Employee motivation and service quality in a selected municipality in the Western Cape Province, South Africa.

by

Amanda Helen Sibonde

Student Number: 215150945

Dissertation submitted in fulfilment of the requirements for the degree

Master of Technology: Business Administration

in the Faculty of Business and Management Sciences

at the Cape Peninsula University of Technology

Supervisor: Prof M O Dassah

District Six Campus

October 2019

DECLARATION

I, Amanda Helen Sibonde, declare that the contents of this dissertation/thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

A. H Sibonde   October 2019

Signed   **Date**

ABSTRACT

The delivery of exceptional services is vital to organisations' sustained competitive advantage in today's setting. When organisations are able to provide high quality services, they are able to meet customer expectations and satisfy them. Employees employed at service-orientated organisations frequently interact with consumers during which they represent both the organisation and the service provided. Satisfied consumers and motivated employees are of great importance in ensuring that government departments and municipalities meet their obligations. The objective of the study was to determine how employee motivation influences service delivery. The study found a positive association between employee motivation and service quality, leading to the conclusion that motivated employees deliver quality services. Thus, it is important for executives of organisations to ensure that employees are continuously motivated. The findings and conclusion lead to recommendations towards improving employee motivation to ensure improved service delivery.

Keywords: customer satisfaction, employee motivation, service quality, municipality, South Africa

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ACRONYMS

SET - Social Exchange Theory

SPSS - Statistical Package for Social Sciences

LIST OF APPENDICES

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This study examined employee motivation and service quality at a selected municipality in the Western Cape. Chapter one serves as an introduction of the research. It outlines the following: the background to the study; the problem statement; the study objectives which gives transparency concerning the intention to do the research study, research questions and hypotheses are highlighted as well. The significance of conducting the study is also discussed in the chapter further providing a justification or rationale for conducting the current study.

1.2 Background to the study

The delivery of high quality services is vital for organisations to maintain sustained competitive advantage in a global economic environment (Balachandran, 2004:3). According to Lin and Wu (2015:534) when organisations are able to provide services of high quality they are able to meet and satisfy customer expectations. Research has indicated that in order for organisations to be successful it is vital that customers are consistently satisfied (Deng, Lu, Wei, & Zhang, 2017:290). In addition, various researchers have highlighted the importance of customer satisfaction. Customer satisfaction forms the foundation of the success of any business as it positively influences an organisation's profitability (Yee, Yeung & Cheng, 2017:652; Fogli, 2015:14). Customer loyalty, repeated purchases and customer retention are the benefits achieved when organisations thrive on satisfying customers (Jerry, 2014:9).

In the South African context, a municipality refers to an administrative division with a governing or ruling body granted power by national and regional laws.

Municipalities are now realising the importance of delivering and managing service quality (Alexander, 2015: 26). Service quality is an obligation of any municipality within South Africa (Statistics South Africa, 2017: 48). The government is responsible for ensuring service quality to its citizens and that customer expectations are either met or exceeded (Twala, 2014:160). Municipalities are mandated to utilise available resources deliver quality services. Robbins, (2011:41) argues that for organisations to perform successfully they depend on the utilisation of resources available and human resources is considered to be an organisation's valuable asset.

To ensure service quality, employees have to be engaged in the production of the service such that they are able to meet citizens' expectation or exceed them.

Individuals employed at service-oriented organisations frequently interact with consumers, during the interaction they represent both the organisation and the service provided (Jerry, 2014:10). Fogli (2015:15) indicates that satisfied consumers and motivated employees are of great importance to government departments and municipalities if they are going to meet their obligations. It is mandatory for municipalities and government departments to implement practices and strategies that ensure the valuable resources, such as human resources of the organisation, are satisfied so they can contribute to service quality and meet citizens' expectations. Since employees play a major role in the service experience in ensuring expectations are met, their motivation and satisfaction is critical.

Luddy, (2015:16) identifies inefficiency and ineffectiveness as the major problems affecting the South African public sector's ability to offer services of high quality. This study, in agreement with Luddy (2015), is premised on the high dissatisfaction expressed to the researcher frequently by South African citizens regarding the municipalities they frequently go to for public services. Public servants are at the forefront of delivering services to citizens. While rendering these services, public service employees find themselves responsible for citizens' dissatisfaction. The study, investigated whether motivating employees at the selected municipality influences their effective functioning and delivery of quality services. Motivating employees ensures efficient service delivery and allows municipalities to meet their obligations.

The Municipality ranks the lowest in terms of general access to basic services and quality of services rendered (Municipaliq, 2017:7). According to a study by Pretorius and Schurink, (2017: 21), the municipality experiences high backlogs, as well as misuse and mismanagement of state funds. Due to this citizens relying on the municipality express their dissatisfaction by protesting. The rate at which service delivery protests take place in the municipality are a reflection of the dissatisfaction of services rendered to citizens. Violent protest activities remain a concern in municipalities and the protests have had adverse impact on socio-economic activities such as schooling, work as well as the safety of citizens (Twala, 2014:162).

The lack of suitably qualified personnel and increased rates of labour turnover, particularly in critical positions, affect the municipality's capacity to deliver quality services. There has been an unprecedented increase in the number of qualified employees leaving the municipality, which has affected the viability of the operations of the municipality (Statistics South Africa, 2017:47). Burnout has been associated with most employees in the municipality who are tasked with performing the work of those who have resigned from the municipality. Burnout refers to a prolonged response to emotional and interpersonal stressors on the job. Shaidi (2018:29) argues that when qualified personnel seek employment in the private sector, government resorts to employing new graduates with little experience. The employment of lower experience employees hinders service quality, leading to a lack of trust from consumers and results in increased protests by citizens.

Problems highlighted in the preceding paragraph have negatively affected most citizens' confidence within the selected municipality. The municipality experiences challenges in delivering high quality services and meeting the expectations of citizens. In addition, the municipality is incapable of keeping its competent and experienced staff. High labour turnover rates within the municipality can be attributed to demotivated employees in the municipality. According to Robbins (2011:43), motivation is associated with factors of great importance that drive organisational success and efficiency. Research has found that a lack of motivation is associated with behaviour such as absenteeism, increased labour turnover, decreased performance and productivity (Robbins, 2011:43). This study investigated whether poor service delivery could be attributed to the organisations inability to keep current employees motivated, which emerges from the organisations competent staff vacating the municipality due to motivation.

1.3 Problem statement

Employee motivation is a challenge in the municipality and this is evident by the unprecedented increase in labour turnover at the municipality. Employees especially those occupying critical positions are leaving the municipality for other organisations. This has affected service delivery in the municipality as they are delays in service provision. Despite the advances in service delivery in the municipality the rate of progress in services and the quality of services delivered to citizens does not in most

cases equal citizen's expectations. The municipality has received a lot of media attention due to poor or lack of service delivery to its citizens (Shaidi, 2018:7). The problems associated with the municipality include poor governance, monitoring and accountability, lack of proper financial management, high backlogs and high turnover rates in critical positions (Pretorius & Schurink, 2017:22). The inability to provide core basic municipal services effectively and efficiently is one problem characterising this municipality.

1.4 Rationale and significance of the study

The study finds its importance from its prospective contribution theoretically and practically. Theoretically it intends to bridge the gap in literature on studies that focus on employee motivation and service quality. The influence of employee motivation on service quality has rarely been examined as most studies focused on how employee motivation influences employee performance. Practically the study examined employee motivation as a means for delivering service quality at the selected municipality. By embarking on such practical recommendations and current information will be presented to municipality management to potentially improve service quality. Recommendations provided will assist the municipality and other related municipalities in motivating their employees and ensuring they are able to provide quality services to the citizens and achieve organisational goals. Finally, the study serves as a guideline to future researchers who wish to conduct a comparable study to gain a comprehensive understanding of service delivery in relation to employee motivation.

1.5 Aim of the study

The study aimed to examine the relationship between employee motivation and service quality.

1.6 Study objectives

The study objectives are; -

➢ To determine employee motivation levels at the selected municipality.

➢ To examine the relationship between employee motivation and service quality at the municipality; and

> To provide recommendations to meet employee motivation and service quality built on reviewed literature and study findings.

1.7 Research questions

The research questions for the current study are;

i) What is the level of motivation among employees at the selected municipality?
ii) What is the relationship between employee motivation and service quality at the municipality?
iii) What recommendations can be provided to meet employee motivation and drive service quality?

1.8 Hypotheses

Hypothesis 1

H_0: There is no significant positive relationship between employee motivation and service quality.

H_1: There is a significant positive relationship between employee motivation and service quality.

Hypothesis 2

H_0: There is no significant positive relationship between leadership management and service quality.

H_2: There is a significant positive relationship between leadership management and service quality.

Hypothesis 3

H_0: There is no significant positive relationship between job satisfaction and service quality

H_3: There is a significant positive relationship between job satisfaction and service quality.

Hypothesis 4

H_0: There is no significant positive relationship between career growth and service quality.

H_4: There is a significant positive relationship between career growth and service quality.

Hypothesis 5

H_0: There is no significant positive relationship between organisational culture and service quality.

H_5: There is a significant positive relationship between organisational culture and service quality.

Hypothesis 6

H_0: There is no significant positive relationship between physical work environment and service quality.

H_6: There is a significant positive relationship between physical work environment and service quality.

Hypothesis 7

H_0: There is no significant positive relationship between work group teams and service quality.

H_7: There is a significant positive relationship between work group teams and service quality.

1.9 Outline of the study

The study is organised as follows:

Chapter 1 introduces the study by providing the study background, the research problem and its setting. The aim, objectives and research questions are provided in and the rationale and study hypotheses are also presented while introducing the study in this chapter.

Chapter 2 reviews the literature on existing related studies. Theories that are of practical significance to this study are discussed.

Chapter 3 discusses the procedures and techniques adopted to identify participants, collect data from participants and analyse data collected. The chapter further provides a discussion justifying the selected procedures and techniques.

Chapter 4 analyses, presents and interprets data collected as described in procedures outlined in the previous.

Chapter 5 presents the findings, conclusions and recommendations. The findings and conclusions are linked to the study objectives and research questions. Conclusions based on the findings and recommendations to the municipality and for future studies are outlined in this chapter.

1.10   Chapter summary

The chapter introduced the research study by clearly outlining the study problem which provided clarity on the importance of the study. The study objectives and study aim that the study intends to achieve were presented in the chapter. Chapter two provides literature related to this study to gain theoretical insight into employee motivation and service quality.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter offers the study background by discussing what other research has investigated and findings on matters related to the empirical study. Ridley (2012:03) views the review of literature as a process of consulting studies on a similar area of study with a view to identify gaps and areas that require additional research. This was the sole aim of the chapter as it provided literature related to the empirical study. This chapter is separated into three core sections, namely: theoretical framework, conceptual literature and empirical literature.

2.2 Theoretical framework

This part of the chapter provides theories which guide the study and express how this study is tied to wider study ideas and broader knowledge bodies. The study is founded on two theoretical foundations namely: Social Exchange Theory (SET) and Herzberg's Two-Factor Theory. A brief discussion of what these theories propose and how they relate to the study is provided in the next section.

2.2.1 Social Exchange Theory

Social Exchange Theory (SET) is a useful paradigm that helps understand workplace behaviour (Cropanzano & Mitchell, 2015:874). According to the authors (2015:875), SET entails a succession of exchanges that create obligations. The parties to the social exchange abide to the exchange rules that result in more trusting, loyal and mutual commitments (Schyns & Schilling, 2014:139). This social exchange commences when an organisational factor, usually management, supervisor or co-worker, treats an employee or fellow employee positively or negatively (Lewis, 2014: 284). In response to the action initiated by the first party, the second party may decide to reciprocate this treatment with a positive or negative behaviour (Cropanzano & Rupp, 2018:65).

According to SET, providing favourable working conditions, supervisor support, challenging work and having the autonomy and responsibility to do one's work are regarded as positive initiating actions. Bad leadership and supervision, bullying and harassment of subordinates and fellow employees are regarded as negative initiating

factors (Tepper, Carr, Breaux, Geider, Hu & Hua, 2015:157). According to the theory, there is a positive correlation between positive initiating actions and employee responses to the initiating actions. Employees respond positively to positive actions through increasing organisational commitment, motivation and working in an organisation for a long period of time. In responding negatively to negative initiating actions, employees tend to be absent, disengaged and demotivated and quit an organisation (Tepper et al., 2015:158).

Relating the theory to the present study, the explanation for quality services in the municipality is based on the social exchange relationship and the norm of reciprocity between management and employees at the selected municipality. From the social exchange perspective, when management of the municipality treats employees fairly and positively they are more likely to be motivated and reciprocate the treatment by being efficient and effective, thus providing quality services. Likewise, negative treatment towards employees and fellow employees is more likely going to result in demotivation leading to ineffectiveness and inefficiency. When managers provide employees with good leadership, job satisfaction, professional growth and development, have a positive organisational culture, good physical working environment and positive and supportive working groups and teams, employees will be engaged and motivated. Highly motivated employees will reciprocate through being efficient and commit towards delivering high quality services. Therefore, based on the Social Exchange Theory, employee motivation results in a positive impact on employees delivering high quality services, while demotivation results in delivery of poor services by employees in the municipality.

2.2.2 Herzberg Two-Factor Theory

Herzberg's Two-Factor Theory (Herzberg, 1959:19) is another theory relevant to the current study. Herzberg (1959:19) distinguishes important factors that can make a job pleasing for employees through motivation by classifying these factors into two categories, namely: intrinsic variables and extrinsic variables (Tan & Waheed, 2016:73). According to Sandhya and Kumar (2014:1779), intrinsic motivation is internal motivation that arises from factors associated with performing one's work, while extrinsic motivation is external motivation that arises from factors external to the job. Intrinsic motivational factors include career growth and advancement

opportunities, challenging work and autonomy, and responsibility when performing work (Malik, Nawab, Naeem & Danish, 2014:17). Extrinsic motivational variables include, but not limited to remuneration and relationships that exist between co-workers and supervisors (Kantor, 2016:33).

For employees to be motivated in the organisation, they need intrinsic factors and extrinsic factors to be present (Robbins, 2011:98). This is supported by Samuel and Chipunza (2015:98), who report that one important way to increase employee motivation is through combining extrinsic and intrinsic factors in an organisation's compensation and reward system. In relation to this study, when employees in the municipality are provided with intrinsic factors such as satisfying jobs and career growth and development, they would potentially be motivated. The availability of extrinsic factors such as; good leadership or management, a positive organisational culture, good physical working environment and positive and supportive working groups and teams would potentially result in employees not getting demotivated. The provision of these intrinsic and extrinsic factors results in fulfilled and motivated employees committed to staying in the organisation and contributing towards achieving organisational goals through offering high quality services.

