

Exploring the intrinsic and extrinsic factors contributing to employee motivation in the retail sector in Potchefstroom

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ABSTRACT

Employee motivation is derived from the Latin word *movere*, which means to move, and is better described as the psychological process that causes direction and persistence of voluntary actions driven by a goal or that is goal oriented (Ramlall, 2004). This is the central element in organisational success, influencing productivity, job satisfaction, and overall performance. This study explores the intricate relationship between intrinsic and extrinsic factors that contribute to employee motivation in the retail sector.

According to Reiss (2012). Intrinsic motivation pertains to the internal desire or personal satisfaction derived from engaging in an activity for its inherent enjoyment or interest. It involves pursuing tasks because they are inherently rewarding and align with one's individual preferences and values.

Extrinsic motivation, on the other hand, involves undertaking activities with the primary goal of achieving external rewards or meeting instrumental objectives. This type of motivation is driven by external factors such as recognition, praise, tangible rewards, or the fulfilment of a specific goal or expectation set by others.

The study takes a comprehensive approach to explore how internal motivators, such as autonomy and mastery, interact with external factors like rewards and recognition. The research methodology utilises a quantitative approach, and the results reveal intricate patterns of motivation, highlighting the interconnected relationship between internal and external factors.

This study not only adds to the theoretical knowledge of employee motivation but also offers practical insights for managers. The recommendations drawn from the study provide actionable strategies for establishing work environments that promote ongoing motivation and improve overall employee well-being.

This study serves as a valuable resource for managers seeking an understanding of the dynamics of employee motivation. By bridging the gap between theory and practice. According to Schooley (2023), there are multiple benefits to having employees that are motivated, motivated employees show higher levels of productivity and performance, they tend to put in more effort into the work that they do, and they do it with much more

creativity and innovation, and ultimately employees that are motivated drive collaboration and company culture, and with that they treat customers better as well.

Key terms

Motivation; intrinsic; extrinsic; employee motivation; types of motivation, Maslow's hierarchy of needs, Frederick Herzberg's two-factor theory.

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CHAPTER 1 NATURE OF THE STUDY

1.1 Introduction

There are multiple benefits to having highly motivated employees in an organisation since their drive and enthusiasm positively influence the growth of the organisation and the bottom line for the owners and investors. Employee motivation is a critical aspect that deserves significant attention since it has a direct impact the business's success.

Increasing employee motivation can lead to higher engagement and passion for organisational tasks (Schooley, 2022). Motivated employees are more enthusiastic about their work and feel strongly involved in their duties, which improves their performance and overall productivity.

Identifying the different levels of employee motivation is essential before proceeding with the motivation process. Schooley (2022) categorises employees into three groups of inspiration: The first group is highly motivated or engaged employees who approach their tasks with dedication and passion; the second group is less motivated, and employees may feel demotivated or “checked out”. The third group consists of actively disengaged employees who always feel unhappy with their work environment and responsibilities, leading to negative behaviours.

These low levels of motivation can occur because employees do not feel valued, recognised, or appreciated for their work, or they may consistently feel run down or humiliated. This can cause business losses, since employees with low motivation will not treat customers with the necessary courtesy or respect and will not work with the company's vision and mission in mind, which may damage the business’s reputation (Schooley, 2022).

Demotivated employees not only lower their own productivity, but also that of their colleagues since demotivated employees may create an unpleasant atmosphere. When a single employee is demotivated, it has a domino effect on other employees: If they do not do their work correctly, or if they do not finish their work on time (or at all), it creates stress for other employees, increasing demotivation (Office-angels, 2022). The opposite

can be said for motivated employees; they are proud of their work and create a positive atmosphere.

To increase employee motivation, managers should understand the intrinsic and extrinsic factors that contribute to it. One of the primary reasons for low motivation is employees not feeling valued, recognised, or appreciated. A toxic work environment may also be a significant contributing factor to low motivation levels. Managers could benefit greatly from creating a positive, supportive workplace culture that fosters motivation and employee satisfaction.

Other benefits related to highly motivated employees include increased creativity and innovation, enhanced problem-solving skills and more willingness to work with uncertainty, and stronger employee–manager relationships. Since one of the main reasons why employees quit their jobs is because of bad managers, this paper will be a guide to managers to find what motivates their employees most. Customer service is highly reliant on the motivation of employees; the happier the employees, the better the customer service (Schooley, 2022).

Reducing absenteeism and employee turnover is another significant benefit of fostering employee motivation. If all the employees are more motivated, it is less likely that they will be absent without good reason, and the employee turnover rate will also decrease. A lower turnover rate improves and maintains the organisation’s reputation, which ultimately increases customer trust and commitment to coming back (Schooley, 2022).

Low levels of motivation because of poorly managed work environments and chronic workplace stress cause burnout; therefore, employee motivation should be a priority for every business to avoid these negative consequences.

This study identified the factors contributing to employee motivation by using a brief, but thorough questionnaire completed by employees within selected retail stores in Potchefstroom in the North-West Province of South Africa. The respondents’ personal information was not and will not be revealed.

This research paper embarks on an exploration of the factors influencing motivation among employees, the background of this study revolves around the critical role played

by motivated employees in organisational success, emphasizing the need for the understanding of motivation levels. The problem statement underscores the potential negative consequences of low employee motivation, such as diminished productivity, workplace stress, and heightened turnover rates.

The research objectives aim to identify and analyse the intrinsic and extrinsic factors impacting motivation and to provide insights for managers seeking to enhance their employees' engagement and satisfaction. Correspondingly, the research questions delve into the dynamics of motivation, seeking to unravel the nuances of employee experiences in retail environments. The scope of this study encompasses a selected group of retail stores in Potchefstroom, shedding light on the unique challenges and opportunities within this specific locale.

Adopting a paradigmatic perspective that recognises the interconnectedness of organisational culture, employee motivation, and overall performance, this research employs a carefully crafted research design and methodology involving a brief yet thorough questionnaire. However, it is essential to acknowledge the study's limitations, recognising that the findings may be context-specific and may not be entirely generalisable.

1.2 Background to the study

Motivation can be seen as a critical influence in the success of an organisation: The workforce runs the machine called business. Today, in many workplaces, one can see that much money is spent on motivational improvement seminars, training, and workshops. This need for employee motivation improvement began its uprising with the dawn of the new economy in the early nineties (Tschater, 2010).

Regardless of the industry, employee motivation will always be a contributing factor in the success of any company; without the motivation of the workforce and a willingness to accept opportunities to learn new professional skills that will further build the company, not a company withdrawing which indicates that without motivated employees and a commitment to learning and professional development, a company may risk stagnation or decline (Constantinescu, 2022).

According to Waters (2022), there are four types of extrinsic motivators and five intrinsic motivators. The first extrinsic motivator is incentive motivation, which means that an individual is motivated by extrinsic rewards; for example, an employee getting an incentive bonus if their targets are reached.

The second extrinsic motivator is fear; an individual is motivated by fear of the consequences if a particular task is not complete; for example, being punished if specific targets are not reached.

The third extrinsic motivator is power motivation. This motivator is more focused on managers: an individual wants to not only have control over their own life, but also those of others. Giving employees a sense of power over certain aspects is a strong motivator.

The last extrinsic motivator is social motivation, which refers to an individual's need to be accepted by their social group. The motivation stems from what others think of an individual.

Low levels of motivation can cause burnout, a phenomenon experienced by employees under a lot of occupational stress, either due to mismanagement or an irregular work–life balance (Overton, 2022).

According to Overton (2022), the most common effects of burnout are exhaustion, an stronger negative feelings toward their workplace responsibilities, a complete lack of engagement, and feeling distanced from job responsibilities or operations. These effects lead to decreased professional efficacy due to employees working inefficiently, taking leave often or even quitting.

The current level of interest in employee motivation has been part of psychology for a long time, as evinced by Maslow's hierarchy of needs formulated in 1943 (UK Essays, 2018).

The five intrinsic motivators described by Waters (2022) are learning motivation, which is the drive to improve oneself by achieving a goal that can only be reached by learning; attitude motivation, where people who are always positive are motivated to spread that positivity; achievement motivation, where an individual is not motivated a prize but by completing a task (and the more tasks they complete, the higher their motivation level);

creative motivation, which is motivation that someone feels when they are free to be creative, and physiological motivation (the same as the first tier of Maslow's hierarchy of needs), which is motivation driven by survival needs.

People are motivated by satisfying their needs; everyone has a set of needs that must be met before they can be motivated at all. In addition, factors related to modernity may increase motivation. Maslow formulated a hierarchy of needs that can be used to identify the core motivator of an employee; that which drives them to go to work every day. There are five levels in Maslow's hierarchy of needs (McLeod, 2007), and this study was done to identify in which of those five levels employee motivation fall. According to McLeod (2007) the five levels in the hierarchy are the following:

- **Physiological needs:** the basic needs of human survival; the biological requirements for human life, such as food and water, clothing and shelter; the base level of needs that must be met for a person to function. These needs can be satisfied by one's salary.
- **Safety needs:** the need for control and stability in one's life; the need for security, be that emotional, financial or job security. If people know their jobs are secure, they will be more motivated to work.
- **Needs of love and belonging needs** related to a person's basic emotions; the need to feel wanted and to feel a sense of belonging, trust, and friendship. If an employee feels that they are treated as part of the corporate family and that their colleagues and superiors trust them, they will be more motivated to work.
- **Esteem needs:** needs related to self-worth, respect, and a sense of accomplishment. In the workplace, an employee will be more motivated if their peers respect them and if they have a sense of accomplishment.
- **Self-actualisation needs:** the highest level of needs that entails the need for personal growth and self-fulfilment. A person who wants to do their work and enjoys it is motivated regardless of other factors.

Maslow also stated that everyone may prioritise one of these needs, depending on extrinsic influences (McLeod, 2007).

Employee motivation is hard to identify in its early stages, and some managers will not pay attention to the work atmosphere surrounding a single employee until it is too late; a manager not responding in time has a significant influence on the morale of other employees. Many factors may contribute to employee demotivation, such as managers not recognising or acknowledging performance, breaking down employees emotionally, or creating a toxic environment; employees not feeling engaged in their work; employees not feeling that their work contributes meaningfully, or having a workload that is too much, leading to burnout.

1.3 Problem statement

The success and efficiency of any business depend on employee motivation. In this light, this study set out to find the most effective motivators. The main research questions were: “What is the intrinsic and extrinsic contributors that motivate employees to go to work every day?”; “Would employees still go to work every day if certain factors were changed?” and “How large an impact would such changes have on their motivation?”

Further, there are two more focused questions, namely: “What impact will commission-based incentives or flexible working hours have on improving motivation levels?” and “Does the possibility of and opportunities for career growth increase employee motivation?”

In the competitive business context, it can be a challenge to survive in the fierce market environment. The essential tools for a successful business are employee motivation and accompanying increase in performance (Dobre, 2013:53). This study aimed to bridge the gap between theoretical knowledge and real-world application to equip managers with actionable insights to increase employee motivation and improve business efficiency in a highly competitive retail market.

Motivated employees provide a stable and productive work environment and a positive atmosphere in which all employees feel safe and comfortable working. If employees are happy, they will resonate with that positivity towards clients or customers, providing a joyful and memorable experience. Motivated employees help a business to out-compete rival organisations, since they are more likely to achieve better results (Bhat, 2022).

According to Schooley (2022), there are many reasons managers will benefit from a motivated workforce. For example, a motivated workforce creates stronger employee engagement, leading to passionate employees, and they can be more creative and innovative in challenging situations. With higher concentration and creativity, productivity, and performance increase, resulting in better customer service.

A motivated workforce also improves the company culture, and as a result, employees have more positive attitudes. Together, this decreases the chances of employees abstaining from work, not working full hours, or not finishing work within set timeframes, and it lowers employee turnover (Schooley, 2022).

The interest in this study stemmed from personal experience and the observation that retail workers are generally less motivated. This study aimed to gather data to find the primary reason for low motivation and ways to improve it. It further aimed to set out how management can implement these findings.

A negative consequence of low levels of employee motivation is burnout, and the adverse effects of burnout have a significant impact on workplace efficiency. Burnout due to being demotivated occurs because of several reasons: being mistreated in the workplace by either colleagues or management, unmanageable or unrealistic workloads, miscommunicated or unclear job expectations, poor communication between management and employees, a lack of support from management, and unrealistic deadlines set by management (Overton, 2022).

Burnout should be avoided as it is a detrimental consequence of low motivation that poses significant challenges to the efficiency of the workplace. Retail workers are third on the list of occupations most likely to have employees suffering from burnout. This could be due to retail working having longer work hours, working with unrealistic workloads, inadequate support from management and dealing with customer abuse. Burnout is avoidable by identifying it early. There are multiple indicators of burnout, such as fatigue, adverse changes in employee attitude towards management or the business, negative comments about work responsibilities or declining work performance (Overton, 2022).

Though burnout is not caused solely by a stressful work environment, the primary contributor to burnout does stem from an individual's job, where an employee feels

overworked and undervalued. The primary extrinsic contributors to employee burnout also cause low motivation, namely employees having little to no control over their work and not receiving any recognition or rewards, unclear or overly demanding job expectations, monotonous or unchallenging work tasks, or a chaotic or high-pressure work environment (Smith *et al.*, 2023).

As mentioned above, the factors that cause and worsen burnout are also the result of having low motivation levels. Therefore, if employers focus on improving employee motivation, it will significantly reduce overexertion and burnout and improve the overall morale and well-being of employees.

According to Delaney and Royal (2017), employee motivation has been one of the incremental components of human capital strategies. It remains the most significant reason high-performing organisations attract and retain their best talent. With intrinsic and extrinsic motivation playing a substantial role in the effectiveness of an individual's motivation, previous research shows that intrinsic motivation enhances an individual's performance and productivity.

According to Delaney and Royal (2017), 76% of employees who exceed performance expectations feel motivated to do more than is expected from them, which suggests that better performance is a direct result of intrinsic motivation.

However, the abovementioned study was done on employees internationally. The current study focused on the motivation of local employees.

There seems to be a clear gap between intrinsic and extrinsic motivation, with the research by Delaney and Royal (2017), showing an average of 70% of employees stating that they feel more intrinsically motivated, as opposed to 59% who are extrinsically motivated. This gap is observed across different organisational geographies, industries, and employee demographics and is not related to inherent differences in intrinsic motivation levels. Employees are less likely to be motivated by extrinsic factors such as tangible rewards or recognition provided by the organisation (Delaney & Royal, 2017).

The study by Delaney and Royal shows that there is a gap on a global scale; this study therefore focuses on local employees in the retail sector to see if this gap also exists on

a local scale. Local retail workers often have unique challenges in different cultural contexts that may influence their motivational drivers. Such information may serve as a guide for local retail managers.

Many organisations can enhance their ability to motivate behaviour and improve employee motivation by addressing areas such as confidence in career objectives, providing necessary authority and support, and having effective organisational structures; with this information, organisations can prepare themselves to bridge the motivation gap and increase motivation levels.

1.4 Research objectives

1.4.1 Primary research objective

The primary objective of this study was to identify and describe the intrinsic and extrinsic factors that contribute to the motivation of retail employees.

1.4.2 Secondary research objectives

The secondary research objectives of this study were to:

- identify areas where management can improve to increase employee motivation.
- identify factors that significantly affect employee motivation; and
- identify the factors that contribute positively and negatively to employee motivation.

1.5 Research questions

The main research question was: “What are the intrinsic and extrinsic motivators contributing to employee motivation in the retail sector?”

Which areas can management focus to improve on to increase employee motivation?

What impact will commission-based incentives or flexible working hours have on improving motivation levels?

Which actions should management implement or avoid influencing employee motivation.

Does the possibility of and opportunities for career growth increase employee motivation?

1.6 Scope

1.6.1 Field of study

The field of study for this research proposal is the human resource management sector.

1.6.2 Business sector under investigation

This study specifically investigates the retail industry, meaning any retail business with employees who work on the business floor and are the first line when interacting with customers.

1.6.3 Geographical demarcation

The research is conducted in Potchefstroom, North-West Province, South Africa.

