

Identifying the contributory factors to job performance in a chemical company

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ABSTRACT

Title: Identifying the contributory factors to job performance in a chemical company

The main reason to be in business is to make money and be sustainable. Challenges on businesses have increased over the years due to stiff competition, social, legal, cultural, technological, economic and political factors. These changing external forces are beyond the control of organisations but for the organisations to remain successful, they have to utilize the skills of their human resources. The employees have to adjust to these changing demands and perform their tasks to keep the business afloat. Even in a highly mechanized organisation where the latest technology is in place, this technology is meaningless without the human element.

Businesses that are successful are those that manage to tap into the talent and skills of their employees and also identify that each employee has a role to play in the organisation. This requires the business to understand that each department is equally important, be it finance and accounting, information technology, marketing, human resource, public relations, research and development, supply chain, and more. All these departments need to work together and perform at their utmost best to achieve company goals. Performance of the various tasks will impact company profits and market share. Factors such as commitment, motivation, satisfaction, role perception, situational factors, company values, supervisor support, company incentives and ability to perform can encourage employees to perform to the best of their ability. Every organisation has to put resources in place for their employees to be able to execute their duties efficiently.

This study investigates the impact of job commitment, job motivation, job satisfaction, role perception, situational factors, company values, supervisor support, company incentives and ability to perform in bolstering company performance. Using the quantitative method, the population of this study was the employees of the chemicals company with 75 respondents. The primary data was gathered in the form of a questionnaire using a 5-point Likert scale and then analysed using descriptive and inferential statistics.

The results reveal that there are statistically significant correlations between the independent variables (job commitment, job motivation, company values, company incentives, supervisor support, situational factors, role perception, job satisfaction) and the dependent variable (job performance). That means if any of the independent variable increases or decreases, the

dependent variable will significantly increase or decrease. The results further revealed that there were strong correlations between the independent variables.

Key words: Performance, satisfaction, commitment, motivation, perception.

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CHAPTER 1

NATURE AND SCOPE OF THE STUDY

1.1 INTRODUCTION

Buying and selling of goods and services have become so easy for both the buyer and the seller. Goods and services can now be bought anywhere and delivered at the customer's doorstep. This has been made possible by the use of online services. Even trading between countries is now easy owing to globalization. By simply using search engines in the internet, products and services of interest can now be easily found. Buyers can further compare between different suppliers to assist them to make informed decisions in terms of pricing, quality, delivery, and more. As a result of globalization, stringent levels of compliance have also been imposed on companies. These include such issues as caring for the environment and social responsibility. Companies cannot afford not to meet these social demands levied upon them. Those companies who do not have the financial means or capacity to meet these demands have been forced out of business either willingly or due to negative publicity. This has made competition fierce amongst those that have survived and are still in operation. They have to fight for a shrinking market due to the prevalent economic conditions. This competition has forced companies to consider the way they conduct business; it is no longer "business as usual". Companies have been forced to introduce strategies that can give them a competitive advantage over their rivals. One such strategy is having a workforce that delivers high performance, ensuring that production is achieved with less.

Productivity is often associated with skills and ensuring that the right people are employed to perform the required tasks. This, however, companies have often found difficult to achieve even though the right skills are available. The failure is frequently blamed on a lacklustre approach by the employees when executing their tasks. Some organisations have hired motivational speakers to attempt to address the situation without any successful solution.

Job performance has been researched numerous times before, but this particular study is focused at assisting the chemicals company to achieve a culture of high performance. The research has identified some key contributors to the enhancement of a high performance culture which are also aligned to the company's values. The study has identified many factors for dreary performance which include amongst others ineffective communication and the lack of guidelines to employees on how to achieve organisational expectations. This has proven to be the stumbling block for companies to achieve as the employees do not even know what is

expected of them. The vision of the organisation is not shared with the employees, and they are not given the tools to achieve it. It is sometimes found that the key performance indicators are not clearly defined and not in line with the vision of the organisation. In some instances, tasks are assigned without management verifying values, religious or cultural beliefs of the employees. Once there is a clash between personal values, beliefs, and culture to that of an organisation, despondency is sown. For instance, a Roman Catholic would have reservations about promoting contraceptives as the Roman Catholic Church is against any form of contraception. If this individual is expected to perform such a task, the individual would find it extremely difficult and would probably fail dismally at it thus labelled a poor performer.

Sometimes employees are bombarded with humongous workloads and expected to find somehow a way to complete the tasks assigned without giving enough consideration to the time allocated to the tasks. With these immediate deadlines to meet, comes poor quality work. The employee is berated for shoddy work affecting the employee's confidence in performing future allocated tasks. Tasks are sometimes given without the proper tools/equipment. The employee is expected to make a plan in ensuring that the tasks are seen to completion. There are also tasks given to employees without verifying if they are capable of performing them. If they do not have the training or knowledge to execute them, they will fail at these tasks. But due to the fear of being reprimanded for refusing to perform them, they would run the whole nine yards for the organisations they work for, unfortunately to their detriment.

In some organisations, the conditions under which employees are expected to perform are not conducive. They could either be unsafe or the equipment used is neither dated nor adequate. This environment leads to a demotivated workforce. Employees are sometimes viewed as tools by which an organisation achieves its goals. This attitude more specifically my managers, affects the way employees conduct their jobs. Managers do not even bother to look into the feelings of employees. This is why stress and the wellness or lack of employees cannot be picked up early to assist the employees that need it. Some managers lack good leadership skills to guide employees or encourage them especially if they fail to perform according to expectation. Instead, criticism is levelled at them destroying their confidence and creating even a worse situation. Those that do well are not even appreciated for their efforts as it is deemed they get paid to do their job. Recognition for good work can go a long way in reinforcing good performance.

Bullying or harassment in the workplace has the same effects as it does in a school environment. Employees that have experienced bullying view their places of employment in a

negative way. They do not want to be there due to the torturous nature of the environment. The only things that motivate them to come to work are the bills they have to pay and the responsibilities to their families. These employees would not go that extra mile for the organisation, and hence their contribution would be minimal.

Human beings are biased in nature. They choose who they associate with. This normally happens naturally because they feel comfortable being around certain individuals. It could be because they share the same values, they are like them, they speak the same language, they support the same sports teams or simply because they went to the same school. These kinds of associations are common because it is easier to relate to someone who you have something in common with. Unfortunately, this can have a negative effect in the workplace where supervisors or managers are concerned. According to McCormick (2015:02), bias can hinder diversity, recruiting and retention efforts, and can unknowingly shape an organisation's culture. McCormick further states that bias can skew talent and performance reviews and can affect who gets hired, promoted and developed. This may be done deliberately or without being aware of the bias. If done deliberately it could be because managers are "protecting their turf" or like these individuals or trust in the capabilities of the individual.

Unfortunately, in Africa, generally, bias is common especially against women. Historically women were homemakers and when they started engaging in formal employment, their skills were questioned and were deemed not to be capable enough compared to their male counterparts. This unfortunately is still an issue with some employers to this day. An added disadvantage to women is the fact that they fall pregnant. Some employers are reluctant to employ them because they are compelled to give them time off to raise their babies. A study of 500 managers conducted by the law firm, Slater and Gordon, showed that more than 40% admitted they were wary of hiring a woman of childbearing age, while a similar number would be wary of hiring a woman who has already had a child or hiring a mother for a senior role. A quarter said they would rather hire a man to get around issues of maternity leave and child care when a woman does return to work, with 44% saying the financial costs to their business because of maternity leave are a significant concern. The study also showed that a third of managers' claim that women are not as good at their jobs when they come back from maternity leave (The Guardian, 12 August 2014).

In South Africa, there is another huge challenge the country faces with inequality based on colour. White people were treated as masters to their black counterparts. This led to the master – slave relationship and mistrust between the races and had regrettably infiltrated the

workspace as well. Some managers believe the other race cannot be trusted depending on the race of the manager. This institutionalized discrimination has crippled performance in the workplace even though on paper it no longer exists. However, in the minds of people it is still alive and haunting them. In most organisations, managers are white, and if the manager is biased, his black subordinates will often stand on the periphery and never be given responsibilities, and their capabilities hardly put to the test. And if the manager happens to be black, his white subordinates will feel his power as he will be “rectifying what his forefathers were put through” by segregation. Once a manager is perceived to be biased, the rebellion will manifest itself in the organisation leading to poor results and other problems such as animosity between employees. Government interventions like affirmative action have also created other problems in the workplace. Black employees support it while their white colleagues feel it is reverse racism. These dynamics are a challenge to management in trying to keep the peace between the different races.

On the other hand, grouping people according to the way they associate can be beneficial to an organisation. Best results can be achieved from a group of people if they have something in common. It is imperative that when group tasks are to be performed, people are chosen according to their association. If this is not done, chaos will reign supreme leading to poor performance. Grouping people according to their association helps reduce the effort needed to manage personalities and ego clashes.

With most organisations, yearly performance appraisals are conducted. The aim of these appraisals is to:

- Provide constructive feedback to the employee.
- Evaluate employees on how they fared against the goals and objectives set by their manager.
- Recognize the extraordinary efforts of certain employees.
- Support and encourage employees to work harder.
- Identify performance gaps and developing employees to fill those gaps.

According to Roberts and Pregitzer (2007:16), these appraisals do not always meet their objective due to employees being rated on non-objective criteria. Examples of non-objective criteria would be age, gender, race, personal relationships, perceptions about the employee, and more. Roberts and Pregitzer also suggest that the mood of the supervisor or manager in rating his subordinate can also have an effect on the overall rating. Due to this subjectivity of

the appraisal process, it can be abused by supervisors to punish employees they deem unruly or to develop and promote their associates and friends to senior positions. Once these appraisals are perceived by employees to be unfairly conducted, disappointment, distrust and cynicism may be created in the workplace. This could result in reduced employee motivation and organisational citizenship. These employees would feel that whatever effort they put into their work will not translate to a good appraisal. If an employee feels negative about a place where he spends a good fraction of his time and life in, it is inconceivable how detrimental that employee could be to promoting an organisation's vision (Roberts & Pregitzer, 2007:16).

1.2 BACKGROUND AND PURPOSE OF THE STUDY

When the chemicals company being studied introduced their restructuring process, it was aimed at making the organisation better equipped to face business challenges using its people. In the company's communication when restructuring was introduced, the buzz phrase was "to make the chemical company a performance driven the organisation." The question is how is the company working towards achieving this and how is it known if this is being achieved and what measuring tools are put in place to measure any progress if made. Regarding its positioning in the market, the strategies that were implemented have worked, but these strategies have to be driven by the organisation's workforce.

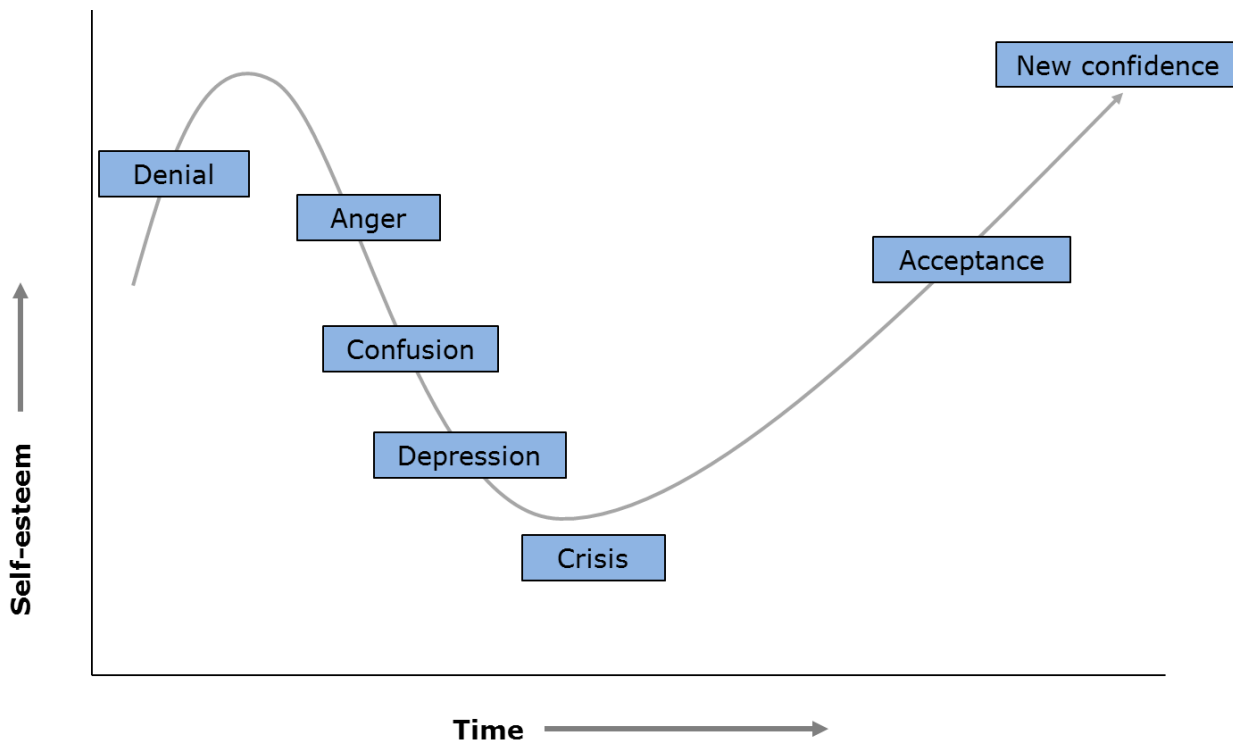
Unfortunately, with every restructuring phase comes a moment of uncertainty amongst employees about their future. They are not certain if they would still have jobs going forward. If they do, for how long will they be employed before another restructuring phase comes into play? This creates employees resisting the change. Some of the reasons that research has identified as the reasons to resist change are:

- a) Failure to communicate the need for the change. This is very crucial as employees need to understand the reasons that lead to the implementation of the change. They will find it very difficult to embrace the change especially if they deem the current way of doing things to be perfect.
- b) Fear of the unknown. It is very difficult to walk into uncharted waters. You do not know what you will find. If employees are not assured of the future, they will resist the changes being introduced.
- c) Lack of competence. More often than not when changes are introduced, new skills are needed to drive the changes. This brings fear to employees as they begin to question their abilities.