2.3 Conceptual literature

2.3.1 Employee motivation

Employee motivation is a management process undertaken to encourage employees to work better through providing them with motives to fulfil their unfulfilled needs for the benefit of an organisation (Renard, 2015:19). Employee motivation is the emotional practice that leads to the stimulation, direction and determination of positive behaviour in the workplace (Sharma & Mani, 2014:41). Similarly, Ganta (2014:222) defines employee motivation as the force that drives, compels or energises employees to behave in a positive way. According to Ganta (2014:222), the drive or compelling force that stimulates employees to do their work comes from within an employee, which is referred to as intrinsic motivation or from the external environment, often referred to as extrinsic motivation. Dobre (2013:54) views intrinsic motivation as motivation that arises from within the employee. This is the motivation that arises from personal fulfilment derived from doing a certain task (Ednie & Stibor,

2017:415). Extrinsic motivation is the satisfaction that arises from factors exterior to an employee (Ednie & Stibor, 2017:415).

Employee motivation is influenced or driven by numerous factors, categorised as intrinsic and extrinsic motivational factors (Dessler, 2016:27). An organisation's environment, its culture, equity comparisons, incentive structures are some of the common factors determining employee motivation in an organisation (Armstrong, 2012:76). Abdullah (2014:148) notes that employee motivation is a product of an interaction of intrinsic and extrinsic motivational factors. The factors described by Abdullah (2014:148) as motivational factors are career progression and advancement opportunities, autonomy and control when executing one's work, training opportunities, salaries, leadership styles and relationships between supervisors and employees. This indicates a variety of intrinsic and extrinsic factors at management disposal are used to create and sustain an environment that drives employees to go an extra mile. In the current study, employee motivation entails the employee's response to various job-related factors that arouse and direct a positive attitude and positive behaviour that is persistent. These factors include, leadership or management, job satisfaction, organisational culture, career growth and development, physical working environment, and working groups and teams, which are discussed in Section 2.3.1.1.

2.3.1.1 Management/leadership

The ability to motivate subordinates is an important competency required by leaders and managers to execute their job duties and responsibilities (Lussier, 2013:31). It is the role and responsibility of leaders and managers to motivate employees to do their best. Employees cannot be forced or pressured to execute their job tasks efficiently and effectively; instead, a leader or manager can motivate employees through various strategies (Armstrong, 2012:77). The effectiveness of a manager, supervisor or leader is defined in terms of his or her ability to influence subordinates towards achieving collective and individual goals (Abbas & Asgar, 2016:29). Leaders and managers understand they have power, which stems from the position they hold within an organisation, their capability to reward and pressure employees, their expertise as well as their individual appeal and charisma, which are factors that can influence employee motivation. It is evident that the level of employee motivation in

an organisation is determined or influenced by the management and leadership styles adopted in an organisation (Abbas & Asgar, 2016:31). As highlighted by the definition of motivation, leaders and managers influence employee motivation extrinsically.

A leader who inspires, challenges and empowers employees is more likely to influence employees and motivate them towards accomplishing organisational goals (Ali, Sidow & Guleid, 2013:8). Leaders or managers are responsible for creating conditions at a conducive workplace where a shared purpose among employees exists, thus, increasing employee motivation (Robbins & Judge, 2011:11). Leaders influence employees' behaviour through involving employees in decision making, adopting open and honest communication, rewarding employees fairly and offering employees support to balance work and family responsibilities (Long, Yusuf, Kowang & Heng, 2014:118). The quality of the bond amongst the leader or manager and subordinates is also regarded as a powerful element determining the level of employee motivation (Malik, 2016:211). Managers and leaders who also take their time to know and understand employee needs go a long way in influencing employee behaviour (Amin, Shah & Tatlah, 2014:97). A leader or manager who is autocratic, who does not empower and involve employees, who bullies' employees and has bad working relationships with employees and demotivates. However, leaders or managers who are democratic and embrace a transformational style of leadership motivate employees through their charisma, open and honest communication with employees. Transformational leaders generate a working environment that is professional, positive and have a respectable attitude, resulting in employees being happy and enjoying their work.

2.3.1.2 Job satisfaction

Job satisfaction is described as the positive psychological state which is a result of an assessment of a job and job experiences (Loganathan, 2016:37). Jegan and Gnanadhas (2017:2) consider job satisfaction to be an employee's subjective assessment of circumstances present in one's job and the outcomes that come from having a job. This is an intrinsic form of motivation that originates from an evaluation of the work itself and being satisfied with the job. The work itself or the job that one performs need to be rewarding, fulfilling and satisfying to an employee. Hassard,

Teoh and Cox (2014:13) report that job satisfaction is dependent on an employee's satisfaction with various components of a job, such as the job itself. Specific characteristics of one's job includes having autonomy and feelings of accountability and knowledge of one's work, resulting in employees having a positive psychological and emotional appraisal of a job (Renard, 2015:22). Hackman and Oldman (1980:115) developed a model that provides five components of the job or work that play a critical role in determining employee satisfaction. The five components or job characteristics are discussed in the next section.

JOB CHARACTERISTICS MODEL
From Hackman and Oldham, 1980
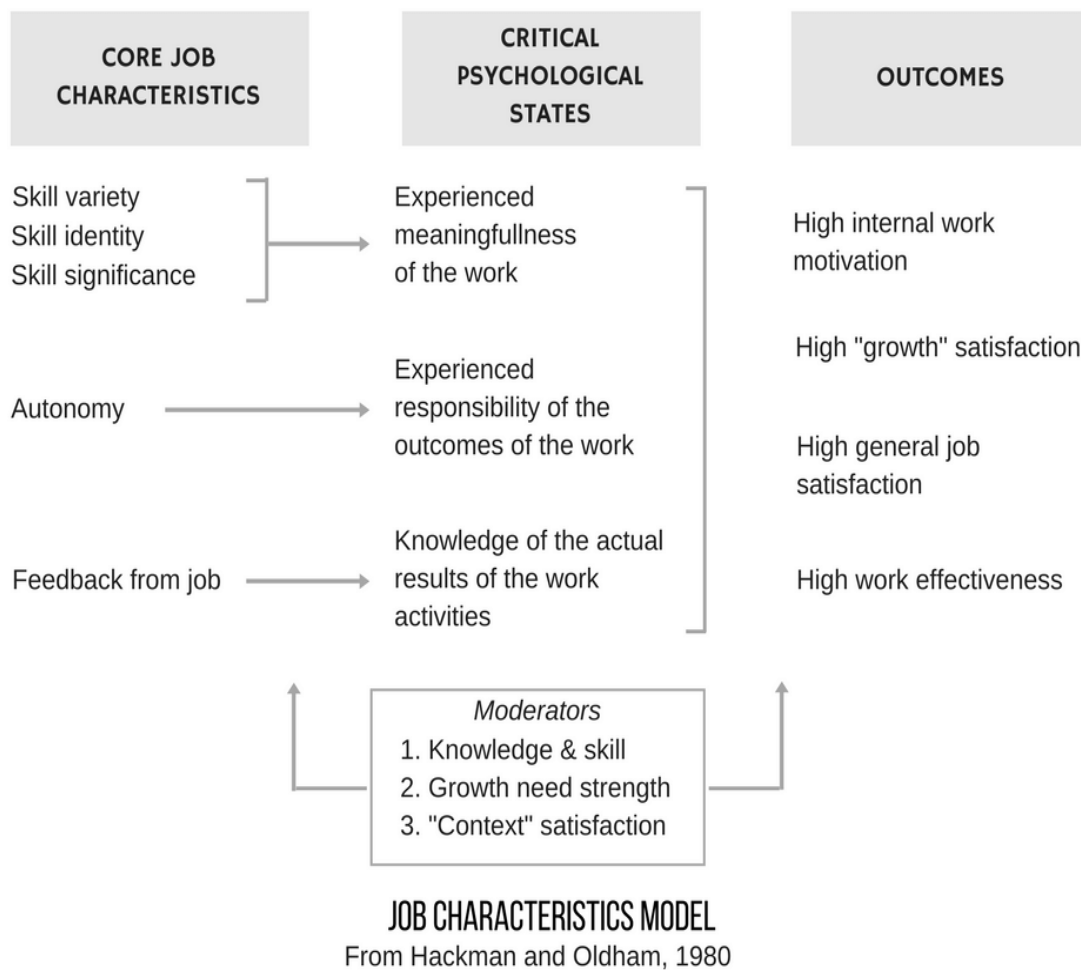
Figure 2.1 The Job Characteristic Model

Source: Hackman and Oldman (1980)

2.3.1.2.1 Skills variety

Skills variety entails the extent to which a job involves a range of talents and skills (Samuel & Chipunza, 2015:101). According to Hackman and Oldman (1980:116) a job with a variety requires employees to use multiple talents and skills resulting in employees feeling they are performing a meaningful job. Freidman (2014: 41) highlights that employee satisfaction and motivation is heavily influenced by doing stimulating work that requires them to apply their knowledge and skills. A job becomes more meaningful for employees when they are able to apply a selection of abilities and skills (Armstrong, 2012:79) than when performing routine and repetitive tasks. When employees apply a range of skills, talents and abilities they feel the work they are doing is meaningful and this results in increased motivation. Performing routine repetitive tasks results in boredom as employees are not challenged. The increased variety of skills and tasks one can display while performing work activities results in increased motivation as employees feel they are performing a meaningful job that stimulate them to apply their broad set of knowledge and skills.

2.3.1.2.2 Skill identity

Armstrong (2012:80) states that skill identity denotes the degree at which job tasks are clearly identifiable, and having an outcome that is visible. Similarly, Robbins and Judge (2011:109), report that skill identity is the extent to which one's job requires an employee to identify and finish a task with an observable outcome. According to Hackman and Oldman (1980:117), employees feel they are doing a meaningful job if they understand what they have to do and understand when they are done as well being able to identify the achieved outcome at the end. Employees experience increased meaningfulness in their work if they get involved in the entire work process rather than being responsible for a small piece of the work. Employee motivation is increased when employees take pride of the outcome of the work. This can be achieved when they are involved and understand the whole process and are able to identify the outcome. Employees find meaning in their job if they are able to identify a clear and complete outcome after the completion of the job. When employees are able to visibly identify the beginning of a job and its outcome, their motivation levels are increased as it shows they have been part of the whole work process, rather than a piece of work.

2.3.1.2.3 Skill significance

Task significance denotes the extent to which one's job or tasks have an impact (Robbins & Judge, 2011:110). According to Pink (2011:74) skill significance denotes the degree at which an employee's job activities or tasks have an impact on peers, the organisation and outside world or society. Thomas (2019:464) states that skill significance involves the degree to which ones' work affects or influence the lives of other people inside or outside the organisation. The job characteristic model suggests that employees are motivated when they know that the work they are doing contributes towards the success of the organisation or benefiting others (Hackman & Oldman, 1980:118). When an employees' work has a positive impact on others the employee will find the work as meaningful and this increases the motivation levels (Phillips & Gully, 2012:28). Samuel and Chipunza (2015:107) highlight that when an employees' job substantially improves the physical and psychological wellbeing of others that job is deemed meaningful compared to one that has limited and negative effects on others. Therefore, performing a job that contributes or positively influence others increases the meaningfulness of the job and increases employee motivation.

2.3.1.2.4 Autonomy

For Hackman and Oldman (1980:119) autonomy denotes the degree to which employees have freedom in completing their work. Touré-Tillery and Fishbach (2014:331) highlighted that autonomy is the degree at which employees are free to choose how to perform and schedule their tasks. The model states that employees with autonomy over their work have a greater sense of responsibility towards work results resulting in increased satisfaction and motivation and therefore, able to do the job better. Khalid, Salim and Loke (2014:554) states that autonomy is the extent at which one's job provides independence and freedom to plan how to perform their work as well as the procedures in executing their work. Jobs that have high levels of autonomy result in employees having more responsibility where employees are able to display their own efforts, decisions and initiatives rather than have their work controlled by supervisors' instructions and already established work procedures. When employees have autonomy they experience increased responsibility of the success and failure of their work which increases motivation and satisfaction. When an employee has responsibility and control and makes important decisions over performing his or her own work, satisfaction and motivation increases.

2.3.1.2.5 Feedback from job

Snelgar, Shelton and Giesser (2017:37) report that feedback from the job involves the degree at which employees are kept informed on how well they are performing their tasks. Robbins and Judge (2011:104), report that feedback from work is the degree at which an employee has knowledge of performance results. According to Hackman and Oldman (1980:121) when employees are provided feedback their knowledge about their work results is increased. Loganathan (2016:41) report that when employees are provided constructive feedback their self-esteem is boosted which results in them being motivated to continue doing what they are doing. When employees are provided with actionable, specific, clear and detailed information on how they are performing their work they have knowledge of the effect of their work and actions they might need to adopt to improve. The provision of feedback increases employee motivation and effectiveness as employees become aware of the effect of their work activities. When employees are kept in the loop about their performance they become knowledgeable of the effectiveness of their work performance and this motivates employees.

2.3.1.3 Career growth and development

Affording employees the opportunity to grow in their careers and develop professionally and personally is critical in stimulating employee satisfaction and motivation (Snelgar et al., 2017:32). Employees feel motivated and satisfied when they are in an organisation where there are prospects to progress in their professions. An advancement and development opportunity is identified by Robbins and Judge (2011:56) as an innate motivational factor that significantly plays a role in employee satisfaction and motivation. Samuel and Chipunza (2015:102) highlight that jobs that provide employees with a feeling or a growing sense of professional and personal development in their category of employment are fulfilling. It is evident that the more employees see an organisation as providing them with opportunities to grow and develop the more they will be motivated and satisfied. A job is fulfilling if it affords employees the chance to grow in their careers. Employees are motivated and satisfied with organisations that promote career advancement opportunities through training and learning and afford employees the opportunity to apply the newly-acquired skills through promotional opportunities.

Renard (2015:21) indicates that employee motivation is increased when they are given opportunities to train to further their skills and expertise. Similarly, Chang (2017:139) indicates that when workers are offered training opportunities to gain more skills they become motivated and satisfied as they see the organisation to be concerned about their wellbeing by investing in them. Employees join an organisation to advance in their careers not to be stagnant in one position. As suggested by Samuel and Chipunza (2015:102), having clear paths of growth within an organisation and enabling employees to grow and advance their careers will satisfy employees and influence their decisions to continue with their stay in an organisation. A job that provides employees an opportunity to learn and grow professionally and personally is instrumental in influencing their motivation and satisfaction (Armstrong, 2012:77). Succession planning and job rotations are strategies used in organisations to allow employees to learn and assume different positions as well as higher level positions in an organisation and this influences their level of satisfaction (Noe, Hollenbeck, Gerhart & Wright, 2010:72). Training and learning opportunities increase employee's self-worth and play a role in influencing motivation and satisfaction.