1.7 Paradigmatic perspective

1.7.1 Meta-theoretic assumptions

Motivation is critical to any retail business's success as it influences employees' performance and productivity. The retail industry is highly competitive since customers have various options. Hence, motivated employees are crucial in providing exceptional customer service, building customer loyalty and retention.

Employee motivation is a complex construct that can be influenced by intrinsic and extrinsic factors. Intrinsic factors include personal values, beliefs, attitudes, and personality traits, while extrinsic factors include the work environment, company culture, compensation and benefits, and job design. Managers influence intrinsic and extrinsic factors to create a motivated workforce.

Maslow's hierarchy of needs is a helpful framework for managers to identify the needs of employees and develop strategies to meet those needs. The hierarchy is a five-tier model of human needs, arranged in a pyramid shape, where the most basic needs are at the bottom, and the highest requirements are at the top. The five types of needs in the hierarchy are physiological needs, safety needs, a need for love and belonging, esteem needs and the need for self-actualisation (McLeod, 2007:53).

Safety needs can be met by providing job security, benefits, and policies prioritising employee safety. Belonging needs can be met by creating a positive work environment where employees feel connected to their colleagues and are encouraged to collaborate and work as a team. Managers can meet esteem needs of employees by recognising and rewarding their achievements, providing opportunities for growth and development, and giving them autonomy in their work. Finally, managers can meet the self-actualisation needs of employees by providing them with challenging tasks and opportunities for personal and professional growth.

Employee engagement is critical in maintaining motivation levels and reducing turnover rates. Engaged employees are more committed to their work and are more likely to provide excellent customer service. By contrast, low employee engagement can lead to increased turnover rates, which can be costly for retail businesses in terms of recruitment and training expenses. Hence, managers should strive to create a work environment that fosters engagement by providing clear communication, opportunities for growth and development, and recognition and rewards for excellent performance.

Motivated employees are crucial to the success of any retail business, and managers play a critical role in maintaining motivation levels by identifying employee needs and creating a work environment that fosters engagement and personal growth. Maslow's hierarchy of needs is a helpful framework that can help managers develop strategies to meet employee needs and create a motivated and engaged workforce.

1.8 Research design and methodology

1.8.1 Research approach and design

This study adopts a quantitative research approach to assess the motivation levels of retail employees; the main objective is to identify the key factors influencing their motivation to perform their daily tasks efficiently. The study also aims to pinpoint specific areas that require more attention or improvement to enhance overall motivation.

1.8.2 Literature study

Previous studies with similar outcomes and objectives were examined to determine what to expect from this study. Chapter 4 contains a report that identifies what contributes to employee motivation through statistical analysis of the data.

1.8.2.1 Definitions of key terms

Motivation: According to Waters (2022), motivation is the core driving force of an individual to perform a task or behaviour; it's why an individual places any effort in the tasks they perform.

Intrinsic motivation: According to Delaney and Royal (2017), intrinsic motivation forms part of the individual's intrinsic motivation and is inspired by experiences that connect with the individual concept of the self and personal drives.

Extrinsic motivation: According to Delaney and Royal (2017), extrinsic motivation is influenced by the organisation and the work environment, and behaviour is driven by outside aspects such as social interaction with co-workers, interactions with superiors, and the social norms established within the organisation.

Retail business: A physical or digital building or area where the selling of items or services to customers for their consumption occurs (Baker, 2019).

Employee: A person who performs tasks for another person or a firm for compensation previously agreed upon in a set amount or per task performed.

Protection of Personal Information (POPI) Act: According to the Western Cape Government (2020), the POPI Act is an act that protects an individual's personal information from being misused by any other person or organisation.

Personal information: Personal information includes an individual's name, surname, identity number, contact details, email address, religion, medical history, education, finances, or any other information unique to that individual (Western Cape Government, 2020).

Microsoft Form: A digital survey platform that allows anyone to create their survey questionnaires. In their structured design, Microsoft Forms provides anonymous completion of the surveys and can extract raw data from the results to be analysed.

Questionnaire: A structured multiple-choice list of questions to gather data from the participants about certain aspects the test is designed for, such as individuals' attitudes, experiences, or opinions; questionnaires can be used in qualitative and quantitative research (Bhandari, 2021).

Burnout: According to Overton (2022), the World Health Organization declared burnout as an occupational phenomenon in 2019 caused by unmanaged, chronic workplace stress or mismanagement.

1.8.3 Study population

The population consisted of permanent retail employees who worked on the floor, excluding middle- and upper management. The rationale for this choice was to assess employees' motivation levels without being influenced by managers, and the results revealed areas where management could improve. Participants had to be employed by the company for over a year to ensure valid and trustworthy feedback.

The stratified sampling size for the study comprised a minimum of 25 possible participants drawn from each sector of the retail floor per store. This sample size was determined based on the layout of an average retail store, with floor employees including sales associates, stock clerks, customer service representatives, security guards, department specialists, cleaners, and cashiers. The study focused on multiple retail stores within Potchefstroom.

In accordance with the POPI Act, informed consent was obtained from the participants. Permission was received from the human resources managers to share an informed consent form with each participant. This form explained to the participants the procedures that would be followed to gather data, emphasising that it would only be used for this quantitative research study and for no other purpose. Participant data was gathered anonymously, and the privacy of participants was respected.

1.8.3.1 Statistical analysis

According to Brooks (2022), statistical analysis is a scientific method for collecting, exploring, and presenting extensive data to reveal patterns and trends while mitigating bias. In this study, the data collected through Microsoft Forms reflected participants' responses to specific questions, which were analysed using both Microsoft Power BI and IBM SPSS statistical software. The data is displayed in tables and pie charts to visualise participants' answers.

1.9 Limitations and assumptions of the study

This study contributes to the body of knowledge on the factors that improve employee motivation, but it does have some limitations. These limitations may provide the impetus for further studies or future research opportunities.

The first limitation of the study was employees not answering the questions honestly, either due to the lack of interest or because they feared their manager would see the results, potentially making their work environment unpleasant. In cases where low morale and motivation were already present within the business, to mitigate this limitation it was clearly communicated to the participants that they were free to answer honestly and that only the results of the data analysis will be presented to the managers; none of the filled-out questionnaires would be shown to the managers and they will remain anonymous.

The geographical demarcation further imposes a limitation, as the study focused on only two retail chains and other possible retail stores within Potchefstroom. This means that findings cannot be generalised to other retail stores within the same category, to mitigate this limitation multiple different retail outlets were asked if they would be willing to participate but most requests were declined.

The response rate for this study was lower than desired, therefore it is crucial to acknowledge the potential for non-response. While efforts were made to solicit a larger number of completed surveys, time constraints influenced the overall response rate. It is important to recognise that the obtained sample may not fully represent the entire population of interest, and caution should be exercised when generalising findings.

Despite these challenges, the collected data provides valuable insights into the intrinsic and extrinsic factors contributing to employee motivation, and the results should be interpreted with consideration of the inherent limitations associated with the response rate.

1.10 Layout of the study

Chapter 1 – Nature of the study: This chapter served to introduce the study by providing an overview of the study and the rationale for conducting it, and research gaps were identified.

Chapter 2 – Literature review: This chapter investigates factors that contribute to employee motivation. In this chapter, sources relating to the objective of this study are scrutinised.

Chapter 3 – Empirical study: In this chapter, the specific procedures of data-gathering are set out, and the data-selection, processing, and analysis procedures are discussed.

Chapter 4 – Results and discussion: In this chapter the results of the questionnaire are discussed and analysed.

Chapter 5 – Conclusions and recommendations: This chapter draws conclusions from the analysed data, and recommendations regarding the study's objectives are made.

1.11 Conclusion

In Chapter 2, the focus will shift towards a deeper exploration of the two fundamental types of motivation. This chapter will delve into key motivational theories, including Maslow's Hierarchy of Needs, which emphasises the hierarchical nature of human needs; Frederick Herzberg's Two-Factor Theory, which identifies factors contributing to job satisfaction and dissatisfaction; and Douglas McGregor's Theory X and Theory Y, which offer contrasting perspectives on employee motivation and management styles. Through a meticulous examination of these theories.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

The success of any organisation is reliant on employee motivation, and this is because motivation levels influence productivity, job satisfaction and the overall well-being of everyone. Motivation dynamics are complex, covering both inherent and external influences that drive individuals to the job. This study dives into many incentive theories and concepts, illuminating the complex interplay between human requirements, management styles, and external forces.

The first segments of this study examine the distinction between intrinsic and extrinsic motivation, focusing on the work of Cherry (2022) and Frey and Osterloh (2002). Extrinsic motivation, driven by external incentives or the avoidance of punishment, contrasts with intrinsic motivation, which is caused by internal satisfaction and fulfilment from the activity. The debate progresses to Maslow's hierarchy of requirements, stressing the sequential satisfying of fundamental to growth-oriented wants in the quest for personal and professional fulfilment.

Frederick Herzberg's two-factor approach distinguishes between motivation and hygiene elements, emphasising the inner qualities that lead to job satisfaction and the external factors required to prevent unhappiness. (Syptak, Marsland, & Ulmer, 1999) Douglas McGregor's Theories X and Y add to the discussion by giving opposing perspectives on the intrinsic character of persons in the workplace, which shapes leadership approaches appropriately.

The following section lists and investigates eleven aspects influencing employee motivation, ranging from recognition and rewards to workplace culture, leadership styles, and job security. Each element is evaluated regarding how it affects employee engagement and satisfaction.

Furthermore, the report examines earlier research, such as a 2009 survey conducted by McKinsey & Company, which discovered that non-financial incentives frequently surpass financial ones in motivating employees. This observation stresses the complexities of

motivational factors and the importance of a nuanced approach in building effective motivating techniques inside businesses. (Dewhurst, Guthridge, & Mohr, 2009).

A thorough picture of employee motivation develops, providing significant insights for employers, managers, and individuals looking to establish a vibrant and driven workplace. This investigation aims to add to the continuing discussion about employee motivation and its substantial consequences for organisational performance.

2.1.1 Types of motivation

2.1.1.1 Intrinsic motivation

According to Cherry (2022), intrinsic motivation is a concept that captures the intrinsic drive or incentive that individuals experience when engaging in a task. This type of motivation is characterised by the inherent enjoyment, interest, or satisfaction that comes from the activity itself, rather than relying on extrinsic rewards or pressures. According to Frey and Osterloh (2002), intrinsic motivation comes from the goals that people set themselves, even if reaching a goal may not be enjoyable.

When people are intrinsically motivated, they are likely to pursue activities for the pleasure or personal fulfilment they derive from the process. This could be rooted in their inherent interest in the task, the challenge it presents, or the enjoyment of acquiring new skills or knowledge. Unlike extrinsic motivation, which involves extrinsic rewards such as money, praise, or recognition, intrinsic motivation is driven by intrinsic factors.

2.1.1.2 Extrinsic motivation

According to Cherry (2022), extrinsic motivation is a psychological concept that refers to the drive to perform a certain behaviour or engage in an activity based on extrinsic rewards or the avoidance of punishment. In essence, individuals who are extrinsically motivated are spurred to act not necessarily because they find the behaviour inherently enjoyable or satisfying, but rather because they anticipate receiving some form of extrinsic reinforcement or avoiding negative consequences.

According to Frey and Osterloh (2002), extrinsic motivation only satisfies indirect or instrumental needs, in this case in the form of money. It stems from the direct need to

satisfy one's non-work-related needs. Frey and Osterloh (2002) succinctly state that "a job is simply a tool with which to satisfy one's actual needs by means of the salary it pays".

Extrinsic rewards in the form of tangible incentives, such as money, praise, or recognition, play a significant role in extrinsic motivation. Conversely, the desire to avoid punishments or negative outcomes can also serve as a powerful extrinsic motivator. This type of motivation is often associated with tasks or activities that might not be inherently interesting or enjoyable.

2.2 Maslow's hierarchy of needs

According to McLeod (2018), Maslow's hierarchy of needs is a psychological motivational theory that consists of a five-tier model of human needs, commonly shown as a pyramid. Maslow determined that individuals are motivated to fulfil these needs in a sequential manner, with the basic needs taking precedence over higher-level ones.

The first tier consists of physiological needs. These are the most basic human needs necessary for survival. They include oxygen, water, food, shelter, sleep, and clothing. Until these needs are satisfied, individuals are motivated by a strong desire to fulfil them, and once they are fulfilled, a person can move on to the next level (McLeod, 2023).

After fulfilling their physiological needs, individuals seek safety and security. This includes physical safety as well as financial and health security; people desire stability, order, and predictability in their lives. This level also encompasses the need for protection from physical and emotional harm. These needs can be fulfilled by the people an individual surrounds themselves with from both their family and society (McLeod, 2023).

Third is the need for love and belonging. Once the lower-level needs are met, individuals seek social connections and relationships; this level includes the need for love, friendship, intimacy, and a sense of belonging. Humans are inherently social beings, and fulfilling these needs contributes to emotional well-being (McLeod, 2023).

The second-highest tier comprises esteem needs. After satisfying social needs, individuals strive for a sense of accomplishment and recognition. This level includes both self-esteem and the desire for respect and recognition from others. Fulfilling esteem

needs is crucial for developing a positive self-image and feeling valued by society (McLeod, 2023).

At the pinnacle of the hierarchy is the need for self-actualisation, which entails realising one's full potential, pursuing personal growth, and achieving a sense of purpose. Self-actualised individuals are motivated by a desire for personal fulfilment, creativity, problem-solving, and contributing to the welfare of others.

Maslow's five-tier model can be categorised into deficiency needs and growth needs, where the first four levels are commonly identified as deficiency needs, and the top level is labelled as needs related to personal growth. Deficiency needs arise from deprivation and are thought to drive individuals when unmet; the motivation to fulfil these needs tends to intensify the longer they remain unaddressed. Maslow initially proposed that individuals must first satisfy lower-level deficit needs before advancing to meet higher-level growth needs (McLeod, 2018).

Figure 2-1 below (Hopper, 2022) provides a schematic representation of Maslow's hierarchy.



Maslow's hierarchy of needs

Figure 2-1: Maslow's hierarchy of needs

From the visualisation it is evident that Maslow did not place the most importance on the satisfaction of physiological needs as contributing the most to an individual's happiness. From a modern point of view, money can be classified as a physiological need; without money, most of the physiological needs cannot be met: No food can be purchased, no shelter can be provided, and no clothing can be acquired. However, only satisfying a person's physiological needs will still not be sufficient to ensure their happiness and motivation.

2.3 Frederick Herzberg's two-factor theory

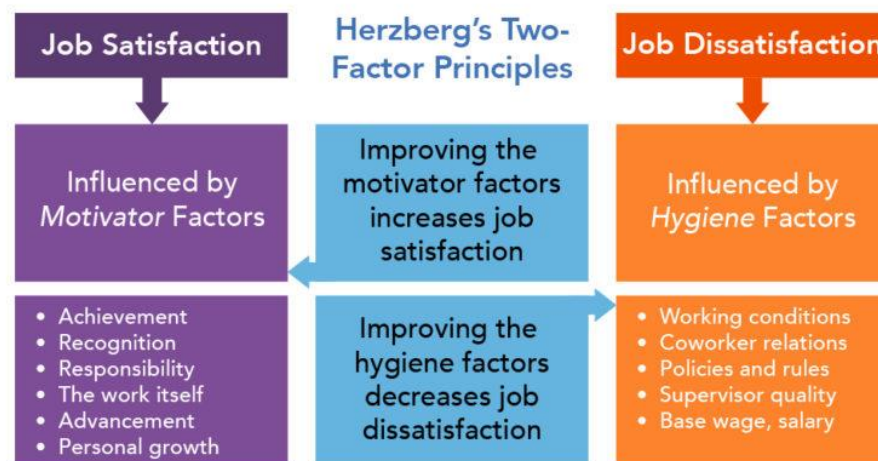


Figure 2-2: Herzberg's two-factor principles

If an individual is satisfied with their work, they are more likely to be motivated. Considering this, Kurt (2021) states that businesses have long been seeking answers on what steps can be taken to increase employee productivity. Frederick Herzberg theorised a model, shown in Figure 2-2, consisting of the two basic aspects that motivate humans, namely motivation factors and hygiene factors.

