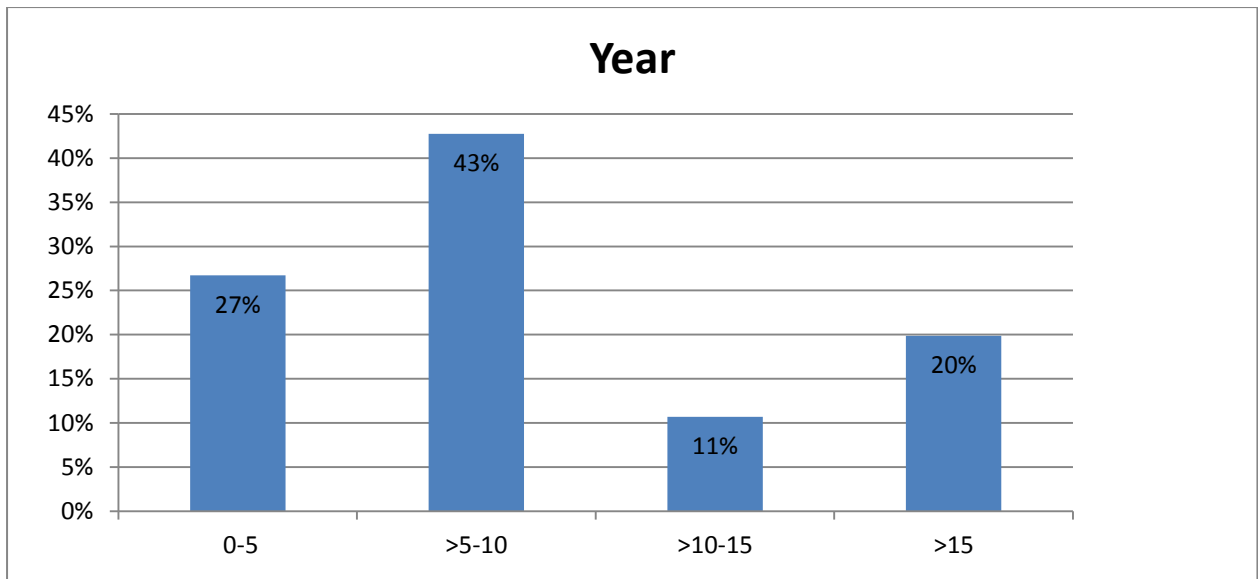


Figure 4.5: Years of Working Experience

Figure 4.5 indicated the years of working experience for the respondents. The majority of respondents with 43% have been working at Eskom for between 5 to 10 years. This corresponds to the age category of the workforce as indicated in figure 4.2 that indicated 47% of respondents are between the ages 31 to 40, this was followed by 27% of respondents who have been working with Eskom for less than 5 years, 20% represent highly experienced workforce who have more than 15 years of working experience with Eskom, followed by 11% of respondents who have been working for between 10 to 15 years. P-value for years of working experience is 0 and relative frequency rate for less than 5 years is 0.27, years between 5 to 10 is 0.43, years between 10 to 15 is 0.11, and over 15 years is 0.20.

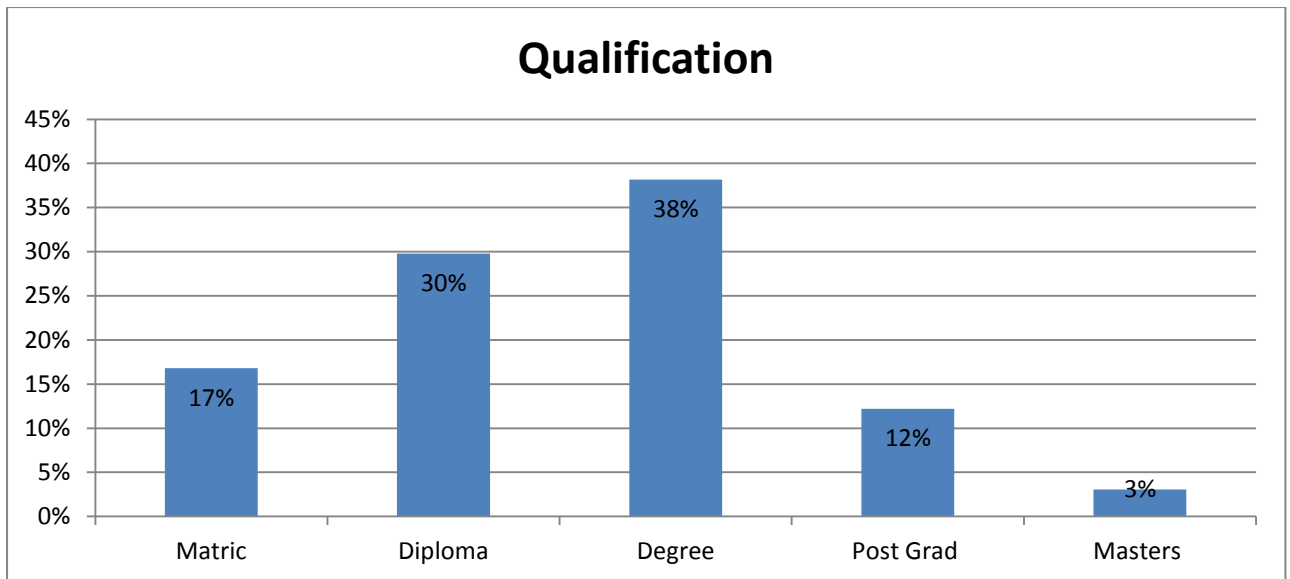


Figure 4.6: Qualification Category

The majority of respondents had a degree, which is 38% of respondents, as indicated in figure 5.5 for qualification category followed by 30% of respondents who have a diploma, 17% of respondents had matric, 12% had a post graduate diploma and only 3% of respondents had a master's degree. P-value for qualification category is 0 and relative frequency rate for a degree is 0.38, a diploma is 0.30, a masters 0.03, matric 0.17 and a post graduate diploma is 0.12.

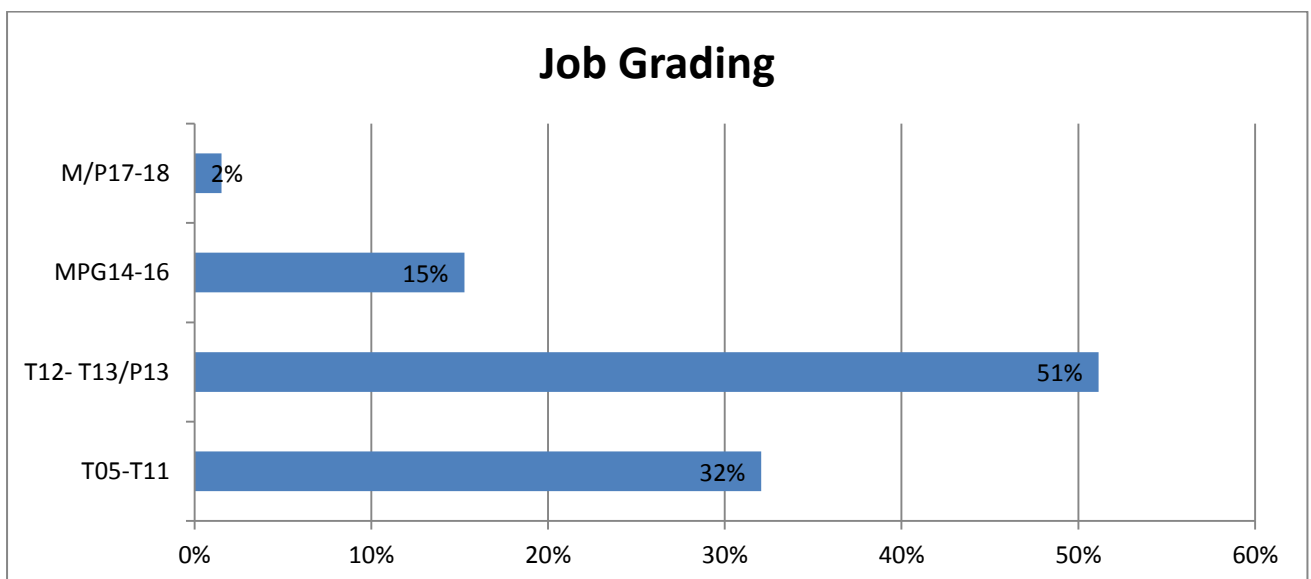


Figure 4.7: Job Grading Category

The majority of respondents were in job grading T12-T13/P13 with 51%. This is a result of engineers, who after in-service training, are absorbed permanently at T13 job grading, whereas T05- T11 had 32% respondents, MPG 14-16 had 15% respondents and only 2% for M/P17-18 responded to the survey. The p-value for job grading category is 0 and relative frequency for M/P17 to 18 is 0.02, MP14 to 16 is 0.15, T05 to 11 is 0.32 and T12 to 13 is 0.51.

In summary, a majority of respondents represent males with 58%; the dominant age group is between the ages 31 to 40 with 47%; there was a 65% respondents of black people; the department with most respondents is Asset Creation with 52%, which is more than half of the total number of respondents; the majority of workforce with 43% has between 5 to 10 years working experience; 38% of respondents have a degree as their highest qualification; and with 51% in the job grading between T12 to T13.

#### **4.3.2 Section B Employee Motivation and Performance Questionnaire**

Section B was divided into three different sections trying to address all three objectives of the study which includes:

- To identify employees' level of motivation and how it affects their performance within Northern Cape Operating Unit,
- Identifying different types of individual employee motivation that may have an impact on performance,
- Evaluating the importance of employee performance in Northern Cape, Operating Unit.