2.3.1.4   Organisational culture

Organisational culture entails the values, ethics or principles that are held in an organisation. Such principles or values are used to identify an organisation. Most organisations want to be deemed employers of choice and strive to have a positive work culture whereby they are capable of attracting and retaining highly proficient employees (Samuel & Chipunza, 2015:104). A culture that values employees' contributions to operations is fulfilling (Nujjoo & Meyer, 2012:7). When employees are aware that their contributions are valued and accepted to make a difference in an organisation they will be motivated (Armstrong, 2012:77). Finding ways and strategies to show that employees are valued assets of an organisation makes a difference in improving their motivational levels (Robbins & Judge, 2011:18). Organisations that value customer satisfaction, influence employee behaviour and attitude. This is because such organisations are successful hence employees are always motivated to work for such institutions (Freidman, 2014:09). When an organisation is capable of meeting customer expectations, employees take pride in their work and organisation and report higher level of motivation. Furthermore,

Nawab, Bhatti and Shafi (2016:1212) highlights that those organisations that value continuous improvements to maintain a competitive advantage over competitors stimulate employee motivation. Employees feel motivated and satisfied to work in an organisation that thrives to be a leading brand in the market.

2.3.1.5 Physical working environment

The working conditions under which one performs work predict one's level of motivation in the job (Noe et al., 2010:73). Employees' positions in an organisation differ but all employees in whatever position; prefer to have a conducive work environment where they can execute their tasks efficiently and effectively (Robbins & Judge, 2011:20). A comparison study among employees in the banking and health sectors reported that motivation with the physical work environment is higher among employees in the bank sector than employees in the health sector (Robertson & Cooper, 2011:22). This is evident as nurses in hospitals have to deal with patients, machinery that is hazardous to health and handle patients' blood compared to bankers, who work in an office were they deal with money (Robertson & Cooper, 2011:22).

Physical conditions prevalent in construction work were found to be stressful as employees are subjected to high levels of noise, heat and inclement weather, while performing their tasks (Abrey & Smallwood, 2014:4). The authors (2014:4) highlight that occupations that minimise employees' risk or exposure to harm and danger are more fulfilling. Harm can be physiological or psychological harm so environments where accidents and exposure to hazards are reduced motivate employees. With regard to psychological harm a workplace that is free from employee intimidation and bullying from peers and supervisors results in increased employee motivation (Aquino & Thau, 2014:719). It is evident that employees' motivation increases when they work in an organisation where they are not prone or exposed to harm and risks. In an environment where such risks are highly likely satisfaction increases when the employer takes steps to minimise the risks and hazards.

2.3.1.6 Working groups and teams

Indeed, a motivational study of academic staff indicates that employees' sense of belonging or sense of not belonging plays a significant role in influencing their satisfaction and motivational levels (Johnshrud & Rosser, 2015:519). Stovel and

Bontis (2014:206). Aver that the social context at work significantly impacts on an employee's attitude and motivation. An employee's relationship with co-workers and a supervisor is a strong predictor of employee motivation (Noe et al., 2010:74). Good and positive working relationships with fellow employees contribute to employee motivation at work. According to Robbins (2011:100), employees who recognise that they have good social and working relations with fellow employees have higher levels of employee motivation. Maslow's Hierarchy of Needs proposes that one of the needs that motivate employees is the fulfilment of social needs. Employees seek jobs that satisfies their social needs. Employees feel motivated and satisfied when they have a feeling of belonging to whatever group they are in. Teamwork and cooperation is needed if employees in an organisation are going to achieve corporate goals.

Greenberg (2009:16) is of the view that employees desire to be part of a good work group. Generally, they prefer to have good working relationships with other people at their place of work (Robbins, 2011:101). Well-designed work groups are helpful in managing and directing employee behaviour and motivation at work. Work groups where employees in the group work in harmony and support one another to achieve group goals stimulate employee motivation (Johnshrud & Rosser, 2015:521). Working groups offer employees the opportunity to achieve something more fulfilling than when an individual works alone. Thus, having good working relationships where all work towards achieving a common goal impacts positively on the motivation of employees. Renard (2015:23) highlights that a work environment that facilitates employees to make friends is more fulfilling than one that does not. The author further states that the more an employee develops or creates mutual working relationships with other employees, the more the sense of belonging and increased employee motivation (Renard, 2015:23). When such groups or working relationships are created in an organisation employees respect one another and respect each other's contributions. This stimulates an employee's sense of belonging and fulfils an employee. If an employee feels welcome among work colleagues he or she will be motivated. Social interaction increases the creation of friendly circles, which satisfy employees.

2.3.2 Service quality

A service is defined as an activity between two parties where one party offers an activity which is intangible and does not result in this party owning anything (El Saghie (2015:56). Saghier and Nathan (2016:4) view services as a process, rather than a product. A service is an economic activity or process that is intangible where there is an interaction between the consumer and the person providing the service. Similarly, Saghier and Nathan (2016:4) define a service as an interaction process among a customer and a service provider where employees in an organisation are always the sellers and represent the service that is being delivered. A service is not received by a customer, Rather, he or she participates in the service performance activity or process (Palmer, 2011:17). This differentiates a service from a product as customers are not present when a product is produced, but are available when a service is being produced and performed. A service is sold first, then produced and consumed at the simultaneous times (Chidambaram & Ramachandran, 2016:71). A service is diverse as it is produced frequently by employees for different customers, hence it is not always a similar performance. It is always a challenge to offer consistent service quality as there is no consistent supply of a service. The service cannot be performed in a way that is consistent with what is planned, promoted and promised originally. Service provision is not standardised. As such, the provision of a service differs across customers and clients. Emphasis is on an employee being able to replicate or surpass the promised, planned and promoted service.

Service quality is, thus, described as a category of attitude demonstrating a long run, complete assessment of services received (Lau, Cheung, Lam & Chu, 2015:265). It is defined by Saghier and Nathan, (2016:5) as a discrepancy between the quality of the service rendered by an organisation and the service performance expected by customers. This entails a variance among the normative service expectations of customers and customer views of the service performance. Conceptually, service quality is a judgement or attitude a customer has on the excellence or superiority of a service rendered (Kheng, Mahamad, Ramayan & Mosahab, 2014:19). Therefore, service quality is all about customer perceptions of the service interaction process. This is further indicated in Awan, Bukari and Iqbal's (2015:207) definition of service quality as a customer's evaluation of the superiority of the interaction experience.

According to Kotler and Armstrong (2011:53), service quality consists of service characteristics or dimensions revealed in the capability to fulfil specified and implied needs. There are three characteristics or dimensions of service quality, namely: image, functional and technical (Palmer, 2011:17). Technical quality is regarded as an important aspect when evaluating the quality of a service and related to the quality of what is received by customers from the interaction process (Kotler & Armstrong, 2011:53). Functional quality entails how the service is delivered and the image aspect is a build-up of the technical and functional aspects (Palmer, 2011:18). Other authors view service quality as an interaction, outcome and physical environment quality (Awan et al., 2015:207). Outcome quality is an evaluation centred on the results, while interaction quality entails an assessment of the process involved (Saghier & Nathan, 2016:5). Physical environment quality is dependent on the environment or place where the service is being rendered (Awan et al., 2015:207). Saghier and Nathan (2016:5) describe service quality as a consumer's perception of a service component, which is an important determinant of customer satisfaction. However, Palmer (2011) identifies reliability, assurance, responsiveness, tangibles and empathy as the important dimensions used by consumers to evaluate the quality of a service.

2.3.2.1   Reliability

Reliability is an important service quality dimension that refers to the consistency in the stated and promised performance of a system or component under specified situations and time (Evans & Dean, 2013:11). Furthermore, Saghier and Nathan (2016:6) define reliability as the capability to execute the assured service reliably and accurately. Similarly, El Saghie (2015:57) defines a service as the service provider's capability to provide the service that has been promised dependably and accurately. In addition, Chidambaram and Ramachandran (2016:72) view reliability as the service supplier's capability to execute the guaranteed service accurately and dependably and includes variables such as providing the service as promised, having a genuine interest in resolving the problems, executing the service accurate the first time, delivering services timeously and having error-free records. This means that reliability refers to the stability of the performance of a, service which brings dependability when the service is performed correctly the first time and the ability of the service provider to keep the promise to deliver the service. Reliability

results in the public confidence that members of an organisation will fulfil their service promises.

2.3.2.2 Responsiveness

Responsiveness refers to the service supplier's capacity to deliver services in time (Saghier & Nathan, 2016:6). According to Srinivasan (2012:13), responsiveness entails helpfulness and employee's readiness or preparedness to provide the service in a timely manner. El Saghie (2015:57) views responsiveness as an important service quality dimension that entails the service supplier's readiness to provide speedy services and assist consumers and include variables such as informing customers when the service will be performed, offer prompt services, be willing to help customers and finding time to respond to customer requests. Kheng et al. (2014:20) report that the service provider's ability to be responsive is important in determining customer satisfaction. Otemba (2012:32) states that the waiting time for the performance of a service determines satisfaction as it is important to alert customers when the service would be performed so that they do not spend a long time waiting for the service. It is the service supplier or employee's willingness to provide assistance to clients and offer prompt services. It is important to deliver the service at the promised time as a delay in the performance of a service results in customer dissatisfaction.

2.3.2.3 Assurance

Assurance is an essential service quality aspect which entails the service supplier's knowledge, courtesy, skills and employee's capability to instigate trust and confidence (Saghier & Nathan, 2016:7). El Saghie (2015:58) suggests that assurance entails the employee's knowledge-ability and courteousness towards clients and their capability to instigate trust and confidence when dealing with and handling clients. A service is a process that is subjective to human error and discrepancy. As such employees or suppliers of the service need to be well-trained and informed about their technical and functional roles to ensure that they instil confidence and trust when serving clients (Otemba, 2012:33). When clients feel uncertain with the employees' perceived risks this has an influence on their satisfaction as it brings hesitation among clients to avail themselves again for the service (Fogli, 2015:19). Conceptually, assurance refers to an employee's courtesy,

knowledge and capability to instil confidence and trust and includes variables such as an employee's behaviour to convey confidence, making clients feel secure with transactions, having employees who are polite and knowledgeable. When clients are assured they trust the service provision performance, which is an important criteria used by customers when determining service quality.

2.3.2.4 Empathy

This is the ability to show care and provide individualised consideration to clients (Saghier & Nathan, 2016:7). According to the authors, empathy is the employee's quality to provide care to customers and provide them with attention that is individualised. It entails the employee's ability to put themselves in customer's shoes and see things through the eyes of customers (El Saghie, 2015:58). Evans and Lindsay (2015:27) view empathy as the employee's ability to treat customers as individual human beings, treat them with respect and provide them with personalised service. This dimension entails individualised attention and caring for customers provided by organisational members and includes variables such as having operating hours that are convenient, offering personal attention and having customer interests at heart (Vieira, 2016:270). This is an important service quality dimension as the willingness of employees to offer assistance and individualised treatment of clients, while performing the service, encourages the shaping of positive customer perceptions that increase their satisfaction and likelihood of repeating the service performance activity (Evans & Dean, 2013:12). This dimension is focused on developing mutual and long-lasting relationships with customers as they view the employees of an organisation as helpful.

2.3.2.5 Tangibles

For customers in the public organisation tangibles are very important (El Saghie, 2015:59). As a service is intangible, service users often rate the service centred on the elements that are tangible. Customers appraise a service based on the equipment, employee appearance and the physical facilities, which are the tangibles in a service provision encounter (Otemba, 2012:33). For Vieira (2016:270) tangibles refer to communication materials used by services. For Saghier and Nathan (2016:8) tangibles refer to the facilities' physical appearance, employees, tools and equipment used to deliver the service and the communication materials. Theoretically, it entails

every piece of material used to give tangibility to a service. Awan et al. (2015: 210) identifies intangibility as the service characteristics that cannot be seen, touched, tasted and felt as with a product. This dimension entails the physical look of the facilities, employees, equipment, tools and communication tools and includes variables such as equipment that is modern and good looking, attractive physical facilities, neat and presentable employees and promotional materials that are visual and appealing (Chidambaram & Ramachandran, 2016:73). It also involves having comfortable and clean waiting areas with pleasant smells and clear communication systems, which aid in reinforcing positive customer perceptions when evaluating service quality.

2.4 Empirical literature

2.4.1 Employee motivation and service quality

Various studies investigating employee motivation and service quality have been published (Samuel & Chipunza, 2015:101; Malhotra & Mukherjee, 2014:446; Schlesinger & Zornitsky, 2015:145). A study by Sher, Bakhitiar, Muhammad and Ali (2015:43) reports that management ensures their employees are motivated, reap the benefits of increased productivity and quality service provision. Similarly, Kalim, Syed and Muhammad (2014:23) further reports that when employees are recognised, respected and appreciated their motivation results in increased retention and quality service delivery. Furthermore, it is reported that when employees are motivated they are likely going to reciprocate by putting extra effort and provide better services (Yoon & Suh, 2012:51).

According to Khodov (2015:86) and Oh and Yoon (2015:149), when employees are motivated at work their commitment, engagement and involvement will be dedicated to meeting customer satisfaction through delivering services of high quality. Samuel and Chipunza (2015:104) further suggest that motivated employees are loyal, eager and capable of delivering quality services. When employees are motivated in an organisation they are devoted to achieving organisational objectives and strive to deliver services of high quality. (Burke & Fiksenbaum, 2016:258; Xu & Goedegebuure, 2014:43). Wansoo (2015:154) found evidence that when employees are motivated they deliver quality services. Mosahab, Mahamad and Ramayait (2013:67) also report that the quality of services rendered is affected is by the level

of satisfaction and motivation of employees as satisfied employees' have an obligation to serve the consumers well.

Yee, Yeung and Cheng (2015:113) shows that perceived employee motivation has a significant effect on perceived service quality. In the study, service delivery entails an interaction between consumers and employees. (Yee et al., 2010:113). When employees are motivated, they are loyal and engaged and deliver quality services but when they are demotivated the quality of services might be low. Kiragu (2015:42) noted that the level of employee motivation can help determine whether employees can do things correct by the first time and be helpful to clients. This means that when employees are motivated they are satisfied to help and contribute towards good service delivery, impacting on the quality of services provided to consumers.

Service marketing studies also report that service quality and employee satisfaction are constructs or variables that are closely related (Singh & Sirdeshmukh, 2017:153; Oliver, 2016:69; Nagar & Rajan, 2015:906). Zeithaml, Bitner and Grander (2016:78) indicates that employee motivation is a key factor in predicting service quality. When employees are motivated, they are committed to quality and continuously improve and develop (Matzler, Fuchs & Schubert, 2015:1183), resulting in commitment to delivering quality services. The interactive nature of the service performance puts employees in a significant role towards the delivery and their level of motivation determines the quality of the interaction (Zeithaml & Bitner, 2013:37). When employees are satisfied and motivated, they are committed to the interaction process, resulting in a positive assessment of the service performance process.

Studies by Eskildsen and Dahlgaard (2016:1085), and Yoon and Suh (2012:51) also show that motivated employees are highly satisfied, have positive morale at work and are engaged. In other words, they work more effectively and efficiently. A research study by Reichheld and Sasser (2018:107) suggest that the greater the level of employee motivation and satisfaction, the bigger the likelihood of customer satisfaction as employees are likely to offer good quality services. It is evident that employee motivation is a predictor of quality service delivery, which, in turn, leads to customer satisfaction. This is further supported by Schmit and Allscheid (2017:524), who report that motivated employees, will commit and engage in quality and better service delivery.