Motivation factors are intrinsic factors that are directly related to the nature of the work itself and the way individuals are managed, covering intrinsic needs such as:

- Achievement
- Recognition
- The nature and content of the work itself
- Responsibility
- Advancement and growth
- The possibility of personal growth

Herzberg argues that these factors, when enhanced, contribute to an individual's overall job satisfaction and motivation.

Hygiene factors, also known as maintenance factors, are the extrinsic factors that, when lacking or insufficient, can cause dissatisfaction but do not necessarily motivate

employees when present in abundance; they are considered essential for preventing dissatisfaction but not for promoting satisfaction, and include:

- Working conditions
- Salary and benefits
- Company policies
- Quality of supervision
- Interpersonal relationships
- Job security
- Interpersonal relations among peers, subordinates, and supervisors
- Personal life

Workplace satisfaction is often achievable for managers through simple conversations with their team members to identify sources of dissatisfaction. Some issues, such as maintaining organised supplies or ensuring sufficient materials, usually have straightforward solutions; on the other end, addressing employee remuneration can be much more complex, but managers should assess their business plan and compensation strategy (Kurt, 2021).

2.4 Douglas McGregor's Theory X and Theory Y

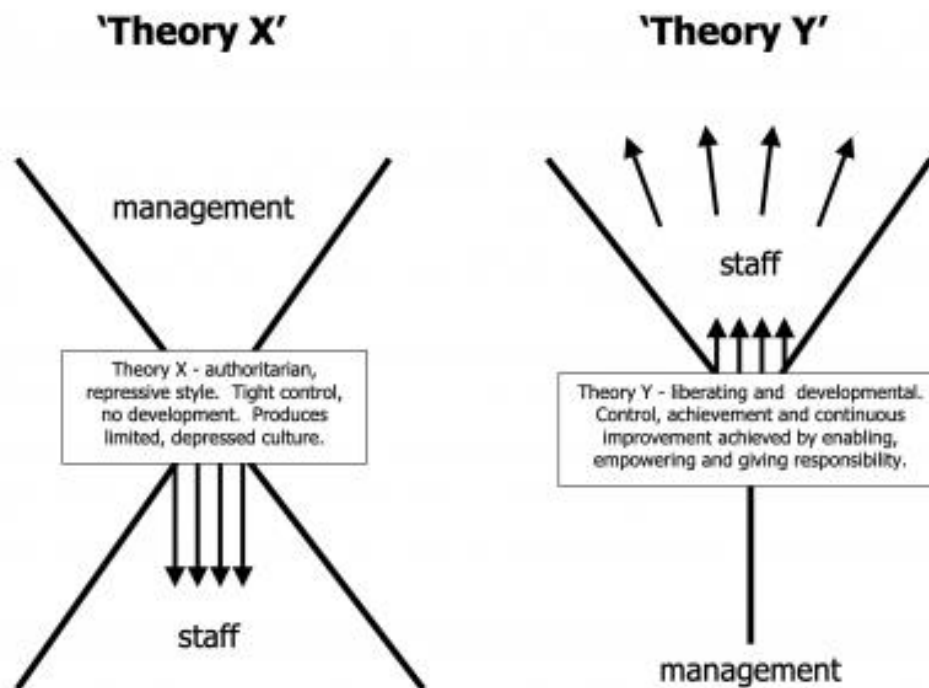


Figure 2-3: McGregor's Theory X and Theory Y

Theory X holds that individuals inherently dislike work and need to be compelled through coercive measures and strict direction to achieve results in professional roles. This theory emphasises an authoritarian style of leadership, where the primary focus is on achieving outcomes and tasks, and it tends to be more work-centred than people-centred.

Theory Y presents a more people-centred approach to management, in which individuals are seen as valuing and appreciating their work. When employees are given the right work environment and conditions, they can unlock their full potential and become valuable assets to their organisation.

2.5 Factors influencing employee motivation.

From the literature, 11 factors influencing employee motivation can be identified. They are listed and discussed below.

2.5.1 Recognition and rewards

According to Jones (2019), employee recognition is a well-timed acknowledgement of an individual which praises their effort if they have performed outstandingly or assisted with achieving an organisational goal.

2.5.2 Workplace culture

Company culture is the composite of shared values, attitudes, behaviours, and standards that define the work environment within the organisation. It represents the collective experience that individuals have while working for a particular company and how that experience aligns with the extrinsic brand and messaging of the organisation. The daily atmosphere and interactions within the company are heavily influenced by its culture (Debara, 2022).

2.5.3 Leadership styles

Leadership styles are the methods and behaviours the managers or leaders use when directing, motivating, and managing employees (Becker, 2023).

2.5.4 Clear goals and expectations

Goals and expectations refer to the specific targets and anticipated outcomes that an organisation sets for itself based on its vision and strategy; these are the desired achievements and results that the organisation aims to reach within a specified timeframe, and these goals are typically concrete and measurable objectives (Savola, 2022). When employees understand the organisation's vision or strategy and are actively involved in the goal-setting process, it can have several positive effects on motivation.

2.5.5 Career-development opportunities

Career development is when an individual progresses through short-term steps to achieve a long-term professional goal (Whitfield, 2022). Career-development opportunities can therefore be said to be those opportunities that allow an employee to develop themselves within the organisation. Having career-development opportunities helps employees to feel less pressure and more enthusiasm for their work because there are realistic expectations and tangible goals to work towards.

2.5.6 Autonomy

Autonomy means an individual has the freedom to act on their own values or interests. The word is synonymous with self-governance; in other words, an individual has the freedom to reason with and debate others to appreciate different points of view (Tucker, 2014).

2.5.7 Work–life balance

The typical measure of work–life balance is the amount of time allocated to work and personal time, such as spending time with friends and family, or pursuing personal interests or hobbies (Coursera, 2023).

With a balanced work and life environment, an employee’s overall well-being is improved, including their physical, emotional, and mental health, resulting in them feeling more motivated in their work.

2.5.8 Fair compensation

According to Cilenti and Cooper (2021), fair compensation means compensation which is equitable, appropriate, and aligned with an employee’s level of work, and it considers the level of experience and education when determining the compensation.

2.5.9 Communication

Communication in the context of motivation means to converse with employees, inviting them to be more involved. When employees are engaged in the conversation, they feel more committed and focused (O’Reilly, 2023).

With employees being more involved in the decisions made within the organisation, they feel more included and experience a sense of importance and care from management, which will increase their motivation.

2.5.10 Job security

Job security is knowing that it is highly unlikely that one will lose one’s job; it is the assurance that one will be able to remain in one’s current employment for the foreseeable future (Miles, 2022).

If an employee feels more secure in their position, it will have multiple benefits, such as making the employee feel more valued and decreasing their stress and anxiety, improving their engagement and motivation.

2.5.11 Incentives

There are two kinds of incentives: financial and non-financial. These incentives are discussed in more detail below.

2.5.11.1 Financial incentives

Financial incentives refer to rewards that are expressed in monetary terms provided to employees to stimulate desired behaviour or actions. These incentives, offered on an individual level, address an employee's financial and future security requirements; they increase employee motivation and self-assurance (Tomasetti, 2023). Some of these financial incentives are:

- bonuses: a lump sum added on to the employee's basic salary, occurring seasonally as a reward for good performance.
- profit-sharing: a programme that allows an employee to receive a direct share of the organisation's profits; and
- commission: some organisations set sales targets for employees; reaching them is rewarded with commission calculated as a set percentage of the total sales.

2.5.11.2 Non-financial incentives

These rewards fall outside the scope of an employee's regular pay or cannot be quantified in monetary terms (Tomasetti, 2023). Examples of these types of incentives include status, career-advancement opportunities, and employee recognition programmes.

Status pertains to an individual's social or professional standing, particularly within an organisation, and denotes their placement in the hierarchical structure outlined in the organisational chart. The extent of authority and responsibility assigned to an individual directly influences their status within the organisation.

Career-advancement opportunities such as promotions serve as tangible acknowledgement and appreciation of an employee's contributions, acting as a catalyst for enhanced motivation.

Employee recognition programmes involve employers implementing initiatives to mark anniversaries and to reward employees for their achievements and behaviours and reaching significant milestones throughout their tenure with the organisation.

2.6 Additional

A 2009-survey conducted by McKinsey & Company (2009), found that non-financial incentives were stronger motivators than financial incentives.

The top three financial rewards included performance-based cash bonuses, an increase in base salary, and stock or stock options, while the three main non-financial incentives were praise and commendation from an immediate manager, attention from leaders, and opportunities to lead projects or task forces.

Notably, the most favoured incentive was praise from a supervisor, followed by attention from leaders, with stock or stock options ranking as the least popular among respondents (Tomasetti, 2023).

2.7 Summary

This study conducted quantitative research on the motivation of retail employees and to determine their primary motivators in their work. The research involved an online survey to collect data, which was analysed and used to formulate motivational techniques for retail store managers. The study followed ethical guidelines and gained approval from the economic and management science ethics commission.

The survey, compiled in Microsoft Forms to ensure anonymity, covered various aspects of motivation, including intrinsic and extrinsic factors. The data gathered was analysed and presented visually as charts to create a comprehensive report for managers. The research emphasised the underestimated importance of employee motivation, highlighting its impact on company goals.

The literature review explored existing knowledge on employee motivation, distinguishing between intrinsic and extrinsic motivation. Intrinsic motivation stems from intrinsic factors like personal beliefs, while extrinsic motivation involves extrinsic rewards.

Various scholars, such as Dell and Tschater, emphasise the multifaceted nature of motivation, stating that it entails more than monetary factors. Lankinen identifies five crucial metrics to gauge employee motivation, including changes in work preferences and unexplained absences.

Benefits of a motivated workforce, as outlined by Anon., include cost-saving, improved product or service quality, reduced turnover, and market competitiveness. Job satisfaction, a subjective construct, varies among individuals. The study sought to identify the primary motivator for employees, considering factors such as enjoyment, contribution to society, benefits, and salary.

Maslow's hierarchy of needs and Herzberg's two-factor theory provide additional theoretical frameworks for understanding motivation. In addition, McGregor's Theory X and Theory Y offer contrasting perspectives on human management, with Theory Y promoting a people-centred approach.

Factors influencing employee motivation include recognition, workplace culture, leadership styles, clear goals, career-development opportunities, autonomy, work–life balance, fair compensation, communication, job security, and incentives.

The section on incentives discusses financial and non-financial rewards, including bonuses, profit-sharing, commission, status, career advancement, and recognition programmes. Previous studies, like the 2009 McKinsey & Company survey, highlight the significant impact of non-financial incentives, particularly praise and attention from supervisors.

In conclusion of Chapter 2 and the introduction of Chapter 3, this study delved into motivational theories that form the conceptual backbone of this study. In Chapter 3, The study navigates through the empirical study, where these theories were put to the test through quantitative research methods. The statistical analysis, conducted with the aid of Power BI and IBM SPSS Statistics software, served as a powerful tool to examine the

relationships between variables and draw meaningful insights. This chapter provided a detailed account of the research paradigm, approach, methodological choices, research strategy, time horizon, study population, and the measuring instrument employed. By bridging theory with statistical analysis, Chapter 3 aimed to unravel practical implications and contribute substantively to the understanding of motivational dynamics in real-world scenarios.

CHAPTER 3 EMPIRICAL STUDY

3.1 Introduction

This study was conducted to identify the extrinsic and intrinsic contributors to employee motivation. As discussed in Chapter 2, there are multiple factors that contribute to employee motivation. Retail employees are generally seen as demotivated but, as indicated in this study, that is not the case. The empirical study focused on the different intrinsic and extrinsic contributors to employee motivation.

This study conducted quantitative research on the motivation levels and primary motivator of retail employees. The data was collected via an online survey. The results were used to compile a report in which motivation-increasing techniques to suggest to the managers of the retail stores are formulated.

The study was conducted by first completing the research proposal and obtaining permission from ethics commission to conduct the research. Second, following the support of the research study, a meeting was held with, or communication sent to the retail stores' human resources managers to request permission to send out informed consent forms to the participants, in which they gave consent for a survey to be sent out to them.

The survey was created in Microsoft Forms because it could be filled out anonymously. The survey included a demographic section in which the participant could indicate if they did not want to respond. After the data was gathered, it was analysed and visually presented, and a report on the results was compiled.

The survey sought information on the employees' motivation level for all their responsibilities, as well as intrinsic and extrinsic aspects that influence their motivation levels. These aspects include menial, low-effort jobs as well as more effortful responsibilities such as being on time for work; how motivated employees are to do extra work or work that is not their responsibility; helping others; working late; how motivated they are to seek help and taking time off.

Information on the topics mentioned above was gathered from existing questionnaires for a similar survey; thus, no unnecessary questions were asked, and the data remained unbiased. The questions were in line with a similar questionnaire by Walia (n.d.), which asks employees what the main contributors to their motivation are, what they find most motivating and whether their managers show interest in motivating them.

The aims of the literature review were to find out what other scholars in related fields have observed and to develop the theoretical foundation for the study by situating it in current knowledge of the field. This foundation is then used to contextualise the data analysis and fill any gaps in the knowledge and to show the importance of the research (Glover, 2011:1). Knowledge related to employee motivation is not one of the highest priorities among most people in high-ranked leadership positions; yet, finding the reason for employee motivation is essential because the higher the level of motivation, the more likely it is that the company achieve its goals (Anon, n.d.).

There are multiple aspects that together contribute to employee motivation; some of these aspects are employees' enthusiasm for their work, their daily energy levels, their level of commitment, and what level of creativity each employee contributes to the organisation daily. The word "motivation" comes from the Latin "movere", which directly translates to a movement, meaning motivation is a behaviour.

3.2 Overview

As mentioned, motivation can be divided into intrinsic and extrinsic motivation. Both contribute to employee motivation, but one always dominates. In the case of intrinsic motivation, motivation comes from within the employee; they need and want to work hard and perform well because it is in line with their own beliefs. Extrinsic motivation, by

contrast, consists of factors such as recognition or rewards that contribute to the cause of motivation for an employee (Bhat, 2022).

According to UK Essays (2018), a 1988-quote by Dell holds that motivation is “the heart of giving the people what they want most from work”. This can be interpreted as ensuring that employees are satisfied with their work, because if they are, they should in turn provide that which a manager of an organisation or an owner of a company requires, such as productivity, quality, and service.

According to Tschater (2010), relying solely on money as a reward is insufficient, in the long run, the motivation level is likely to decline, leading to adverse consequences for the organisation.

The reason money is not the only factor that contributes to the happiness and motivation of employees is that motivation is more complex and does not have a single cause. Rather, the cumulative effect of various aspects contributes to employee well-being. According to Lankinen (2022), happiness is a complex, subjective, and personal construct that is difficult to measure. By measuring an employee’s level of motivation, one can also get an indication of their well-being. An employee’s motivation stems from their sense of purpose, support, and security, all of which contribute to increasing employee motivation, which in turn lowers employee turnover.

According to Lankinen (2022), there are five crucial employee metrics of motivation to track to gauge employee motivation levels. The first is requests to work from home. Here it is necessary to consider how COVID-19 has changed the working environment and increased the possibility for employees to be able to work from home. However, with work environments returning to the more traditional manner of working, one should keep an eye on sudden changes in an employee’s requests to work from home, as this can be an indication of issues in team spirit, tension with a co-worker, or, in the worst case, an early sign of burnout.

Second, one should be aware of unexplained absences from work; although there may be many reasons an employee is absent for several days, the human resources team should check in with the employee to find out what the cause is.

Tracking the working hours of an employee is the third method to gauge motivation. Demotivation may be evident if an employee works fewer hours than stipulated in their contract and targets are not met.

Fourth, it is important to gauge carelessness: Making more mistakes than usual can be a sign of being demotivated.

Fifth, antisocial behaviour indicates lower motivation levels as employees are less willing to interact meaningfully with co-workers.

According to Anon (n.d.), there are multiple benefits to having a motivated workforce, as it:

- Enhances cost-saving by fostering a willingness among employees to exert greater effort and work more efficiently, fostering innovation and creativity. This, in turn, can lead to reduced costs and increased productivity.
- Elevates the quality of service or products, adding value to the company's offerings and enhancing its reputation.
- Mitigates employee turnover within the company; content and satisfied employees are less inclined to explore alternative opportunities.
- Bolsters the company's market competitiveness by accelerating product release cycles, enabling it to stay ahead in the market.
- Contributes positively to both the organisation and society at large, as motivated employees tend to experience higher levels of satisfaction.