##### ***4.3.2.1 To identify employees' level of motivation and how it affects their performance within Northern Cape Operating Unit***

In addressing this objective the questionnaire had six different questions of which the responses will be analysed in detail; the questions that were asked are as follows:

- I am pleased with the career advancement opportunities available to me.
- I am satisfied with the job-related training my organization offers.

- I am inspired to meet my goals at work.
- I am determined to give my best effort at work each day.
- Employees in my organization take the initiative to help other employees when the need arises.
- How often do you consider quitting your job?

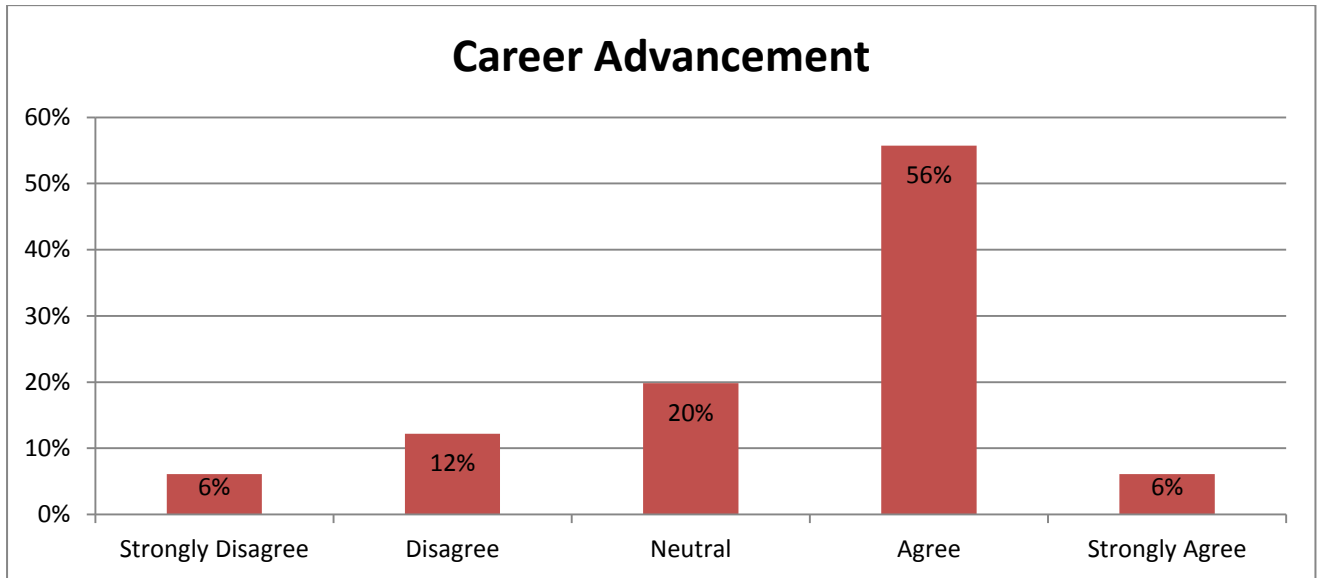


Figure 4.8: Career Advancement Results

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority of respondents above 62% agreed that they are pleased with career advancement opportunities available to them, whereas 20% were neutral and about 18% disagreed.

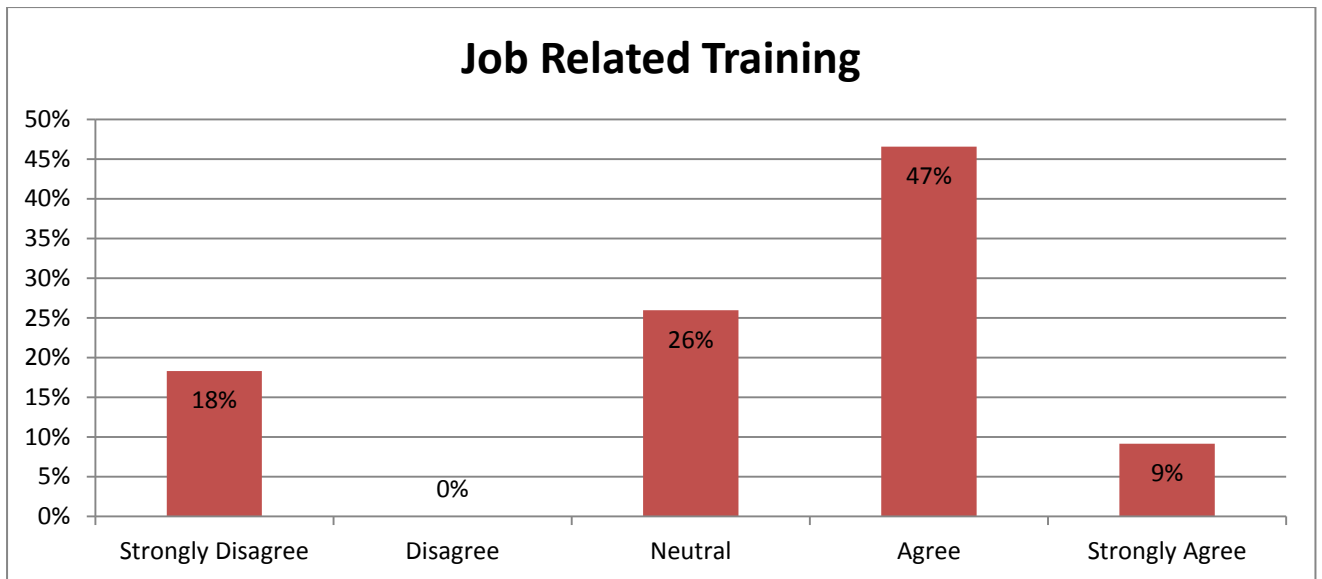


Figure 4.9: Job Related Training Results

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority of respondents with about 56% agreed that they were satisfied with job related training that Eskom offers, whereas 26% were neutral and only 18% disagreed.

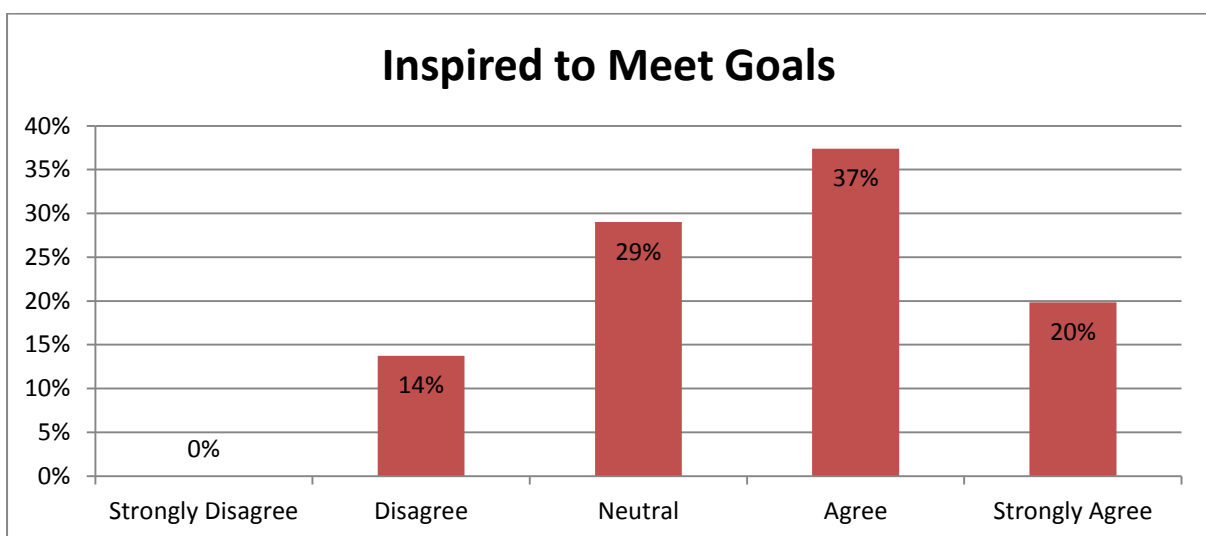


Figure 4.10: Inspired to Meet Goals

n=131

X-axis: Likert scale

Y-axis: Response percentage

Majority of respondents with 57% agreed that they are inspired to meet their goals at work, 29% were neutral and only 14% disagreed.