A significant association among employees' motivation and customer-perceived service quality was found to exist among frontline bank employees and customers (Yoon, Beatty & Suh, 2014:502). In a study that empirically examined employee motivation of Hong Kong service shops, it was found that employee motivation is significantly and positively linked to service quality and satisfaction of customers. Similarly, Burke, Koyuncu, Jing and Fiksenbaum (2015:9) report that it is challenging for employees to develop consistent service performance, but their level of motivation can impact on the level of the service performance they render to customers. In this study, frontline managers were reported to perform a service effectively and efficiently if they are motivated.

A study by Tabaku and Cerri (2016:481) reported a positive association between quality of service, employee motivation and customer satisfaction and loyalty. Employee motivation was found to mediate the behaviour of employees during the service process and when they are motivated better quality services are delivered (Tabaku & Cerri, 2016:481). Service-oriented organisations are reported to be placing more emphasis on motivating their employees as motivation is reported to build employee loyalty and increase and improve service delivery (Loveman, 2017:22). This means that when employees are motivated they are engaged and committed and they will be motivated in delivering high quality services to customers. This is further supported by Judge, Thoresen, Bono and Patton (2017:377) who report that motivated employees are willing to improve their performance and offer quality services.

Motivated employees are also reported to be creative, energetic, cooperative and have an inner drive towards satisfying customers through the delivery of high quality services (Carman, 2014:27). Furthermore, Loveman, (2017:22), and Silvestro and Cross (2016:245) report that motivated employees are committed and loyal employees who are willing and capable of delivering services of high quality. To support these studies, Schneider and Bowen (2015:38) further report that organisations put effort in motivating employees to go a long way in satisfying their customers as high quality services will be offered by motivated employees. The behaviour of employees was found to impact customers' perceptions of service quality, while demotivation will likely result in poor service interaction and customers having a negative assessment on the quality of service.

Schmit and Allscheid (2017:524) reports that employees not suited for a particular job find it difficult to deliver quality services, while Zeithaml et al. (2006:79) report that having the right and motivated employees enhances the likelihood of quality service delivery and organisational success. Babakus, Yavas, Karatepe and Avci (2018:275) further states that if an organisation is committed to delivering quality services it is important to understand employees' demands, wishes and needs and make an effort to meet or satisfy them. According to Babakus et al. (2018:275), employee motivation improves productivity, increases employee loyalty, reduces turnover intentions and enhances employee creativity and a commitment to satisfying customers. According to these authors when employees are motivated they will feel they are at the right place and commit to quality service delivery to satisfy customers.

In a study that attempted to observe the influence of employee motivation in service organisations, Gröunroos (2011:26) remarked that when employees are motivated they respond to customers' needs quickly and directly. According to Michel and Nicholas (2017:87), the more employees are motivated the more they are willing to help customers and this has an effect on customers' perceived service quality. Kiragu (2015:43) further acknowledges that employees are more willing to respond to customer dissatisfaction during service recovery and willing to help employees recover without the intervention of supervisors and superiors. This goes a long way in stimulating a positive perceived service quality by customers as employees will be willing to respond to customer needs and queries as quickly as possible.

Ariani (2015:39) states that in service-oriented organisations, motivated and empowered employees are enthusiastic part-time marketers who treat clients more enthusiastically. Furthermore, Tabaku and Cerri (2016:482) indicate that empowered and motivated employees are valuable sources of new ideas who can share their ideas with management and help deliver quality services. It is reported that employees who are at the direct point of contact with customers, understand customer needs and have insight into customer problems. Consequently, when they are empowered and motivated they can share their ideas towards addressing customer problems and contribute towards quality service delivery and customer satisfaction. Mohammad and Alhamadani (2016:142) report that motivated and empowered employees are important in creating good word-of-mouth and increase

customer retention. This results in customers trusting them and is critical when customers evaluate service quality.

2.5 Chapter summary

Employee motivation is a complex phenomenon such that no single strategy is sufficient in motivating employees. While people cannot ignore the significant role played by financial rewards in motivating employees, one also cannot ignore the fact that money is not the ultimate reward to everyone. Career growth and development can be an effective tool used by organisations to motivate employees. Managers within an organisation must have the right management and leadership skills and try to influence employee behaviour positively. Managers must be able to lead by example and influence employees to adopt positive work behaviours within an organisation. Leaders and managers who take time to understand individual needs will understand that employees are unique, will be flexible when dealing with employees and have the right skills that enable them to adopt different strategies to motivate their staff based on their individual needs.

If work is designed appropriately, it can be highly motivating for an employee. Jobs that are challenging, demanding and require employees to use a variety of their skills and knowledge are fulfilling. Having a working environment that is free from hazards is friendly for employees. Employee motivation is also enhanced when employees work in an environment where they can interact and work together cooperatively. In determining what strategy to adopt, there is a need to take into consideration the culture of an organisation, which also plays a critical role in determining employee motivation. A good culture requires an organisation to have principles where employees feel valued and respected, thus contributing to their motivation within an organisation.

Mindful of the elements mentioned in the preceding paragraph, employees nowadays desire jobs that are challenging and interesting. They appreciate leaders and managers who are able to determine individual needs and attempt to meet those needs fairly and consistently. Having a work environment that recognises and treats employees with respect and allow employees to form mutual working relationships is key in increasing employee motivation. If an organisation successfully integrates these elements in a job, employees will be motivated, which could influence

organisational leaders to engage in positive work behaviour. It is important to know that employees are unique and attach different meanings to things. Therefore, the most important thing to stimulate motivation is to know employees and understand each employee's needs.

Motivated employees sympathise with customers and offer them personalised services that meet customer satisfaction. When employees are motivated they display higher level of responsiveness through interacting with customers and responding to their problems promptly. Such employees instil trust and confidence that is critical in stimulating customer satisfaction. Employee motivation results in improved service delivery. Having a supportive work environment creates employee motivation that leads to high quality services. In summary, motivation of employees at the selected municipality would result in quality service delivery in relation to assurance, empathy, responsiveness, tangibles and reliability that will, in turn, improve customer satisfaction.

Conceptual and theoretical literature is discussed in the literature review. The review explains the intrinsic and extrinsic motivational elements which could be implemented to impact employee behaviour. The review further highlights the characteristics of service quality and examines studies that investigate the association among employee motivation and service quality. The next chapter focuses on the research design and methodology.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

While the previous chapter reviewed existing studies on employee motivation and service quality, the current chapter delivers a detailed description of the quantitative procedures used to address the research objectives and conclude the study. Chapter three begins with a discussion of the research paradigm on which the study is based on. After understanding the study's paradigm, this chapter discusses the research design including the techniques used to reach the study population and sample, the quantitative instruments used to collect data and methods used to analyse the data. The ethical considerations observed in the current study are discussed thereafter. Before providing a conclusion the reliability and validity of the study is also discussed together with the delimitation of the current study.

3.2 Research paradigm

A research paradigm, also referred to as a research philosophy is a collection of opinions in which certain logical assumptions are pursued by investigators to generate knowledge (Bryman & Bell, 2011:72). Research paradigms that can be adopted include interpretive paradigm, positivist paradigm and post-positivist paradigm (Bradley, 2013:19).

The interpretive paradigm places emphasis on observations and interpretations, making meaning of obtained information through inferences against some abstract patterns (Neuman, 2014:131). This paradigm argues that knowledge is a result of meanings derived from interpretations attached to a particular phenomenon. Methodologies used when this paradigm is employed, places emphasis on meaning rather than measurement as it seeks to understand a phenomenon from individual's subjective experiences (McLeod, 2014:31).

According to Neuman (2014:132), research adopting post-positivism paradigm sought to avoid problems associated with only adopting one method. The post-positivism paradigm argues that flaws and problems arise if one method is adopted. Consequently, multiple methods should be used when conducting research (McLeod, 2014:31).

According to Johnson and Gill (2010:45), the positivist paradigm places emphasis on research methodologies that depend on quantifiable observations and measurements that result in statistical analysis.

The paradigm adopted in this study was the positivist paradigm. Methodologies used alongside this paradigm involved measurements that enabled statistical analysis to be made on the data thereby justifying the need to adopt the positivism paradigm. The positivism paradigm was appropriate for this study since data collected and analysed through quantitative methods and statistical procedures were utilised during data analysis to give an objective interpretation of the data gathered.

3.3 Research methodology

A research methodology entails the means adopted to obtain, organise and analyse collected data (McNabb, 2011:67). According to Gray (2014:17) a research methodology denotes an investigation of procedures by which knowledge is gained that aims at giving a work plan when conducting research. The nature of the research question guides a research methodology to be adopted when conducting research (Babbie, 2013:04). Mixed methods, qualitative and quantitative are research methodologies that can be adopted when conducting research (Quinlan, 2011:22). There is a clear and important distinction between these three methodologies.

Qualitative research methodology is interactive and interpretive where, the investigator attaches meaning to stated experiences of the participants (Cant, 2011:101). Qualitative methods are used to discover and interpret participants' subjective feelings, beliefs and thoughts (Collins, 2011:31). According to Berndt and Petzer (2011:72), quantitative research methodology entails collecting quantifiable data and employing mathematical analysis, resulting in findings that are expressed in numerical form.

Mixed methodology, however entails using both the quantitative and the qualitative procedures to collect and analyse data in one single study (Collins, 2011:32). McLeod (2014:37) indicates that a mixed methodology is used when a researcher intends gathering an in-depth understanding of what is being investigated by collecting diverse types of data. Employing a positivist paradigm this study embraced

the quantitative methodology. A questionnaire was chosen to gather the quantifiable data and analysed through the use of statistical techniques, thus making this methodology the most appropriate to use for the study. The methodology, through the use of the questionnaire, allowed measurement of the study variables and for objective conclusions to be made.

3.4 Research design

A basic plan or a master plan that guides data collection, data analysis and data interpretation processes is described by Cooper and Schindler (2013:53) as a research design. Various research designs that can be adopted in research are the case study, exploratory, descriptive and experimental designs (Wiid & Diggines, 2009: 109).

A correlational research design methodology was used in this study. Burns and Bush (2014:82) describe a correlational design as a quantitative methodology designed to conclude whether, and to which extent, an association is between two variables the independent and the dependent variable. This research design is found to be fitting for the study as the aim was to establish the effect of employee motivation on service delivery. In other words, the aim was to establish if an association exists between employee motivation and service quality, thus supporting the need to adopt a correlational research design.

3.5 Population and sampling
3.5.1 Population

A large collection of objects, individuals and events that meet the study sample inclusion criteria and are the main centre of scientific enquiry are referred to as a population (Babbie, 2013:12). A population is the aggregate or complete collection of individuals, objects or elements from which an investigator wants to generalise the study findings (Hair, Lukas & Miller, 2012:48). Taking into consideration the topic, the study population includes municipal employees or officials at the selected municipality.

3.5.2 Sample

Research is conducted for the benefit of the population as inferences are made about the whole population (Hair et al., 2012:50). Aspects such as nature, pattern, population size and financial cost presents challenges to collecting data from an entire population or from every individual or element in the population (Flick, 2009:90). Therefore, data has to be obtained from a population subset which is referred to as a sample (Collins, 2011:42). A sample is defined as a subset or a smaller proportion of the population from which data is obtained and inferences are made about the entire population. Not all employees at the municipality participated in the study. A sample had to be adopted from the total number of the municipal officials. The procedure and methods adopted to obtain the sample are described in the next section.

3.5.3 Sampling procedure

The two sampling procedures used in research are probability and non-probability sampling (Hair et al., 2012:52). Probability produces samples where every population member has a likelihood or possibility to be included in the study (Saunders, Lewis & Thornhill, 2009:88). Non-probability sampling denotes that population elements, objects or individuals have no likelihood or equal chance for sample inclusion (Saunders et al., 2009:88). To obtain the sample for the study, a probability sampling procedure was used because the researcher sought to have a sample representative of the population. Every individual from the population had a probability or likelihood of being chosen and involved in this study. Therefore, probability sampling was used as it was found to be an appropriate procedure to generalise sample results back to the population.

3.5.4 Sampling technique and sample size

Within the probability sampling procedure various techniques such as random, systematic and stratified sampling can be adopted (Simon, 2015:67). A complete random way of selecting study participants is defined as simple random sampling (Neuman, 2014:148). When a random starting point and a fixed interval are used to select study respondents systematic sampling is being used as the sampling technique (Hair et al., 2012:55). Cluster sampling denotes the selection of study

respondents randomly from a population that is divided into sections. To obtain the sample for this study, simple random sampling was applied. The technique was a complete random method of choosing research subjects. The researcher decided to use this method because it is easy and provides accuracy in representation

Simple random sampling was easy and did not have complicated steps involved as other techniques such as the cluster sampling where the population has to be divided into sub-populations. This technique was used as it permitted the study to obtain a random sample of municipal officials who accurately represent the population as all units had a likelihood of selection. To obtain the simple random sample, the researcher obtained a complete list which is recognised as a sampling frame, which entails a list of all municipal officials at the municipality from the municipality management. At random, a number of individuals were selected to include in the sample. To determine the number of individuals randomly selected the Raosoft sample size calculator was used. At a 5% margin of error, 95% confidence level and a 50% response distribution with a population size of 216 employees, the sample size recommended for this study was 139 municipal employees. Therefore, 139 employees were randomly selected to participate in the study and constituted the study sample.

3.6 Data collection instrument

The tool used to obtain data or information from study respondents or participants is referred to as a research instrument (Nueman, 2011:153). In the current study a structured questionnaire was utilised by the researcher to gather data. A questionnaire is described as an instrument adopted to gather data on variables of interest, which consists of a number of items or formalised questions read and answered by respondents (Maholtra, 2012:28). A questionnaire was preferred as it enabled the collection of data from a big sample and facilitated a more detailed analysis to be done on the data obtained.

As the methodology adopted for the study was quantitative, it required a suitable quantitative research instrument. The questionnaire was administered in English as it is the formal language used at the municipality. Questionnaire items were developed in consultation with the literature in such a way that they measured the specific

aspects of the study's objectives. The questionnaire consisted of various sections which are discussed in the next section.

3.6.1 Section A: Demographic and occupational data

This section sought biographical and occupational data of the employees. Questions linked to age range of the participants, education level and gender were used to gather the demographic and occupational characteristics of participants.

3.6.2 Section B: Employee motivation

Employee motivation was measured in section B using questions from the service employee questionnaire adopted from the study by Yee, Yeung and Cheng (2017:657). Yee et al. (2017:657) reports an internal consistency reliability of 0.857 for the motivation measurement. On a five-point Likert-type scale that ranges from 1 = "totally disagree" to 5 = "totally agree", participants were requested to indicate the level to which they agree or disagree with statements provided as well as indicate the extent to which they are motivated by leadership management, job satisfaction, organisational culture, career growth and development, physical work environment, working groups and teams.