Since job satisfaction differs for each person, there are multiple definitions of job satisfaction (Aziri, 2011:77). Considering this, this study sought to determine employees' primary motivator. The following questions were considered:

- What is the main motivator for a person to go to work?
- Is it the enjoyment of what they do for a living? Do they enjoy what they do, no matter the reward?
- Is it the contribution to society that they provide?

- Is it because of the benefits the business offers? What is the influence of health insurance, retirement funds, family plans, housing, or a vehicle allowance?
- Does it ultimately come down to money earned?

During the COVID-19 pandemic, a nationwide lockdown affected businesses, forcing non-essential organisations to cease operations. After the lockdown was lifted, many employees were asked if they were willing to work for reduced pay to keep the organisation afloat. In this light, one should ask what a more beneficial motivator to keep employees satisfied and motivated despite pay cuts would be, and how this can be implemented in a preparation plan for any future disruptions or crises.

Managers benefit from determining what motivates employees, because employee motivation positively influences the organisation's effectiveness (Dobre, 2013:53).

3.3 Research paradigm

According to Brown and Duenas (2019), it is critical for any research project to identify its applicable research paradigm, which consists of a standard set of beliefs about research. A research paradigm can be defined as a set of shared ideas and agreements about how to address problems and understand them better. A paradigm is one's understanding of how things work, also known as a shared understanding of reality.

When identifying one's research paradigm, it is first necessary to understand the building blocks of the paradigm. The first four blocks of the research paradigm are axiology, ontology, epistemology, and methodology. Axiology is the study of value and ethics, ontology focuses on the nature of the reality, epistemology consists of identifying the philosophical understanding of the study's reality and determining the nature of the knowledge within that reality, Methodology which states the question of how one can go about when acquiring the required knowledge, and ontology which asks the question what is out there to find out? (Brown & Duenas, 2019).

According to Rehman and Alharthi (2016), there are three identifiable paradigms in educational research: positivism, interpretivism and critical theory; this study assumes critical theory as paradigm. Critical theory holds that assumptions can be made about an existing reality, which has been shaped by cultural, political, ethnic, gender, and religious

factors that interact to create a new and consistent social system (Rehman & Alharthi, 2016).

Critical theory has been chosen as paradigm for this study because retail workers are stigmatised and treated with a specific attitude because of certain cultural assumptions about their career and position; this negative attitude could be a significant factor that negatively affects their motivation, which causes lower customer-service standards and higher employee turnover.

3.3.1 Research approach

Before conducting research, a research approach must be identified. A research approach consists of a procedure of steps to collect data, starting with broad assumptions and working down to detailed data collection methods, after which the data is analysed and interpreted (Chetty, 2016).

According to Bhandari (2020), quantitative research is a method of gathering and analysing numerical data; this form of research can be used to find patterns or averages, make predictions, and generalise the results to a broader range of populations. There are multiple benefits to using quantitative research; with the standardised data collection protocols and tangible definitions, it is possible to repeat the study, the study can be conducted in other cultures or geographical settings, and the data gathered can be comparable. The disadvantage of quantitative research is that it is superficial, since attitudinal data cannot be quantified; here, a qualitative approach provides a deeper focus instead of a simple and narrow focus (Bhandari, 2020).

The research approach for this study is a quantitative research approach to gauge the motivation levels of retail employees and to find the primary contributor to their motivation to work efficiently as well as the areas that need more attention or need to be improved to increase motivation levels.

The research was conducted in the retail industry, and the study aimed to identify which areas need more attention or improvement to increase motivation levels among retail employees. The study involved administering a questionnaire to a sample of retail employees from different retail stores.

The questionnaire was designed to collect data on various aspects of motivation, such as job satisfaction, job security, compensation, recognition, training and development opportunities, and management support. It consists of closed-ended questions, requiring participants to rate their level of agreement on a Likert scale.

The data collected from the survey was analysed using descriptive and inferential statistics to identify the most significant contributors to motivation levels among retail employees. The study's results are presented in the form of tables and charts to facilitate interpreting the data.

The findings of this study provide valuable insight regarding the factors that contribute to motivation levels among retail employees, which may be helpful for retail managers and policymakers in developing strategies to improve employee motivation. In addition, the study contributes to the existing literature on motivation in the workplace and provides a foundation for future research in this area.

3.3.2 Methodological choice

According to Greener (2018), the judgement and methodological standpoint of the researcher was the indicator of the choice of methodology. There are no clear rules to follow to achieve educational breakthroughs, and the relationship between practice and the practitioner is also a precursor, which implies that the relationship between practice and the practitioner is a preliminary or antecedent factor that leads to or influences something else.

Methodological choices consist of a combination of the intention of research approaches, the research designs, and the methods in a specific research project; all these factors together determine the research paradigm chosen (Ugwu *et al.*, 2021).

3.3.3 Research strategy

According to Johannesson and Perjons (2014), a research strategy consists of several approaches and methods, such as experiments, surveys, case studies, ethnography, grounded theory, action research, and phenomenology.

This study used surveys to gather data to conduct the quantitative research. There are nine types of survey: online surveys, face-to-face surveys, focus groups, panel sampling, phone surveys, mail surveys, kiosk surveys, paper surveys, and SMS surveys (William, 2021).

For this study, data was gathered using an online survey. To do this, ethical clearance was first obtained, followed by permission from the human resources managers of the targeted retail stores to send out informed consent forms to the targeted participants. After consent was obtained, the questionnaire was sent out via an email link. An online survey was chosen as ensured participant anonymity.

Empirical research ensures that the study's conclusion is based on concrete, trustworthy, and verifiable evidence, in line with scientific experimentation (Bouchrika, 2021). This study ensured the trustworthiness of the data by considering reliability and validity.

3.3.4 Time horizon

According to Melnikovas (2018), the fifth deepest layer of the onion, representing the time horizon. This layer in the research onion defines the time allocation and duration of the research. Two of these time frames are identified in the onion: the cross-sectional timeframe, which refers to a short-term study involving data collection in a specific time, and the longitudinal timeframe, where data is gathered over long periods to make a comparison over time possible.

The time horizon for this study is a cross-sectional one, as data was gathered at a set time and then analysed and presented.

3.4 Study population and sampling

Out of a pool of 185 respondents invited to participate in the survey, a 20% return rate was obtained, yielding 37 completed surveys. This level of engagement indicated a noteworthy response from the surveyed group, offering valuable insights and feedback for analysis and consideration. The 37 completed surveys serve as a representative sample, providing a basis for drawing conclusions and observations from the broader respondent population.

3.5 Designing the measuring instrument

The quality of the data collected depended on the soundness and robustness of the collection instrument. Factors that needed to be considered when designing the measuring instrument were theoretical issues fundamental to instrument development. These included conceptual model development, selecting types of tools, questionnaire design, and establishing reliability and validity (Pittman & Bakas, 2010).

The information to be gathered (qualitative or quantitative) guided the design of the questionnaire. Exploratory questionnaires are used to collect qualitative data. These questionnaires could be used in formal interviews, where open-ended questions with necessary but proper probes or prompts are noted under each question (Crawford, 1997).

As this is a quantitative study, a formal, standardised questionnaire was applicable. These types of questionnaires are characterised by a prescribed wording and question order, ensuring that a similar stimulus is presented to each participant. Each question was clarified using defined definitions or explanations. The questionnaire was designed to meet quantitative research objectives, obtain correct information, and make it easy for respondents to answer and provide necessary information. Questions were precise and to the point so that they did not take up too much of the respondents' time (Crawford, 1997).

This survey was set up in Microsoft Forms because it was an accessible platform for all participants. The link could be emailed instantly, and the questions could be answered anonymously.

3.6 Data collection methods

In this study, the primary data collection method was the use of Microsoft Forms. This online platform enables the efficient collection of employee responses while ensuring their anonymity. This approach also offers several additional advantages, including ease of access for participants and the ability to gather data from a diverse range of employees, regardless of their physical location or work schedule.

The primary objective of the data collection was to measure and understand employee motivation. To achieve this, the questions were designed in such a way that they assess various aspects of motivation:

- How motivated employees are to do their daily tasks.
- How promptly employees complete their tasks.
- How employees perceive the days when they feel most motivated; and
- What intrinsic and extrinsic factors are there that may positively or negatively affect their motivation.

3.7 Quality assurance

The data collected was subject to rigorous quality checks to ensure accuracy and reliability; statistical analysis techniques using Power BI and IBM SPSS statistical software was implemented to identify trends, patterns, and correlations within the data.

This study aimed to collect data on the employees' motivation levels regarding their daily tasks. The goal was to understand how motivated they were to complete their duties promptly, pinpoint what factors motivated them the most, and identify intrinsic and extrinsic factors influencing their motivation. The gathered data was analysed to unveil common patterns and reasons behind employee motivation.

The survey was conducted using Microsoft Forms. This method ensured that employees could participate confidently, knowing that their contributions to the study would remain anonymous. Their responses revealed the factors that influenced their motivation.

3.8 Statistical analysis

According to Brooks (2022), statistical analysis can be defined as a scientific method of collecting, exploring, and presenting vast amounts of data to show patterns or trends that may be present. Statistical analysis is done to account for any bias in the information. Statistical analyses are also used to examine data samples in a population.

After the collection of the data was completed, the anonymous raw data could be extracted from the forms. The data was then visualised as pie charts.

The statistical analysis was conducted by using Microsoft Power BI and IBM SPSS statistics software. Power BI was used to visualise and present insights derived from the data. IBM SPSS statistics software was used for rigorous, in-depth statistical analysis.

The charts highlight the strengths of the selected businesses as well as weaknesses deserving various levels of attention. A two-colour chart was created to indicate whether intrinsic or extrinsic motivators were more relevant.

3.9 Reliability and validity

According to Price *et al.* (2015), reliability is when a measurement is consistent. There are three types of consistency: consistency over time, also known as the test–retest reliability; consistency across items, or intrinsic consistency, and consistency across different researchers.

Reliability refers to the consistency and stability of the measurement tool or instrument used in a study. If a measurement is reliable, it means that it is consistent, and the results obtained from it can be replicated over time.

If data is validated by the test–retest reliability method, it means that if a construct is measured and remains constant over time, then a second test later shows similar results.

Inherent coherence refers to the consistency in participants' responses across the items of a multiple-selection measure, indicating a uniform representation of the same underlying construct (Price *et al.*, 2015).

Validity, on the other hand, refers to the accuracy of the measurement tool or instrument used in a study. If a measurement is valid, it means that it accurately measures the construct that it is intended to measure. Validity is scored from a measurement that represents the variable that it is intended to represent. According to Price *et al.* (2015), four types of validity are used in research, namely face validity, content validity, criterion validity, and discriminant validity.

Face validity refers to the extent to which a measurement appears to measure what it is intended to measure based on the participants' intuition. However, it is not considered a strong validity test since human intuition can be flawed.

Content validity refers to the extent to which a measurement covers the construct of interest. It is usually assessed by experts in the field who evaluate the items in the measure to ensure that they are relevant and comprehensive.

Criterion validity refers to the extent to which scores on a measurement tool or instrument are correlated with another variable that is known to be related to the construct being measured.

Discriminant validity is the opposite of criterion validity in that scores on measurement are not correlated with distinct variables.

Cronbach's Alpha is known as the most common measure of reliability, it is most used when research was conducted with Likert style questions that form a scale and is then used to determine if the scale is reliable (Lund Research Ltd, 2020). From the results showing a score of 0.875 in figure 3-1, it can be determined that there is a high level of internal consistency for the scale.

Cronbach's Alpha	N of Items
.875	15

Figure 3-1: Cronbach's alpha

3.10 Execution of the study

This study used a questionnaire to collect data. The questionnaire was created using survey questionnaire software (Microsoft Forms) and was sent out via email to reach the study population. The focus of this study was the job or career motivation of employees in retail businesses, with participants in non-management positions completing the surveys. The primary question this study aimed to answer was what the true motivator for an employee is to go to work and work at a certain retail organisation over the long term.

The survey was conducted within the confines of the POPI Act, and questions were completed anonymously, ensuring that the data was obtained ethically.

Each survey included a declaration form stating that participation was completely voluntary, and the person completing the survey could stop at any time. Permission to

conduct the quantitative research was obtained from both the NWU's ethical clearance committee and the human resources managers or store managers of the retail stores.

The surveys were created with Microsoft Forms and sent out via email to the participants, incurring no added costs except for time and network usage. The surveys excluded sections about race, gender, and age.

The research approach for the study was quantitative, utilising surveys to collect the required information. The findings of this study are presented in a mini-dissertation format comprising a scientific research report that explores what people perceive as their primary motivator to work every day.

3.11 Scope of the study

The study focused on employee motivation in the retail sector; as such, the study was conducted in the human resource management field. The geographical demarcation was the city of Potchefstroom in the North-West Province of South Africa.

3.12 Ethical considerations

Ethical considerations ensure that a study complies with the set of principles that guide the research during practice. These considerations are of great importance because they protect the rights of the research participants, enhance research validity, and maintain scientific integrity (Bhandari, 2021).

For this study, an informed consent form was given to each participant to be filled out, informing them that they could complete the questionnaire completely anonymously, and the participants were free to stop answering the questionnaire if they felt uncomfortable with any of the questions. No personal information was gathered.

The participant's information remained confidential in compliance with the POPI Act, which states that the use of this information other than what was agreed upon is in violation of this act and that access to this personal information is an agreement between the researcher and participant, and no-one except the researcher had access to the unprocessed data.

The questions were formulated in such a manner as to not cause any social or psychological harm.

The participants of this study were informed that the completion of the questionnaire is entirely voluntary and that there is no pressure or coercion to complete this questionnaire, nor was there any benefit or punishment for either completing or not completing the questionnaire.

After many factors were considered, the topic for this research was chosen for the benefit of the body of knowledge and to allow managers to use the results to the benefit their business. As mentioned, this study investigated what employees' primary motivator is and what managers can do to improve employee motivation.

The results of the data analysis is available in a shared Dropbox folder for the manager of the targeted participants to view; however, the data from the questionnaires and the actual completed questionnaires is not accessible to the managers to protect the identities of the participants, even though the questionnaires did not ask for personal information, as age and gender can still be used as identifiers by managers.

Permission to conduct the research was obtained from both the general managers and the human resources managers of every participating business to send out informed consent forms to every participant stating the study is conducted anonymously and that it is a company-wide survey, meaning they were not singled out, thereby obtaining permission from participants to send them the questionnaire and to use their responses in the research.

3.13 Contribution of the study

The purpose of this study is to assist managers in the retail industry to identify areas of improvement in employee motivation. This study contributes to the body of knowledge as it shows what motivates and demotivates employees and which areas need improvement.

Using the visualised results, a business strategy can be formulated to improve morale and increase employee motivation, which improves employee relations, work ethic, and production.

Data collected for this study may aid managers by providing information related to employee motivation. Managers can be informed on the aspects of their business motivation plan that can be adjusted or improved to ensure increased employee motivation, in turn increasing production.

Managers in any retail industry can use the results to improve their own employees' motivation, since the factors that contribute to employee motivation are discussed in this paper. The conclusion discusses the strongest contributing factors in employee motivation in more detail; this may benefit any manager with a workforce to motivate.

3.14 Summary

This research paper adopted a critical theory approach to investigate how motivated retail employees are and the factors that can have an impact on motivation, where negative influences may lower job satisfaction and service standards and increase employee turnover.

This study was quantitative in nature and used a questionnaire to collect data on several factors contributing to the motivation of retail employees. The questionnaire was administered using Microsoft Forms due to its accessibility and capacity to guarantee participant anonymity. The study has a cross-sectional temporal horizon, concentrating on data acquired at a certain point in time.

The study population is made up of permanent retail employees in Potchefstroom. A 20% response rate from 185 invited participants offers a representative sample for generating inferences and observations. Considerations such as test–retest reliability, intrinsic consistency, and the usage of Microsoft Forms for its standardised format and accessibility addressed the reliability and validity of the research instrument.