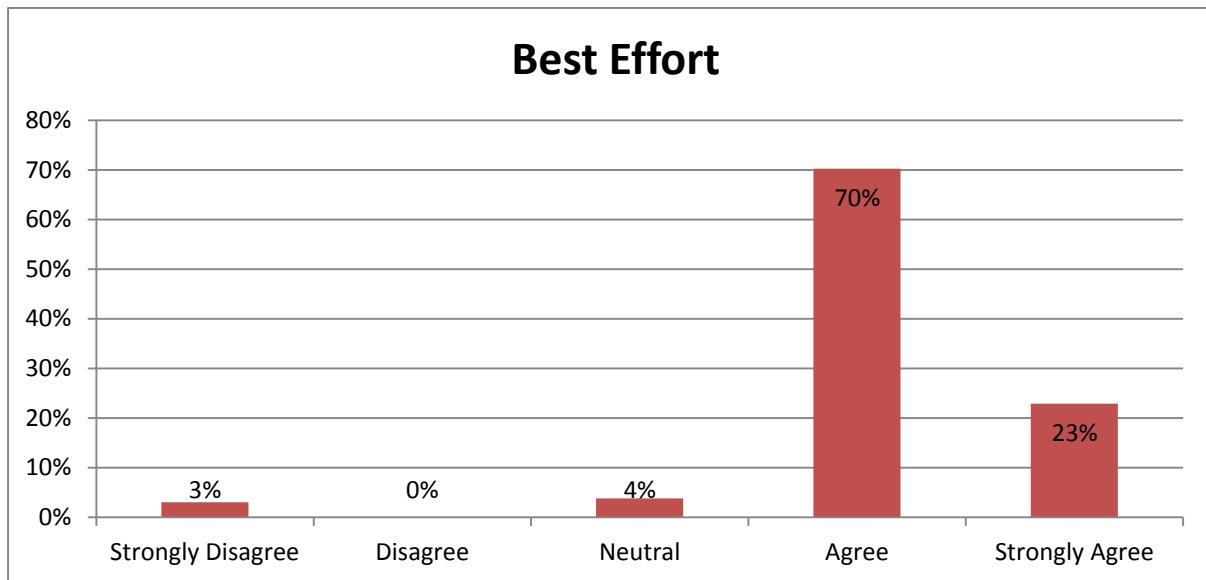


Figure 4.11: Best Effort

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority of respondents with 93% agreed that they are determined to give their best effort at work each day, whereas only 4% was neutral and 3% disagreed.

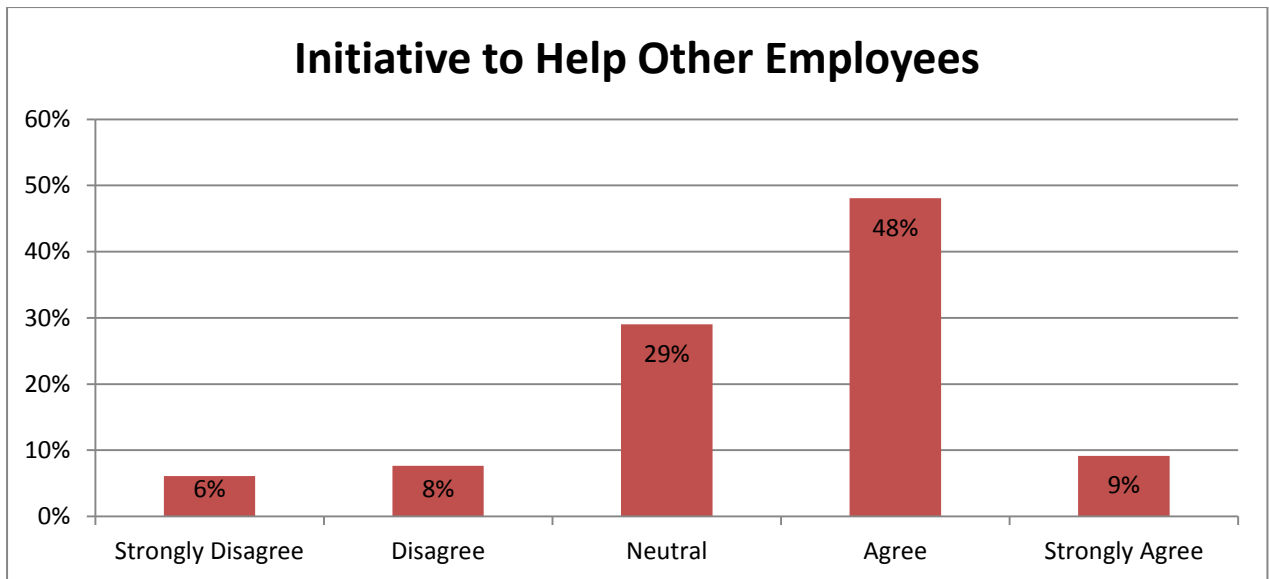


Figure 4.12: Initiatives to Help Other Employees

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority of respondents with 57% agreed that their fellow employees within the organisation take initiatives to help other employees when need arises, with 29% respondents choosing to be neutral and only 14% disagreed.

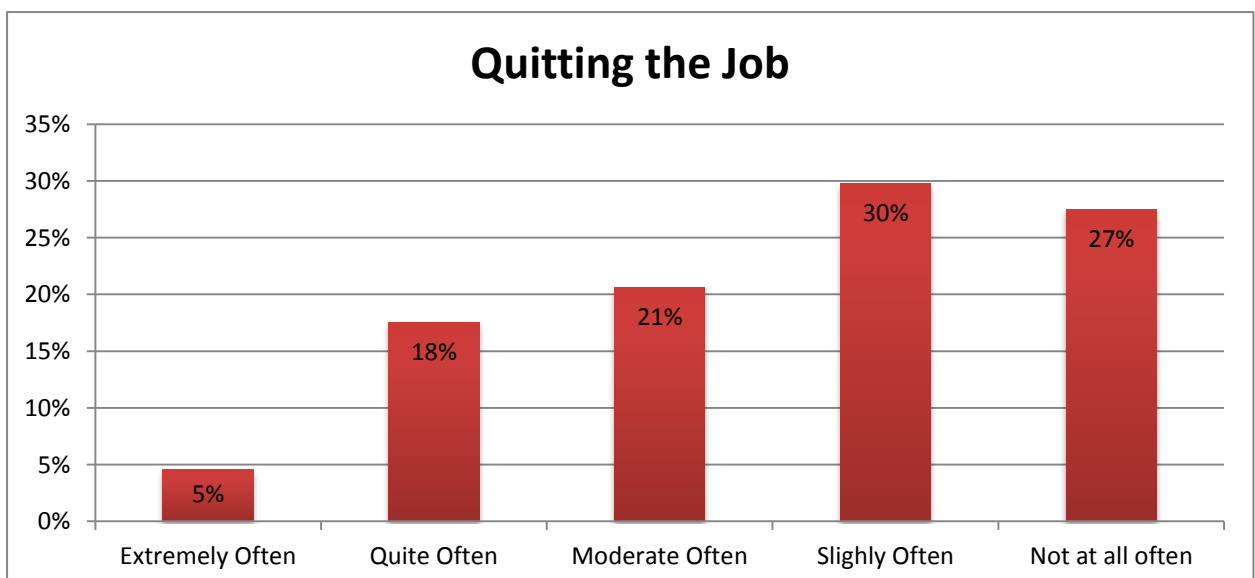


Figure 4.13: Quitting the Job

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority of respondents with 74% do consider quitting their jobs, whereas only 27% do not often consider quitting. The analysis of people considering quitting their job in comparison to the age category indicates that for respondents under the age 30 42% consider quitting their jobs slightly often, 32% quite often, 13% are moderate and extreme often. Respondents under the ages 31 to 40 36% responded as not at all often in regard quitting their jobs, 28% slightly often, 25% moderate often, 11% quite often. Respondents between the ages 41 to 50 29% consider quitting their jobs extremely and quite often, 19% moderate and not all often and 4% slightly often and respondents between the ages 51 to 60 44% consider quitting their job slightly often, 33% not at all often, 22% moderate often. There is a p-value of 0 and relative frequency rates of 0.05 for extremely often, 0.21 for moderate often, 0.27 not at all often, 0.18 quite often and 0.30 slightly often.

In assessing gender with how often people consider quitting their jobs, the study indicated that 31% females moderate and slightly often considers quitting their jobs, 25% not at all often and 13% quite often. In regard to males 29% of respondents responded in regard with quitting their jobs as not all often and slightly often, 21% quite often, 13% moderate often and 8% as extremely often.

In assessing race with how often people consider quitting their jobs; for respondents that falls under black category 31% slightly often consider quitting their jobs, 26% quite often, 22% moderate often, 14% quite often and 7% extremely often. Respondents that falls under coloured category, 44% responded as not at all often when asked how often they consider quitting their job, 28% quite often, 22% moderate often and 6% slightly often. 100% of Indian who responded on the study considers quitting their job quite often. Respondents that fall under white category, 23% responded in regard with quitting their job as not at all often, 46% slightly often, 15% quit and moderate often.

## **Interpretation on the Finding Relating to Quitting the Job**

Majority of respondents in Northern Cape Operating Unit are highly considering quitting their jobs. In Chapter 2 equity theory indicates that in organisations motivation is based on the simple premise that people are treated fairly and a strong role in motivation is played by the perceptions in equity or inequity. Employees can apply 5 different methods to reduce inequity. Firstly input can be changed by putting more or less effort into the job. This will depend on where the inequality lies, for instead they will put less effort if they feel they are underpaid. Second, they can seek more avenues for development and growth if they want pay raise. Thirdly, admitting that the contribution made to the organisation is not of acceptable standard. Fourth, the comparison of other outputs or inputs may be altered. This may be done by working more hours than originally believed. As a last resort the situation may be left as is and employees seek new jobs or move to different department to reduce inequity. In Eskom Northern Cape Operating Unit it looks like employees are highly considering this last method as the majority is considering quitting their jobs.

### ***4.3.2.2 Identifying different types of individual employee motivation that may have an impact on performance***

In addressing the objective of identifying different types of individual employee motivation that may have an impact on performance, five different questions were included on the questionnaire and they are stated below:

- I am satisfied with my overall compensation.
- I am compensated fairly relative to my local market.
- I am satisfied with the workplace flexibility offered by my organization.
- I get excited about going to work.
- Management within my organization recognizes strong job performance.