3.6.3 Section C: Service quality

Service quality was measured in section C using questions adopted from the service employee questionnaire originating from the study by Yee et al. (2017:659). The coefficient alpha for the 25-item measure was reported to be 0.829 (Yee et al. 2017:659). Also, on a five-point Likert-type scale that ranges from 1 = "totally disagree" to 5 = "totally agree", participants were requested to indicate the level to which they agree or disagree with statements provided. Dependability, trust, recovery factor, personal attention and empathy were used to measure service quality delivery by the employees.

3.7 Data collection/fieldwork

The process that involves the researcher socially interacting with the participants is known as data collection (McLeod, 2014:47). Before going to gather data from the participants' permission was required and approved from municipal management. Once permission was obtained, the researcher visited the municipality and, with the

help of the Human Resources Management department, distributed the questionnaires to the selected research participants. A representative from the Human Resources Department assisted distributing questionnaires based on the selected participants and also kept the questionnaires once participants completed them. Envelopes were provided to participants to place their completed questionnaire and seal it for privacy and confidentiality purposes. Those who felt their privacy would be compromised were asked to keep their questionnaires and the researcher collected them personally. After two weeks, the researcher visited the municipality and collected the questionnaires from the Human Resources Department representative and the research participants.

3.8 Data coding and analysis

Data analyses is defined as the practice of synthesising and transforming the collected data into meaningful information useful in answering research questions and enable the researcher to make firm, grounded conclusions and recommendations (Gupta & Gupta, 2011:93). Before analysing data, it was coded on Microsoft Excel. The Statistical Package for Social Sciences (SPSS) version 23 was preferred as the statistical technique for data analysis. Descriptive and inferential statistics were used to analyse and interpret the data. To analyse the demographic and occupational data descriptive statistics were used. Frequencies were generated and graphs and tables aided with the analysis and representation of data. Descriptive means and standard deviations were also used to describe the study results. The inferential statistics technique preferred to analyse the collected data was the Pearson correlational analysis. This method was appropriate as the study sought to examine the relationship that exists between the two study variables. Also simple linear regression model fit was utilised to examine whether employee motivation trait exerts a positive effect on service quality.

3.9 Validity and reliability

To determine if a research study is of quality the validity and reliability of the study is considered (Wiid & Diggines, 2009:134). These are important concepts that a study has to consider before conducting research. According to Cooper and Schindler (2013:71), validity entails the extent to which a study accurately assesses what the study intends to assess. Validity is an important phase as it offers an elimination

point of inaccurate and irrelevant data when study variables are measured (Wiid & Diggines, 2009:134). This means that the necessary and correct data must be collected during data collection. In the current study, validity was ensured through adapting an existing questionnaire that has been used by existing researchers Kiragu (2015) and Tabaku and Cerri (2016) in similar studies that focused on employee motivation and service quality. A pilot study was conducted to ensure validity in this study. The pilot study enabled the examination of questionnaire items for appropriateness resulting in questionnaire items being corrected ensuring they measure what they are expected to measure. The instrument was carefully structured and relevant to the objectives of the study. The instrument content was linked with literature on the study topic to make sure that it assessed what it intended.

Reliability of a study denotes the extent at which the results of the study are stable when conducted over a given period of time under the same conditions (Bryman & Bell, 2011:119). When a study is conducted over a period of time under similar settings and yields similar results the study is believed to be a reliable measure of the phenomenon being investigated. To guarantee that the current study is reliable, the Cronbach Alpha test was performed with the data that was collected. The results of the Cronbach Alpha test are detailed in the following chapter.

3.10 Delimitations of the study

Delimiting factors are characteristics or factors selected to define boundaries or define the scope of a study (Leedy & Ormrod, 2010:82). Such factors include the study variables, study population and the study objectives (May, 2011:43). The current study investigated employee motivation and service quality at a selected municipality in the province of the Western Cape in South Africa. This means that this study was limited to employees in the selected municipality. Municipal personnel from additional municipalities were not involved in this current study. Variables that were measured from the employees are employee motivation and service quality. No other variables were investigated in this study.

3.11 Ethical considerations

Considering ethical standards when conducting research is important. Saunders et al., (2009:138), reported that the data collection phase is critical in research and

often associated with various ethical principles that researchers need to adhere to. Ethics is defined as a code of behaviour or conduct that is considered to be correct (Simon, 2015:93). Key ethical principles that were considered and adhered to when conducting this study are discussed in the next section.

3.11.1 Permission to conduct the study

An ethics clearance certificate for the current study was obtained from the University's ethics committee. Once the ethical certificate was obtained permission was sought from the municipality management to gather information for this study and was granted. It is unethical to gather information from employees of the municipality without the knowledge and approval of the municipality management. A letter seeking approval to conduct the study was written to the municipality management. The letter of approval and the certificate of ethical clearance are attached as Annexures A and B, respectively. Other ethical issues are addressed in the following sections.

3.11.2 Informed consent and voluntary participation

Burns and Bush (2014:151) describe informed consent as the importance of notifying research participants about the nature of the study where benefits and risks of the study are explained and understood by participants, allowing them to exercise their right of deciding to take part in the study or not based on the information provided. Participants have the right to choose to participate in a study or not (Maholtra, 2012:95). No participant should be bullied or forced to take part in a research study. Regarding the current study, research participants were allowed to act autonomously by consenting and allowing them to provide their agreement to be part of the study. An informed consent form containing all relevant research information was provided to each research participant. This form contained all the information participants needed to make an informed decision on. The form offered a thorough description of this study nature, objectives, significance and the rights of participant's. Participants were informed of their right to decline participation without any penalty imposed on them. Before signing this form, participants were allowed to ask any questions about the study. Signing this form was consent by the participants that they have voluntarily agreed to participate in the study. The informed consent form is attached as Annexure C.

3.11.3 Confidentiality and anonymity

This ethical principle requires protecting participants' identities and ensuring that authorised systems are used when trying to gather data (Saunders et al 2009:139). Research participant's privacy should not be compromised when conducting research (May, 2011:61). Confidentiality of research participants should be respected and one can maintain confidentiality through ensuring anonymity (Creswell, 2012:123). During the current study, various steps were ensured to safeguard the identity of the research participants. Firstly, the participants' names are not revealed in presenting the study results. There is no identifying information such as participants' workplaces and personal characteristics that might reveal their identity. Furthermore, codes are assigned and utilised to identify research participants, instead of their names. Only the researcher had access to the questionnaires. The other parties had access to the information presented in the research project after it had been analysed. When the analysis of the study results was completed the questionnaires utilised in the study were shredded.

3.11.4 Avoiding harm

Research data are gathered from participants who deserve respect and dignity and protection from any harm (McLeod, 2014:79). It has been documented that emotional, physical, social and psychological harm are the most common risks participants can encounter when research is conducted (Creswell, 2012:123). In the current study, the most probable risk to participants was psychological harm. However, the necessary steps were taken to mitigate this risk. Firstly, participants' privacy, confidentiality and anonymity during the process of data collection was ensured. Furthermore, questions in the data collection instrument were phrased in such a way that they were not ambiguous and stressful for the participants. These enabled participants to complete the questionnaire quickly and minimise stress associated with completing the questionnaire. Through ensuring no harm towards the participants they participated freely and were at ease with the researcher. This also helped them provide honest responses as they were aware that they were not subjected to any risks by participating.

3.12   Chapter summary

This chapter focused on explaining the research design and methodology utilised in conducting this study. The area and location where the research was conducted is discussed in this chapter together with the research paradigm, design, population and the procedures and techniques for sampling used in the study. Furthermore, an explanation of the data collection instrument and the data collection process were discussed. The psychometric properties of the research instrument were also deliberated together with ethical principles observed while conducting this study. The next chapter analyses and interprets the collected data through the use of the methods deliberated in this chapter.

CHAPTER 4: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

Chapter four provides a discussion of the data analysis and findings from the 121 questionnaires completed by employees at the municipality. The data was analysed to identify, describe and explore the relationship between employee motivation and service quality at the municipality. The data was coded on Excel and subjected to computer analysis, with the aid of a statistician. SPSS version 23 was used to analyse the research data. The analysed data was converted into frequencies presented clearly and meaningfully with the help of percentages, graphs, figures and tables, where possible. The obtained data was analysed in relation to the research hypothesis and objectives posed earlier on in Chapter one. The analysis and findings are presented and discussed in relation to the sections of the questionnaire. The sections are arranged as personal information, employee motivation and service quality. Before presenting the findings according to the questionnaire sections the reliability coefficients or internal consistencies of the study instruments and the study response rate are discussed.

4.2 Response rate

Table 4.1 below indicates the response rate, referred by Spector (2012:41) as a completion rate.

Table 4.1: Response rate

Distributed questionnaires	Completed questionnaires	Response rate %
139	121	87

According to Spector (2012:41), a response or completion rate is the percentage of the total number of participants who completed and returned the questionnaires against the total sum of participants to whom research questionnaires were distributed to. As indicated on the table the questionnaire was distributed to 139 participants and only 121 successfully completed and returned the study questionnaire giving an 87% response rate. For the purpose of generalising the study findings to all employees at the municipality, an 87% response rate was deemed high and satisfactory.

4.3 Participants demographic and occupational information

In this part of the chapter the demographic information distributions of the study participants is presented. Though not central to the purpose of this study, the personal information assisted in contextualising the study findings and assessing if they have an influence on study findings, thus assisting in the formulation of recommendations that are appropriate to addressing the research problem.

4.3.1 Gender Distribution

Figure 4.3.1 below represents the participant's gender distribution.
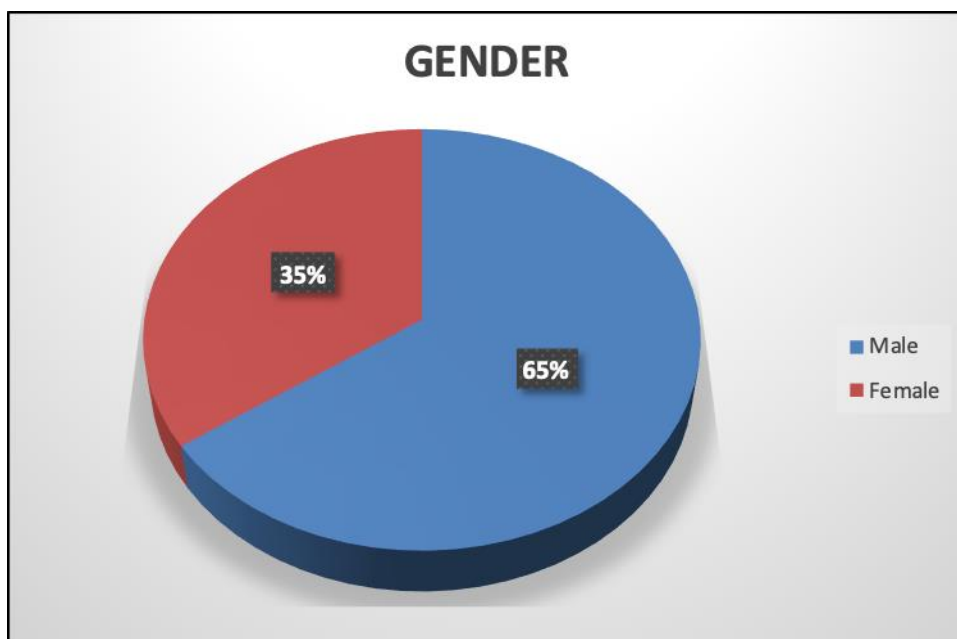
Figure 4.1: Gender Distribution of participants

Majority of the study participants (65%, n = 79) are male employees, while female employees covered 35% of the study participants (n = 42).

4.3.2 Age distribution

Figure 4.2 below depicts that most of the study participants (33.9%, n = 41) are within the age category 41-50 years, while 22.3% (n=27) are of the age group 61 years and above. Twenty-three participants (19%) fall within the age category 31-40 years, while 15.7% (n = 19) are in the age category 51-60 years. Figure 4.2 also shows that 7.4% (n = 9) of the study participants are within the age category 21-30 years, while only two (1.7%) fall within the age category of less than 21 years.
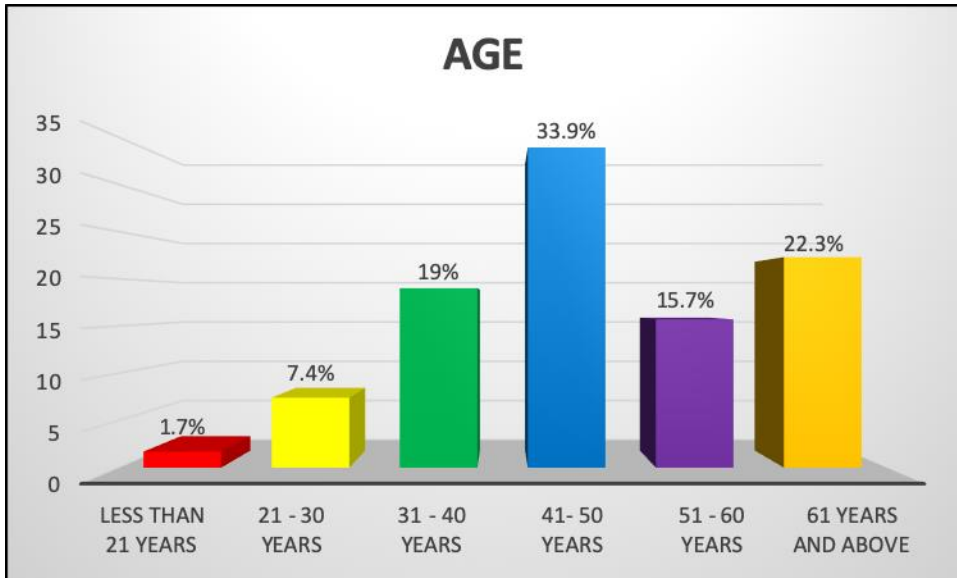
Figure 4.2: Age distribution of participants

4.3.3 Educational qualifications distribution

Information presented below in Figure 4.3 relates to the study participants' educational qualifications.
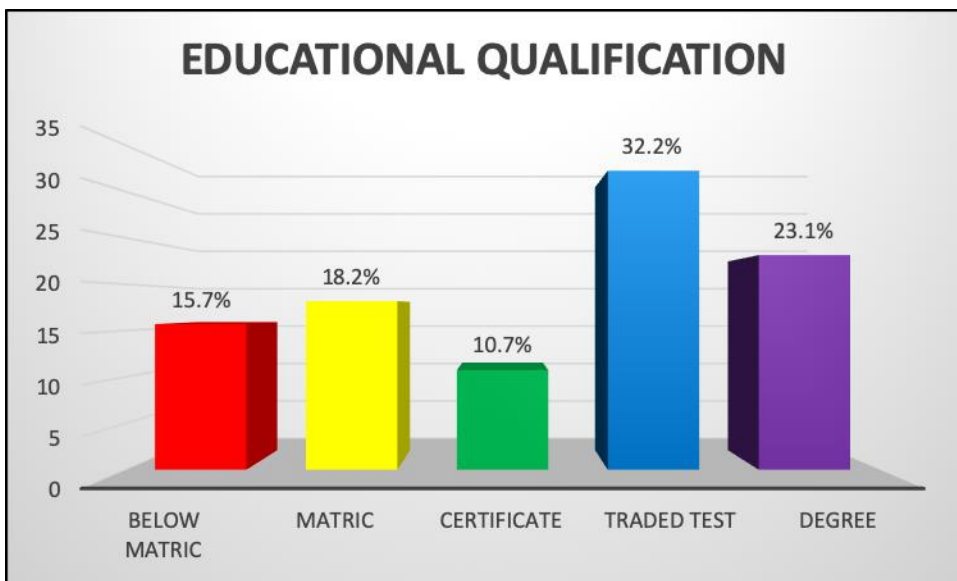
Figure 4. 3: Educational qualifications distribution of participants

From the information presented, most study participants (32.2%, n = 39) have a Trade Test as their highest qualification, while 23.1% (n = 28) have a degree as their highest educational qualification. A further 18.2% (n = 22) have matriculation certificate while, 15.7% (n = 19) have below the matriculation certificate as their

highest qualification. A handful 10.7 (n = 13) reported to have a certificate as their highest qualification.