- d) Familiarity. Once you get into a routine of doing things, you become confident and comfortable. You feel you can perform with your eyes closed. If you are asked to change the way you have been doing things, you naturally resist because now you have to learn new ways of doing things.
- e) Trust issues. If there is any element of distrust especially between management and the employees, the change will be resisted.
- f) Lack of consultation. Change in organisations is normally a top-down strategy. Employees are often told what to do without being consulted. Their inputs and feelings are normally not considered. They have to simply accept what is given to them without any explanation.
- g) Constant communication. Once the change wheels are in motion, a mistake is made to stop communicating. Things are assumed to be moving in the right direction according to plan. The Management plan and that of the workers may differ, and if these differences are not addressed, the change vehicle will be on a collision course.
- h) Change in the status quo. If employees believe the change will make them worse off. They would rather have things remain as they are.
- i) Benefits and rewards. Employees would want to know what they are going to benefit from the change. If there are no clear benefits, resistance will result.

Besides the reasons mentioned above for change resistance, the company faces the challenge of winning with its people and being true to being a performance driven organisation. With the restructuring, associations are often broken, and it was no different at the chemicals company. Employees lost not only colleagues but also people they had related to as a family. Bonds that had been formed had to be severed. In any loss situation, a person has to go through a cycle depicted below in Figure 1. Firstly, there is denial (this is not happening), followed by anger, then confusion then depression and then a stage of crisis is reached. At this point, the self-esteem of the employee is at rock bottom. Once the feeling of loss has been accepted, confidence is renewed, and things start to normalize. This is the cycle that most employees if not all at the chemicals company went through during the restructuring.

Figure 1: The Transition Curve



Source: Torben Rick, Change Management

Figure 1 above shows that, after the acceptance stage, a new confidence in the organisation is born. This confidence, however, only refers to the confidence of the employee in the organisation. Pertaining to employees moved into new roles and reporting structures, Figure 1 does not consider the employee's confidence in the ability of the employee to conduct his work, his understanding of the new roles, his situational factors, his supervisor support, commitment to his work, his motivation, incentives and whether he still holds the same values he had about the organisation prior to the restructuring.

This study tries to determine if the factors mentioned above have a bearing on the organisation achieving a high-performance culture.

1.3 RESEARCH QUESTIONS

- 1.3.1 Does employee motivation improve job performance?
- 1.3.2 Does ability to do the work improve job performance?
- 1.3.3 Does role perception enhance job performance?
- 1.3.4 Do situational factors promote job performance?

- 1.3.5 Does job satisfaction improve job performance?
- 1.3.6 Does commitment improve job performance?
- 1.3.7 Does supervisor support improve job performance?
- 1.3.8 Do incentives improve job performance?
- 1.3.9 Do company values improve job performance?

1.4 EXPECTED CONTRIBUTION OF THE STUDY

1.4.1 To the Individual

The study, to individuals, will assist them in identifying their needs in ensuring that they perform to their utmost ability. They will also be able to identify where they lack in issues like training and whether they are suited for the roles they are performing.

1.4.2 To the Organisation

The Chemicals Company has recently re-launched itself, and one of the pillars of this relaunch was to create a culture of high performance. This is needed to place the company in a good position to compete with other global organisations. If the employees of the organisation are performing well, the company will be able to retain a loyal, committed and abled workforce. The study will also help management realize their obligations and responsibility towards the good performance of the company. It will hopefully highlight issues that urgently need attention to improve performance in the organisation.

1.4.3 To the Literature

The study will reinforce or challenge some of the elements enhancing job performance as determined by research over the years.

1.5 PROBLEM STATEMENT

The Chemicals Company recently underwent a restructuring process whereby its operations were streamlined to form three clusters called the operating business units, the regional operating hubs, and the strategic business units. The restructuring was conducted to create operations excellence, capital excellence, business excellence and a values-driven organisation. Before the restructuring phase, the company held a number of roadshows explaining what the project entailed and employees were informed that job losses were

inevitable like in any other restructuring initiative. This news brought a great deal of anxiety amongst employees and psychologists were brought in to assist employees who needed support during this period. Job performance declined due to the fear of not knowing what the future held. The restructuring was conducted from one department to the next. Each departmental structure was released after deliberations were conducted. If an employee's name was marked red, it meant the position would be terminated, orange meant there was still uncertainty about the position and green meant that the employee's position was safe. Those employees whose names were marked red were given an opportunity to either apply for voluntary packages or to apply for positions in other departments.

The mood was somber and all felt the tension. Absenteeism grew in large numbers due to lack of motivation and the psychological effects of what the future held. The process was completed in December 2014. Unfortunately, with the oil price dropping by approximately 50%, a second stage of the project was introduced to curb further financial losses. This opened wounds that had started to heal, and uncertainty crept in again. Eventually, the process was completed in March 2015.

To achieve capital and business excellence, the company invited some external consultants to help achieve these. In contrast, nothing tangible regarding planning or discussions was put forward to ensure that operations excellence is achieved. Operations excellence, according to the company, is the development and empowering of high performing value-driven people. This should have been given priority especially after the motivation of the employees was severely affected and it would have augured well with the company's values which are built on safety, people, integrity, accountability, stakeholder focus, and excellence.

1.6 OBJECTIVES

1.6.1 Main Objective.

The main objective of this study was to identify how job performance can be improved at the Chemicals Company.

1.6.2 Secondary Objectives.

1.6.2.1 To establish whether employee motivation improves job performance

1.6.2.2 To determine if ability to do the work improves job performance

- 1.6.2.3 To determine if role perception enhances job performance
- 1.6.2.4 To establish if situational factors promote job performance
- 1.6.2.5 To determine if job satisfaction improves job performance
- 1.6.2.6 To determine if commitment to the organisation improves job performance
- 1.6.2.7 To determine if supervisor support improves job performance
- 1.6.2.8 To determine if incentives improve job performance
- 1.6.2.9 To establish if company values improve job performance

1.7 LAYOUT OF THE STUDY

The study will first look at the literature review of the factors that were identified to enhance employee performance followed by a detailed description of the research methodology. Results obtained from the study will then be presented after which the findings will be discussed and conclusions inferred from the findings. Recommendations to management will then be proposed.

1.8 CHAPTER SUMMARY

This chapter has provided an introduction and an overview of the study. The background and justification of the study were explained. Research questions about the study were also developed. The chapter was concluded by an explanation of the objectives of the study. In Chapter 2 the theory underlying the chapter is presented and discussed.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The theory discussed in this chapter builds on the factors mentioned in Chapter 1 that could contribute to job performance at the chemicals company. The literature review will be limited to the following factors:

- Organisational values;
- Job motivation;
- Ability to perform;
- Role Perception;
- Situational Factors;
- Job Satisfaction;
- Job commitment;
- Supervisor Support; and
- Company incentives.

The growth and sustainability of an organisation are dependent to a large extent on its performance. This organisational performance is driven by individuals within the organisation. High individual performance leads to organisational performance. Astin (1964:809) defines performance as a composite variable that contributes to, or detracts from, the achievement of goals. These goals are set by the organisation and are often outlined in the organisation's mission and vision statements. The achievement of these goals is associated with the behaviour of the individuals in the organisation. Individual behaviour in this study is focused on the external influences within the organisation and not on internal individual influences.

The following section discusses the factors that were identified to have the most impact on job performance at the chemicals company.

2.2 ORGANISATION VALUES

Most organisations are formed on a set of values. Values are primarily what the organisation is all about and what it wants to achieve. Values are the backbone of the organisation, and they outline the organisational culture. They are meant to influence both staff and customers in the way they behave. Values are supposed to be clear in the message they bring forward as they

communicate what is important to the organisation (Speculand & Chaudhary, 2008:02). The values on which a company are built distinguish it from other companies and dictate who would want to be involved with the organisation. Values are stable evaluative beliefs that guide our preferences for outcomes or courses in a variety of situations (McShane & Von Glinow, 2010:47). McShane and Von Glinow suggest that values are perceptions on what is good or bad, right or wrong, and further describe values as a moral compass that directs decisions and actions.

According to Barrett (2010:01) values stand at the very core of human decision making. It is for this reason that company values should be aligned with individual values to eliminate conflict between the company and its employees. For instance, if one of a company's values is integrity, its representatives are expected to conduct themselves in a manner promoting this value. Barrett (2010:01) further concedes that if employees work in an organisation whose culture aligns with their personal values, they feel liberated, they can bring their full selves to work. They not only bring their energy, their creativity, and their enthusiasm, they also bring their commitment to the well-being of their associates and the success of the organisation. Barrett suggests that where there is alignment, there is a high level of staff engagement and the pursuit of excellence regarding the quality of products and services. Barrett further states that when employer and employee values are aligned, an organisation can attract and retain talented individuals. However, he warns that values can be positive or they can be potentially limiting. For instance, he submits that trust can create a cohesive group culture whereas the value of bureaucracy can cause rigidity and limit the agility of an organisation.

Seevers (2000:71) says that organisational values directly influence the way people perform their tasks and further says poor efforts of discussing organisational values can result in decreasing the performance of employees and company.

2.3 JOB MOTIVATION

Campbell and Pritchard (1976:78) define motivation as the label for determinants of choice to initiate effort on a certain task, the choice to expend a certain amount of effort, and the choice to persist in expanding effort over a period. Robbins and Judge (2013:202) refer to motivation as the process that accounts for an individual's intensity, direction and persistence of effort towards attaining a goal. McShane and Von Glinow (2010:132) describe the intensity, direction and persistence as internal forces within an individual that drive the individual to attain a goal. This means that motivation determines how much effort a person puts in his or her work, the

direction to which those efforts are geared and a measure of how long a person can maintain effort. Motivation is that guiding principle that enables people to stay focused on the path of success regardless of the challenges that may be encountered (Afful-Bron, 2012:309). Afful-Bron further suggests that if motivation did not exist, people would live in the rut of monotony and no great discoveries and interventions would have happened.

According to Afful-Bron (2012:309) motivation could be intrinsic or extrinsic. Intrinsic motivation derives from within the person. The author further states that intrinsic motivation refers to the direct relationship between a worker and the task and is usually self-applied. Examples of intrinsic motivation are achievement, accomplishment, challenge and competence. The author refers to extrinsic motivation as coming from the work environment, external to the person and his or her work. This, the author says, are things like good salary, fringe benefits, enabling policies and competence. According to Turner and Lawrence as cited by Afful-Bron (2012:309), a motivating job must allow a worker to feel personally responsible for a meaningful portion of the work accomplished. It must also provide outcomes which have intrinsic meaning to the individual and it must provide the employee feedback about his or her accomplishment. Afful-Bron (2010:309) further suggests that motivation puts staff into action and improves the level of efficiency and leads to the achievement of organisational goals. The author also alludes that motivation builds friendly relationships and leads to the stability of the workforce. Schein (1996:84) claims that motivated employees are crucial to an organisation's success, and therefore understanding people in their jobs and what motivates them could be a driving force in strengthening organisational commitment.

2.4 ABILITY TO PERFORM

According to the Cambridge English dictionary, the ability is the physical or mental power or skill needed to do something. Ability, according to McShane and Von Glinow (2010:35) includes both the natural aptitudes and the learned capabilities required to complete a task. The authors suggest that natural aptitudes and learned capabilities can be physical and mental skills. The authors further refer to aptitudes as the natural talents that help employees learn specific tasks more quickly and perform them better. Natural aptitudes are what would be defined as gifts that one is born with. Employees with natural aptitudes tend to be faster in doing their work or learning to do new tasks, and their performance is higher at first than other employees, not that they are necessarily better.

On the other hand, the authors suggest that learned capabilities, if not used, diminish over time. The authors argue that aptitude and learned capabilities are closely related to competencies. The authors say competencies are characteristics of a person that result in superior performance. Schmidt *et al.* (1986:433) suggest that cognitive ability is the most important cause of job performance. The authors further suggest that cognitive ability is the primary determinant of job performance, and the influence of ability remains stable or increases over time. The authors argue that job experience also affects performance, but that influence of experience decreases over time. The authors further propose that cognitive ability retains its influence on a performance well past the initial stages of employment when employees are learning how to do their jobs. Brannick and Levine as cited by Alexander (2007:04) suggest that successful performance requires skills and ability.