Ethical issues take precedence, assuring participants' anonymity and voluntary involvement, also following the stipulations of the POPI Act. The results were statistically analysed using Microsoft Power BI and IBM SPSS.

The scope of the study focuses on extrinsic and extrinsic factors contributing to employee motivation in the retail industry in Potchefstroom, providing valuable information for retail

managers looking to improve staff engagement. The research contributes to the larger body of knowledge by giving practical ideas for enhancing workplace motivation.

CHAPTER 4 RESULTS AND DISCUSSION

4.1 Introduction

The primary focus of this study was to identify the intrinsic and extrinsic contributors that significantly influence the motivation of retail employees, to identify what drives individuals to enthusiastically embrace their roles and responsibilities and go to work every day.

With the use of a quantitative research design, this study took a structured approach to understand the various aspects of intrinsic and extrinsic employee motivation, providing valuable insight to retail organisations.

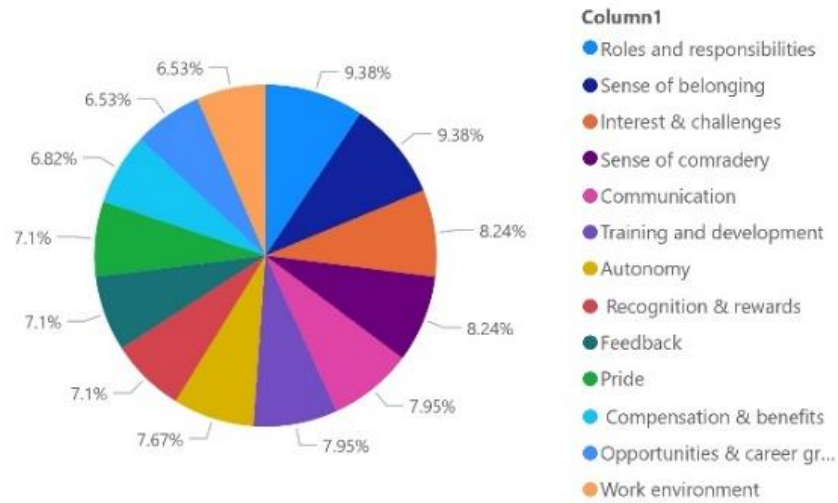
The data collection tool was a questionnaire created with Microsoft Forms, and the study sample was retail employees not working in middle or upper management.

Microsoft Power BI and IBM SPSS statistics were the primary software programs used for the analysis of the data.

The results of the data analysis follow. From this analysis, the primary intrinsic and extrinsic factors contributing to employee motivation as well as opportunities for managers to increase employee motivation are identified.

4.2 Results for main motivators and demotivators

Percentages of positive responses



Percentage of negative responses

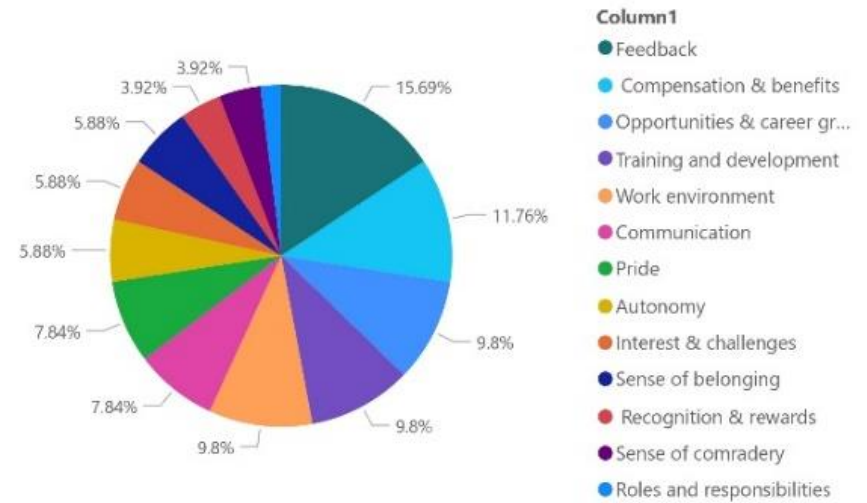


Figure 4-1: Positive and negative responses

Figure 4-1 indicates the percentage of positive and negative responses, covering both the intrinsic and extrinsic factors contributing to employee motivation. According to the responses, the positive responses for roles and responsibilities and a sense of belonging both make up 9,38% of all factors respectively, making them the strongest motivators. Employees have a clear understanding of their roles and responsibilities and feel that their position contributes to the success of the organisation, ensuring that they feel more involved and motivated.

The second-highest scoring factors, both with 8,24%, are interests and challenges and sense of comradery, which means the participants find their work tasks both interesting and challenging, and they feel a sense of belonging with their colleagues, which positively contributes to their motivation.

The lowest-scoring positive contributing factors, both at 6,53%, are work environment and opportunities for career growth and advancement. Therefore, participants feel less motivated by their work environment and by opportunities for career growth.

Negative responses, in other words, instances where respondents indicated that these factors do not contribute to their motivation, And positive responses indicating that those factors do contribute to their motivation, are the following: The least motivating factor is feedback at 15,69%, meaning the lack of feedback from superiors does not motivate employees at all. The second-highest scoring negative factor is compensations and benefits at 11,76%, meaning their compensation and benefits fall second lowest on the ranking of motivating factors.

According to Tenney (n.d) there are multiple factors that majorly contribute to employee motivation, of the few he mentions are leadership, organisational structure, paths to advance, professional development, recognition, work environment, flexibility, belonging, and work/life balance, these are the motivational factors that positively contribute to engaging employees in their work and ultimately if all needs mentioned are met positively contribute to their work motivation.

4.3 Descriptive statistics

Table 4-1: Percentage of responses

	Frequency					Weighted average
	Strongly agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly disagree (1)	
Questions	Percentage					
I feel motivated to come to work every day.	35	38	22	5	0	4,0
The recognition and rewards I receive at work positively impact my motivation.	22	46	0	0	0	4,3
Opportunities for career growth and advancement motivate me in my job.	0	38	24	11	0	3,4
I believe that my efforts at work are recognized and appreciated.	30	38	19	5	8	3,8
The training and development opportunities provided by my employer enhance my motivation.	30	46	11	14	0	3,9
I have a clear understanding of my role and responsibilities at work, which motivates me to perform well.	59	30	8	3	0	4,5
The work environment is supportive and encourages my motivation.	22	41	24	8	5	3,6
I feel a sense of pride in working for this retail organization.	19	49	22	11	0	3,8
The level of autonomy I have in my job positively influences my motivation.	27	46	19	8	0	3,9
The compensation and benefits package provided by my employer significantly contribute to my motivation.	24	41	19	14	3	3,7
I receive regular feedback on my performance, which helps to enhance my motivation.	32	35	11	14	8	3,7
I find the work tasks and projects assigned to me interesting and challenging, which motivates me.	27	51	14	8	0	4,0
The communication channels within the organization help to maintain my motivation.	24	51	14	11	0	3,9
I believe that my work contributes to the success of the retail organization.	32	57	3	8	0	4,1
I feel a sense of belonging with my colleagues, which positively impacts my motivation.	35	43	16	5	0	4,1

Table 4-1 indicates the percentage of responses received per item on the Likert scale. Using descriptive statistics, a weight based on the percentage of the responses was allocated to each score from 1 to 5, where 1 stands for strongly disagree and 5 for strongly agree. The mean score of 5 and 1 is 3; therefore, as an example, Question 1 has a

weighted average score of 4,0, indicating that most responses weigh closer to strongly agree than strongly disagree.

As indicated in Table 4-1, most responses for the first question stating that they feel motivated to go to work every day, lean more towards strongly agree, although 5% of the respondents indicated that they disagree.

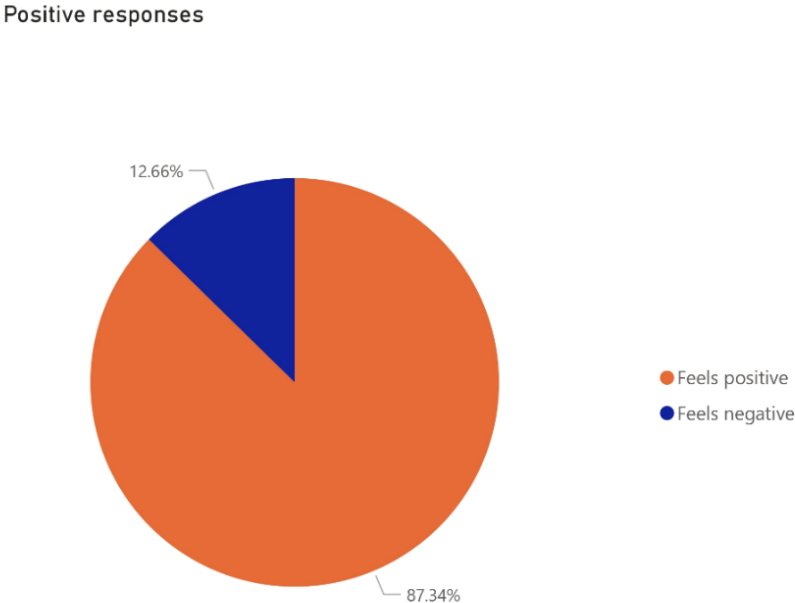


Figure 4-2: Indication of motivation to go to work.

Figure 4-2 shows the total percentage of positive responses (87,34%) versus negative responses (12,66%) of question 1, which stated “I feel motivated to come to work every day”, indicating that most participants feel motivated to go to work.

Percentage based of motivation to go to work

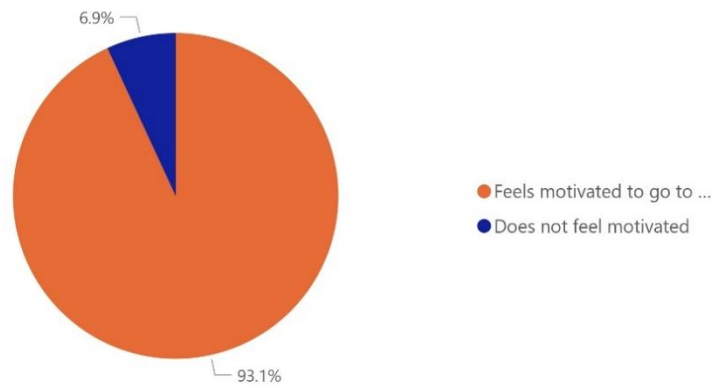


Figure 4-3: Direct calculation of motivation to go to work.

Figure 4-3 shows positive responses (strongly agree and agree) compared to negative response (disagree and strongly disagree), indicating 93,1% of participants feel motivated to go to work, while 6,9% do not.

I feel motivated to come to work every day.

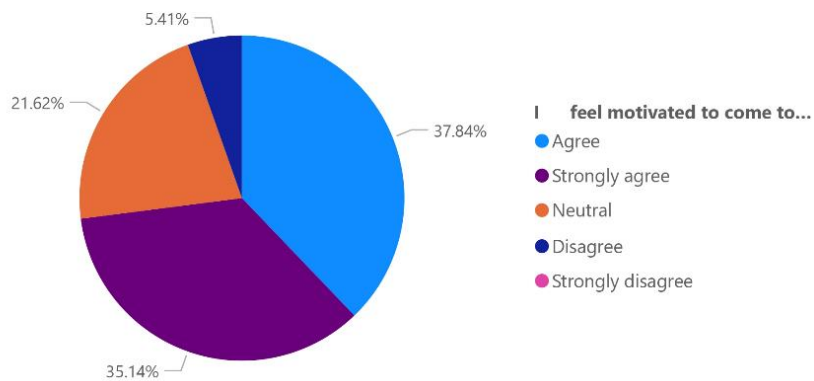


Figure 4-4: Direct answers to Question 1

Figure 4-4 shows the direct responses to Question 1, which asked whether employees feel motivated to go to work every day. Most participants indicated agree (37,84%) and strongly agree (35,14%); 21,62% indicated that they felt neutral, and 5,41% disagreed,

reiterating, as shown in Figure 4-2 and 4-3, that most responses lean towards feeling motivated to go to work every day.

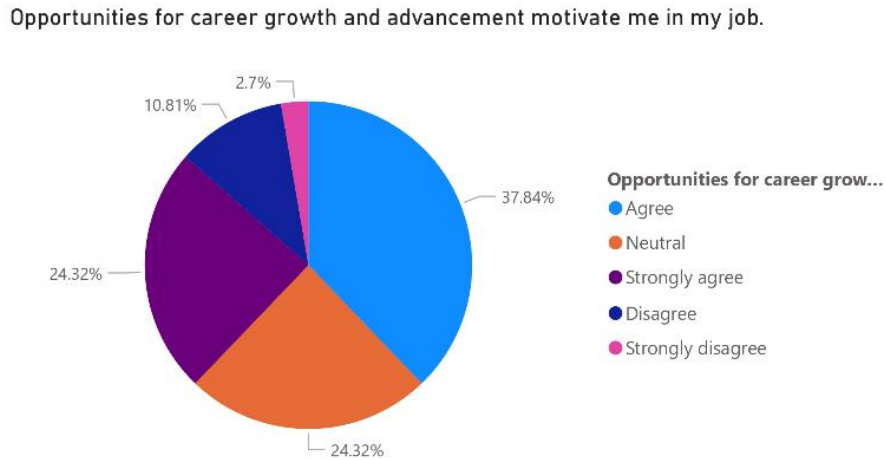


Figure 4-5: Opportunities for career growth

According to Koch (2022) Development opportunities meaning the level that employees are shown that they are values through the willingness of their organisations to provide them with opportunities to improve their education and offering development opportunities to improve skills, this has a positive impact for the organisation as well, because the organisation will benefit from the increased productivity and by having a skilled staff, with the research showing that at least the majority of participants feel they agree that their organisation is providing them with opportunities for career growth.

Figure 4-5 shows that 37,84% of respondents agree and 24,32% strongly agree that opportunities for career growth and advancement contribute to their motivation, while 24,32% had a neutral stance on this motivator, and a total of 13,5% of respondents stated that they are not motivated by the opportunities for career growth at their organisations.

The recognition and rewards I receive at work positively impact my motivation.

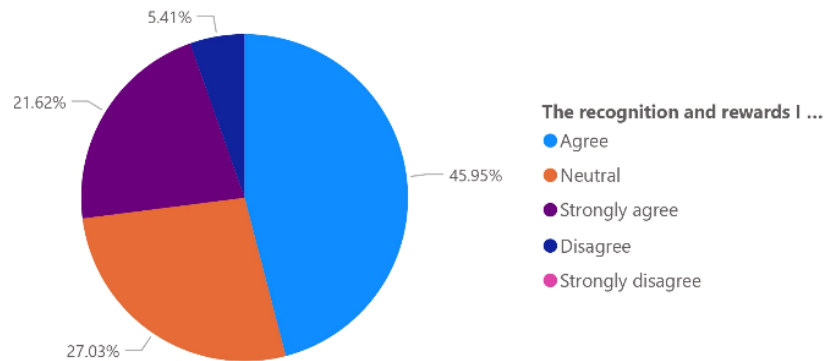


Figure 4-6: Recognition and rewards

According to Koch (2022) acknowledgment and recognition wield significant motivational influence, while often perceived as "soft skills" with seemingly limited importance in the broader context, expressions of appreciation and recognition contribute to a sense of value, this intrinsic value suggests that employees, when both acknowledged and rewarded for their contributions, experience heightened workplace satisfaction. This, in turn, extends to their overall well-being, fostering a positive impact on their receptiveness to constructive feedback, supported by both research findings and logical inference.

“recent research suggests that symbolic awards — interventions such as congratulatory cards, public recognition, and certificates — can significantly increase intrinsic motivation, performance, and retention rates”. (O’Flaherty, Sanders, Whillans, 2021).

In Figure 4-6 it can be observed that 45,95% of the participants agreed that the recognition and rewards that they receive at work contribute to their motivation, and 21,62% felt strongly that it contributes to their motivation. This indicates a predominantly positive sentiment amongst participants, where most of them associated recognition and rewards at work with higher motivation.

I believe that my efforts at work are recognized and appreciated.