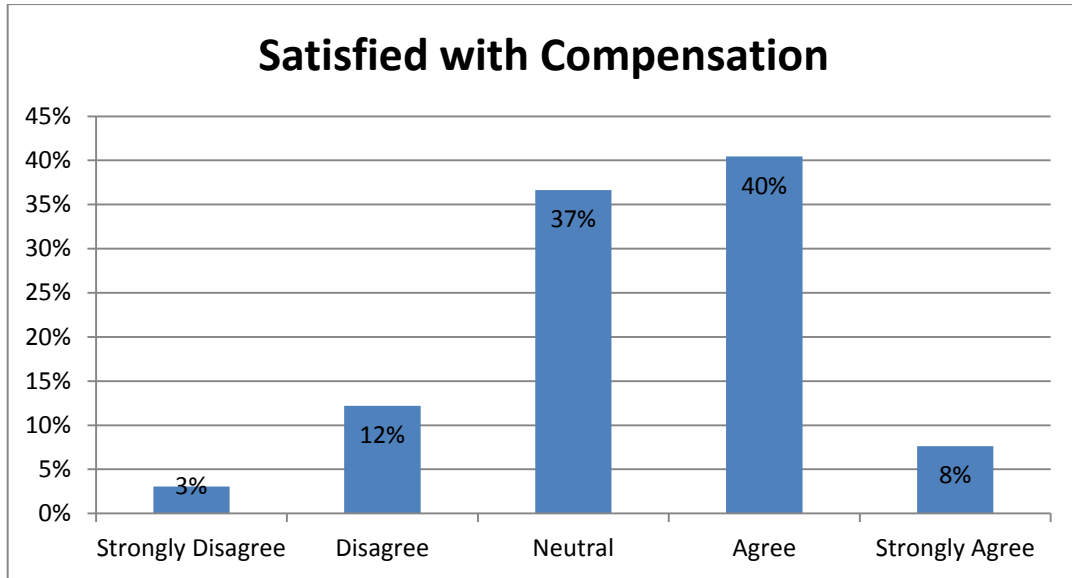


Figure 4.14: Satisfied with Compensation

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority of respondents with 48%, agree that they satisfied with their compensation, whereas there is a high number at 37% of respondents who choose to be neutral and only 15 % disagree.

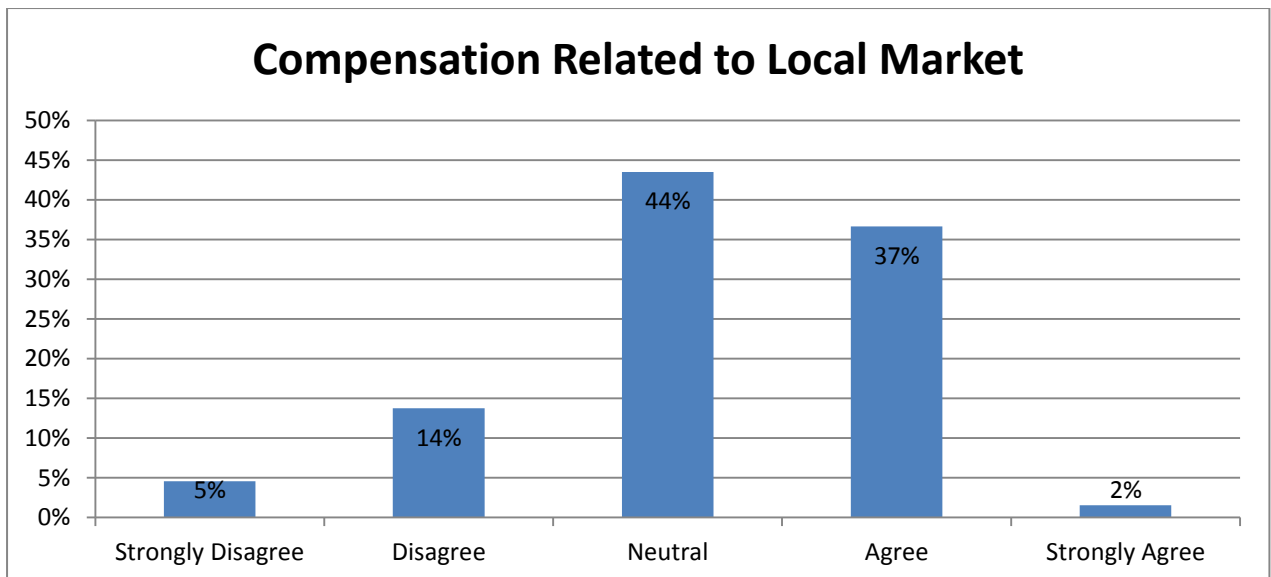


Figure 4.15: Compensation Related to Local Market

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority with 44% decided to be neutral when they had to indicate if their compensation was fair in comparison to the local market, whereas 39% agreed and only 19% disagreed.

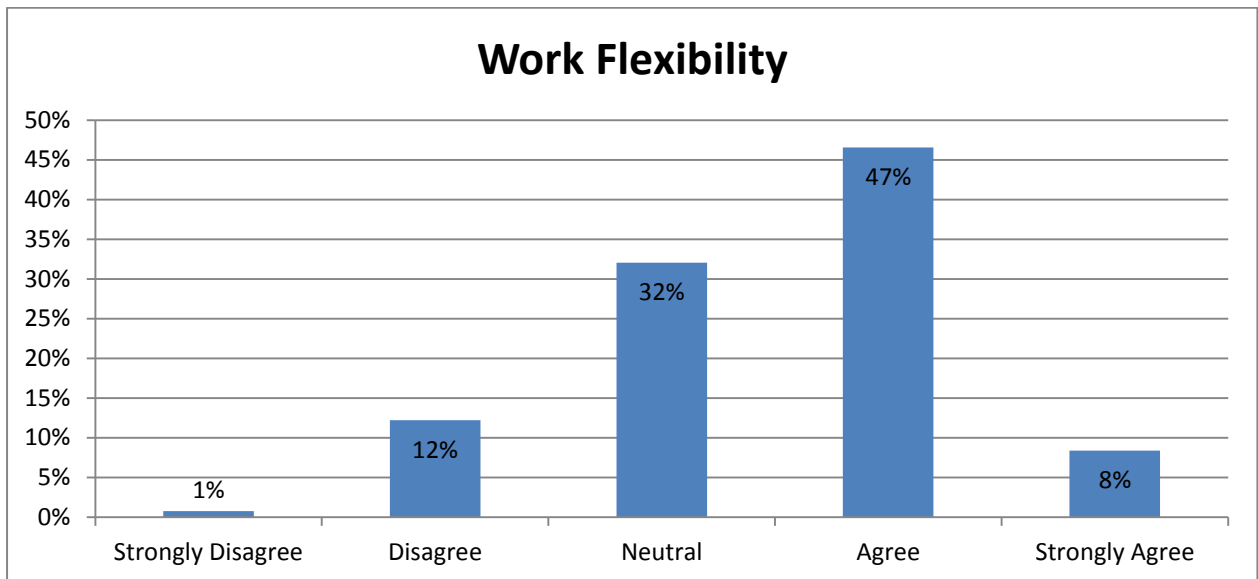


Figure 4.16: Work Flexibility

n=131

X-axis: Likert scale

Y-axis: Response percentage

About 55% of respondents agree that they are satisfied with workplace flexibility offered at Eskom Northern Cape Operating Unit, whereas a slightly high percentage of 32 respondents was neutral and only 13% disagreed.

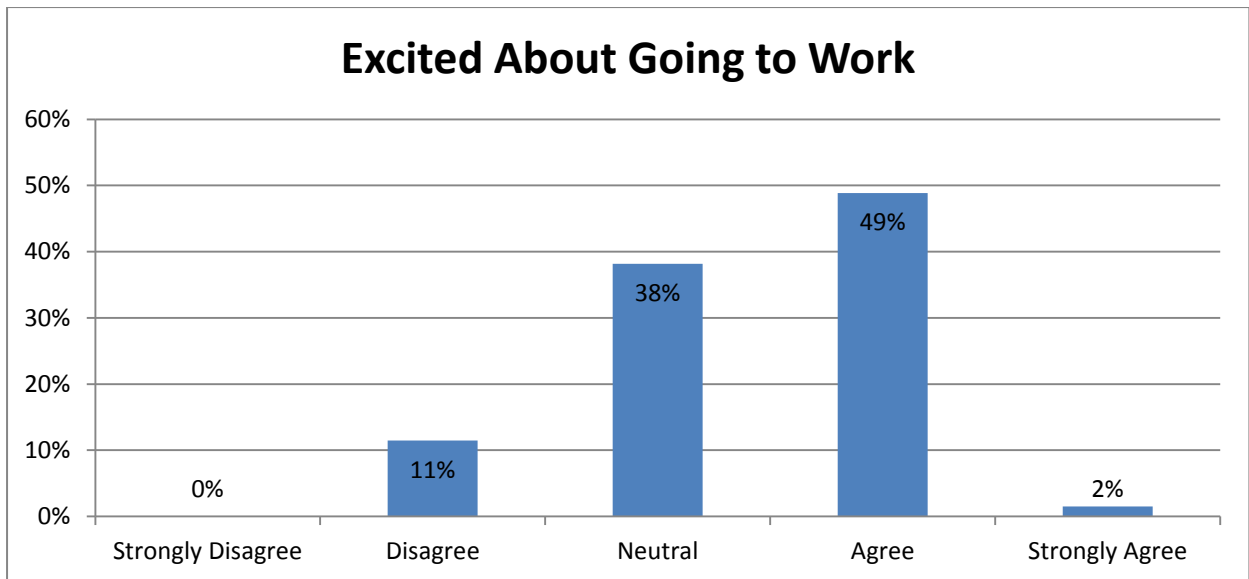


Figure 4.17: Excited About Going to Work

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority of respondents with 51% indicated that they are excited about going to work, about 38% of responded decided to be neutral and only 11% disagreed.