2.5 ROLE PERCEPTION

Otara (2011:21) suggests that no two people experience and interpret sensations, situations or their feelings the same way. The author further suggests that perceptions shape the climate and effectiveness of the working environment. Otara goes on to say that if employees and employers have strong differing perceptions about the quality, quantity, and schedules, it becomes very difficult to accomplish meaningful objectives. The author further suggests that people, in general, react to what they hear and not necessarily on what was said. Eys and Carron as cited by Alshery *et al.* (2015:30) define role ambiguity as for the lack of a clear set of instructions for guiding one's actions in a particular setting or to reach a specific goal. Role ambiguity is a lack of clarity regarding the expectations for one's role, the methods for fulfilling those expectations and the consequences for effective or ineffective performance (Biddle, 1979:78; Van Sell *et al.*, 1981:56).

Role ambiguity is as a result of lack of information on goals, conditions in which the job is to be performed, responsibilities and duties to perform one's job effectively (Yun *et al.*, 2007:749; Burney & Widner, 2007:61). According to Muhammad *et al.* (2013:30), role ambiguity arises when roles for a particular position are unclear, uncertain and poorly defined. The authors further suggest that performers deviate on role anticipations, not due to role conflict but because role expectations are unclear. Role ambiguity is also defined by Zhao and Rashid (2010:35) as the absence of satisfactory information which is required for persons to accomplish their role in a satisfactory manner. Role ambiguity refers to the lack of specificity and predictability for an employee's job or role function and responsibility (Bechr, 1976:38).

Mumford (2000:333) asserted that goals are an informative directive mechanism. Tang and Chang (2010:870) suggest that role clarity refers to how clearly a set of activities expected from an individual are expressed. Tang and Chang further suggest that goals are an important factor in creativity because they are often ambiguous and ambiguity may induce stress. Additionally, Ford (1996:1135) suggests that employees who are confused by other goals may abandon creative initiatives. According to Amabile and Gyskiewicz (1987:68), clear organisational goals must be established to achieve high creativity. Jansen and Gaylen (1994:69) suggest that role clarity is also positively related to innovation.

Meyerson (1991:302) says that ambiguity could exist inside the organisation and also it is possible that ambiguity may exist inside the individual's own cultural experience. Bedeian and Armenakis (1981:419) identified four dimensions of ambiguity which are a goal or expectation ambiguity, process ambiguity, priority and behaviour ambiguity which all could contribute to poor performance. Ahmed (1998:36), however, suggests that without the role of ambiguity, innovation is very difficult for new product development.

2.6 SITUATIONAL FACTORS

Situational factors are environmental conditions that constrain or facilitate employee behaviour and performance (McShane & Von Glinow, 2010:37). According to Raziq and Manlabakhsh (2014:718), the working environment consists of two broader dimensions which are work and context. The authors suggest that work includes all the different characteristics of the job like the way the job is carried out and completed, a sense of achievement from work variety in tasks and the intrinsic value for a task. The authors describe job context as the physical and social working conditions. Spector (1997:33) observed that most businesses ignore the working environment resulting in an adverse effect on the performance of their employees. According to Spector (1997:42), working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, the motivation for performing well and participation in the decisionmaking process. The author further suggests that once employees realize the firm considers them important, they will have a high level of commitment and a sense of ownership for their organisation.

Robbins and Judge (2013:140) suggest that employees prefer working conditions which are not dangerous and unpleasant. They like working conditions which are similar to the conditions

that they have in their homes. Naylor *et al.* (1980:127) suggest that situational factors can influence performance by imposing constraints that must be overcome. The authors suggest that the environment can inhibit, interfere with or limit the range of work behaviours that are effective. On the other hand, favourable environmental factors such as good facilities, training and procedures may facilitate performance and make it possible for workers to perform effectively. The work environment can impact performance by influencing effective responses to the work setting (Naylor *et al.*, 1980:135). The authors argue that the work environment may provide information about the organisation's reward system which subsequently arouses motives, affective reactions, and expectations that will lead to certain consequences.

To increase efficiency, effectiveness, productivity, and job commitment of employees, the business must satisfy the needs of its employees by providing good working conditions (Raziq & Maulabakhsh, 2014:718). Businesses that fail to understand the importance of working environment for employee job satisfaction are internally weak and are unable to introduce innovative products into the market to outshine their competitors (Aiken *et al.*, 2002:90). To meet the standards of the organisation, employees need a working environment that allows them to work freely without problems that may restrain them from performing up to the level of their full potential (Raziq & Maulabakhsh, 2014:719)

2.7 JOB SATISFACTION

Job satisfaction is described by McCormick and Ilgen (1980:267) as a person's attitude towards his or her job which may vary along a continuum from positive to negative. Beck (1993:138) adds that, since a job has many characteristics, job satisfaction is necessarily a summation of worker attitudes regarding all these. Spector (2003:201) states that an employee's satisfaction on the job is not constant as the employee experiences different levels of satisfaction across different job aspects. These job aspects are described by Walker (1980:305) as work and personal characteristics. Walker defines workplace characteristics as work context, task activities or content and job objectives; and personal characteristics as skills, abilities, and knowledge. Job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say: "I am satisfied with my job" (Hoppock, 1935:47). Aziri (2011:77) suggests that job satisfaction is influenced by many external factors but remains something internal that has to do with the way the employee feels. According to Vroom as cited by Aziri (2011:77), job satisfaction is the

affective orientations on the part of individuals toward work roles which they are presently occupying.

Locke (1976:1304) describes job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Smith *et al.* (1969) as cited by Judge and Klinger (2008:393) suggest that job satisfaction is as a result of pay, promotions, co-workers, supervision and the work itself. Locke (1976:1304) further adds that recognition and working conditions are the other facets that add to job satisfaction. Spector (1997:47) states that job satisfaction influences people's attitudes toward their jobs and various aspects of their jobs. Job satisfaction is affected by personal and organisational factors which can cause an emotional reaction affecting organisational commitment (Mowday *et al.*, 1979:232). The consequences of job satisfaction include better performance and a reduction in withdrawal and counterproductive behaviours (Morrison, 2008:337). Since job satisfaction involves employees' affect or emotions, it influences an organisation's well-being about job productivity, employee turnover, absenteeism and life satisfaction (Sempene *et al.*, 2002:25; Spector 2008:237). According to Robbins as cited by Lumley *et al.* (2011:102), a person with high job satisfaction appears to hold positive attitudes and one who is dissatisfied to hold negative attitudes towards their job.

Job satisfaction is a result of an individual's perception and evaluation of their job influenced by their unique needs, values and expectations, which they regard as being important to them (Sempene *et al.*, 2002:26). Job satisfaction can be viewed as a reaction to a job, arising from what an individual seeks in a job in comparison with the actual outcomes that the job provides to the individual (Rothmann & Coetzer, 2002:31).

In 1959 Herzberg developed the Two Factor Theory in which he introduced two factors to account for overall job satisfaction. Herzberg dubbed the factors motivators and hygiene and suggested that the presence of motivators in a job can contribute to the increase in the level of satisfaction, and the absence of hygiene factors in the workplace can be the cause of dissatisfaction. According to the theory, motivators and hygiene factors are non-exclusive. Satisfaction and dissatisfaction cannot be considered as the opposite ends of one continuum. An increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction since the elements affecting satisfaction and dissatisfaction are different.

2.8 JOB COMMITMENT

Commitment is regarded as an attitude as it relates to an individual's mindset about the organisation (Allen & Meyer, 1990:11). Vance (2006:04) defines commitment as both a willingness to persist in the course of action and reluctance to change plans, often owing to a sense of obligation to stay the course. Vance further suggests that commitment has an emotional component: People usually experience and express positive feelings towards an entity or individual to whom they have made a commitment. The author also says commitment has a rational element: Many people consciously decide to make a commitment, then they thoughtfully plan and carry out the actions required to fulfil them. Commitment is a process by which goals of the organisation and those of the individual become increasingly integrated and congruent (Hall *et al.*, 1970:181).

Commitment is a psychological state that characterizes the employee's relationship with the organisation and has implications for the decision to continue membership in the organisation (Meyer & Allen, 1997:87). Porters *et al.* (1974:605) describe motivation as the relative strength of an individual's identification with and the involvement in a particular organisation. Therefore, an individual who is affectively committed or emotionally attached to the organisation believes in the goal and the values of the organisation, works hard for the organisation and intends to stay with the organisation (Mowday *et al.*, 1982:58). Gbadamosi (2003:276) suggests that the more favourable an individual's attitudes toward the organisation, the greater the individual's acceptance of the goals of the organisation, and their willingness to exert more effort on behalf of the organisation.

Lumley *et al.* (2011:105) further suggest that commitment is assumed to reduce abandonment behaviours, which include tardiness and turnover. Employees who are committed to their organisation may be more willing to participate in extra role activities, such as being creative or innovative, which frequently guarantee an organisation's competitiveness in the market (Katz & Kahn, 1978:191). Organisational commitment is viewed as a psychological connection that individuals have with their organisation, characterized by a strong identification with the organisation and a desire to contribute to the accomplishment of organisational goals (Meyer & Allen, 1997:87).

2.9 SUPERVISOR SUPPORT

Supportive supervisors care about employee's career goals, give credit for work well done and help employees develop job-relevant skills and competencies (Bhate, 2013:02). Bhate suggests that strong supervisor support improves the quality of employment and is associated with increased job satisfaction, perceptions of a better fit between the employee and the organisation and reduced turnover. Bhate further suggests that supervisor support can mitigate the degree of work-family conflict that employees experience and the consequences of such conflict. Employees who have highly demanding jobs and family responsibilities and who also have supportive supervisors, tend to experience greater job satisfaction, stronger job commitment, more loyalty to the organisation and a better balance between work and family life.

Supervisors shape employee views of organisational support and its association with work-life conflict (Kossek *et al.*, 2011:298). The authors argue that workers view supervisors as organisational agents, and they consider supervisor actions to be equated with organisational actions. They view actions by agents of the organisation as actions of the organisation itself. They, therefore, reward favourable supervisor treatment with desired behaviours. Positive actions directed at employees by the supervisor and the co-workers lead to the establishment of high-quality exchange relationships that create feelings of obligation for employees to reciprocate in positive ways (Wayne *et al.*, 1997:98). Arora (2013:02) suggests that support from the supervisor and co-workers may be important precursors to innovative work behaviours through their impact on psychological conditions of meaningfulness, safety, and availability. The author further suggests that when employees' various needs are met, a perception or belief about how the organisation and supervisor feel about them is formed. If the belief is positive, employees perceive support, safety and are confident to present their innovative ideas. Arora further suggests that employees evaluate the support expected from the supervisor before engaging in an innovative course of action.

Employees who perceive support from their supervisors often feel obligated to pay back supervisors' favours or kindness by helping supervisors to reach their stated goals (Eisenberger *et al.*, 1986:500). Janssen (2005:575) found evidence that employees responded more innovatively to higher levels of job demands when they perceived that their efforts were fairly rewarded by their supervisor. Oldham and Cummings (1996:625) found that supportive, non-controlling supervisors created a work environment that fostered creativity. Open

interactions with supervisors and the receipt of encouragement and support lead to enhanced employee creativity (Tierney *et al.*, 1999:603).

2.10 COMPANY INCENTIVES

According to Schultz (1982:39), employees who believe that increased work effort will lead to rewards such as increases in remuneration and advancement opportunities will choose to work hard. Vroom's Expectancy Theory (1964) suggests that if an individual believes that a strong performance will result in good reviews by his superiors, then the individual has a high expectancy. On the other hand, if the individual believes the organisation will not promote, then the individual has a low instrumentality, and will not be motivated to perform. According to Narsee (2012:38), employees who place effort on their job will profit from superior job performance. This improved job performance will result in organisational rewards such as salary increases, promotions, and recognition.

Incentives may be in monetary or non-monetary forms. Milkovich *et al.* (2013:534) suggest that money is used by organisations as an attraction, motivation, and retention tool. The authors further say organisations use the money to reward and recognize and they withhold it as punishment. According to Kirkcaldy and Furnham and Tang as cited by Narsee (2012:39), money is related to achievement, recognition, status, respect, freedom, control and power. According to Narsee, the authors argue that money is, therefore, an aspect of motivation because of what it stands for. According to Agarwal as cited by Narsee (2012:40) money is still the most crucial motivating factor for employees and that it makes them perform well in the organisation. Narsee states that Agarwal argues that non-monetary rewards motivate, but after a certain point in an individual's career, money has the greater significance. Herzberg's Two Factor Motivation Theory suggests that monetary rewards, such as compensation, organisational benefits or working conditions do not motivate, they simply confirm that performance is at a satisfactory level.

Narsee (2012:41) further suggests that non-monetary rewards such as accountability, progression, criticism, acknowledgment and job prospects motivate employees to improved performance, more so than merely earning a salary. Zobel (1999:33) argues that the greatest incentives over the long run are non-monetary incentives. Lawler (1969:431) states that while monetary rewards are significant in the short term, non-monetary rewards in the form of meaningful work and recognition incline to sustain motivation in the long run. Narsee further

suggests that there is evidence that non-monetary motivators such as praise from immediate managers, leadership attention and a chance to lead projects are more effective motivators than money. According to Narsee money is not nearly so potent a motivating force as theory and common sense suggest it should be. Narsee (2012:12) suggests that understanding the impact of both monetary and non-monetary rewards, based on employee preference, is crucial for an organisation to deliver growth and shareholder value.