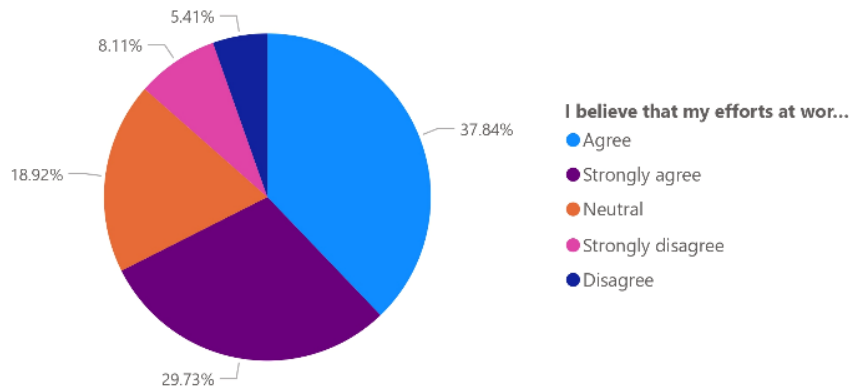


Figure 4-7: Effort recognition

Acknowledgment serves as a potent feedback mechanism. When employees experience a sense of value, their engagement, motivation, and willingness to go above and beyond for their company significantly increase. Organisations with established formal employee recognition programs demonstrate a 31% reduction in voluntary turnover compared to those lacking any such programs. Moreover, they are 12 times more likely to achieve robust business outcomes (Wickham, 2023).

According to the data in Figure 4-7, it is evident that 29,73% of participants strongly agreed and 37,84% agreed that the effort that they put into their work is recognised and that this contributes to their motivation. This is in line with the expectation that an employee will feel more involved and willing to work harder when their efforts are recognised. By contrast, 5,41% of respondents strongly disagreed and 8,11% disagreed, meaning the lack of recognition negatively influences their motivation.

The training and development opportunities provided by my employer enhance my motivation.

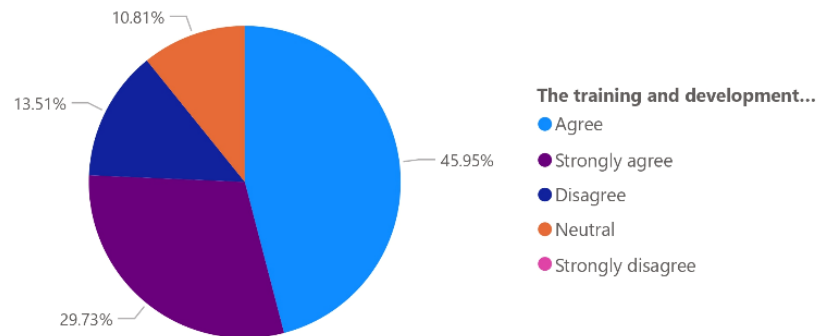


Figure 4-8: Training and development

Frequently, an individual's sense of worth and feeling of being valued hinge on the extent to which their organisation is willing to invest in their growth, a substantial way to achieve this is by supporting their education and providing development opportunities to enhance their skills, whether it involves sponsoring formal education programs like MBA courses or specialised master's degrees in areas such as corporate strategy, referring them to online resources, or aiding them through various developmental avenues, demonstrating value in this manner resonates positively with employees and thus forming part of the training and development opportunities given. When employees feel valued through such initiatives, the organisation stands to gain increased productivity, heightened employee motivation, and greater overall job satisfaction—an approach that proves beneficial for everyone involved (Koch, 2022).

Figure 4-8 clearly shows that training and development contributes to employee motivation: 29,73% of the participants strongly agreed and 45.95% agreed that this is a motivator, while 13.51% disagreed, which may be due to them not receiving any opportunities for training and development.

I have a clear understanding of my role and responsibilities at work, which motivates me to perform well.

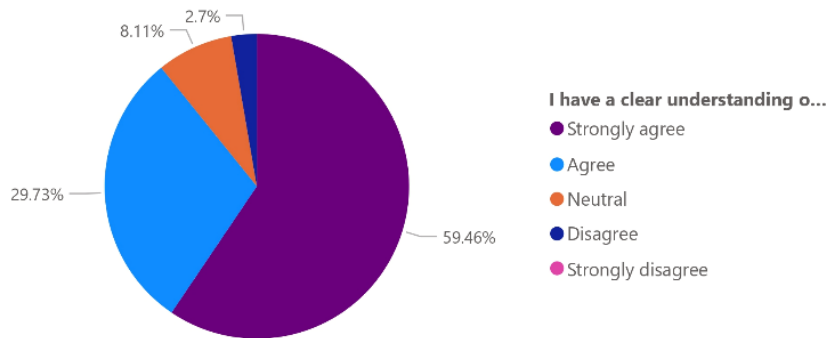


Figure 4-9: Roles and responsibilities

According to Koch (2022) establishing a connection between the tasks undertaken by employees and the company mission is crucial for instilling a heightened sense of purpose in their roles, navigating the most efficient route becomes challenging when individuals lack clarity about their ultimate destination., consequently, organisational goals and strategies should be consistently communicated and regularly updated.

Employers bear the responsibility of facilitating a seamless integration of internal Key Performance Indicators (KPIs) with individual roles vis-à-vis the company's mission, maintaining an open line of communication is paramount, ensuring that employees are consistently informed and engaged, particularly in matters pertaining to their specific roles (Koch, 2022).

In Figure 4-9 there is a strong indication that most participants have a clear understanding of their role and responsibilities. This is an intrinsic factor that contributes to their motivation, with 59,46% of participants strongly agreeing and 29,73% agreeing, and only 2,7% stating that they do not have a clear understanding of their roles and responsibilities.

The work environment is supportive and encourages my motivation.

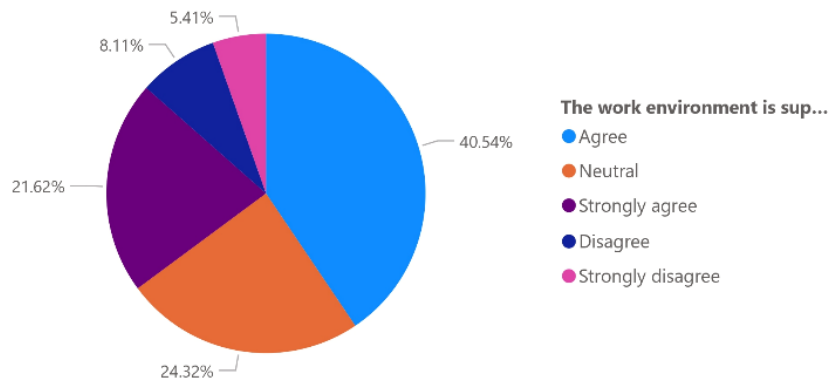


Figure 4-10: Work environment

According to Tenney (n.d) cultivating a motivating work environment for employees, management must actively contribute to the growth of their team members and empower them to develop, leaders should prioritise fostering a positive employee experience for everyone and take responsibility for the success of their employees.

The adoption of servant leadership is a highly effective approach to achieve this goal. Servant leadership offers substantial support to team members, and its principles can guide leaders in establishing a work environment that promotes both high motivation and performance.

The work environment forms a significant part of retail workers' work experience, as that is where most of them spend their working hours. In Figure 4-10, 40,54% of respondents agreed that their work environment is supportive and encouraging, 21,62% strongly agreed, 24,32% indicated that they feel neutral towards the statement, and 5,41% strongly disagreed and 8,11% disagreed, which could be due to employees not feeling supported in their work environment.

I feel a sense of pride in working for this retail organization.

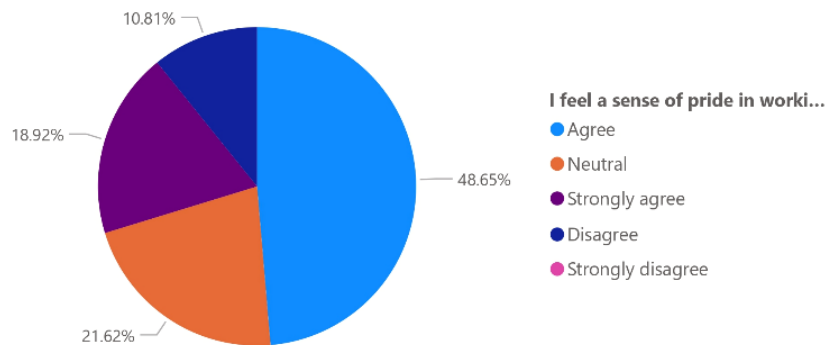


Figure 4-11: Sense of pride

Many managers recognise the importance of praising employees for their performance, yet some still hesitate due to an outdated belief that pride can lead to a decline in motivation and even foster laziness among workers. However, asserting that pride is one of the emotions that actually enhances perseverance and success at work, contrary to the notion that immediate praise may result in complacency, the findings suggest that pride contributes to the ability to persist in the face of challenges, In essence, pride does not diminish motivation; rather, it fosters a willingness to make sacrifices in the moment for long-term gains, driving productivity, innovation, and overall prosperity (DeSteno, 2016).

Being proud of their work significantly contributes to the motivation an employee feels. In Figure 4-11, 48,65% of the participants indicated that they agreed with feeling a sense of pride working for the organisation, 18,92% strongly agreed, while 10,81% indicated that they do not feel proud to work for their organisations.

The level of autonomy I have in my job positively influences my motivation.

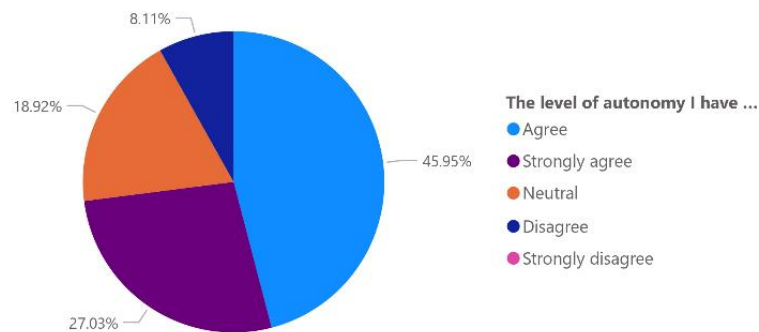


Figure 4-12: Autonomy

The rationale supporting autonomy, often underscores the idea that autonomous employees exhibit heightened motivation, resulting in more effective outcomes. This perspective is exemplified by Knowles' assertion that individuals who proactively engage in learning outperform those who adopt a passive stance, merely awaiting instruction from teachers, when applied to the context of the workplace, the parallel argument can be made that autonomy contributes significantly to the motivation levels of employees. Empowering individuals to take initiative in their work fosters a sense of ownership and purpose, ultimately leading to increased motivation. This proactive approach aligns with the belief that autonomous employees not only learn and adapt more efficiently but also produce superior and more impactful results compared to those who rely solely on external direction (Dickenson, 1995).

As indicated in Figure 4-12, the level of autonomy the participants have in their jobs positively contributes to their motivation: 45,95% of participants agreed that their autonomy in the workplace influences their motivation, 27,03% strongly agreed that they are motivated by their level of autonomy, 18,92% indicated that they felt neutral about the statement, and 8,11% disagreed, possibly because they do not feel that they have any autonomy in their work.

The compensation and benefits package provided by my employer significantly contribute to my motivation.

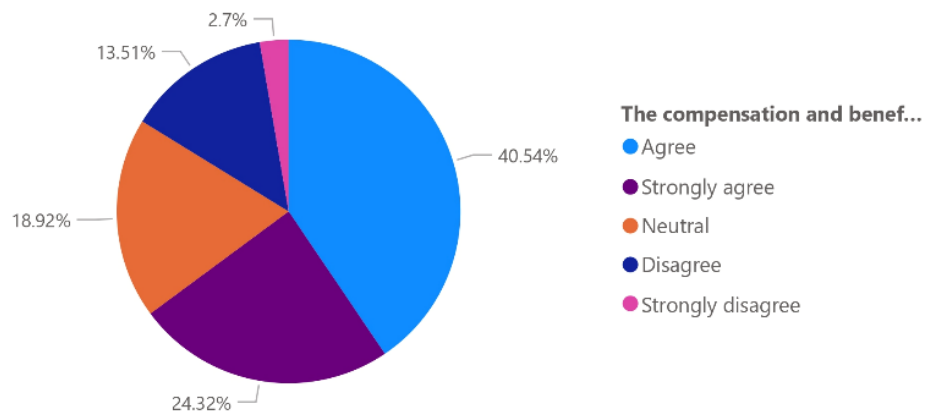


Figure 4-13: Compensation and benefits

Financial benefits, though not universally motivating, can significantly enhance overall employee motivation in the workplace, implementing various avenues for employees to reap financial rewards for their hard work proves to be an effective strategy in elevating motivation levels and instilling a sense of accomplishment and appreciation.

Examples of financial motivators encompass bonuses, salary raises, promotions, competitive benefits packages, and additional paid time off. These tangible rewards not only serve as incentives for sustained high performance but also demonstrate an organisation's recognition of and investment in its employees' dedication and efforts. By providing such financial benefits, employers can create a work environment where individuals feel valued, motivated, and driven to contribute their best to the success of the organization. (Indeed, 2023).

Figure 4-13 shows compensation and benefits is a contributing extrinsic factor in the motivation of the participants, where 24,32% strongly agreed and 40,54% agreed with the statement, 18,92% felt neutral, and total of 16,2% of participants disagreed and strongly disagreed, which may be due to insufficient compensation or because compensation does not contribute to their motivation.

I receive regular feedback on my performance, which helps to enhance my motivation.

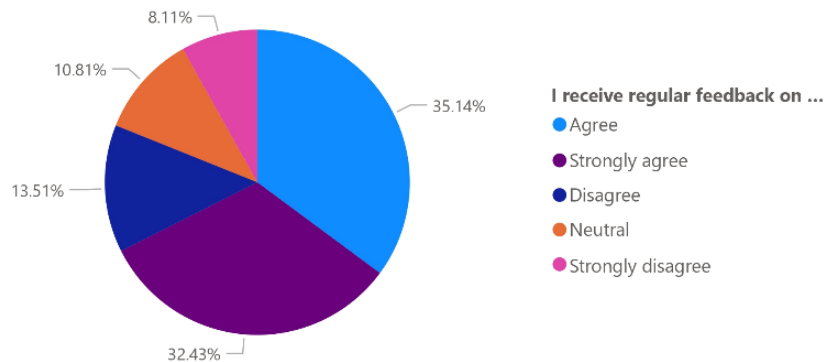


Figure 4-14: Feedback on performance

According to Koch (2022) communication plays a pivotal role in fostering collaborative teamwork and building camaraderie among colleagues. Particularly appealing to the millennial demographic, social media serves as a go-to platform, ensuring that your organization remains relevant by keeping everyone updated on internal developments and broader community and industry happenings. For those who find social media less favourable or perceive it as a risk, alternative communication channels such as organizational newsletters and team-oriented platforms like Microsoft Teams can provide similar value. The overarching emphasis here lies in effective communication. Regardless of the chosen format or platform, maintaining open lines of communication with employees is crucial, encouraging reciprocal communication to create a well-connected and informed workplace environment.

Receiving regular feedback makes individuals feel more involved in the organisation if it does not feel like micro-management. Employees benefit from regular feedback, performance reviews, daily targets reached, and general performance feedback. As shown in Figure 4-14, 35,14% of respondents agreed and 32,43% strongly agreed, whereas 8,11% strongly disagreed and 13,51% disagreed. This could be due to the participants not receiving any feedback.

I find the work tasks and projects assigned to me interesting and challenging, which motivates me.

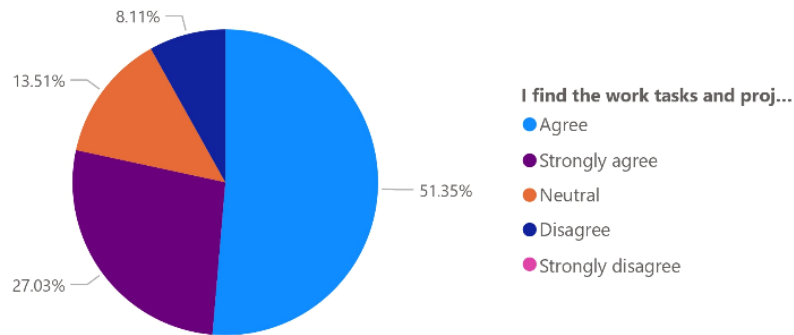


Figure 4-15: Interesting and challenging tasks

The presence of challenging work can serve as a potent motivator, fostering employee engagement and sustaining interest in their roles. Many individuals find overcoming work-related difficulties far more satisfying than the monotony of an easy, unchallenging job. Though this effect could have a negative impact as well, when challenges become overwhelmingly difficult, or employees perceive a lack of essential skills, resources, or managerial support, it can diminish motivation and negatively impact staff morale.