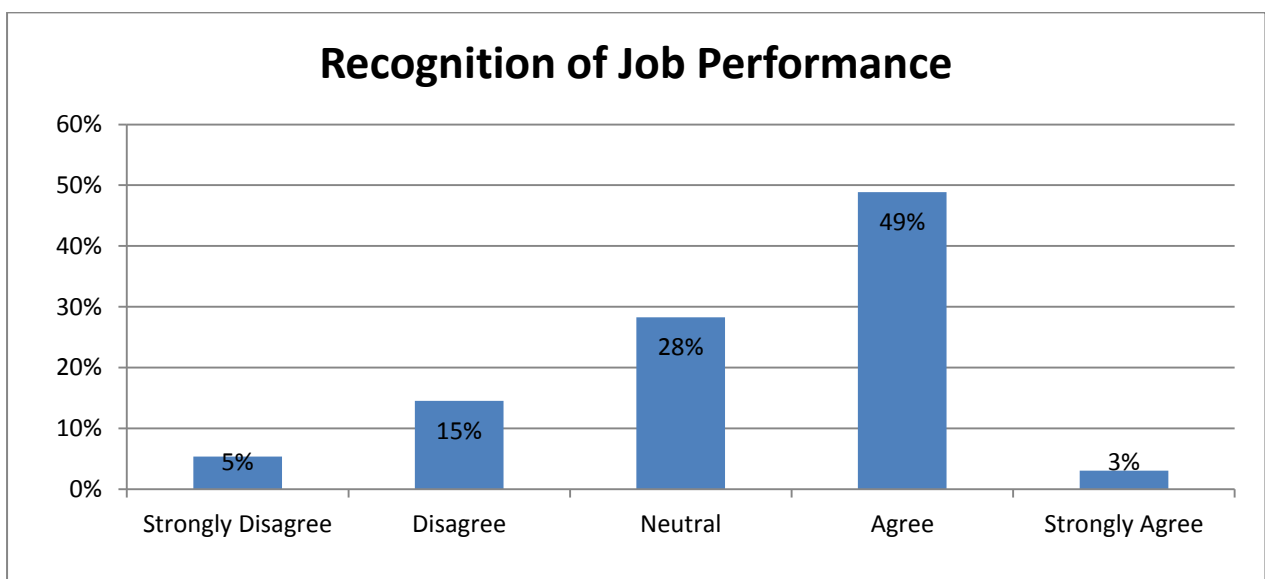


Figure 4.18: Recognition of Job Performance

n=131

X-axis: Likert scale

Y-axis: Response percentage

A majority of 52% respondents agreed that management within Eskom Northern Cape recognises strong job performance, whereas 28% chose to be neutral and only 20% disagreed.

### **Interpretation of the Finding Relating to Recognition of Job Performance**

The majority of respondents in Northern Cape Operating Unit agreed that management recognises strong job performance. In chapter 2, goal setting theory indicates that goal setting strategy is an important process that involves both employee and a manager to discuss and agree on determining goals and the relationship between rewards and performance needs to be made clear to subordinates. This enables employees to be recognised and rewarded accordingly for their good performance. Goals provide both motivation and direction for human behaviour, which is a goal setting theory (Martin & Fellenz 2017)

#### ***4.3.2.3 Evaluating the importance of employee performance in Northern Cape Operating Unit***

In an attempt to address the secondary objective on evaluating the importance of employee performance in Northern Cape Operating Unit, six different questions were included on the questionnaire, these questions are stated below:

- Communication between senior leaders and employees is good in my organization.
- I am able to make decisions affecting my work.
- My organisation has a safe work environment.
- I am satisfied with my overall job security.
- My manager and I have a good working relationship.

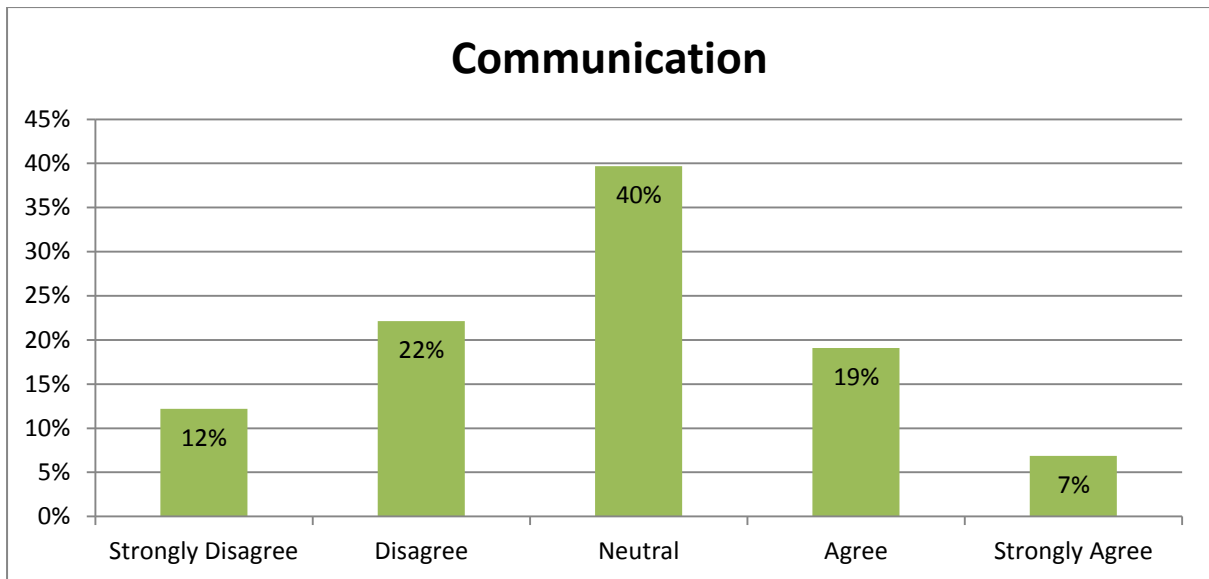


Figure 4.19: Communication

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority of respondents with 40% decided to be neutral when asked to indicate if communication between senior leaders and employees is good within Eskom Northern Cape Operating Unit, whereas 22% disagreed and only 19% agreed. In section 2.8.3 it is indicated that the relationship between employees and management is enhanced through communication, the communication becomes a two way when employees feel valued by management and management's interest in employees is their well-being by offering employees more opportunities to grow, which is a top driver for performance. In comparison the rate of respondents who had a negative response to this question against respondents with a positive response, suggest that the majority of respondents do not think there is good communication between management and employees and this has the ability to produce a negative impact, which will affect the performance of employees, as employees will not feel valued and appreciated by management.

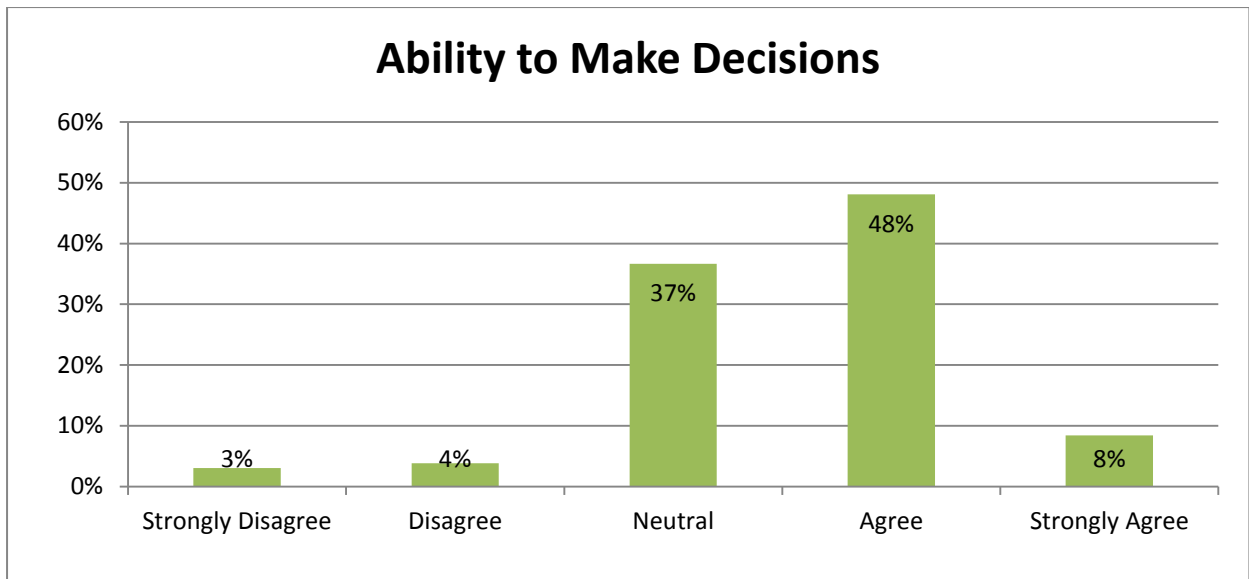


Figure 4.20: Ability to Make Decisions

n=131

X-axis: Likert scale

Y-axis: Response percentage

A majority of 56% agreed that they are able to make decisions affecting their work whereas 37% decided to be neutral and only 7% disagreed. Respondents in Northern Cape Operating Unit had a positive response that they are able to make decisions in their jobs. Chapter 2 indicated in the description of theory Y that employees are self-motivated, anxious to accept more responsibility, ambitious and exercise self-control. These employees desire to be creative and given freedom at their job, where after they have the ability to be more productive and perform their tasks to the best of their ability (McGregor, 1960).