2.11 CHAPTER SUMMARY

The chapter discussed some factors that contribute to performance at the workplace. The chapter looked at how these different factors have an impact on job performance. The factors discussed above impact each differently and understood how each of these factors is important to each member of the workforce is crucial in building a high-performance culture at the base chemicals company. Chapter 3 discusses the methods applied in the research.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter looks into the design of the quantitative study. It takes into account the objectives of the study, the research questions, the population surrounding the study, the data collection methods and process, the validity and reliability of the instrument, the data analysis techniques and the research advantages and limitations.

3.2 HYPOTHESIS AND RESEARCH MODEL

Based on the earlier literature, the model for this research was devised (Figure 2). Nine hypotheses were proposed

H₁: There is a significant relationship between employee motivation and job performance

H₂: There is a significant relationship between ability to do the work and job performance

H₃: There is a significant relationship between role perception and job performance

H₄: There is a significant relationship between situational factors and job performance

H₅: There is a significant relationship between job satisfaction and job performance

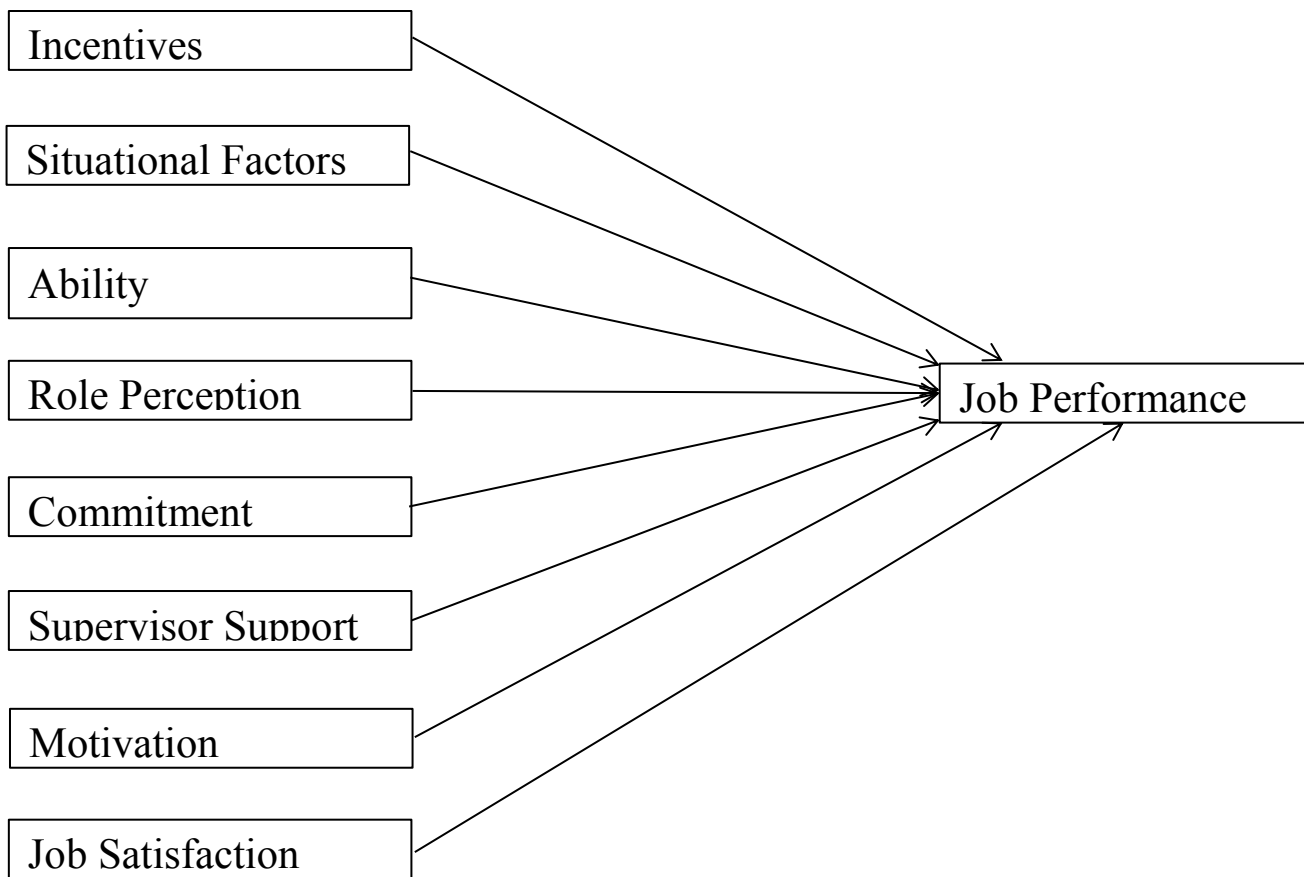
H₆: There is a significant relationship between commitment to the organisation and job performance

H₇: There is a significant relationship between supervisor support and job performance

H₈: There is a significant relationship between incentives and job performance

H₉: There is a significant relationship between company values and job performance

Figure 2: Proposed Job Performance Model



3.3 RESPONDENTS' PROFILE

Respondents' profiles describe the demographic profiles including age, gender, marital status, the level of education, department, work position, years in the position as well as annual net income.

3.4 POPULATION AND SAMPLE SIZE

The study was conducted to examine the relationship between job satisfaction, commitment, role perception, motivation, values, situational factors, supervisor support, company values, ability to perform and job performance at the chemicals company. The population was, therefore, employees of the chemicals company. Participants (N = 75) were obtained from the pool of employees of the company.

3.5 SAMPLING PROCEDURE

The stratified random sample technique was used in the study. Self-administered questionnaires were distributed by hand as well as via email to the target employees. The respondents were asked to complete the questionnaire as they were able to read the instructions on their own. The data collection did not require an interviewer enabling the respondents to answer questions freely and not under duress. Their participation in the study was voluntary and confidentially treated as promised only for academic purposes. Furthermore, participants were encouraged not to answer questions they felt uncomfortable with.

3.6 DATA COLLECTION PROCESS

A self-administered questionnaire was developed and designed to survey each of the following areas:

a) Respondent's profile

This area focused on the employees' gender, age group, marital status, educational qualification, job role and position, salary and the number of years the employee has been in the organisation.

The following section measured the factors listed below using a five-point Likert scales, which anchored at "1" = Strongly disagree to "5" = Strongly agree.

- b) Job satisfaction;
- c) Job commitment;
- d) Role perception;
- e) Job motivation;
- f) Company values;
- g) Situational factors;
- h) Supervisor support;
- i) Company incentives; and
- j) Ability to perform.

Raw data were sent to the NWU statistics department where it was collated and filtered into groups of similar responses to determine the participants' demographics and how they responded to each question in parts "B" to "J". This exercise allowed descriptive statistics to be

generated to understand the characteristics of the sample group. Other statistical tools that were used to analyse the data included:

- Mean – measure of the centrality of the data;
- Standard Deviation – measure of the dispersion of the data from the mean;
- Correlation – measure of fluctuation together between two or more variables;
- Reliability – measure of accuracy of the data; and
- Cronbach's alpha – measure of how closely related a set of items are as a group.

3.7 RESEARCH ADVANTAGES AND LIMITATIONS

The advantages of this method of the survey were that it was inexpensive and could cover respondents who were based at satellite sites.

The limitations of the survey method were that some respondents took too long to respond to the questionnaire. The questionnaire also asked direct questions and did not allow the respondents any room to explain their choice of answer.

3.8 CHAPTER SUMMARY

The chapter discussed and described the design of the research, including the research description, the research instruments and the procedure used to obtain the data. The chapter also provided insight into the statistical analysis techniques employed which included descriptive statistics to describe the characteristics of respondents and inferential analysis statistics to describe reliability and correlation. The chapter also looked at the research model, respondents' profiles, population and sample size and sampling procedure. The following chapter presents the research results from the information gathered from the questionnaire.

CHAPTER 4

PRESENTATION OF RESULTS

4.1 INTRODUCTION

This chapter presents a detailed analysis of the results through descriptive and inferential statistical tools as outlined in Chapter 3. Conclusions are then drawn by the obtained results. The response rate consisted of 75 respondents out of 91 respondents. 16 of the responses were received during the later stages of the analysis and hence were discarded.

4.2 RESPONSE RATE

The response rate is as shown below in Table 1.

Table 1: Questionnaire Responses

	Questionnaires Sent	Discarded Responses	Received Responses	Response Rate
Participants	91	16	75	82%

A total of 75 responses were received out of the targeted 91 respondents. 16 of the responses were received during the later stages of the analysis and hence discarded. The response rate from the respondents was 82%.

4.3 ANALYSIS OF THE DEMOGRAPHIC PROFILE

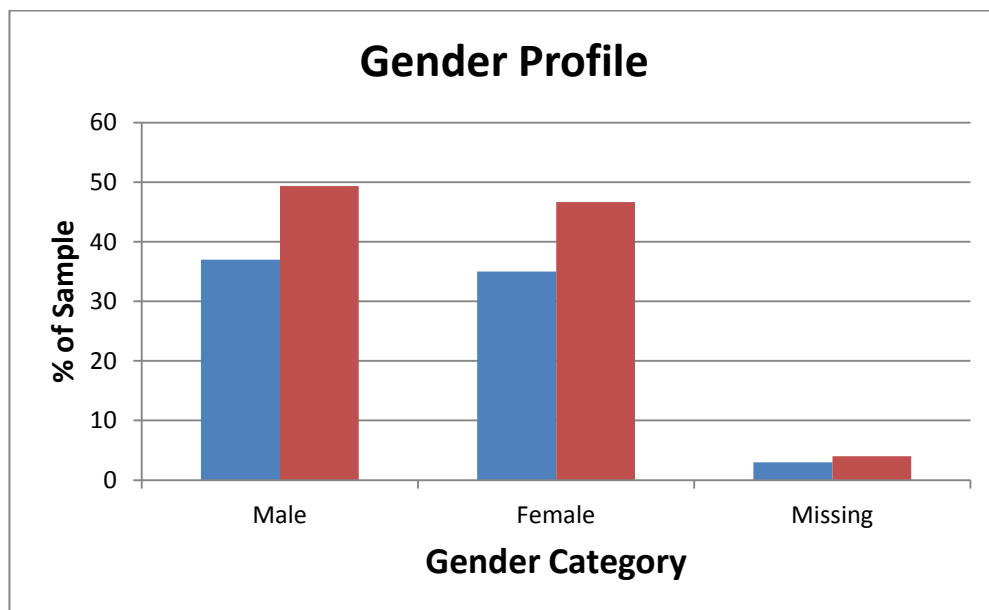
4.3.1 Gender Profile

The gender of respondents was evenly distributed among the respondents with 49% males and 47% females. Three of the respondents chose not to divulge their gender. Table 2 and Figure 2 depict the gender profile of the sample.

Table 2: Gender Profile

Gender	Frequency	Percent
Male	37	49
Female	35	47
Missing	3	4

Figure 3: Gender Profile



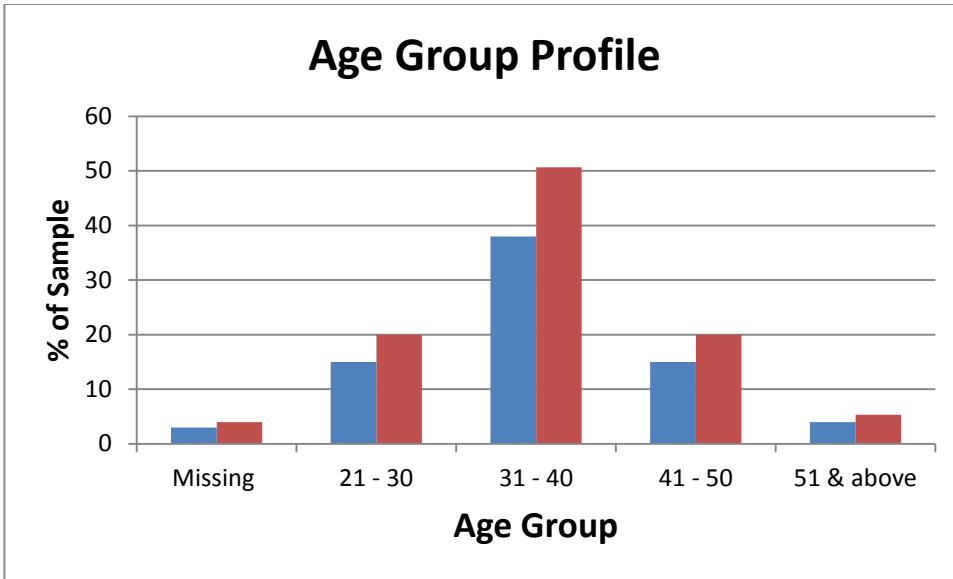
4.3.2 Age Group Profile

The majority of the sample fell within the age group of 31-40 years which contributes 51% of the sample. The age groups 21-30 and 41-50 were the second largest, both contributing to 20% each of the respondents. Again there were three respondents who did not indicate their age group. The age profile of the respondents is as depicted in Table 3 and Figure 3 below.