4.3.4 Duration on the job distribution

Figure 4.4 below classifies the participants by duration on the job in the municipality.
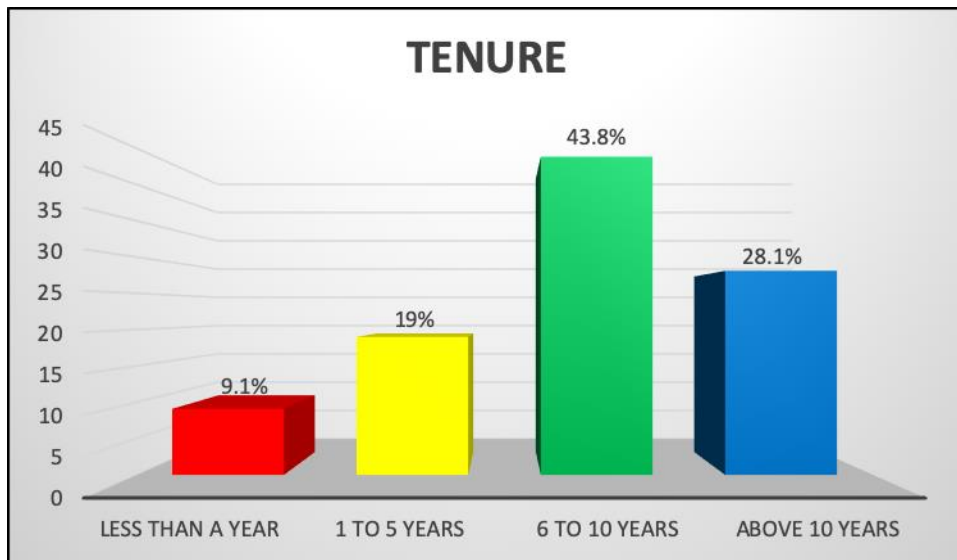
Figure 4.4: Duration on the job distribution of participants

Figure 4.4 shows that the greatest number of study participants have been in the municipality for between 6 to 10 years which represents 43.8% (n = 53) of the total sample. The figure also shows that 28.1% (n = 34) have been in the municipality for 10 years and above, while 19% (n = 23) have been working in the municipality for 1 to 5 years. A handful, 9.1% (n = 11), have been working for less than one year.

4.3.5 Job status distribution

Figure 4.5 below depicts the participant's job status in the municipality
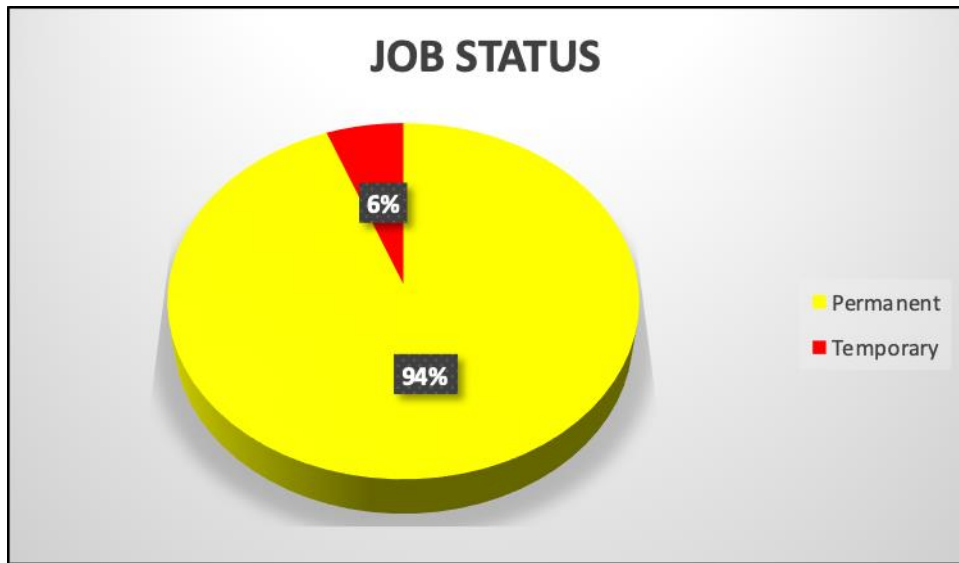
Figure 4.5: Job status distribution of participants

In terms of job status, majority of the participants are employed permanently, which represents 94% (n = 114). The remaining, 6% (n = 7) are temporarily employed at the municipality.

4.4 Descriptive statistics of study variables
Table 4.2: Descriptive statistics of study variables

	N	Minimum	Maximum	Mean	Std. Deviation
Motivation	116	1.33	3.93	2.4095	.60292
Leadership	119	1.00	3.60	2.2538	.65183
Job satisfaction	120	1.20	4.20	2.5817	.61794
Career growth	119	1.00	4.40	2.0387	.93782
Dependability	116	1.00	4.60	2.6345	.79006
Trust	118	1.00	5.00	2.2763	1.01305
Service quality	115	1.24	4.40	2.3096	.79661
Organisational culture	120	1.00	4.80	2.3767	.93743
Physical work environment	121	1.00	4.60	2.3223	.74939
Work group teams	120	1.80	4.60	2.9367	.64612
Recovery	121	1.00	5.00	2.2975	1.15790
Personal attention	121	1.00	4.60	2.1289	.73976
Empathy	120	1.00	4.40	2.1550	.78450
Valid N (listwise)	113				

An analysis of the mean outcomes of the study variables and each respective construct was conducted to establish the level of employee motivation and service quality in the municipality. N represents the observations and the figures vary as there was some missing data on the participant's responses. Table 4.3 displays the descriptive statistics of the mean levels of the study variables (mean=2.4095; SD=0.60292 and service quality (mean=2.3096; SD=0.79661) and their constructs. Employee motivation constructs which are leadership (mean=2.2538; SD=0.65183); job satisfaction (mean=2.5817; SD=0.61794); career growth (mean=2.0387; SD=0.93782); organisational culture (mean=2.3767; SD=0.93743); physical work environment (mean=2.3223; SD=0.74939) and work group teams (mean=2.9367; SD=0.64612). For all employee motivation constructs, instrument statements are rated on a 5-point scale from 1 (Not at all) to 5 (To a very large extent). Employee motivation had a mean of 2.4095 and a standard deviation of 0.60292, suggesting that employees are motivated to a small extent within the municipality. Of the six motivational constructs work group teams had a relatively high mean (mean=2.9367; SD=0.64612) suggesting employees are to some extent motivated with work group teams in the municipality. With regards to the constructs leadership, job satisfaction, career growth, organisational culture and work environment employees perceive that they are to a small extent motivated.

As derived from the findings of the study, service quality constructs are dependability (mean=2.6345; SD=0.79006); trust (mean=2.2763; SD=1.01305); recovery (mean=2.2975; SD=1.15790); personal attention (mean=2.1289; SD=0.73976) and empathy (mean=2.1550; SD=0.78450). As for Service quality, a 5-point scale from 1 (Not at all) to 5 (To a very large extent) was used. Service quality had a mean=2.3096; SD=0.79661, which shows most employees are generally of the opinion that service quality is to a small extent, being delivered in the municipality. Of the service quality constructs, only dependability had a relatively high mean mean=2.6345 and SD=0.79006, which shows employees, to some extent, are dependable when it comes to service delivery in the municipality. With regard to the constructs trust, recovery, personal attention and empathy the results suggest employees perceive that they are to a small extent delivering quality services to customers.

4.5 Hypothesis testing using Spearman's Rho

H1$_0$: There is no significant positive relationship between employee motivation and service quality.

H1$_1$: There is a significant positive relationship between employee motivation and service quality.

Table 4.3: Employee motivation and service quality motivation

			Employee motivation	Service quality
Spearman's rho	Employee motivation	Correlation coefficient	1.000	.860[**]
		Sig. (1-tailed)	.	.000
		N	116	113
	Service quality	Correlation coefficient	.860[**]	1.000
		Sig. (1-tailed)	.000	.
		N	113	115

**. Correlation is significant at the 0.01 level (1-tailed).

Table 4.4 presents the Spearman's rho correlations (r) and significance probabilities for associations of the key study variables. These results support that employee motivation had a significant positive relationship with service quality. Employee motivation had a high significant positive correlation to service quality (r = 0.860; p = <0.0000). Therefore, at a 5% significance level the null hypothesis is rejected in favor of the alternative hypothesis and can be reasonably concluded that employee motivation has a statistically significant positive correlation or effect on service quality.

4.5.1 Correlation between motivation and service quality constructs

Table 4.4: Motivation and service quality constructs correlation

			Employee motivation	Dependability	Trust	Recovery	Personal attention	Empathy
Spearman's rho	Employee motivation	Correlation coefficient	1.000	.839**	.875**	.829**	.601**	.666**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	116	113	116	116	116	116
	Dependability	Correlation coefficient	.839**	1.000	.853**	.844**	.602**	.638**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	113	116	115	116	116	116
	Trust	Correlation coefficient	.875**	.853**	1.000	.917**	.638**	.725**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	116	115	118	118	118	118
	Recovery	Correlation coefficient	.829**	.844**	.917**	1.000	.653**	.734**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	116	116	118	121	121	120
	Personal attention	Correlation coefficient	.601**	.602**	.638**	.653**	1.000	.817**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	116	116	118	121	121	120
	Empathy	Correlation coefficient	.666**	.638**	.725**	.734**	.817**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	116	116	118	120	120	120

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

To determine whether a statistically positive significant correlation exists between motivation and service quality constructs, Spearman's Rho correlation was examined. Table 4.5 presents the Spearman's Rho correlations (r) and significance probabilities for the relation between motivation and service quality constructs. The service quality constructs are dependability, trust, recovery, personal attention and empathy. The study results suggest that employee motivation had a significant positive effect on all service quality constructs. Employee motivation has a high significant positive relationship to dependability as a service quality construct ($r = 0.839$; $p = <0.0000$). A high significant positive correlation was also found between employee motivation and the service quality construct of trust ($r = 0.875$; $p = <0.0000$). Employee motivation also has a high significant positive correlation to recovery ($r = 0.829$; $p = <0.0000$). However, service quality constructs personal attention and empathy have moderate positive significant correlation with service quality. Employee motivation has a moderate positive correlation to personal attention ($r = 0.601$; $p = <0.0000$) and moderate positive correlation to ($r = 0.666$; $p = <0.0000$) empathy.

4.5.2 Correlation between motivation constructs and service quality

Table 4.5: Motivation constructs and service quality correlation

			Service	Leadership	Job satisfaction	Career growth	Organisational culture	Physical work environment	Work group teams
Spearman's rho	Service quality	Correlation coefficient	1.000	.821**	.842**	.833**	.839**	.618**	.479**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.000
		N	115	114	115	114	114	115	115
	Leadership	Correlation coefficient	.821**	1.000	.467**	.691**	.624**	.594**	.222*
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.015
		N	114	119	118	117	118	119	119
	Job satisfaction	Correlation coefficient	.842**	.467**	1.000	.593**	.520**	.580**	.499**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000
		N	115	118	120	118	119	120	119
	Career growth	Correlation coefficient	.833**	.691**	.593**	1.000	.854**	.618**	.503**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000
		N	114	117	118	119	119	119	118
	Organisational Culture	Correlation coefficient	.839**	.624**	.520**	.854**	1.000	.605**	.473**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.000
		N	114	118	119	119	120	120	119
	Physical work environment	Correlation coefficient	.618**	.594**	.580**	.618**	.605**	1.000	.529**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000
		N	115	119	120	119	120	121	120
	Work group teams	Correlation coefficient	.479**	.222*	.499**	.503**	.473**	.529**	1.000
		Sig. (2-tailed)	.000	.015	.000	.000	.000	.000	.
		N	115	119	119	118	119	120	120

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Spearman's Rho was also performed to test the relationship between service quality and employee motivation constructs. Table 4.6 shows the Spearman's Rho correlations (r) and significance probabilities of the relationship between motivation constructs and service quality. The motivation constructs are leadership, job satisfaction, career growth, organisational culture, and physical work environment and work group teams. Organisational culture has a high significant positive relationship to service quality (r = 0.839; p = <0.0000). A high significant positive relationship exists between career growth and service quality (r = 0.833; p = <0.0000). Further, a high positive significant association was found to exist between motivation constructs of leadership and job satisfaction and service quality. Leadership has a high positive significant correlation (r = 0.821; p = <0.0000), while job satisfaction also has a high positive correlation (r = 0.842; p = <0.0000) to service quality. Physical work environment has a moderate positive correlation to service quality (r = 0.618; p = <0.0000) while work group teams has a low positive significant correlation to service quality (r = 0.479; p = <0.0000).

4.6 Hypothesis testing using simple linear regression model

Hypothesis 1: The employee motivation and service quality hypothesis

H1$_0$: There is no significant positive relationship between employee motivation and service quality.

H1$_1$: There is a significant positive relationship between employee motivation and service quality.

Table 4.6: Simple linear regression model fit and summary for employee motivation on service quality

Source	df	Sum of squares	Mean Square	F Value	Pr>F
Regression	1	55.957	55.957	400.043	<0.0001
Residual	111	15.526	0.140		
Total	112	71.483			
Model summary					
Observations		112			
R (Est. Standard Error)		0.885 (0.37400)			
R^2 (Adjusted R^2)		0.783 (0.781)			
F Change (Sig. F Change)		400.043			
Durbin-Watson Test - Test for auto-		2.247			

*Significant fit. Note: Dependent Variable: Service quality;

Predictors: (Constant), Employee motivation

To determine if employee motivation trait exerts a positive influence on Service quality, a simple linear regression model was observed. Employee motivation was modelled as an explanatory variable and this resulted in a significant model (F = 400.043; p = <0.0001). The model fit and model summary statistics are illustrated in Table 4.7. In this model, employee motivation explains a significant amount of the variance in service quality (R^2 = 0.783, R^2 Adjusted = 0.781). The Durbin-Watson d = 2.247, is between the two critical values of 1.5 < d < 2.5 and, therefore, we can assume that there is no first order linear auto-correlation in the linear regression data.