While the inherent challenges of a job are often intrinsic to the role, employers should prioritise ensuring that all staff are aware of how to access training and support when confronted with more demanding tasks, thereby promoting a healthy balance between challenge and support. (Smith, n.d.).

An important intrinsic motivator is finding one's daily tasks and projects interesting. Without feeling engaged by daily tasks, motivation will diminish, as indicated in Figure 4-15, where 27,03% of participants strongly agreed and 51,35% agreed that they find their tasks and projects interesting and challenging, with only 8,11% indicating that they disagreed.

The communication channels within the organization help to maintain my motivation.

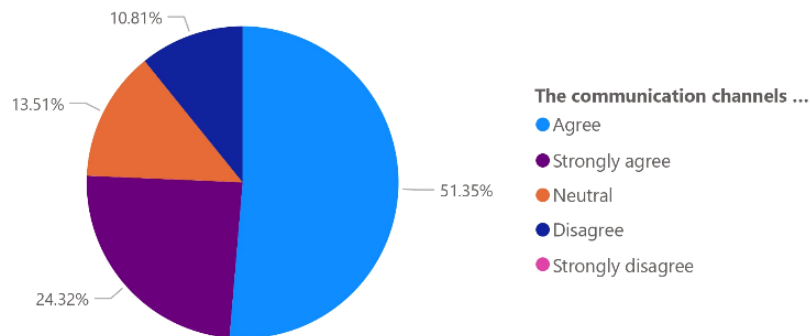


Figure 4-16: Communication

As mentioned under Figure 4-14 Effective communication forms the cornerstone of a well-functioning workplace, emphasis remains on cultivating effective communication; regardless of the chosen format or platform, maintaining open lines of communication with employees is crucial. Encouraging reciprocal communication creates a well-connected and informed workplace environment, ultimately contributing to the overall success of the organisation (Koch, 2022).

Like feedback, communication is also an important extrinsic factor contributing employee motivation, as seen in Figure 4-16, where 24,32% of respondents strongly agreed and 51,35% agreed that their organisation's communication does contribute to their motivation, and 10,81% disagreed, which may be due to the organisation not having any formal communication channels to reach respondents.

I believe that my work contributes to the success of the retail organization.

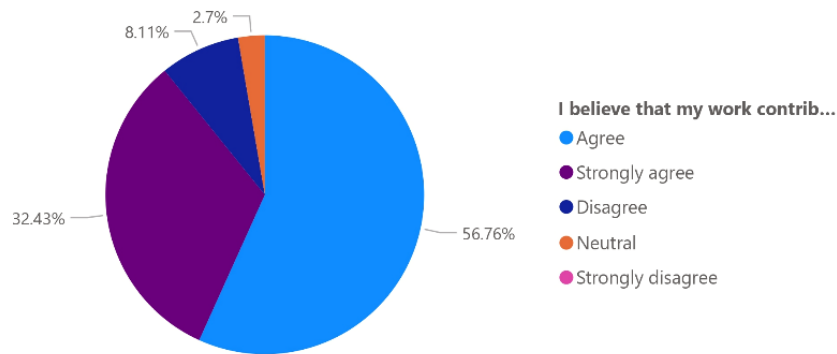


Figure 4-17: Sense of contribution

To optimize employee motivation, it is essential to acknowledge that individuals who derive a sense of meaning and purpose from their work tend to exhibit higher levels of motivation. Employees seek assurance that their contributions have a meaningful impact on the organization's success, and that their responsibilities and achievements play a crucial role in supporting the overall growth of the company. Therefore, it is beneficial for employees to comprehend the significance of their roles within the broader framework of the company's processes and success. This understanding reinforces the idea that their work extends beyond task completion for a pay-check, instilling a deeper sense of purpose and commitment to their professional endeavours (Indeed, 2023).

Another important intrinsic motivating factor is whether an employee feels that the work that they do is important and contributes to the success of the organisation. As indicated in Figure 4-17, this is a major intrinsic motivator, with 32,43% of participants strongly agreeing and 56,76% agreeing, indicating that most of the participants believe that the work that they do is important and contributes to the organisation's success, with only 8,11% disagreeing, indicating that they do not feel their work is important and valued.

I feel a sense of belonging with my colleagues, which positively impacts my motivation.

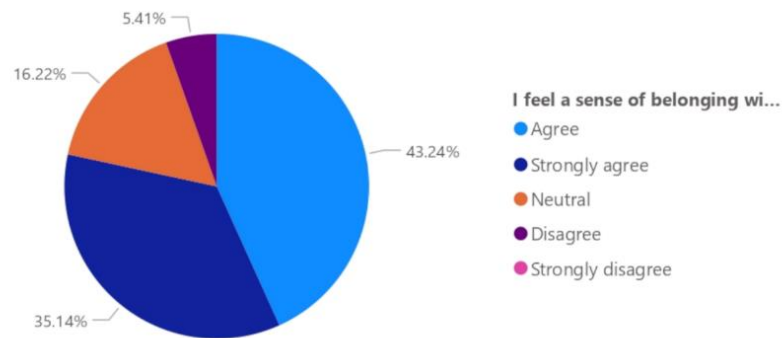


Figure 4-18: Sense of comradery

When colleagues share a bond characterised by mutual trust, support, and a collaborative spirit, it creates a positive and inclusive work environment. This sense of camaraderie fosters a feeling of belonging and unity among team members, making the workplace more enjoyable and encouraging individuals to invest in their collective success (Vance, 2023).

Most of the time an individual spends at work will be in the company of their colleagues. Figure 4-18 shows that most of the responses are positive, with 35,14% of participants strongly agreeing and 43,24% agreeing that they feel a strong sense of belonging amongst their colleagues. The 5,41% of participants who disagreed may not have a good relationship with their colleagues.

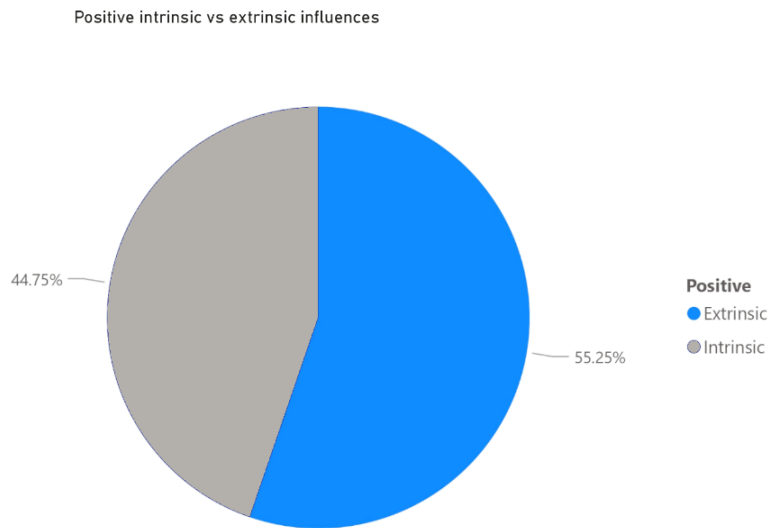


Figure 4-19: Intrinsic vs extrinsic influences (positive)

As seen in Figure 4-19, most (55%) of the positive responses lean towards extrinsic motivating factors, meaning that most respondents feel extrinsically motivated.

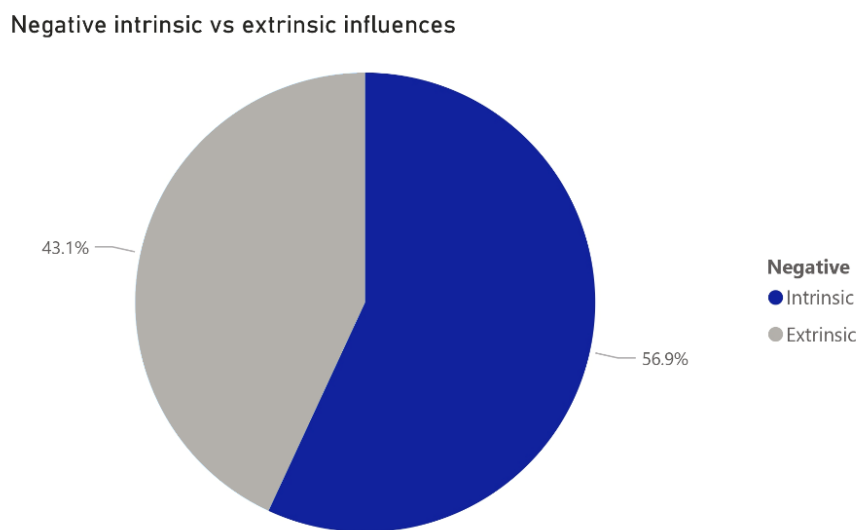


Figure 4-20: Intrinsic vs extrinsic influences (negative)

On the other hand, most of the demotivators were intrinsic, with a total of 57% of participants indicating that intrinsic factors do not contribute to their motivation.

4.4 Factor analysis

What follows is the exploratory factor analysis of the 15 questions that cover intrinsic and extrinsic factors.

Initial tests using IBM SPSS statistical software were conducted to confirm that a factor analysis could be performed based on the data, after which the Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity were done.

The KMO test measures the suitability of data for factor analysis by measuring sampling adequacy, which indicates the proportion of variance in the variables that might be caused by underlying factors. The KMO score for this study, as seen in Table 4-2 is, 0,784, which indicates that the data is suitable for factor analysis.

Bartlett's test of sphericity is a statistical test used in the context of factor analysis to assess whether the observed variables in the dataset are intercorrelated. The null hypothesis of Bartlett's test is that the correlation matrix is an identity matrix, implying that there are no relationships amongst the variables.

Table 4-2: KMO and Bartlett's tests

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.784
Bartlett's Test of Sphericity	Approx. Chi-Square
	292.870
	df
	105
	Sig.
	<,001

For Bartlett's test of sphericity, the chi-square statistic follows a chi-square distribution, and the degrees of freedom are determined by the number of variables in the dataset. Table 4-2 shows 105 degrees of freedom for this dataset, which indicates that the study analysed a substantial number of variables in relation to the chi-square test.

If the significance level (p -value) of Bartlett's test is less than 0,05, the null hypothesis is rejected. This dataset gave a significance score of < 0,001 for Bartlett's test of sphericity, indicating that there are significant relationships amongst the variables in the dataset.

This means that there is enough correlation amongst the variables to proceed with extracting common factors.

Table 4-3: Communalities

Communalities		
	Initial	Extraction
Gen_mot	1.000	.722
Effort_rec	1.000	.797
Roles_resp	1.000	.585
Pride	1.000	.619
Interesting	1.000	.760
Contributes	1.000	.542
Sense_colle	1.000	.506
recognition	1.000	.633
career_growth	1.000	.469
Training_dev	1.000	.645
Environment	1.000	.481
Autonomy	1.000	.709
Compensation	1.000	.583
feedback	1.000	.752
Communication	1.000	.767

Extraction Method: Principal Component Analysis.

Communalities is used as a diagnostic tool to evaluate the effectiveness of common factors in explaining the variability observed in the survey questions, each row corresponds to a specific survey question and the columns represent the communalities associated with each common factor identified in the analysis. High communalities for a particular variable indicate that the underlying common factors are adept at elucidating the variance within that variable. This suggests an alignment between the observed data and the latent constructs (UCLA, 2021).

4.5 Summary

After analysing the data using descriptive statistics, this study concludes that the main motivator for employees is an intrinsic motivator. From the set of intrinsic motivators, the results show that the roles, responsibilities, and sense of belonging are the top contributors to employee motivation.

On the other hand, the weakest motivators were extrinsic in nature. These weak motivators were feedback and compensations and benefits.

It can be concluded that to truly motivate employees in their work, managers should ensure that employees know what their roles and responsibilities are and that they are regularly assured that their position in and contribution to the organisation matters.

To avoid any demotivation, managers should provide employees with regular feedback, such as performance reviews and progress tracking, and they should focus on the compensation and benefits of the employees.

Chapter 5 contains the conclusions and recommendations as well as an evaluation of the study.

CHAPTER 5 CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In general, the retail sector is considered a challenging working environment, as involves long hours, working most days of the week and not receiving the best compensation package out of most of the other sectors. These factors may have a negative influence on employee motivation, which may in turn cause burnout and a high employee turnover rate.

The objective of this research paper was to identify the main intrinsic and extrinsic factors that contribute to employee motivation as well as areas for managers to focus on to increase employee motivation and to avoid long-term demotivation.

5.2 Conclusion

The results showed that the main contributor to employee motivation came from the intrinsic factors, where employees are motivated by feeling that their work and position contribute to the success of the organisation. In addition, having a clear understanding of their roles and responsibilities is also a strong motivating factor.

5.3 Recommendations

Based on the results, the following recommendations are made to managers: First, managers should ensure that all employees understand their roles and responsibilities. Second, they should ensure that employees know that their work and position contribute to the success of the organisation and that employees feel a sense of recognition. Third, employees should receive regular feedback on their performance through performance reviews and general information in the form of updates on progress towards targets or goals. The final recommendation involves compensation. This is a difficult recommendation to implement, as set compensation is calculated in accordance with employment regulations. However, managers could focus on increasing compensation or providing bonuses or benefits to the employees to increase their motivation.

5.4 Evaluation of the study

The primary objective and research question of this study was to identify and describe the intrinsic and extrinsic factors that contribute to employee motivation as well as the primary factors that motivate retail employees to go to work.

The results indicate that the main contributor to employee motivation was intrinsic in nature, with the participants identifying factors such as clearly understanding their roles and the sense that their position contributes to the success of the organisation. The results identified the main intrinsic and extrinsic factors that contributes to employee motivation.

Secondary objectives:

- To find areas where management can improve to increase employee motivation.
- To find factors that significantly affect employee motivation.
- To find the factors that contribute positively and negatively to employee motivation.

In line with the secondary objectives, the results identified factors that demotivate employees and areas where managers can focus on improving motivation. The results showed that the two primary demotivators were feedback received from superiors and the compensations and benefits.

The results also showed which of the intrinsic and extrinsic factors contributed positively and negatively to employee motivation, as well as the aspects that did not contribute to their motivation.

5.5 Limitations of the study

The study had three main limitations. The first limitation is the number of respondents. The desired number of responses was not obtained, mainly due to time constraints and the possibility that some employees did not complete the questionnaire because they falsely suspected that it was a way for management to gauge their loyalty, despite the consent form clearly stating that the survey was completed anonymously, to mitigate this limitation every participant was clearly informed that management will only see the results of the study and not the individual scoring sheets/surveys.

Although the number of responses was sufficient to conduct the analysis, it would have been more informative to have more responses.

The second limitation is the scope: the study could potentially have investigated employee motivation in other professions, allowing comparisons of employee motivation across different sectors other professions were considered but with time constraints and the focus primarily being on retail work, the possibility for further research into other possible sectors would have been time intensive.

The final limitation is some respondents' suboptimal attention to and interest in the questionnaire items; some respondents may not have read the items thoroughly, with some of the respondents not showing interest in the survey attempts were made to inform the participants that their responses will remain anonymous and that they can be as honest as they feel possible.