Table 3: Age Group Profile

Age group	Frequency	Percent
21 – 30	15	20
31 – 40	38	51
41 – 50	15	20
51 and above	4	5
Missing	3	4

Figure 4: Age Group Profile



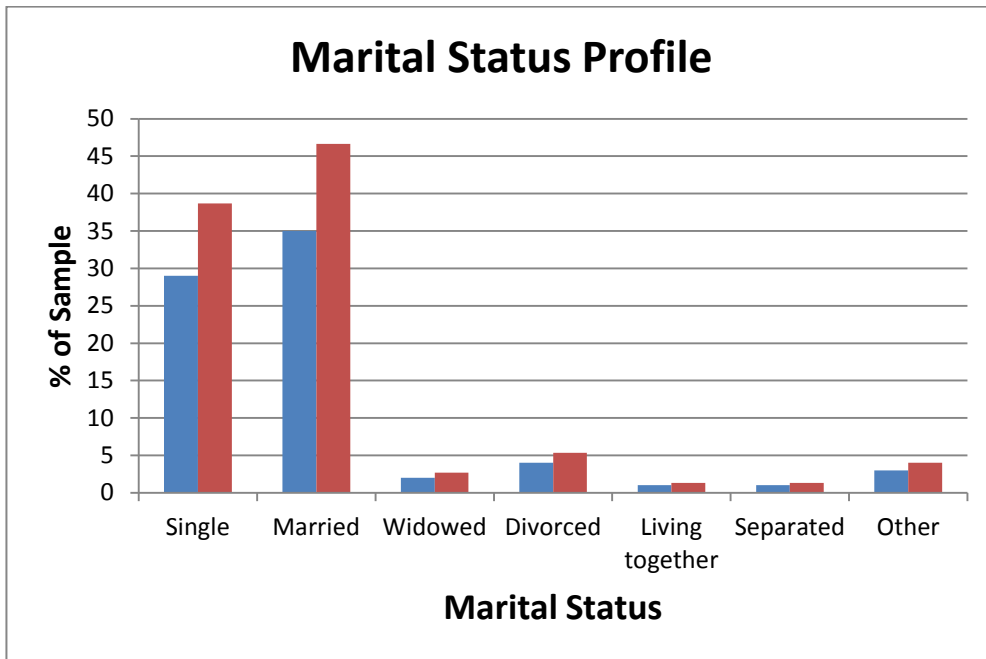
4.3.3 Marital Status

Of the total number of respondents sampled, married respondents were the highest in number representing 47%. They were followed by single respondents with 39%. Table 4 and Figure 5 depict the marital status of the respondents.

Table 4: Marital Status Profile

Marital Status	Frequency	Percent
Single	29	39
Married	35	47
Widowed	2	3
Divorced	4	5
Living together	1	1
Separated	1	1
Other	3	4

Figure 5: Marital Status Profile



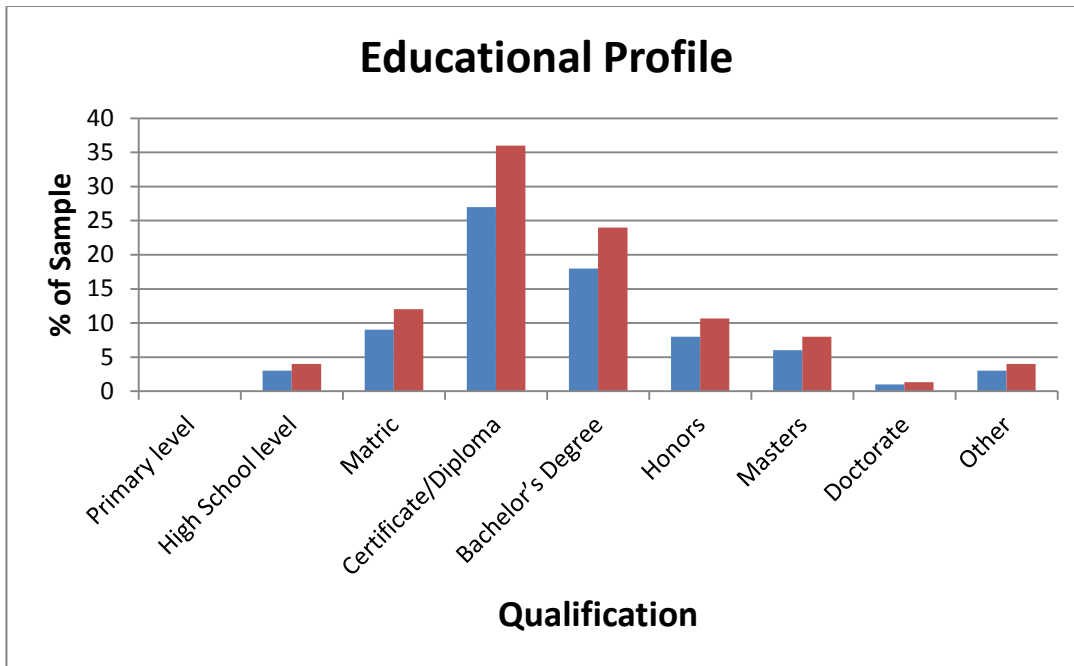
4.3.4 Educational Profile

Only 1% of the respondents reported that they are in possession of an honours degree. Of the total respondents, 36% reported having either a certificate or diploma. At least 80% of the population sample had a post high school qualification. The table and chart below depict the educational profile.

Table 5: Educational Profile

Qualification	Frequency	Percent
Primary level	0	0
High School level	3	4
Matric	9	12
Certificate/Diploma	27	36
Bachelor’s Degree	18	24
Honours	8	11
Masters	6	8
Doctorate	1	1
Other	3	4

Figure 6: Educational Profile



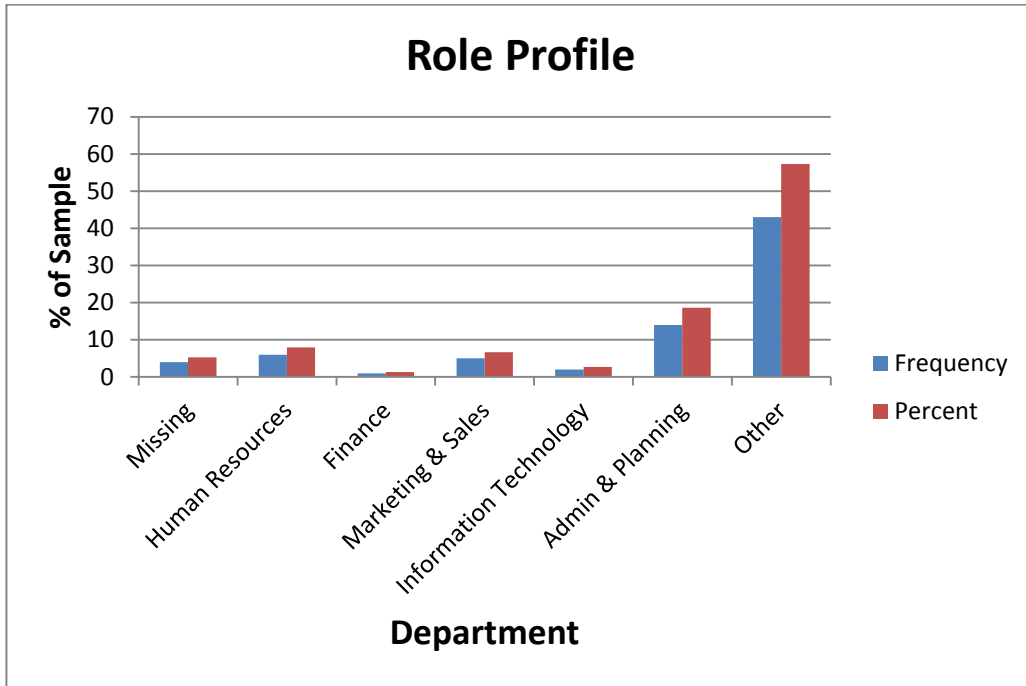
4.3.5 Job Role Profile

Most of the respondents fell under the “other” category reporting 57%. The Marketing & Sales department constituted 7% of the population. Information & Technology Department constituted 3% while Administration & Planning constituted 19%. 5% of the respondents did not indicate the department in which they worked. The Job Role Profile is depicted by the table and chart below.

Table 6: Job Role Profile

Job Role	Frequency	Percent
Human Resources	6	8
Finance	1	1
Marketing & Sales	5	7
Information Technology	2	3
Admin & Planning	14	19
Other	43	57
Missing	4	5

Figure 7: Job Role Profile



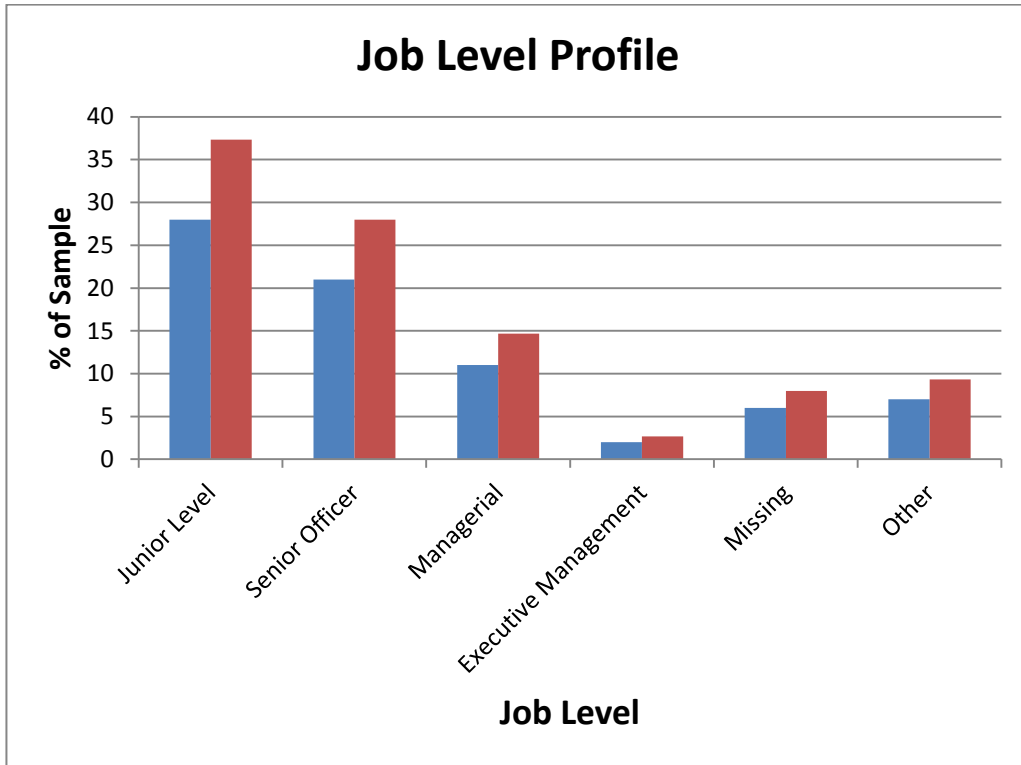
4.3.6 Job Level Profile

15% of the respondents reported the job level profile to be that of management, while 3% of the respondents were in executive management roles. 37% of the respondents are at the junior level of their careers. The Job Level Profile is depicted in the table and chart below.

Table 7: Job Level Profile

Job Level	Frequency	Percent
Junior Level	28	37
Senior Officer	21	28
Managerial	11	15
Executive Management	2	3
Missing	6	8
Other	7	9

Figure 8: Job Level Profile



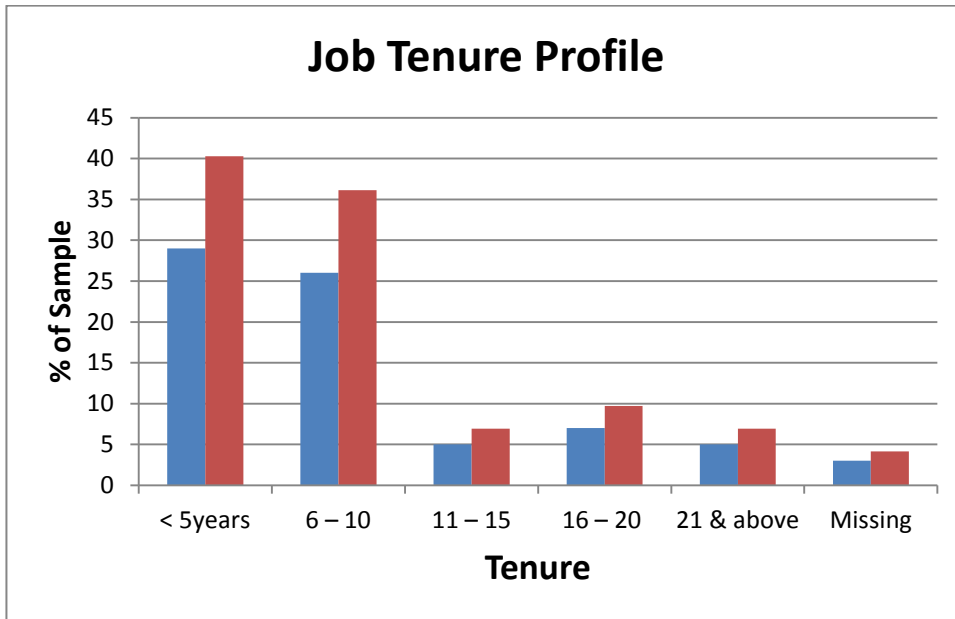
4.3.7 Job Tenure Profile

Of the respondents, 7% represented employees who had been with the organisation for 21 years and above. Most of the respondents had been with the organisation for less than five years, reflected by 40%. The Job Tenure Profile is illustrated below.