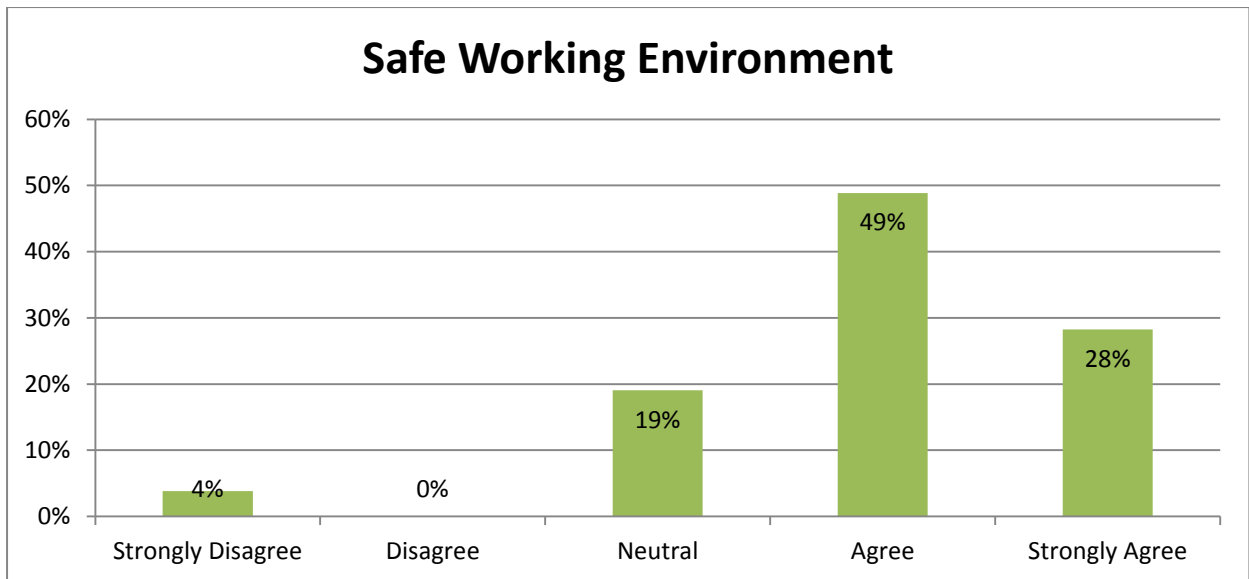


Figure 4.21: Safe Working Environments

n=131

X-axis: Likert scale

Y-axis: Response percentage

The majority with 77% agreed that Eskom Northern Cape has a safe working environment, 19% were neutral and only 4% disagreed. What can be concluded from the above findings is that employees view safety in the working environment as an important motivational factor. As indicated in chapter 2, Herzberg applied a theory in both job design and workplace, where accountants and engineers were questioned about their feelings towards their jobs and sources of work. Dissatisfaction were identified that he called hygiene and sources of satisfaction he called motivators, these hygiene factors included working conditions and job security (Warnich, Carrell, Elbert & Hatfield, 2015).

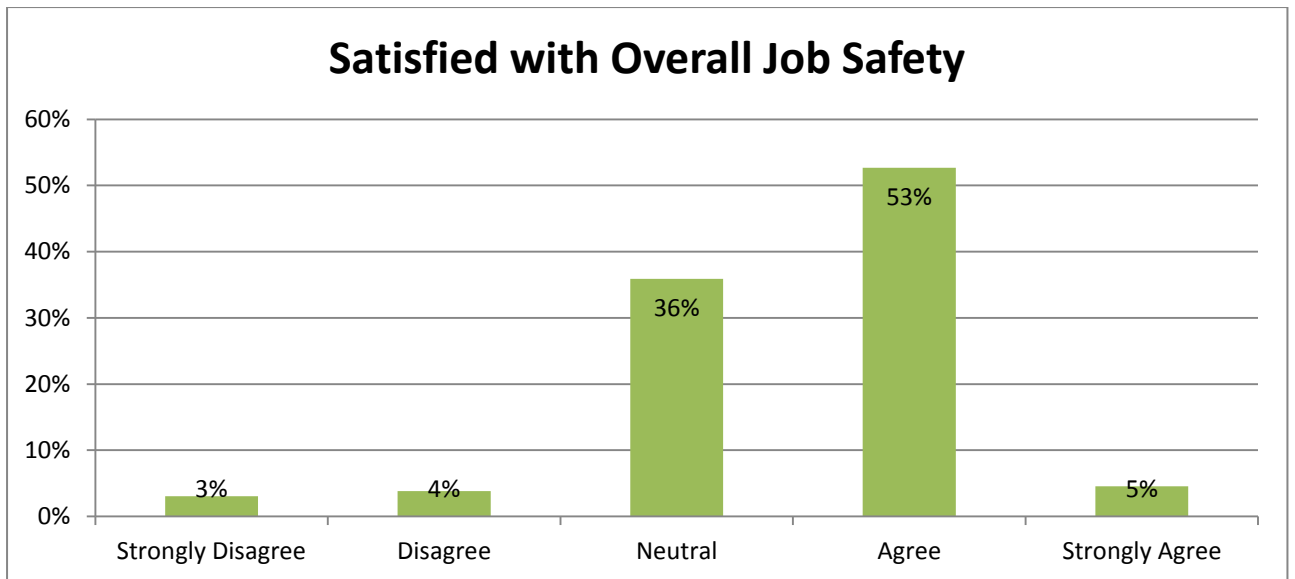


Figure 4.22: Satisfied with Overall Job Safety

n=131

X-axis: Likert scale

Y-axis: Response percentage

A majority with 58% agreed that they are satisfied with overall job security, whereas 36% was neutral and only 8% of respondents disagreed.

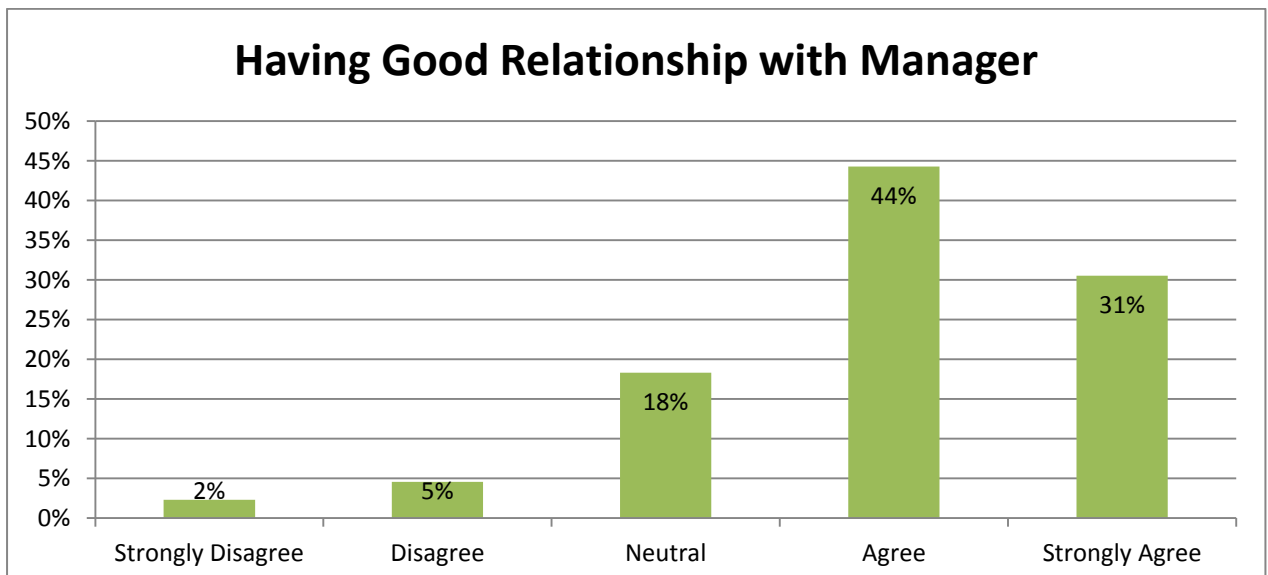


Figure 4.23: Having Good Relationship with Manager

n=131

X-axis: Likert scale

Y-axis: Response percentage

About 75% of respondents agreed that they have a good working relationship with their managers, whereas 18% respondents decided to be neutral and only 7% disagreed.