Table 4.8 shows that the unstandardised parameter estimates of the resultant model both the constant term (β_0 = -0.527; t = -3.594; p = <0.0001) and the main effect of employee motivation trait (β_1 = 1.173; t = 20.001; p = <0.0001) are all statistically significant. Since our β_1 coefficient is positive and significant, there is sufficient evidence at 5% level of significance to conclude that employee motivation does exert a positive effect on service quality. Thus, the resultant unstandardized regression equation is:

Service quality = -0.527 + 1.173* Employee motivation + residual ε

Table 4. 7: Parameter estimates for employee motivation on service quality

Parameter	Unstandardised coefficients		Standardised coefficients	t	Sig
	B	Std Error	B		
Constant	-0.527	0.147		-3.594	<0.0001
Employee motivation	1.173	0.059	0.885	20.001	<0.0001

Dependent Variable: Service quality

4.7 Internal consistency

The Cronbach's alpha was applied to test if the questions in the Likert scale survey instrument were reliable and correctly grouped. Cronbach's alpha analysed the participants' conscientiousness and openness, which are unobservable latent variables. Cronbach's alpha further measured if the survey instrument was designed accurately to measure the variable of interest.

Cronbach's alpha scale

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.7 \leq \alpha \geq 0.9$	Good
$0.6 \leq \alpha \geq 0.7$	Acceptable
$0.5 \leq \alpha \geq 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Table 4.8: Reliability analysis

Variable/s	Valid N	Items Used	Cronbach's α
Service quality	115	25	0.952**
▪ Dependability	116	5	0.674**
▪ Trust	118	5	0.869**
▪ Recovery	121	5	0.933**
▪ Personal attention	121	5	0.786**
▪ Empathy	120	5	0.804**
Employee motivation	116	30	0.894**
▪ Leadership	119	5	0.778**
▪ Job satisfaction	120	5	0.687**
▪ Career growth	119	5	0.860**
▪ Organisational culture	120	5	0.740**
▪ Physical work environment	121	5	0.668**
▪ Work group teams	120	5	0.693**

**Significantly acceptable reliability

Table 4.9 presents the internal consistency of each instrument as it relates to the measured study variables. Service quality had a Cronbach alpha coefficient of 0.952 which shows the instrument was a reliable measure of service quality in this study. Employee motivation had a Cronbach alpha coefficient of 0.894 which also showed the instrument was a reliable measure of employee motivation. The Cronbach's coefficients for the study variable dimensions or constructs range from 0.674 to 0.933 which showed that the study variables and their constructs had high reliability coefficients. Therefore, the instrument used to assess the research variables in this study is found to be a reliable instrument.

4.8 Chapter summary

Chapter four analysed and interpreted the information captured from the 121 survey questionnaires. Descriptive and inferential statistics were applied to analyse the obtained information. Descriptive statistics interpreted the demographic and occupational data of the study participants, which was presented in the form of figures, tables, standard deviations and means. In statistically analysing and testing the study hypothesis, Spearman correlation and simple linear regressions were performed with the aid of the SPSS software. The findings from the current study were found to be consistent with findings from other related studies on employee motivation and service quality. Chapter five concludes the study, discussing

conclusions and limitations as well as providing recommendations for managerial practice and future related studies.

.

CHAPTER 5: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study produced a variety of results in relation to the study. The aim of this chapter was to provide a discussion of the study findings emerging from the analysed results focusing on the study objectives. The chapter presents the study's fundamental findings and confirms the study hypothesis towards specific conclusions. Data collected was analysed in relation to the specific study objectives. This chapter further provides a discussion of the study limitations and recommendations that can be implemented for managerial practices and future research is encouraged to be conducted in a related study.

5.2 Findings from the study

5.2.1 Findings from descriptive statistics

The overall low mean score of 2.4095 for employee motivation from Table 4.3 indicates that the participants from the municipality are to a small extent motivated. Leadership, job satisfaction, organisational culture, career growth and development, physical work environment and working groups and teams are the different dimensions that were measured and believed to stimulate employee motivation in this study. Relatively mean scores were recorded on leadership (2.2538); job satisfaction (2.5817); career growth (2.0387); organisational culture (2.3096) and physical work environment (2.3223). These findings indicate that participants from the municipality are less motivated by the leadership within the municipality. The findings show employees are not being involved in decision making and management does not communicate with them. Rewards are not being offered fairly, resulting in employees who are motivated to a small extent within the municipality. A low mean score for job satisfaction (2.5817) shows that employees within the municipality are less intrinsically motivated. Employees' skills are not being effectively utilised and they perceive their skills are being underutilised. They perform repetitive and less challenging work, which increases boredom and they do not have autonomy when performing their work, which further results in demotivating employees.

Opportunities to advance their careers are scarce within the municipality as evidenced by a low mean for career growth and development (2.0387). The lack of opportunities to train and develop employees within the organisation to occupy higher level positions demotivates employees. Employees within the municipality indicate that promotions are difficult to come by and when an opportunity arises the one who gets the position is offered based on other grounds, not merit and performance. This contributes to employees having low levels of motivation within the municipality. Low levels of motivation are also as a result of poor organisational culture and physical work environment. The work environment is not free from hazards, threats and intimidations and this demotivates employees as they are continuously exposed to an unsafe work environment. A mean score of 2.9367 on work group teams indicates that the only dimension that somehow stimulates employee motivation within the municipality is team spirit within the organisation where employees are able to give each other emotional support and cooperate with one another.

Service quality had a mean score of 2.3096, which indicates that the quality of service delivery in the municipality is low. Employees within the municipality are not dependable as evidenced by a low mean for dependability (2.6345), which is one dimension of service quality. The results indicate services are not delivered in time and it takes time for employees to respond to customers, resulting in poor service delivery within the municipality. A mean score of 2.2763 indicates that employees within the municipality cannot be trusted when it comes to service delivery. Unprofessionalism and a lack of demonstrating high quality skills result in customers doubting the service delivery encounter, thus the low level of trust when it comes to service delivery. One other dimension of service quality that had a low mean is recovery factor (2.2975), which further indicates quality service delivery is being offered to a small extent within the municipality.

Employees taking time to react to customer complaints and delaying in offering their services affects the quality of services being rendered to citizens. Personal attention had a mean score of 2.1289, which reveals that employees are not offering personal attention when providing services within the municipality, resulting in poor service delivery. Customers have to be treated with respect and dignity, but a low mean score for empathy (2.1550) reveals that employees within the organisation lack

empathy when they engage with customers during the service delivery process. Failure to show concern for customers and their problems results in customers perceiving the service delivery experience as poor.

5.2.2 Findings from correlational analysis

The correlational analysis illustrates that a significant and positive association exists between employee motivation and service quality (r = 0.860; p = <0.0000). These findings show that when employee motivation increases municipality service quality also increases. Linear regression analysis also approves the positive association between employee motivation and service quality. Employee motivation is found to exert a positive effect on service quality. The more employees get motivated the more they engage in delivering quality services. The findings are consistent with findings from literature. A study by Burke and Fiksenbaum (2016:258) found that the more employees are motivated the more they commit to organisational goals and endeavor to deliver quality services to achieve such goals. Similarly, a study by Wansoo (2015: 154) also approves the positive association between employee motivation and service quality. Wansoo (2015:154) reported that the quality of services rendered by an employee is affected by the level of satisfaction and motivation of the employee. As in the findings a positive association between service quality and employee motivation indicate that high quality services can be rendered when employee motivation is high.

The study found that leadership as a dimension of employee motivation has a significant and positive relationship with service quality (r = 0.821; p = <0.0000). The findings show that when employees are motivated with the leadership within the municipality they engage in delivering quality services. The more employees are involved in decision making and the more management communicates and listens to employees the more they are motivated. When the employer is concerned about the welfare of their employees they get more motivated. The positive association between leadership and service quality shows that for quality service delivery to increase there is need for effective leadership within the municipality. These findings are consistent with various literature findings as studies by Kalim et al. (2014:23); Schlesinger and Zornitsky (2015:145) found when employees perceive they are respected and involved in an organisation they commit to delivering quality services.

The findings show that the more the municipality management treat employees as human beings with respect the more the employees are motivated and engage in delivering quality services.

Employee motivation construct of job satisfaction was also found to influence service quality positively (r = 0.842; p = <0.0000). The findings illustrate that the more workers have job satisfaction the more they are motivated and the more they engage in delivering quality services. Providing employees interesting and challenging work were they utilise a variety of skills increases their level of satisfaction and increases service quality delivery. A study by Kiragu (2015:42) concurs with the findings of the current study as the study results found that job satisfaction levels influence the quality of service delivery in organisations. A service marketing study by Nagar and Rajan (2015:906) also discovered that service quality and job satisfaction are related constructs and job satisfaction predicts service quality. Furthermore, a study from Schmit and Allscheid (2017:524) found that satisfied employees are committed employees who engage in quality and better service delivery. This shows that in the municipality the higher the level of job satisfaction the more employees are inclined at delivering high quality services.

The correlational analysis of the employee motivation construct of career growth and development and service quality predicts that career growth and development predicts service quality. A positive and highly significant relationship was found to exist between career growth and development and service quality (r = 0.833; p = <0.0000). The results show that the greater the employees have career growth and development opportunities within the municipality the higher the level of service quality. The study findings indicate that the more there is a clear path of growth to higher level positions, the more employees are trained and developed to occupy higher level occupations and the more promotions are awarded based on merit, service quality will be enhanced within the municipality. This was supported by several researchers who reported that providing employees with growth and advancement opportunities increase employee motivation and service quality delivery (Yoon et al. 2014: 502; Tabaku & Cerri, 2016:481; and Carman, 2014:27). Findings from the study and literature indicate that promoting the growth and development of employees in an organisation improves satisfaction and motivation which then can predict quality service delivery.

The employee motivation dimension of organisational culture reported to have a highly significant and positive association with service quality (r = 0.839; p = <0.0000). The study findings show that the more an organisation has established beliefs and values which are shared and agreed by all members of the organisation motivation increases. The more employees in the municipality perceive that the organisation as a whole thrives in delivering quality services the more the level of motivation and increased quality service delivery. When employees perceive the organisation is professional and values quality service delivery their motivation increases which can in turn contribute towards the delivery of quality services. These findings were supported by Kiragu (2015:43), who reported that organisational culture predicts employee motivation and the quality of service delivery. In this study it was found that the more employees see a culture where customers are valued and the organisation thrives in continuously improving its services employee motivation increases and quality service delivery is achieved.

A significant positive association was found between physical work environment and service quality (r = 0.618; p = <0.0000). The findings show that when municipal employees are motivated by their physical working environment service quality increases. Physical work environment is found to be a predictor of quality service delivery as having safe working environments increase motivation. The more employees are less exposed to hazardous working environments, free from intimidation and threats as well the more the organisation has set established methods to solve conflicts within the organisation the more the employees are motivated which in turn results in improved service delivery. Studies by Kiragu (2015:43); Silvestro and Cross, (2016:245) and Schneider and Bowen (2015:38) supports the empirical study findings. In the study by Kiragu (2015) that involved employees from funeral homes in Nairobi having a safe working environment was found to stimulate employee motivation and increase the quality of service delivery. Similarly, a study by Schneider and Bowen (2015:38) found that banking employees reported that a positive physical working environment improves motivation and enhances quality service delivery. These findings indicate having a positive working environment motivates employees who in turn commit in delivering quality services.

The employee motivation construct of working groups and teams was reported to have a significant positive association with service quality (r = 0.479; p = <0.0000).

The results show when employees cooperate and work together towards performing their jobs they are more motivated and this increases the level of service delivery. The more the employees support each other and share ideas and opinions when working the more they are satisfied in the workplace and this enhances quality service delivery. The empirical study results are supported by findings from the study by Tabaku and Cerri (2016:482) who found that working in team's results in employees understanding one another and they complement each other's weaknesses, increase motivation and the delivery of services. When employees support one another they are able to cooperate together and drive each other towards improved service delivery. They are able to share information on how they can improve service delivery. Therefore, for quality service delivery to be experienced the study provides evidence that employees must be able to work together in groups and teams.

Correlations were also performed between motivation and service quality constructs that is dependability, trust, recovery factor, personal attention and empathy. Employee motivation had a high significant positive relationship to dependability ($r = 0.839$; $p = <0.0000$). The findings show the greater employees are motivated within the municipality the more they are dependable. With increased employee motivation they are able to deliver services in time, commit to their work and are responsive in carrying their work without lapses in service delivery. The study results also found that a high significant positive association existed between employee motivation and trust ($r = 0.875$; $p = <0.0000$). The findings show that when municipal employees are motivated they are more credible and can be trusted by customers. When they are less motivated employees become unprofessional in their work and fail to keep promises resulting in a lack of trust from customers. When employees are motivated they can ensure quality services are delivered efficiently and effectively resulting in customers trusting them.

Employee motivation was also discovered to have a high significant positive association with the recovery factor ($r = 0.829$; $p = <0.0000$). The findings indicate that the greater employees are motivated the more they are quick to notice service problems and offer solutions. The findings indicate that when employees are motivated they do not want to waste time when it comes to helping customers. Employee motivation had a moderate positive correlation with personal attention ($r =$

0.601; p = <0.0000). The study findings show that when employees are motivated they are able to personalise the service delivery encounter. They listen to customers and are able to identify customers through creating good customer relations. Employee motivation was also discovered to command a positive association with empathy (r = 0.666; p = <0.0000). The findings show that when employees are motivated they are concerned about customer feelings and they are cautious when they talk to customers. They show concern and thrive in going an extra mile when helping employees resulting in improved service delivery.

5.3 Conclusions

The overarching objective of the study was to examine the relationship existing between employee motivation and service quality at the selected municipality with the intention of presenting recommendations on how motivation and service quality can be improved at the selected municipality. In the study it was found that the independent variable which was employee motivation was related or had an effect on service quality. A significant positive association was found to exist between employee motivation and service quality. It can thus be concluded that when employees are motivated they are able to deliver quality services and it is important for administrators of organisations to make sure employees are continuously motivated to ensure service quality. The more employees are motivated at the municipality the more they will engage in delivering quality services.

The study also examined the level of employee motivation at the municipality. Leadership or management, job satisfaction, organisational culture, career growth and development, physical work environment and working groups and teams were identified as factors that stimulate employee motivation. They were identified as employee motivation dimensions in this study. The mean scores for these dimensions were relatively low thus concluding that employee motivation among employees at the municipality is low. Employees at the municipality are less motivated with the leadership or management at the municipality, satisfaction with their job, lack of career and advancement opportunities, organisational culture and the physical work environment. Team work was seen to be high within the organisation as a moderate mean was found for motivation with working group and

teams. As service quality also recorded a low mean score it can be concluded that the low levels of employee satisfaction contribute to low service quality.