Table 8: Job Tenure Profile

Tenure	Frequency	Percent
Under 5years	29	40
6 – 10	26	36
11 – 15	5	7
16 – 20	7	10
21 & above	5	7
Missing	3	4

Figure 9: Job Tenure Profile



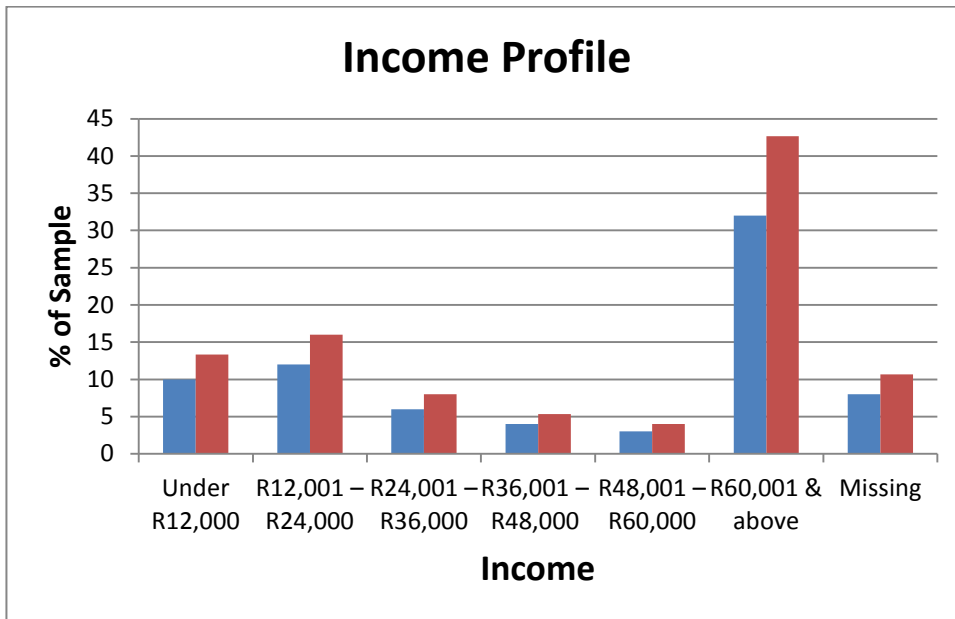
4.3.8 Income Profile

Some of the respondents felt uncomfortable in responding to this section of the survey with 11% deciding to abstain. For those that responded, 5% of the respondents are in the range R36,001 – 48,000. The majority of employees, 43%, were in the range R60,001 and above. The Income Profile is depicted below.

Table 9: Income Profile

Income	Frequency	Percent
Under R12,000	10	13
R12,001 – R24,000	12	16
R24,001 – R36,000	6	8
R36,001 – R48,000	4	5
R48,001 – R60,000	3	4
R60,001 & above	32	43
Missing	8	11

Figure 10: Income Profile



4.4 RELIABILITY TESTING

Cronbach's alpha was used to measure the internal consistency of the statements used for each variable. The reliability test yielded the following Cronbach's alpha values.

Table 10: Reliability Testing

Variable	Cronbach's Alpha	Cronbach's Alpha based on standardized items
Job Satisfaction	.922	.925
Job Commitment	.896	.900
Role Perception	.783	.808
Job Motivation	.925	.924
Company Values	.935	.936
Situational Factors	.803	.804
Supervisor Support	.952	.953
Company Incentives	.902	.902
Ability to Perform	.856	.867

All the Cronbach's alpha values in Table 24 are above the value of 0.7. This means all the statements used to measure the validity of the variables were acceptable, hence there was no need to delete any of them.

4.5 ANALYSIS OF JOB SATISFACTION

Table 11 below illustrates how the employees responded to each question that was used to determine job satisfaction. The missing column represents the number of respondents that did not make a selection for a particular question. The mean represents the inclination of the respondents towards a question. For the statement “There is a lot of variety in my job”, 9% of the respondents strongly disagreed, 16% disagreed, 24% were neutral, 32% agreed, 17% strongly agreed 1% did not make a selection. For this statement, the mean is 3.32 and is close to 3 which means, on average, the respondents were neutral to this statement as on the questionnaire, one represents strongly disagree, 2 represents disagree, 3 represents neutral, four represents agree and five represents strongly agree. The standard deviation was 1.218 which means the data deviated from the mean by a factor of 1.218.

Table 11: Job Satisfaction Response

Job Satisfaction	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Missing	Mean	Standard Dev
	1	2	3	4	5			
1. I am motivated to report at work daily	3%	7%	23%	31%	37%	0%	3.93	1.057
2. I would rate my organisation as an exceptional place to work	3%	11%	35%	31%	20%	1%	3.55	1.022
3. My job is interesting and challenging	4%	8%	16%	36%	35%	1%	3.91	1.100
4. There is a lot of variety in my job	9%	16%	24%	32%	17%	1%	3.32	1.218
5. My company recognises and respects my work	4%	15%	21%	37%	20%	3%	3.56	1.105
6. I get a feeling of accomplishment from my job	3%	19%	25%	39%	15%	0%	3.44	1.043
7. I feel the level of responsibility I am given acceptable	5%	8%	20%	52%	13%	1%	3.61	1.004
8. I often think about leaving	19%	16%	21%	24%	15%	5%	3.00	1.363
9. I feel my opinion counts in the organisation	11%	23%	20%	27%	17%	3%	3.18	1.284
10. I am satisfied with my job	7%	11%	40%	28%	15%	0%	3.33	1.070

4.6 ANALYSIS OF JOB COMMITMENT

Job commitment was measured using the statements in Table 12 below. Ten statements were generated to determine the commitment of employees to their jobs. 5% strongly disagreed that they would tell their friends that their organisation was a good organisation to work for, 11% disagreed, 25% were neutral, 43% agreed while 16% strongly agreed. All the respondents responded to this statement as there was no missing response. The mean was 3.53 which is

close to 4, meaning, on average, the respondents agreed that they told their friends their organisation was good to work for. For the statement “Deciding to work for this organisation was the biggest mistake of my life”, 43% strongly disagreed, and the average was 2.07 meaning, on average, the respondents disagreed with the statement.

Table 12: Job Commitment Response

Job Commitment	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Missing	Mean	Standard Dev
	1	2	3	4	5			
1. I tell my friends this is a good organisation to work for	5%	11%	25%	43%	16%	0%	3.53	1.057
2. I would accept almost any type of job assignment to keep working for this organisation	3%	21%	25%	37%	12%	1%	3.35	1.039
3. I feel very little loyalty to this organisation	20%	31%	21%	20%	5%	3%	2.59	1.188
4. I am willing to put in a great deal of extra effort to help this organisation be successful	5%	4%	13%	52%	24%	1%	3.86	1.011
5. I am extremely glad that I chose to work here rather than one of the organisations I was considering at the time I joined.	7%	11%	28%	33%	21%	0%	3.52	1.143
6. Deciding to work for this organisation was the biggest mistake of my life	43%	29%	15%	5%	8%	0%	2.07	1.234
7. My organisation inspires the best performance from me	7%	15%	31%	33%	15%	0%	3.35	1.109
8. I really care about the fate of this organisation	7%	4%	16%	49%	23%	1%	3.78	1.063
9. I am proud to be part of this organisation	4%	7%	21%	48%	19%	1%	3.72	.986
10. There is not much to be gained by staying with this organisation	23%	28%	25%	15%	8%	1%	2.57	1.228

4.7 ANALYSIS OF ROLE PERCEPTION

Role perception measures the understanding of the employees’ roles. This section investigated whether employees understood what was expected of them from the moment an instruction is given to task completion as well as time constraints within which the task has to be completed. Only 1% of respondents strongly disagreed that instructions are given to them in a language that they fully comprehended, also 1% disagreed that they did not understand the language of instruction, 5% were neutral, 47% agreed and 44% strongly agreed. On average the employees agreed that instructions are given to them in a language that they fully comprehend as depicted by the mean of 4.33.

Table 13: Role Perception Response

Role Perception	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Missing	Mean	Standard Dev
	1	2	3	4	5			
1. I have a clear understanding of my job responsibilities and what is expected of me	1%	3%	3%	48%	45%	0%	4.33	.777
2. The tasks given are reasonable and attainable	1%	1%	9%	52%	36%	0%	4.20	.771
3. Instructions are given in a language that I fully comprehend	1%	1%	5%	47%	44%	1%	4.32	.760
4. Opportunities to acquire required skills to accomplish my role better are provided	7%	16%	23%	43%	11%	1%	3.35	1.091
5. Deadlines and work quality are clearly defined	0%	1%	15%	59%	24%	1%	4.07	.669
6. Feedback sessions are provided to determine if understanding of my role is in line with what is expected of me	5%	16%	29%	36%	12%	1%	3.34	1.063
7. Tools to measure task achievement are available	7%	12%	29%	41%	11%	0%	3.37	1.050
8. Most of the time I do not understand what is expected of me	32%	44%	7%	12%	5%	0%	2.15	1.159
9. I submit task reports to close the role perception gap	9%	17%	33%	29%	8%	3%	3.10	1.095
10. I have the right skills to successfully execute my task	0%	1%	9%	53%	36%	0%	4.24	.675

4.8 ANALYSIS OF JOB MOTIVATION

Table 14 below illustrates the sample’s responses to job motivation statements. 4% of the sampled employees strongly disagreed that they were enthusiastic about their jobs, 8% disagreed, 21% said they were neutral, 47% agreed, and 20% strongly agreed. The mean for this statement was 3.71 which meant, on average, the sampled employees agreed with this statement.

Table14: Job Motivation Responses

Job Motivation	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Missing	Mean	Standard Dev
	1	2	3	4	5			
1. At work I feel full of energy	5%	11%	20%	47%	17%	0%	3.60	1.065
2. In my job I feel strong and vigorous	5%	5%	17%	55%	16%	1%	3.72	.986
3. I am enthusiastic about my job	4%	8%	21%	47%	20%	0%	3.71	1.010
4. When I wake up in the morning, I feel like going to work	8%	9%	28%	41%	13%	0%	3.43	1.093
5. I can continue working for very long periods at a time	7%	16%	20%	43%	15%	0%	3.43	1.129
6. In my job I am mentally very resilient	3%	8%	17%	53%	12%	7%	3.69	.910
7. My job inspires me	7%	17%	21%	35%	19%	1%	3.42	1.182
8. I am proud of the work that I do	3%	4%	17%	49%	25%	1%	3.92	.918
9. At work, I always persevere even when things do not go well	1%	3%	7%	57%	32%	0%	4.16	.772
10. I find the work that I do full of meaning and purpose	4%	7%	17%	43%	29%	0%	3.87	1.044

4.9 ANALYSIS OF COMPANY VALUES

Statements for this section were generated against the backdrop of company values. They sought to determine the alignment of the organisation’s values with that of the respondents. For the specific statement “The company values are aligned with mine”, 5% of the sampled employees strongly disagreed, 9% disagreed, 33% were neutral, 31% agreed, and 21% strongly agreed. The mean for this statement was 3.53 which is approximately 4. This means that the respondents agreed that their values were aligned with that of the organisation.

Table 15: Company Values Responses

Company Values	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Missing	Mean	Standard Dev
	1	2	3	4	5			
1. My organisation is open and transparent	16%	17%	27%	24%	15%	1%	3.04	1.297
2. I am proud to work for this organisation	7%	5%	21%	45%	16%	5%	3.62	1.061
3. My organisation is accountable to its employees and stakeholders	5%	15%	29%	37%	11%	3%	3.34	1.044
4. My company treats me with respect and integrity	11%	5%	29%	40%	12%	3%	3.38	1.126
5. My company treats all its employees fairly and equally	15%	23%	39%	15%	8%	1%	2.78	1.126
6. I feel a strong sense of belonging to the organisation	8%	8%	44%	28%	9%	3%	3.23	1.021
7. I have a strong commitment to the organisation	7%	7%	25%	40%	19%	3%	3.59	1.091
8. My company develops its employees to achieve	17%	19%	36%	21%	5%	1%	2.78	1.138
9. My organisation has one of the best reputations in the industry	3%	4%	32%	31%	29%	1%	3.81	1.002
10. The company values are aligned with mine	5%	9%	33%	31%	21%	0%	3.53	1.095

4.10 ANALYSIS OF SITUATIONAL FACTORS

Statements in Table 16 below only focused on job situational factors which the organisation has control over and excluded external influences on employee performance. For the statement “I am satisfied with the physical conditions at work”, 3% of the respondents strongly disagreed, 3% of the respondents disagreed, 16% were neutral, 51% agreed and 28% strongly agreed. The mean was four implying the respondents agreed that the conditions at work were satisfactory.