### Interpretation of the Findings Relating to a Having Good Relationship with Manager

The majority of participants in Northern Cape Operating Unit agreed that they have a good working relationship with their managers. As part of human resource approach, it is stated in chapter 2 that this approach assumes that people are able to make a genuine contribution and they want to contribute in their employment. The role of management is to ensure that they encourage participation and create a conducive working environment that will utilize human resources (Griffin, Phillips & Gully, 2017)

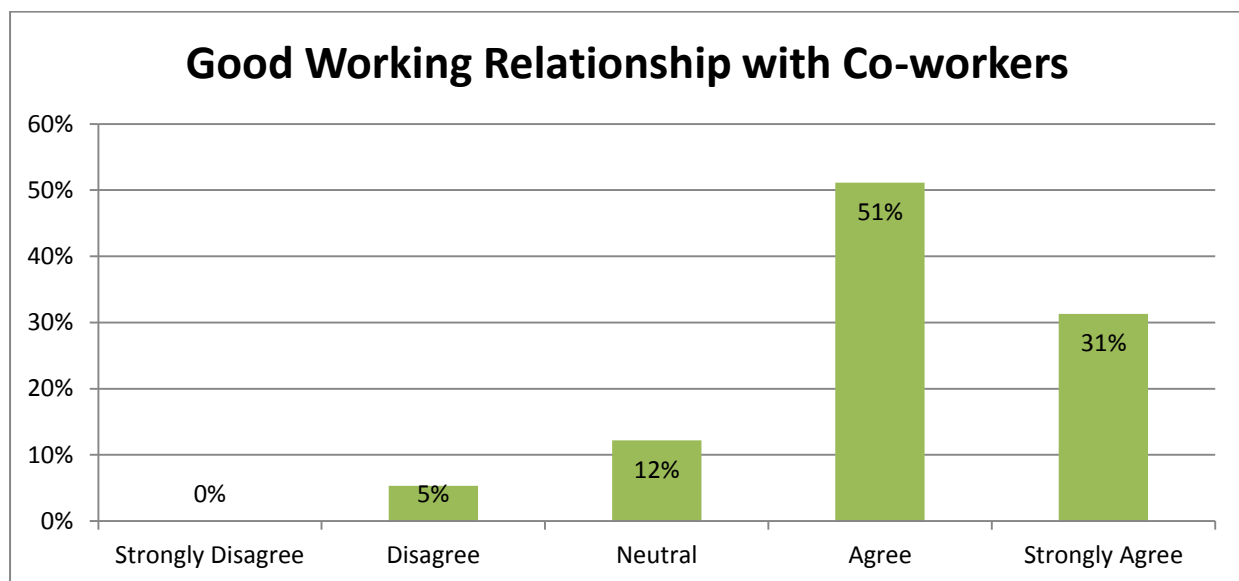


Figure 4.24: Good Working Relationship with Co-workers

n=131

X-axis: Likert scale

Y-axis: Response percentage

A majority of 82% respondents agreed that they have a good working relationship with their co-workers, 18% of respondents was neutral and only 5% disagreed.

The questions that received a high negative feedback under all categories were as follows:

- How often do you consider quitting your job 23%,
- Management with my organisation recognises strong job performance 20%,
- Communication between senior leaders and employees is good in my organisation 34%.

#### **4.4 Conclusion**

This chapter provides findings that are obtained from research conducted in Eskom Distribution Northern Cape Operating Unit. The study indicated a majority of male respondents between the ages of 31 to 40 who have been in the organisation for a period of 5 to 10 years. The study indicated that employees are satisfied with non-monetary benefits that the organisation provides, this includes career advancement, job related training, work flexibility and safe working environment. Feedback on monetary benefits also indicated to be satisfactory as majority of respondents are satisfied with the compensation that are been provided.

## **CHAPTER 5 : FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **5.1 INTRODUCTION**

The results of the study were obtained in chapter 4 on a quantitative study that was conducted. Overview findings that are obtained in the quantitative study conducted at Northern Cape Operating Unit will be provided in this chapter. This chapter will also identify the limitations of the study. The recommendations that will be made will be based on the findings obtained from the study and in line with chapter 2 theory.

The study results can be of great benefit to the organisation, by knowing the levels of motivation for the current employees and understanding individual commitment to his or her performance that contributes to overall organisational performance. The questionnaire was divided to address two different variables, which are motivation and performance, and the objective of this study was to understand the relationship between employee motivation and employee performance in Northern Cape Operating Unit.

It was determined that, as discussed in Chapter 2, that to motivate individual employees, rewards that are given should be linked to performance and should address the motivational needs of employees. Motivational weight cannot be carried by something that is not important to a person. It is of critical importance to Eskom Northern Cape management to understand what type of rewards and expectations the employees regard as motivational to them.

In this chapter the evaluation of the research results and conclusions of the study will be presented against the research questions identified in Chapter 1. Recommendations that will be done will be addressing the areas of concern that are highlighted in by chapter 5 findings.

### **5.2 SUMMARY**

Chapter 1, which was the proposal, highlighted the aim and the objectives of the study; the background of Eskom was provided which is the organisation the study focused on. Discussion on the importance of Eskom as power utility was provided

followed by a discussion of different divisions. In this chapter a discussion of the importance for Eskom Northern Cape Operating Unit to maintain an exceptional performance, was discussed.

Chapter 2 focused on a discussion of motivational theory. This included the sources of motivation at workplace, a detailed discussion of Maslow's needs hierarchy theory, as well as Herzberg's two factor theory. This was followed by a discussion in performance management, which included a detailed discussion on purpose of performance management, process of performance management and performance measuring criteria.

Chapter 3 discussed the research methodology the study followed, this included research design, sampling strategy, data collection, statistical analysis and ethical considerations.

Chapter 4 focused on analysing quantitative data that indicated demographic information of participants in section A and section B had questions in relation to levels of motivation for employees and employees' commitment to job performance.

The main findings of the study will be followed up by the researcher.

### **5.3 FINDINGS**

Research findings have been discussed around performance and motivation for employees in Eskom Northern Cape Operating Unit. The questionnaire had 16 different questions that covered both variables of motivation and performance. The feedback from questionnaires indicated positive feedback on both performance and motivation, but there were areas of concern in regard with motivation.

Communication between employees and senior management is an area of concern and this has a potential to affect the individual employee performance, which will impact negatively on the overall organisational performance. It is indicated under figure 5.18 with the high negative response from respondents when they were asked if the communication between management and employees within the organisation was good.

A second major area of concern is the high number of respondents who are considering quitting their jobs. Figure 5.12 indicated that the majority of respondents do consider quitting their job, a detailed investigation should be conducted by the Human Resource Department to find out the reasons why people would consider quitting their jobs and strategies to be put in place to motivate employees. The same people who are considering quitting their jobs are people who are committed in doing their jobs and work well with their colleagues, yet they are willing and highly considering to change the company.

There are a number of areas that had a positive feedback from respondents. These include career advancement; respondents are pleased with career advancement opportunities available to them. Secondly they are satisfied with job related training that is offered to them. The majority of respondents were inspired to meet their goals and determined to give their best effort to their jobs each day. These are all things that indicate the majority of employees have the ability to improve and do well in their jobs, which will have a positive effect on the organisational performance.

### **1. Findings relating to the relationship between motivation and performance**

Findings relating to research question 1 that determines the relationship between motivation and performance, in chapter 4 questions that assess motivation levels were addressed under figure 4.10 inspired to meet goals and figure 4.11 best effort. Both questions had a positive response with 57% of respondents who are inspired to meet their goals and 93% of respondents agreed that they put their best effort at work every day, this indicates that employees at Eskom Northern Cape Operating Unit are motivated to do their job. Questions that link motivation to performance are addressed under figure 4.20 the ability to make decisions and figure 4.23 having good relationship with manager. Both questions had a positive response with 56% of respondents agreed that they have the ability to make decisions at work and 75% of respondents agreed they have good relationship with their managers. All questions of motivation and performance provided a positive response this indicates there is a relationship between motivation and performance.

## **2 How employee level of motivation affect performance**

As indicated under finding 1 above the levels of motivation and has a positive correlation to performance where motivation levels increases also performance will increase, this indicates that when motivation levels decreases also performance will decrease.

## **3 Why is employee performance important?**

Chapter 4 under sub section 4.3.2.3 evaluated the importance of employee performance in Eskom Northern Cape where six questions were asked that addressed communication between senior leaders and employees, ability to make decisions relating to work, safety in working environment, overall job security and working relationship. All the assessed elements had a positive response except for communication, this indicates that if all elements that enable the improvement of performance are achieved it will not only improve the individual employee performance but it will help to improve the overall performance of Eskom Northern Cape which will ensure the organisation sustainability.

## **4 What type of motivation has an impact on performance?**

There were six questions that were asked in chapter 4 to address the type of motivation that has an impact on performance figure 4.8 addressed career advancement where 62% of respondents had positive response relating to their career advancement within the organisation. The second question relating to job related training was addressed under figure 4.9 where about 56% of respondents were happy with job related training opportunities that are offered to them. The third question addressed in figure 4.10 had positive response where 57% of respondents indicated they were inspired to meet their goals. The fourth question under figure 4.11 for best effort indicated majority with 93% of respondents give best effort at their work. The fourth question under figure 4.12 that was assessing the respondents initiative to help other employees which had a positive response with 57% of respondents who will take initiative to help other employees to get the job done. The last question was determining the frequency of respondents in considering quitting

their job, this question had a negative feedback where about 74% of respondents were considering quitting their job even though the majority of respondents are considering quitting their jobs that does not affect negatively their level of job performance.

#### **5.4 RECOMMENDATIONS**

This section provides recommendations made from the study, which will assist management to keep employees motivated at work and improve employee performance to positively impact on organisational performance.