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ANNEXURES

ANNEXURE A: QUESTIONNAIRE

Employee motivation survey

Thank you for your time, this survey is conducted for research purposes only, and no personal information is gathered from this survey.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I feel motivated to come to work every day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The recognition and rewards I receive at work positively impact my motivation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Opportunities for career growth and advancement motivate me in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I believe that my efforts at work are recognized and appreciated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The training and development opportunities provided by my employer enhance my motivation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I have a clear understanding of my role and responsibilities at work, which motivates me to perform well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The work environment is supportive and encourages my motivation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I feel a sense of pride in working for this retail organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The level of autonomy I have in my job positively influences my motivation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. The compensation and benefits package provided by my employer significantly contribute to my motivation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I receive regular feedback on my performance, which helps to enhance my motivation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I find the work tasks and projects assigned to me interesting and challenging, which motivates me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. The communication channels within the organization help to maintain my motivation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I believe that my work contributes to the success of the retail organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I feel a sense of belonging with my colleagues, which positively impacts my motivation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ANNEXURE B: CONSENT FORM.

DEAR PARTICIPANT

INFORMED CONSENT TO COMPLETE SURVEY

You are invited to take part in a research study that forms part of a Master of Business Administration (MBA) degree. Please take some time to read the information presented here, which will explain the details of this study.

Please ask the researcher or person explaining the research to you any questions about any part of this study that you do not fully understand. It is very important that you are fully satisfied that you clearly understand what this research is about and how you might be involved. Also, your participation is entirely voluntary, and you are free to say no to participating, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the study at any point, even if you do agree to take part now.

This study has been approved by the NWU Economic and Management Sciences Research Ethics Committee (EMS-REC) and will be conducted according to the ethical guidelines and principles of the North-West University and other international ethical guidelines applicable to this study.

Title of the project: Exploring the intrinsic and extrinsic factors that contribute to employee motivation in the retail sector within Potchefstroom.

Institution: NWU Business School

Ethics Reference Number: NWU - 01849 – 23 – A4

Names and contact details of project staff.

	Supervisor	Researcher
Title, name & surname	Prof Christoff Botha	Mr Jacques Kotze
Full Names	Christoff	Jacques Frederick Conrad
Function in Project	Principle Investigator	Researcher
Telephone	0182991672	0828582707

What is this research study all about?

This study emphasises the importance of motivation in an organisation, highlighting the positive impact on productivity, engagement, and overall business success. Identifying the intrinsic and extrinsic factors influencing motivation is the primary objective of this study.

What will be expected of you?

You will be expected to:

- Complete the survey, which should take approximately 3 minutes of your time.
- Respond to the questions in an open and honest manner.

Please note that your responses are completely anonymous and no personally identifiable data will be collected.

DECLARATION

Declaration by participant

By selecting the option below, I agree to take part in the research study titled: **Exploring the intrinsic and extrinsic factors that contribute to employee motivation in the retail sector within Potchefstroom.**

1. I confirm that I have read the information sheet for the above study. I have had the opportunity to consider the information, ask questions, and have these answered satisfactorily.
2. I understand that as I have completed the study anonymously it will not be possible to remove any information I have provided, as you will not be able to identify me in any way.
3. I understand that individuals from the University may look at anonymous research data collected during the study, to ensure that the study is conducted appropriately.
4. I agree that my anonymous information can be shared with individuals from the project team detailed above.

I agree to take part in the above study.

Yes	No
1	2

Scan the code below for the survey.



ANNEXURE C: PERMISSION LETTER:

GOODWILL PERMISSION: A STUDY CONDUCTED AT POTCHEFSTROOM

I herewith wish to request your permission for employees of _____: Potchefstroom to participate in this research, which involves the conduction of a survey. Prior to granting permission, please acquaint yourself with the information below.

The details of the project are as follows:

TITLE OF THE PROJECT:

Exploring the intrinsic and extrinsic factors contributing to employee motivation in the retail sector within Potchefstroom.

PROJECT SUPERVISOR: Prof Christoff Botha

ADDRESS: 110 Thabo Mbeki Way, Potchefstroom, 2520

CONTACT NUMBER: 0182991672

MEMBER OF PROJECT TEAM MBA-Student: Jacques Kotze

ADDRESS: 10 Sein Street Potchefstroom

CONTACT NUMBER: 0828582707

Ethics Committee of the Faculty of Economic and Management Sciences (EMS-REC)

Chairperson: Prof. Mark Rathbone

Committee administrative coordinator: Ms. Dalene Vorster (018 299 1529)

This study has been approved by the Research Ethics Committee of the Faculty of Economic & Management Sciences of the North-West University and will be conducted according to the ethical guidelines of this committee.

ETHICS APPLICATION NUMBER

[NWU-01849-23-A4]

What is this research about?

This study emphasises the importance of motivation in an organisation, highlighting the positive impact on productivity, engagement, and overall business success. Identifying the intrinsic and extrinsic factors influencing motivation is the primary objective of this study.

Participants

Participants who will be selected will fall into one of the following categories:

The participants of this study consist of permanent retail employees working on the floor excluding middle- and upper management, the reason for this is to find out what the motivation levels of the employees are without being influenced by the manager, and the results show areas where management can improve. The participants should be employed by the company for more than a year to supply valid trustworthy feedback.

What is expected of the participants?

Participants will be expected to:

- Complete a quick 15 question survey that is conducted anonymously, it will take approximately 3 minutes to complete.
- Respond to the questions in an open and honest manner.
- Inform the supervisor should you feel or experience any form of discomfort or distress during the research process and

Benefits to the participants

This research study intends to give participants a voice to reveal, explain and reflect on. No monetary reward shall be made available for participation in the study. They will however be furnished with a two-page communique on the outcomes of the study that they can utilize to reflect on.

Risks involved for participants.

Participation in this study does not create any physical risk to participants as the study does not involve any physical activities or experiments. We, however, have identified certain ethical principles that shall be always maintained to prevent any damage to participants. The focus of these principles will be to protect the dignity of participants and keep all records provided private and confidential.

Confidentiality and protection of identity

The survey will be conducted anonymously, and no personal information will be collected, data collected shall be regarded as confidential and will not be shared with any 3rd party that is not directly involved in the research process. Personal details of participants and their direct input to the research study shall not be made public. All records of the research shall be kept for a retention period and destroyed by an appropriate means. The findings of the study will be made public however will not contain any raw data that might incriminate certain individuals.

Dissemination of findings

The findings concluded in the study will be for academic purposes and will only be utilised to add to the current body of available knowledge.

If you have any further questions or inquiries regarding participation in this research, please contact the researchers for more information.

DECLARATION BY THE RELEVANT RESPONSIBLE PERSON:

By signing below, I agree to give permission for the research to take place with the identified participants in the study entitled:

Exploring the intrinsic and extrinsic factors that contribute to employee motivation in the retail sector within Potchefstroom.

I declare that:

- I have read this information and consent form and understand what is expected of the participants in the research.
- I have had a chance to ask questions to the researcher and all my questions have been adequately answered.
- I understand that taking part in this study is voluntary and participants will not be pressurised to take part.
- Participants may choose to leave the study at any time and will not be penalised or prejudiced in any way.

Signed at (place) _____ on (date) ____/____/20____

Signature of Relevant responsible person

ANNEXURE D: ETHICAL CLEARANCE LETTER



Private Bag X1290, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Fax: 018 299-4910
Web: <http://www.nwu.ac.za>

Senate Committee for Research Ethics
Tel: 018 299-4984
Feziwe.Mseleni@nwu.ac.za

09 October 2023

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the Economic and Management Sciences Research Ethics Committee (EMS-REC) on, 25/08/2023 the Economic and Management Sciences Research Ethics Committee hereby approves your study as indicated below. This implies that the North-West University Senate Committee for Research Ethics (NWU-REC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: Identifying the primary factors that contribute to employee motivation in the retail sector within Potchefstroom.

Study Leader/Supervisor (Principal Investigator)/Researcher: Prof C Botha

Student: J Kotze (22382607)

N W U - 0 1 8 4 9 - 2 3 - A 4

Institution Study Number Year Status
Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Application Type:

Commencement date: 09/10/2023

Risk: Minimal

Expiry date: 09/10/2024

Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.

Special in process conditions of the research for approval (if applicable):

•

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, the following general terms and conditions will apply:

- *The study leader/supervisor (principle investigator)/researcher must report in the prescribed format to the EMS-REC:

 - annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and
 - without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study.*
- *The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the EMS-REC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited.*
- *Annually a number of studies may be randomly selected for an external audit.*
- *The date of approval indicates the first date that the study may be started.*
- *In the interest of ethical responsibility, the NWU-SCRE and EMS-REC reserves the right to:*

- *request access to any information or data at any time during the course or after completion of the study;*
- *to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;*
- *withdraw or postpone approval if:

 - any unethical principles or practices of the study are revealed or suspected;
 - it becomes apparent that any relevant information was withheld from the EMS-REC or that information has been false or misrepresented;
 - submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or
 - new institutional rules, national legislation or international conventions deem it necessary.*

The EMS-REC would like to remain at your service as scientist and researcher, and wishes you well with your study. Please do not hesitate to contact the EMS-REC or the NWU-SCRE for any further enquiries or requests for assistance.

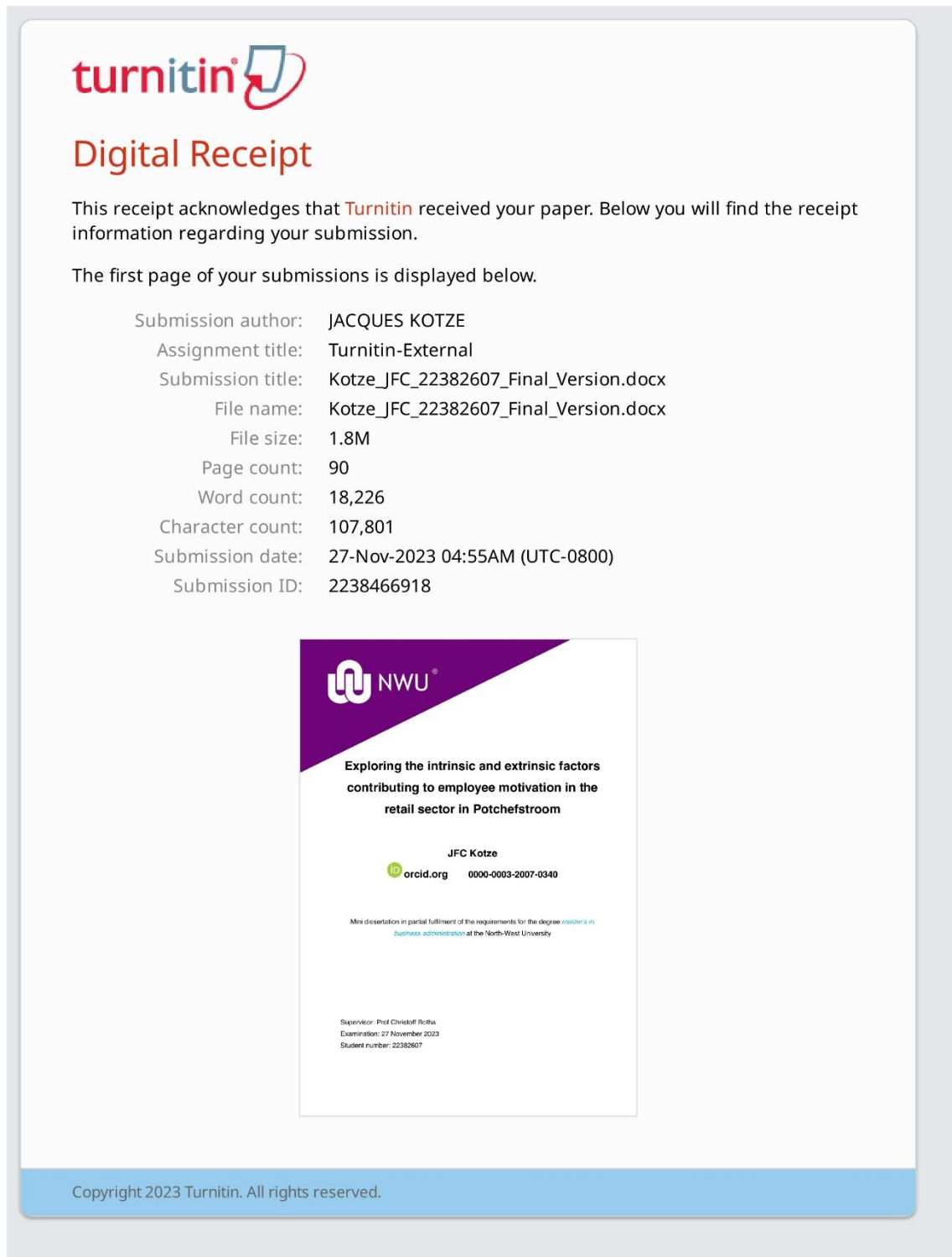
Yours sincerely,

Mark Rathbone

Digitally signed by Mark Rathbone
DN: cn=Mark Rathbone, o=North-West University, ou=Business management,
email=mark.rathbone@nwu.ac.za,
c=ZA
Date: 2023.10.09 13:55:38 +0200

Prof Mark Rathbone
Chairperson: NWU Economic and Management Sciences Research Ethics Committee

ANNEXURE E: TURNITIN REPORT



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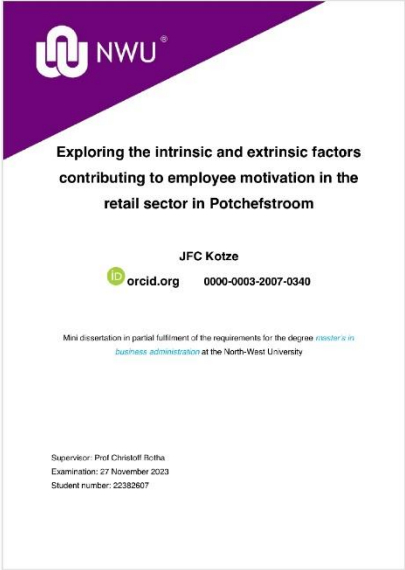
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Submission author: JACQUES KOTZE
Assignment title: Turnitin-External
Submission title: Kotze_JFC_22382607_Final_Version.docx
File name: Kotze_JFC_22382607_Final_Version.docx
File size: 1.8M
Page count: 90
Word count: 18,226
Character count: 107,801
Submission date: 27-Nov-2023 04:55AM (UTC-0800)
Submission ID: 2238466918



NWU

Exploring the intrinsic and extrinsic factors contributing to employee motivation in the retail sector in Potchefstroom

JFC Kotze
orcid.org 0000-0003-2007-0340

Mini dissertation in partial fulfillment of the requirements for the degree *in* Business administration at the North-West University

Supervisor: Prof Christoff Botha
Examination: 27 November 2023
Student number: 22382607

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TABLE OF CORRECTIONS (SUMMARY OF REVISION)

Document: Interview guide

Section/Page No	Reviewer Comment	Revision/Response

Document: Proposal

Section/Page No	Reviewer Comment	Revision/Response
Title	Rephrase title.	Rephrased title from “Identifying the primary factors that contribute to employee motivation in the retail sector within Potchefstroom.” To “Exploring the intrinsic and extrinsic motivators contributing to employee motivation in the retail sector within Potchefstroom.”
	Code of conduct: Included and signed (both the student and supervisor – it should be a recent signature).	Signed both documents, both the student and supervisor code of conduct forms.

	(Research methods) Both qual & Quant applied??	I have clearly stated that this study will be conducted in a quantitative research style.
	Introduction more about employee engagement rather than employee motivation.	Made changes to the introduction that shifted the primary focus to employee motivation instead of employee engagement.
	Problem statement) No literature gaps related to employee motivation that accentuates the problem statement, and more emphasis on personal observation	I have included the identified gap between intrinsic and extrinsic motivation. And made some topic changes.
	Stratified sampling for 30 people??	A stratified sampling amount has been identified and mentioned and an explanation of how the number was derived.
	(objectives) The questionnaire does not answer the questions suggested.	The questionnaires have been rephrased and a new questionnaire has been created.
	[This a thorny issue – only gather data that you need – and be aware of	The questions for age and gender have been removed from the

	<p>sensitive data such as race, language, and gender, among others. Refer to the slides by Crizelle. <u>It should be clear that the demographic data collected is only for profiling, not for comparing responses from different demographic groups.</u> If the researcher (part of the objectives) plans to make comparisons, it should then be clearly stated – the researcher should request consent from the respondent/participant to make the comparisons.]</p> <p>Not addressed on the consent form</p>	<p>questionnaires, the only information requested in the questionnaires is that of the relevant research.</p>
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