Table 16: Situational Factors Responses

Situational Factors	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Missing	Mean	Standard Dev
	1	2	3	4	5			
1. I am provided with tools and other resources to do my job	1%	5%	21%	52%	20%	0%	3.84	.855
2. Good working conditions are provided in my organisation	3%	7%	17%	48%	25%	0%	3.87	.963
3. I have job safety and security at work	5%	4%	16%	53%	20%	1%	3.80	.993
4. The working hours in my organisation are not excessive	4%	8%	16%	52%	19%	1%	3.74	.994
5. My supervisor has reasonable expectations from me	4%	4%	15%	53%	24%	0%	3.89	.953
6. I am satisfied with the physical conditions at work	3%	3%	16%	51%	28%	0%	3.99	.893
7. My skills are aligned with my work activities	1%	4%	19%	53%	23%	0%	3.92	.834
8. I am satisfied with the training opportunities in the organisation	16%	25%	21%	28%	8%	1%	2.86	1.231
9. I receive assistance from co-workers when necessary	3%	4%	12%	51%	29%	1%	4.01	.914
10. There is teamwork in the organisation	1%	5%	20%	51%	23%	0%	3.88	.869

4.11 ANALYSIS OF SUPERVISOR SUPPORT

All respondents responded to the statement that their supervisors give them helpful feedback about their performance. Of these respondents 13% strongly agreed that feedback received from supervisors was helpful, 44% agreed, 11% disagreed while 23% chose not to commit by giving a neutral response. On average the respondents were neutral to this statement as indicated by the mean of 3.41

Table 17: Supervisor Support Responses

Supervisor Support	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Missing	Mean	Standard Dev
	1	2	3	4	5			
1. My supervisor shows interest in my job	8%	5%	16%	49%	21%	0%	3.71	1.112
2. My supervisor cares about my career goals	12%	17%	20%	32%	17%	1%	3.26	1.283
3. My supervisor gives me credit for work well done	8%	7%	21%	47%	17%	0%	3.59	1.104
4. My supervisor gives me helpful feedback about my performance	9%	11%	23%	44%	13%	0%	3.41	1.140
5. My supervisor develops my skills and competence	12%	19%	28%	28%	13%	0%	3.12	1.219
6. My supervisor gives me clear instructions	5%	4%	23%	52%	16%	0%	3.69	.972
7. My supervisor often asks for my opinion before making important decisions	8%	17%	25%	33%	16%	0%	3.32	1.176
8. If I am struggling with something, my supervisor is ready to assist	8%	4%	17%	51%	20%	0%	3.71	1.088
9. My supervisor gives me useful advice on job problems	8%	7%	23%	43%	20%	0%	3.60	1.127
10. My supervisor and I can talk effectively to solve problems	9%	5%	23%	43%	20%	0%	3.59	1.152

4.12 ANALYSIS OF COMPANY INCENTIVES

Good incentives are alleged to be a strong motivating factor, and it is assumed that motivation leads to good performance. In this section, statements that were believed to incentivize employees were generated. These statements included working independently, employee wellness, remuneration, medical and retirement benefits. Looking at the statement “I receive recognition and rewards for delivering superior work”, 16% strongly disagreed, 23% disagreed, 23% were neutral 27% agreed, and 12% strongly agreed to the statement. The mean for this statement was 2.96 which means on average the employees are neutral regarding recognition and rewards for delivering superior work.

Table 18: Company Incentives Responses

Company Incentives	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Missing	Mean	Standard Dev
	1	2	3	4	5			
1. My company remunerates me well	9%	19%	24%	36%	11%	1%	3.20	1.158
2. Our company allocates resources for employee education and/or training	13%	19%	37%	24%	5%	1%	2.89	1.093
3. My firm considers its employees as valuable and long-term resources that require capacity building throughout their career	8%	17%	37%	27%	8%	3%	3.10	1.056
4. I receive recognition and rewards for delivering superior work	16%	23%	23%	27%	12%	0%	2.96	1.278
5. My company provides performance based retention rewards	16%	20%	20%	32%	9%	3%	2.99	1.264
6. My company allows its employees to work independently	3%	7%	33%	40%	16%	1%	3.61	.934
7. My company publicly praises its employees for job well done	13%	17%	28%	33%	8%	0%	3.05	1.173
8. My organisation allows its employees to work flexible hours	12%	12%	17%	43%	15%	1%	3.36	1.234
9. My organisation has programs to assist employees with work stress	12%	13%	19%	36%	20%	0%	3.39	1.283
10. My organisation provides good retirement and medical benefits	8%	3%	17%	43%	28%	1%	3.81	1.131

4.13 ANALYSIS OF ABILITY TO PERFORM

Failure to execute tasks leads to frustration and once an employee is frustrated the employee becomes demoralized. Demoralized employees will not perform the tasks assigned to them to the best of their ability thus compromising quality. Of the sampled employees, 5% strongly disagreed that they were satisfied with the opportunities they have to use their skills in their job, 11% disagreed, 28% were neutral, 39% agreed, and 17% strongly agreed. The mean was 3.52, and it is closer to 4 which means the sampled employees agreed that they were satisfied with the opportunities they have to use their skills in their job.

Table 19: Ability to Perform Responses

Ability to Perform	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Missing	Mean	Standard Dev
	1	2	3	4	5			
1. I have the knowledge of the job to deliver superior quality work	1%	0%	7%	55%	36%	1%	4.26	.703
2. My job makes good use of my skills and ability	4%	9%	17%	43%	25%	1%	3.77	1.067
3. I have a good understanding of my role	0%	1%	11%	55%	33%	0%	4.20	.678
4. My abilities and skills match well with my job	3%	7%	13%	47%	29%	1%	3.95	.978
5. My company gives all employees specific work-skills training	13%	19%	27%	27%	15%	0%	3.11	1.258
6. I feel encouraged to come up with new and better ways of performing my tasks	7%	12%	16%	43%	23%	0%	3.63	1.160
7. I have the decision making authority I need to do my job effectively	8%	12%	21%	37%	20%	1%	3.50	1.185
8. I am satisfied with the opportunities I have to use my skills in my job	5%	11%	28%	39%	17%	0%	3.52	1.070
9. I have fun at work	8%	12%	23%	44%	13%	0%	3.43	1.117
10. I often struggle with completing my tasks	37%	39%	9%	8%	7%	0%	2.08	1.183

4.14 CORRELATIONS

Correlation testing was conducted to measure the fluctuation together between two variables. Each response to a question in a section was correlated with the other responses to determine the correlation coefficient.

4.14.1 Job satisfaction inter-correlation

Job satisfaction statements that were used in the research are shown below in Table 20.

Table 20: Job satisfaction statements

bn1	I am motivated to report at work daily
bn2	I would rate my organisation as an exceptional place to work
bn3	My job is interesting and challenging
bn4	There is a lot of variety in my job
bn5	My company recognises and respects my work
bn6	I get a feeling of accomplishment from my job
bn7	I feel the level of responsibility I am given acceptable
bn9	I feel my opinion counts in the organisation
bn10	I am satisfied with my job
bn8_r	I don't think about leaving

The above statements were then correlated to produce the correlation matrix below:

Table 21: Job Satisfaction Inter-Item Correlation Matrix

	bn1	bn2	bn3	bn4	bn5	bn6	bn7	bn9	bn10	bn8_r
bn1	1.000	.705	.446	.410	.614	.536	.534	.461	.518	.425
bn2	.705	1.000	.544	.455	.641	.619	.492	.527	.620	.497
bn3	.446	.544	1.000	.643	.574	.702	.617	.298	.600	.583
bn4	.410	.455	.643	1.000	.469	.576	.447	.392	.500	.406
bn5	.614	.641	.574	.469	1.000	.732	.673	.665	.688	.616
bn6	.536	.619	.702	.576	.732	1.000	.696	.563	.765	.646
bn7	.534	.492	.617	.447	.673	.696	1.000	.458	.508	.522
bn9	.461	.527	.298	.392	.665	.563	.458	1.000	.518	.385
bn10	.518	.620	.600	.500	.688	.765	.508	.518	1.000	.635
bn8_r	.425	.497	.583	.406	.616	.646	.522	.385	.635	1.000

The matrix represents the correlation coefficients between the statements as indicated above in Table 21. A correlation coefficient of 0.7 indicates that there is a good correlation between statements. For example, there is a good correlation between the statements “I get a feeling of accomplishment from my job” and “I am satisfied with my job” as the correlation coefficient between these statements is 0.765.

Conversely, there is poor correlation between the statements “My job is interesting and challenging” and “I feel my opinion counts in the organisation” as the correlation coefficient between these statements is 0.298.

4.14.2 Job commitment inter-correlation

Job commitment statements that were used in the research are shown below in Table 22.

Table 22: Job commitment statements

cn1	I tell my friends this is a good organisation to work for
cn2	I would accept almost any type of job assignment to keep working for this organisation
cn3_r	I am very loyal to this organisation
cn4	I am willing to put in a great deal of extra effort to help this organisation be successful
cn5	I am extremely glad that I chose to work here rather than one of the organisations I was considering at the time I joined.
cn6_r	To work for this organisation was the best decision of my life
cn7	My organisation inspires the best performance from me
cn8	I really care about the fate of this organisation
cn9	I am proud to be part of this organisation
cn10_r	I can gain a lot by staying with this organisation

The statements in Table 22, when correlated, produced the matrix below.

Table 23: Job Commitment Inter-Item Correlation Matrix

	cn1	cn2	cn4	cn5	cn7	cn8	cn9	cn3_r	cn6_r	cn10_r
cn1	1.000	.322	.553	.684	.575	.491	.625	.405	.469	.450
cn2	.322	1.000	.455	.386	.501	.430	.402	.160	.293	.212
cn4	.553	.455	1.000	.679	.554	.551	.537	.269	.601	.354
cn5	.684	.386	.679	1.000	.647	.533	.648	.388	.523	.454
cn7	.575	.501	.554	.647	1.000	.636	.785	.309	.416	.335
cn8	.491	.430	.551	.533	.636	1.000	.785	.372	.367	.371
cn9	.625	.402	.537	.648	.785	.785	1.000	.459	.460	.361
cn3_r	.405	.160	.269	.388	.309	.372	.459	1.000	.418	.513
cn6_r	.469	.293	.601	.523	.416	.367	.460	.418	1.000	.529
cn10_r	.450	.212	.354	.454	.335	.371	.361	.513	.529	1.000

The matrix represents the correlation coefficients between the statements as indicated above in Table 23. A correlation coefficient of 0.785 was achieved when comparing “My organisation inspires the best performance from me” and “I am proud to be part of this organisation” meaning there is a good correlation between these two statements.

A poor correlation exists between the statements “I would accept almost any type of job assignment to keep working for this organisation” and “I am extremely glad that I chose to work here rather than one of the organisations I was considering at the time I joined”.

4.14.3 Variable Correlation Testing

Correlation testing was also conducted for the independent variables role perception, job motivation, company values, situational factors, supervisor support, company incentives, job satisfaction, job commitment and the dependent variable, job performance. Correlations between the variables and job performance yielded the Table 24 below.

Table 24: Variables Correlation Relationship

		Job Satisfaction	Job Commitment	Role Perception	Job Motivation	Company Values	Situational Factors	Supervisor Support	Company Incentives	Job Performance
	Correlation Coefficient									
	Sig. (2-tailed)									
	N	75	75	75	75	75	75	75	75	75
Job Satisfaction	Correlation Coefficient	1.000	.616**	.490**	.680**	.572**	.466**	.539**	.432**	.467**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75
Job Commitment	Correlation Coefficient	.616**	1.000	.592**	.678**	.762**	.706**	.620**	.588**	.535**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75
Role Perception	Correlation Coefficient	.490**	.592**	1.000	.604**	.628**	.551**	.495**	.536**	.670**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75
Job Motivation	Correlation Coefficient	.680**	.678**	.604**	1.000	.717**	.624**	.713**	.529**	.648**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75
Company Values	Correlation Coefficient	.572**	.762**	.628**	.717**	1.000	.782**	.664**	.783**	.681**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
	N	75	75	75	75	75	75	75	75	75
Situational Factors	Correlation Coefficient	.466**	.706**	.551**	.624**	.782**	1.000	.742**	.696**	.641**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	75	75	75	75	75	75	75	75	75
Supervisor Support	Correlation Coefficient	.539**	.620**	.495**	.713**	.664**	.742**	1.000	.628**	.592**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	75	75	75	75	75	75	75	75	75
Company Incentives	Correlation Coefficient	.432**	.588**	.536**	.529**	.783**	.696**	.628**	1.000	.603**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000
	N	75	75	75	75	75	75	75	75	75
Job Performance	Correlation Coefficient	.467**	.535**	.670**	.648**	.681**	.641**	.592**	.603**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	75	75	75	75	75	75	75	75	75

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

The Sig (2-tailed) value in the above table for all the relationships between the variables and the independent variable is 0.000. It can be concluded that there exists statistically significant correlations between the variables. This means that changes in one variable would lead to a change in the other variable. Furthermore, the correlations are positive which means a decrease or increase in one variable would lead to a decrease or increase in the other variable.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The empirical research was conducted at a chemicals company that had recently undergone massive changes to make it profitable, sustainable and increase its market share. For organisations to be profitable, sustainable and increase market share, they have to outperform their competitors. This performance largely depends on the organisation's workforce. However, changes require a shift from the status quo and this shift is normally met with resistance and low morale. The objective of this research report was to determine if the factors that were identified could positively influence on job performance did indeed improve job performance to help the organisation overcome the resistance and low morale of its employees. Factors that were identified could improve job performance were job satisfaction, job commitment, role perception, job motivation, company values, situational factors, supervisor support, company incentives and ability to perform. The objective of this research report is to present findings of the study and communicate recommendations and conclusions on job performance improvement. The report will also include findings from this study regarding literature review as well as the empirical research. Findings and recommendations will be shared with the organisation's management to assist them with tools to ensure performance at the organisation is of high quality for the organisation's future success.