##### **Recommendation 1: Leadership's continuous intervention in motivating employees:**

Even though the study indicated that the majority of respondents are motivated at their workplace, continuous intervention from leadership is still required to maintain and improve motivational levels further. It is important for senior management to know motivational factors that are regarded as important by employees so that they can be implemented to ensure all employees are highly motivated. It is therefore recommended that management must interact with employees to determine what employees regard as motivational factors so that management can continue to motivate employees within Eskom Northern Cape Operating Unit.

### **Recommendation 2: Improved Management Communication with Employees:**

Management need to do road shows to engage employees on the organisational key focus areas, allow employees to share their challenges and propose alternative solutions to their problems regarding organisational performance. Individual employee contribution should be highlighted on how it impacts the achieving of the key performance indicators of the organisation. Communication was indicated as an area of concern by a majority of respondents. This will help leadership to be visible and to ensure communication is not only top down, but also a bottom up approach is followed. Involving employees in the decision making will help and encourage employees to know that their opinion matters in the decision making, which will increase employees buying in and support during implementation of the decisions made.

### **Recommendation 3: Further investigation on employee's willingness to quit their jobs:**

It is recommended that a more structured survey that will understand the reasons why a majority of respondents are considering quitting their jobs should be developed by Human Resource Department and be sent out to all Eskom Northern Cape Operating Unit employees, including business partners such as Finance, Procurement, Fleet, Customer Service etc. Leadership need to understand what increases employees' level of dissatisfaction and put controls in place to ensure that employees are engaged, which will ensure that the company continues to meet its objectives.

## **5.5 LIMITATIONS OF THE STUDY**

There are limitations to the study that were identified, the findings should be viewed with these limitations in mind and these present the opportunity for future research studies to be conducted.

Firstly, some of the employees initially did not want to participate in the study, the moral of employees was very low at the time the questionnaires were distributed due

to Eskom liquidity challenges that employees were not getting their annual performance bonus and salary increase. The researcher had to engage employees in their different departments to explain the purpose of the questionnaire and that it was not a human resource department exercise, but an academic paper, after which the number of respondents increased.

Secondly, the sample size was only limited to distribution core departments, namely the supporting business partners, such as Finance, Procurement, Customer Services, Human Resource, Real Estate Departments and Transmission Northern Cape Grid were not included. This may contribute to a small number of findings obtained. Had a broader range of Eskom Northern Cape employees been selected, it would have influenced the findings.

## **5.6 Further area of research**

The research that was conducted focused on determining if there is a relationship between employee motivation and employee performance within Eskom Northern Cape Operating Unit. Further research study can focus on reward management system and best practices for performance in Eskom Northern Cape Operating Unit.

## **5.7 CONCLUSION**

The primary objective for the study was to determine the relationship between employee motivation and employee performance in Eskom Northern Cape Operating Unit. Chapter 4 provided research findings for the study to meet the primary and secondary objectives as identified in chapter 1. This also focused on aligning literature review, methodology and the findings of the study. In conclusion a number of recommendations are provided for the organisation to maintain and improve levels of employee motivation to enhance employee performance within Eskom Northern Cape Operating Unit. It can be concluded that there is a relationship between individual employee motivation and performance as it is indicated in chapter 4 where respondents indicated a high positive response on motivational factors such as satisfaction with compensation, what they are compensated compared to local markets, work flexibility, excitement about going to work and the responses promoting performance that provide a positive correlation to motivational factors

include employees having the ability to make decisions regarding their work, having an environment that is safe, as well as having a good relationship with managers and co-workers.

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## ANNEXURE A: QUESTIONNAIRE

### SECTION A: DEMOGRAPHIC INFORMATION

Kindly indicate your answer with an X in an appropriate box

1. What is your age?

≤30		31-40		41-50		51-60		> 60	
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2. What is your gender?

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

3. What is your race?

Black		Coloured		White		Indian		Other	
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4. Years of service at Eskom?

0-5		6-10		11-15		≥ 15	
-----	--	------	--	-------	--	------	--

5. Kindly indicate in which department you currently working in

Asset Creation		Maintenance & Operations		BIPM		SHEQS	
-------------------	--	--------------------------------	--	------	--	-------	--

6. What is your job grading?

T05- T11		T12- T13/P13		MPG14- 16		M/P17- 18	
-------------	--	-----------------	--	--------------	--	--------------	--

7. What is your highest qualification completed?

Matric		Diploma		Degree		Post Grad		Masters	
--------	--	---------	--	--------	--	--------------	--	---------	--

**SECTION B EMPLOYEE MOTIVATION AND PERFORMANCE QUESTIONNAIRE**

1. I am pleased with the career advancement opportunities available to me.

- Strongly Disagree
- Disagree
- Neutral/ Neither agree nor disagree
- Agree
- Strongly Agree

2. I am satisfied with the job-related training my organization offers.

- Strongly Disagree
- Disagree
- Neutral/ Neither agree nor disagree
- Agree
- Strongly Agree

3. I am inspired to meet my goals at work.

- Strongly Disagree
- Disagree
- Neutral/ Neither agree nor disagree
- Agree
- Strongly Agree

4. I am determined to give my best effort at work each day

- Strongly Disagree
- Disagree
- Neutral/ Neither agree nor disagree

Agree

Strongly Agree

5. Employees in my organization take the initiative to help other employees when the need arises.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

6. I am satisfied with my overall compensation.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

7. I am compensated fairly relative to my local market.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

8. Communication between senior leaders and employees is good in my organization.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

9. I am able to make decisions affecting my work.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

10. I am satisfied with the workplace flexibility offered by my organization.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

11. My organization has a safe work environment.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

12. I am satisfied with my overall job security.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

13. I get excited about going to work.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

14. How often do you consider quitting your job

Extremely Often

Quite Often

Moderate Often

Slightly Often

Not at all often

15. Management within my organization recognizes strong job performance.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

16. My manager and I have a good working relationship.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

17. My coworkers and I have a good working relationship.

Strongly Disagree

Disagree

Neutral/ Neither agree nor disagree

Agree

Strongly Agree

## ANNEXURE B: LETTER OF CONSENT



Prof Helena van Zyl  
Director Business School  
University of Free State  
PO Box 339  
BLOEMFONTEIN  
9300

Date:  
18 July 2018  
Enquiries:  
Tel +27 53 830 5900

Dear Prof van Zyl

### **PERMISSION TO OBTAIN INFORMATION WITHIN NORTHERN CAPE OPERATING UNIT AS PART OF MASTER'S IN BUSINESS ADMINISTRATION**

I hereby grant Ms Nondzuzo Majikijela a permission to conduct a survey with our employees in Eskom Northern Cape Operating Unit for a period between July and August, as part of her Master's in Business Administration with the University of Free State Business School.

Ms Majikijela's has informed me about her line of research and the nature of interaction needed from Eskom Northern Cape Operating Unit (Respondents filling in a questionnaire).

Yours sincerely

A handwritten signature in black ink, appearing to read "Klaas Gouws".

Klaas Gouws  
General Manager Northern Cape Operating Unit

Northern Cape Operating Unit  
Business Integration and Performance Management  
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Eskom Holdings SOC Ltd Reg No 2002/015527/30

## ANNEXURE C: LANGUAGE EDITOR CERTIFICATE

Michelle Woolley

WRITER EDITOR PROOFREADER TRANSLATOR

Articles • Direct Mailing • Newsletters • Web Content/blogs • Brochure

### **CERTIFICATE OF EDITING**

This letter certifies that I have edited the dissertation detailed below.

Dissertation Title:

The relationship between individual employee motivation and performance within Eskom

Dissertation Author:

Nondzuzo Majikijela  
2007081157

Regards  
Michelle Woolley

Date: 26/10/2018

michellewoolley12@gmail.com  
083 298 2077

## ANNEXURE D: TECHNICAL EDITOR CERTIFICATE

*C. Nel*

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✉ 39 Fowler Street, Hospitalpark, Bloemfontein 9301

☎ 072 377 5585

9 November 2018

To Whom it May Concern

re: TECHNICAL EDITING

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This letter serves to confirm that I, Carmen Nel, am the technical editor of the Thesis submitted by Nondzuzo Majikijela. I am a research librarian at the University of the Free State and hold a B Inf Degree in Information Science. I do technical editing for various scripts and research articles for staff and students alike on the campus and elsewhere.

Kind regards

Carmen Nel

# ANNEXURE E: TURNITIN SUBMISSION

UFS: School of Management (MBA)  
MBA Portal

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**RESOURCES**  
Course Content  
Additional material

---

**ASSESSMENT**  
Assessment information  
Assignment submission  
My Grades

---

**COMMUNICATION**  
Discussion Board

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**SUPPORT**  
EduTech Buddy

Welcome to your new class homepage! From the class homepage you can see all your assignments for your class, view additional assignment information, submit your work, and access feedback for your papers. ✕  
Hover on any item in the class homepage for more information.

## Class Homepage

This is your class homepage. To submit an assignment click on the "Submit" button to the right of the assignment name. If the Submit button is grayed out, no submissions can be made to the assignment. If resubmissions are allowed the submit button will read "Resubmit" after you make your first submission to the assignment. To view the paper you have submitted, click the "View" button. Once the assignment's post date has passed, you will also be able to view the feedback left on your paper by clicking the "View" button.

Assignment Inbox: MBRP7900 BFN ON _17430_1									
	Info	Dates		Similarity					
FINAL DOCUMENT MBRP 7900		Start	19-Feb-2018	1:22AM	29%		<a href="#">Submit</a>	<a href="#">View</a>	
		Due	31-Dec-2018	10:59PM					
		Post	31-Dec-2018	11:00PM					