5.2 Conclusions

5.2.1 Conclusion with regard to literature review

It was mentioned in the literature that businesses today face many challenges that make entering the business space of new businesses very difficult and already existing businesses to fail. These challenges on businesses vary from competition for customers to social, legal, cultural, technological, economic and political factors. To counter these changing external forces and remain successful, businesses have to tap into the talent and skills of their human resources as well as making the environment in which their employees work conducive.

A conducive working environment would include such elements as company values, situational factors, supervisor support, role perception, company incentives and the ability to perform. According to Barrett (2010) values stand at the very core of human decision making. If

company values are in conflict with those of the employee, the employee will not share in the vision of the organisation.

Situational factors consist of good facilities, safety to employees, job security, training, recognition for good performance, the motivation for performing well and participation in the decisionmaking process. These factors may facilitate performance and make it possible for workers to perform effectively. The work environment can impact performance by influencing effective responses to the work setting (Naylor *et al.*, 1980).

Research suggests that strong supervisor support improves the quality of employment and is associated with increased job satisfaction, perceptions of a better fit between the employee and the organisation and reduced turnover. It is also argued that employees who have supportive supervisors, tend to experience greater job satisfaction, stronger job commitment and are more loyal to the organisation.

Role perception refers to the understanding of how a particular task needs to be executed. If the employee does not understand what is expected of him or her, confusion will manifest resulting in low self-esteem and finally task abandonment.

Incentives are used as a motivation tool. Incentives may either be monetary or non-monetary. Some research claims that money is still the most crucial motivating factor for employees and that it makes them perform well in the organisation. Research also suggests that non-monetary rewards such as accountability, progression, criticism, acknowledgment and job prospects motivate employees to improved performance.

Ability is the physical or mental power or skill needed to do something. If the ability is lacking, a task cannot be successfully completed resulting in poor performance. Other factors that were covered in the empirical study which research suggests have a positive impact on performance are job satisfaction, job commitment, and job motivation. All these variables were then used in the empirical study to predict employee job performance.

5.2.2 Conclusion with regard to the empirical study

The Sig (2-tailed) value for the dependent variable and independent variables was 0.000. This showed that there are statistically significant correlations between the independent variables (job commitment, job motivation, company values, company incentives, supervisor support, situational factors, role perception, job satisfaction) and the dependent variable (job

performance). That means, increases or decreases in the dependent variables significantly relates to increases or decreases in the independent variable. Furthermore, the correlations are positive which means a decrease or increase in one variable would lead to a decrease or increase in the other variable.

The study also revealed that there were strong correlations between the independent variables such as:

- Company values and job commitment

This finding supports research that if company values are aligned with that of the organisation, the employees bring their energy, creativity, and enthusiasm. They also bring their commitment to the success of the organisation (Barrett 2010).

- Situational factors and job commitment

According to Spector (1997), if employees realize the firm considers them important, they will have a high level of commitment and a sense of ownership for their organisation. This commitment further enhances job performance.

- Company values and job motivation

It has been found through research that if company values are shared with those of employees, there tends to be cohesion between the employee and organisation. This cohesion brings positive emotions to the employee elevating the employee's state of motivation.

- Supervisor support and job motivation

Kossek *et al.* (2011) argue that workers view supervisors as organisational agents, and they consider supervisor actions to be equated with organisational actions. They view actions by agents of the organisation as actions of the organisation itself. They, therefore, reward favourable supervisor treatment with desired behaviours. Positive actions directed at employees by the supervisor and the co-workers lead to the establishment of high-quality exchange relationships that create feelings of obligation for employees to reciprocate in positive ways (Wayne *et al.*, 1997:98).

- Company values and situational factors

Company values are supposed to communicate what the organisation stands for. It is, therefore, imperative that situational factors would be associated with company values. If an organisation's value is safety, the conditions under which workers work and business are conducted, should be safe.

Other correlations that were found from the research were between company values and company incentives, supervisor support and situational factors, company values and job performance, role perception and job performance which are in line with the literature review.

5.3 Recommendations

This section provides recommendations for future research at the chemicals company which can further enhance job performance at the organisation. The section also provides feedback that was captured during the research process which can improve certain aspects in the organisation.

Recommendations for future research

- Identify other factors that can augment job performance at the chemicals company.
- Increase the sample pool to get a much better understanding of the population.
- Roll out the research to all the divisions of the chemicals company including overseas operations.
- Further analysis should ascertain per operation which of the identified factors are the most significant.

Recommendations for management with regard to the research results

The research results indicated that all of the independent variables had a significant correlation with job performance. However, some of the statements that were generated to measure these independent variables showed that the responses fared poorly. The following interventions may be commenced to continually instil a high-performance culture at the organisation:

- Give employees more decisionmaking powers so that they would feel their opinions count in the organisation.
- Introduce task submission initiatives to close the role of perception gaps.
- Ensure all employees are treated fairly and equally. The organisation rated poorly on this question.
- Allocate resources for employee education and/or training to improve skills.
- Consider its employees as valuable and long-term resources that require capacity building throughout their career.
- Improve employee understand of what is expected of them.

- Change employee perceptions about the organisation's openness and transparency.
- Instil a strong sense of employee belonging to the organisation.

5.4 Conclusion

In conclusion, the research has demonstrated that the job commitment together with the other independent variables does indeed improve job performance. Excellent job performance will ensure company goals are achieved, and the business is successful improving company profits and increasing market share.

5.5 Chapter summary

This chapter presented the findings, recommendations for future research and recommendations to management of the chemicals company for the study conducted on factors that could improve job performance.

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Section B: Demographic characteristics

INSTRUCTIONS:-

Please answer all questions

1. What is your age?

1. Under 20 2. 21-30 3. 31-40 4.41-50 5. 51 and above

2. Please indicate your gender:

1. Male 2.Female

3. What is your marital status?

1. Single 2.Married 3. Widowed 4.Divorced 5. Living together 6. Separated 7. Other

4. What is your highest level of education?

1. Primary level 2.High School 3. Matric 4. Certificate/Diploma 5. Bachelors
6. Honors 7. Masters 8. Doctorate 9. Other

5. In which department do you belong?

1. Human Resources 2. Finance 3.Marketing & Sales 4. Information Technology
5. Administration and planning. 6. Other

6. What work position do you hold?

1. Junior level 2.Senior Officer 3. Managerial 4. Executive management 5. Other

7. For how many years have you been working in your current position?

1. Under 5 2. 6-10 3. 11-15 4. 16-20 5.21 and above

8. What is your monthly net income?

1. Less than R12,000 2. R12,001- 24,000 3. R 24,001-36,000 4. R 36,001-48,000 5. R 48,001-60,000
6. R65,001 or More

Section C: Job satisfaction

9. The following statements describe the extent of your work satisfaction. Please rate each one of them based on the following scale:

Score: 1.Strongly disagree 2. Disagree 3. Neutral 4. Agree 5Strongly agree

Job satisfaction	1	2	3	4	5
1. I am motivated to report at work daily					
2. I would rate my organisation as an exceptional place to work					
3. My job is interesting and challenging					
4. There is a lot of variety in my job					

5. My company recognizes and respects my work					
6. I get a feeling of accomplishment from my job					
7. I feel the level of responsibility I am given is acceptable					
8. I often think about leaving					
9. I feel my opinion counts in the organisation					
10. I am satisfied with my job					

Section D: Job Commitment

10. The following statements describe the extent of your work commitment. Please rate each one of them based on the following scale:

Scoring: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree and 5=Strongly agree.

Job Commitment	1	2	3	4	5
1. I tell my friends this is a good organisation to work for					
2. I would accept almost any type of job assignment in order to keep working for this organisation.					
3. I feel very little loyalty to this organisation.					
4. I am willing to put in a great deal of extra effort to help this organisation be successful					
5. I am extremely glad that I chose to work here rather than one of the organisations I was considering at the time I joined.					
6. Deciding to work for this organisation was the biggest mistake of my life					
7. My organisation inspires the best performance from me					
8. I really care about the fate of this organisation					
9. I am proud to be part of this organisation					
10. There is not much to be gained by staying with this organisation					

Section E: Role Perception

11. Based on the following scale, please rate your perception towards your current work based on the following aspects:

Scoring: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree and 5=Strongly agree.

Role perception	1	2	3	4	5
1. I have a clear understanding of my job responsibilities and what is expected of me					
2. The tasks given are reasonable and attainable					
3. Instructions are given in a language that I fully comprehend					
4. Opportunities to acquire required skills to accomplish my role better are provided					
5. Deadlines and work quality are clearly defined					
6. Feedback sessions are provided to determine if understanding of my role is in line with what is expected of me					
7. Tools to measure task achievement are available					
8. Most of the time I do not understand what is expected of me					
9. I submit task reports to close the role perception gap					
10. I have the right skills to successfully execute my task					

Section F: Job Motivation

12. The following statements describe the extent of your work motivation. Please rate each one of them based on the following scale:

Scoring: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree and 5=Strongly agree.

Job Motivation	1	2	3	4	5
1. At work I feel full of energy					
2. In my job I feel strong and vigorous					
3. I am enthusiastic about my job.					
4. When I wake up in the morning I feel like going to work.					
5. I can continue working for very long periods at a time					

6. In my job I am mentally very resilient.					
7. My job inspires me					
8. I am proud of the work that I do					
9. At work I always persevere even when things do not go well					
10. I find the work that I do full of meaning and purpose					

Section G: Company Values

13. The following statements describe the extent of your company values. Please rate each one of them based on the following scale:

Scoring: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree and 5=Strongly agree.

Company values	1	2	3	4	5
1. My organisation is open and transparent					
2. I am proud to work for this organisation					
3. My organisation is accountable to its employees and stakeholders					
4. My company treats me with respect and integrity					
5. My company treats all its employees fairly and equally					
6. I feel a strong sense of belonging to the organisation.					
7. I have a strong commitment to the organisation					
8. My company develops its employees to achieve					
9. My organisation has one of the best reputations in the industry					
10. The company values are aligned with mine					

Section H: Situational Factors

14. The following statements describe the extent of your situational factors. Please rate each one of them based on the following scale:

Scoring: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree and 5=Strongly agree.

Situational factors	1	2	3	4	5
1. I am provided with tools and other resources to do my job					

2. Good working conditions are provided in my organisation					
3. I have job safety and security at work					
4. The working hours in my organisation are not excessive					
5. My supervisor has reasonable expectations from me					
6. I am satisfied with the physical conditions at work.					
7. My skills are aligned with my work activities					
8. I am satisfied with the training opportunities in the organisation					
9. I receive assistance from co-workers when necessary					
10. There is teamwork in the organisation					

Section I: Supervisor support

15. The following statements describe the extent of your supervisor support. Please rate each one of them based on the following scale:

Scoring: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree and 5=Strongly agree.

Supervisor support	1	2	3	4	5
1. My supervisor shows interest in my job					
2. My supervisor cares about my career goals					
3. My supervisor gives me credit for work well done					
4. My supervisor gives me helpful feedback about my performance					
5. My supervisor develops my skills and competence					
6. My supervisor gives me clear instructions.					
7. My supervisor often asks for my opinion before making important decisions.					
8. If I am struggling with something, my supervisor is ready to assist					
9. My supervisor gives me useful advice on job problems					
10. My supervisor and I can talk effectively to solve problems					

Section J: Company incentive

16. The following statements describe the extent of your company incentives. Please rate each one of them based on the following scale:

Scoring: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree and 5=Strongly agree.

Company incentives	1	2	3	4	5
1. My company remunerates me well					
2. Our company allocates resources for employee education and/or training					
3. My firm considers its employees as valuable and long-term resources that require capacity building throughout their career.					
4. I receive recognition and rewards for delivering superior work					
5. My company provides performance based retention rewards					
6. My company allows its employees to work independently					
7. My company publicly praises its employees for job well done.					
8. My organisation allows its employees to work flexible hours					
9. My organisation has programs to assist employees with work stress					
10. My organisation provides good retirement and medical benefits					

Section K: Ability to perform

17. The following statements describe the extent of your ability to perform. Please rate each one of them based on the following scale:

Scoring: 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree and 5=Strongly agree.

Ability to perform	1	2	3	4	5
1. I have the knowledge of the job to deliver superior quality work					

2. My job makes good use of my skills and ability					
3. I have a good understanding of my role.					
4. My abilities and skills match well with my job					
5. My company gives all employees specific work-skills training					
6. I feel encouraged to come up with new and better ways of performing my tasks					
7. I have the decision making authority I need to do my job effectively					
8. I am satisfied with the opportunities I have to use my skills in my job					
9. I have fun at work					
10. I often struggle with completing my tasks					

APPENDIX B – DESCRIPTIVE STATISTICS

	N	Minimum	Maximum	Mean	Std. Deviation
Section A	75	1.50	5.00	3.4920	.86963
Section B	75	1.50	5.00	3.4920	.86963
Section C	75	1.00	4.90	3.5938	.78438
Section D	75	2.30	5.00	3.8209	.53296
Section E	75	1.00	5.00	3.6923	.78281
Section F	75	1.00	5.00	3.3126	.85471
Section G	75	1.90	5.00	3.7830	.56785
SectionH	75	1.20	5.00	3.5003	.95289
SectionI	75	1.00	5.00	3.2393	.83718
SectionJ	75	1.50	5.00	3.7283	.68794
Valid N (listwise)	75				