From the study findings it is concluded that all the employee motivation dimensions have an influence on service quality. However, some were found to be more important and have a bigger impact than others. It is thus important for the selected organisation to recognise the most critical factors that affect employee motivation and make an effort to address them in order to enhance effectiveness and service quality. Employees are important organisational assets and for an organisation that intends to meet its goals it is important to keep these valuable assets motivated. Increased motivation improves retention of valuable staff, efficiency and effectiveness resulting in quality services. Therefore, it is important for the municipality to engage in initiatives that enhance the lives of employees so that their increased motivation can lead to success in performance and service delivery. As leadership, career growth and development, job satisfaction and organisational culture recorded higher positive correlations with service quality it is important for the municipality to engage in initiatives that reinforce such elements. The more these dimensions are reinforced the more employees are motivated leading to an increase in quality service delivery.

5.4 Recommendations and managerial Implications

The study findings have confirmed the association between employee motivation and service quality. Employee motivation was found to predict service quality thus it is the responsibility of the municipality management to ensure that there is increased employee motivation among employees in the municipality. The study suggests an alternative managerial approach to employee engagement in order to enhance employee motivation within the municipality. Descriptive statistics provides evidence that employees within the municipality are to a small extent motivated by the leadership within the municipality. The leadership style being used in the municipality needs to change. A leadership style has to be adopted which enhance employee motivation within the municipality. A transformational leadership style needs to be adopted within the institution. A transformational leader empowers and involves employees and this can foster increased employee motivation and in turn increase service quality. Managers within the municipality have a duty to undergo leadership

development courses and workshops which focus on developing them so that they become transformational leaders who engage employees when making decisions as this will have a positive impact on employee motivation and service quality.

Another way to assist the municipality foster the continued existence of a working environment which stimulates employee motivation is through improving intrinsic job satisfaction. Job rotations and job enlargements are recommended initiatives that can be used within the municipality to reduce the problem of employees perceiving that they are performing repetitive and boring work. By increasing employee's roles, and adding challenging tasks to their routine helps employee's performance and increases their motivation. The job becomes less stressful and employees are required to apply a variety of skills when performing their work. Intrinsic satisfaction can also be enhanced through giving employees the autonomy to decide how to perform their work. Employees who have control over their work and are accountable for work results are motivated and they thrive on delivering high quality services.

Providing career growth and development opportunities within the municipality can be another way of enhancing employee motivation and service quality. Succession planning can be one initiative in which employees within the organisation are prepared to occupy higher level positions. Employees need to continuously undergo trainings so that they can improve. The municipal management can provide coaching and mentoring to recognise, arrange and improve municipal personnel to occupy higher level occupations in the municipality. Promotions within the municipality must be based on merit and performance. Rewarding employees fairly results in employees within the municipality striving to perform well as they are aware that their performances will be rewarded. The more they perceive equity in promotions they strive to do well as they are aware that performance is being monitored and they can be promoted. When they are aware promotions are hard to come by and there is no equity in rewarding high performing employees they will not exert extra effort, which impacts negatively on motivation and service quality.

Employee wellbeing or wellness initiatives can be initiated within the organisation to improve employee motivation. Initiatives such as teambuilding, time offs and flexible working hours can be initiated within the organisation to enhance employee wellness and wellbeing and stimulate employee motivation. With team building exercises team

work among employees is created. Supportive relationships are created and employees are able to help each other. Allowing employees time off to attend to family responsibilities and other issues could potentially enhance employee motivation. Having flexible working hours also allows employees to arrange how and when to perform their work. Ensuring that employee's workplaces are free from hazards is also key in stimulating motivation. Having such initiatives within an organisation result in employees feeling appreciated within an organisation. The more the employees feel the organisation supports them the more they get motivated which stimulates their commitment to deliver quality services.

5.5 Limitations

According to Spector (2012:78) study limitations are characteristics of a research methodology or design that affect interpretation of research findings. These are constraints on how results are applied in practice and the generalisability of study findings (Spector, 2012:78). The current study had several limitations. From a methodological perspective the data of the current study was collected based on perceived, self-judgment, and multiple choice questions. Only one instrument was used to collect research data. The approach was adequate in enabling the researcher to collect a large amount of research data within a short period of time but presented weaknesses. The participants were simply requested to specify the extent to which they agree with statements provided without substantiating on their responses.

The participants, thus, only responded by stating their perception of the extent to which they agreed with the statement provided. The study was quantitative in nature hence the selected questionnaire instrument which limited the participants to respond only to the provided questions. No probing was done and this impacts on the quality of information obtained and conclusion to be made. The other limitation of the current study was that the research was done using participants from one municipality within the Western Cape. As much as the study concentrated on all the employees at the selected municipality in the Western Cape it is difficult to generalise the study results across municipal employees in other municipalities. Only one municipality was used in this study and the results can be generalised across

employees within this municipality. The results are only applicable to this municipality as generalisation is only limited to the employees at the selected municipality.

5.6 Recommendations for future research

As indicated in the study limitations section, the study was conducted only at one selected municipality thus limiting the generalisations of the study results to that municipality. It is important that future research collect data from employees in other municipalities in the province and from other provinces and allow the study results to be generalised across all municipal employees. Replicating this study using multiple municipalities will address the generalisation of study results.

Furthermore, research focusing on the expectations of customers from municipalities will provide valuable information, helping to level customers' expectations regarding the quality of service rendered. Another limitation identified was that data was collected only using one research instrument that only allowed participants to respond to provided answers. In future this research can be replicated and the researcher can use a variety of instruments to gather data. An interview schedule can be incorporated and allow participants to substantiate on provided answers. The researcher will probe further and enhance the quality of information obtained and the conclusions as well recommendations to be made. Using multiple data collection tools enables findings to be validated.

5.7 Conclusion

The discussion and interpretation of the research findings were provided in this chapter. The findings were conversed and interpreted in alignment to the research hypotheses and the study objectives the study aimed to achieve. The study findings were compared to existing literature provided in the second chapter. The chapter also discussed the conclusions that were drawn from the study findings. Recommendations for managerial practice and implications as well as recommendation for future research to address the limitations identified in this study were discussed in this chapter.

References

Abbas, W. & Asgar, I. 2016. The role of leadership in organisational change: relating the successful organisational change to visionary and innovative leadership. Master's Thesis. University of Gavle.

Abdullah, R. 2014. The study of employees' satisfaction and its effects towards loyalty in hotel industry. *International Journal of Business and Social Science.* 2(3):147-155.

Abrey, M. & Smallwood, J.J. 2014. The effects of unsatisfactory working conditions on productivity in the construction industry. Selected papers fromCreative Construction Conference 2014, Procedia Engineering 2014. 85(3):3-9.

Alexander, P. 2015. Rebellion of the poor: South Africa's service delivery protests - a preliminary analysis. *Review of African Political Economy.* 37:25-40.

Ali, A., Sidow, M. & Guleid, H. 2013. Leadership styles and job satisfaction: empirical evidence from Mogadishu universities. *European Journal of Management Science and Economics.* 1(1):1-10.

Amin, M., Shah, S. & Tatlah, I. 2014. Impact of principal directors' leadership style on job satisfaction of the faculty members: perceptions of the faculty members in a public University of Punjab, Pakistan. *Journal of Research and Reflections in Education.* 7(2):97-112.

Aquino, K. & Thau, S. 2014. Workplace victimization: aggression from the target's perspective. *Annual Review of Psychology.* 60:717-741.

Ariani, D.W. 2015. Employee satisfaction and service quality: is there relations? *International Journal of Business Research and Management* .6(3):33-44.

Armstrong, M. 2012. *A handbook of human resource management practice.* 12th ed. Ashford: Colour Press, UK.

Awan, H., Bukhari, K. & Iqbal, A. 2015. Service quality and customer satisfaction in the banking sector. *Journal of Islamic Marketing.* 2:203-224.

Babakus, E. Yavas, U., Karatepe, O.M. & Avci, T. 2018. The effect of management commitment to service quality on employees, effective and performance outcomes. *Journal of the Academy of Marketing Science.* 31(3):272-286.

Babbie, E.R. 2013. *The practice of social research.* Belmont, CA: Wadsworth.

Balachandran, S. 2004. *Customer-driven services management.* 2nd ed. London: Sage Publications.

Berndt, A. & Petzer, D. 2011. *Marketing research.* Cape Town: Pearson.

Bradley, N. 2013. *Marketing research tools and techniques* 3rd ed. Oxford: Oxford University Press.

Bryman, A. & Bell, E. 2011 *Business research methods.* 3rd ed. New York: Oxford University Press.

Burke, R.J, Koyuncu, M., Jing, W. & Fiksenbaum, L. 2015. Work engagement among hotel managers in Beijing, China: potential antecedents and consequences. *Tourism Review*. 64(3):4-18.

Burke, R.J. & Fiksenbaum L. 2016. Work motivations, work outcomes, and health: passion versus addiction. *Journal of Business Ethics*. 84:257-263.

Burns, A.C. & Bush, R.F. 2014. *Marketing research*. 7th ed. Harlow, England: Pearson Education.

Cant, M. 2011. *Marketing research*. Claremont: New Africa Education.

Carman, J.M. 2014. Consumer perceptions of service quality: an assessment of the SERVQUAL dimensions. *Journal of Retailing*. 66(2):27-45.

Chang, A. 2017. The effect of training on employee performance. *European Journal of Business and Management*. 5(4):137-144.

Chidambaram, V. & Ramachandran, A. 2016. A review of customer satisfaction towards service quality of banking sector. *Social and Management Sciences*. 2(2):71-79.

Collins, H. 2011. *Creative research: the theory and practice of research for the creative industries*. Switzerland: AVA Publications.

Cooper, D. & Schindler, P. 2013. *Business research methods*. 12th ed: New York, NY: McGraw-Hill-Irwin.

Creswell, J. 2012. *Educational research: planning, conducting, and evaluating quantitative and qualitative research*. Upper Saddle River NJ: Prentice Hall.

Cropanzano, R. & Mitchell, M.S. 2015. Social exchange theory: an interdisciplinary review. *Journal of Management*. 31(6):874-900.

Cropanzano, R. & Rupp, D. E. 2018. Social exchange theory and organizational justice: Job performance, citizenship behaviors, multiple foci, and a historical integration of two literatures. In Gilliland, S.W., Skarlicki, D.P. & D. D. Steiner, D.D. (eds). *Research in social issues in management: Justice, morality, and social responsibility*. Greenwich CT: Information Age Publishing. 63-99.

Deng, Z., Lu, Y, Wei, K.K., Zhang, J. 2017. Understanding customer satisfaction and loyalty: An empirical study of mobile instant messages in China. *International Journal of Information Management*. 30:289–300.

Dessler, G. 2016. *A framework for human resource management*. 4th ed. New Jersey: Pearson Education Inc.

Dobre, O. 2013. Employee motivation and organizational performance. *Review of Applied Socio-Economic Research*. 5(3):53-60.

Ednie, A. & Stibor, M. 2017. Influence and interpretation of intrinsic and extrinsic exercise motives. *Journal of Human Sport and Exercise*. 12(2):414-425.

El Saghie, N.M. *2015.* Managing service quality: dimensions of service quality: a study in Egypt. *International Journal of African and Asian Studies.* 9:56-63*.*

Eskildsen, J.K. & Dahlgaard, J.J. 2016. A causal model for employee satisfaction. *Total Quality Management*, 11(8):1081–1094.

Evans, J.R. & Dean, J.W. 2013. *Total quality: management, organization and strategy.* 3rd ed. Ohio: South-Western.

Evans, J.R. & Lindsay, W.M. 2015. *The management and control of quality.* 6th ed. Ohio: South-Western College.

Flick, U. 2009. *Introduction to qualitative research.* 4th ed. Thousand Oaks, CA: Sage.

Fogli, L. 2015. *Customer service delivery: research and best practices.* San Francisco: Jossey-Bass.

Freidman, R. 2014. *The best place to work: the art and science of creating an extraordinary workplace.* New York, NY: TarcherPerigee.

Ganta, V.C. 2014. Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology, Management and Applied Sciences* .2(6):221-230.

Gray, D.E. 2014. *Theoretical perspectives and research methodologies: doing research in the real world.* London: Sage.

Greenberg, A. 2009. *Behaviour in organizations.* 9th ed. New Jersey, NJ: Pearson Education Inc.

Grounroos, C. 2011. *Service management and marketing, managing the moments of truth in service competition.* New York: Lexington Books.

Gupta, M. & Gupta, D. 2011. *Research methodology.* New Delhi: PHI Learning Private Limited.

Hackman, J.R. & Oldham, G.R. 1980. *Work design: reading.* Massachusetts: Addison-Wesley.

Hair, J.F.J., Lukas, B.A. & Miller, K.E. 2012. *Marketing research.* 2nd ed. Oxford University Press.

Hassard, J. Teoh, K. & Cox, T. 2014. Job satisfaction: theories and definitions, osh wiki networking knowledge.

https://oshwiki.eu/wiki/Job_satisfaction:_theories_and_definitions#Theories_of_job_s atisfaction [17 April 2018).

Herzberg, F. 1959. *The motivation to work.* 2nd ed. New York: John Wiley & Sons.

Jerry, J. 2014. Why customer retention is king: the evolution of retention marketing. http://www.forbes.com/sites/jerryjao/2014/11/19/why-customer-retention-is-king-theevolution-of-retention-marketing-part-1/   [15 September 2019]

Johnshrud, L.K. & Rosser, V.J. 2015. Faculty members' morale and their intention to leave: *multilevel explanation. Journal of Higher Education.* 73(4):518-542.

Johnson, P. & Gill, J. 2010 *Research methods for managers.* 5th ed. London: Sage Publications.

Judge, T.A., Thoresen, C.J., Bono, J.E. & Patton, G.K. 2017. The job satisfaction-job performance relationship: a qualitative and quantitative review. *Psychological Bulletin.* 127(3):376-407.

Khalid, K., Salim, H. & Loke, S.P. 2014. The key components of job satisfaction in Malaysia water utility industry. *Journal of Social Sciences.* 7:550–556.

Kalim, U.K., Syed, U.F. & Muhammad, I.U. 2014. Relationship between rewards and employee motivation in commercial banks of Pakistan. *Research Journal of International Studies.* 14(37):23.

Kantor, R.L. 2016. Pay satisfaction, organisational commitment, voluntary turnover intention, and attitudes to money in a South African context (Doctoral dissertation). A research project submitted in partial fulfilment of the requirements for the degree of Masters (Organistional Psychology) in the Faculty of Humanities, University of the Witwatersrand, Johannesburg, 22 March 2013.

Kheng, L., Mahamad, O. Ramayan, T. & Mosahab, R. 2014. The impact of service quality on customer satisfaction. A study of banks in Penang, Malaysia. *International Journal of Marketing Studies*, 2(2):19-20.

Khodov, L. 2015. The structure of small susiness and distinctive features of Its motivation: problem of economic transition. *Journal of Applied Psychology,* 45 (11):84-90.

Kiragu, F.K. 2015. Relationship between employee satisfaction and service quality: a survey of funeral homes in Nairobi City County. Unpublished Degree of Master of Business Administration, School of Business, University of Nairobi.

Kotler, P. & Armstrong, G. 2011. *Marketing: an introduction.* 10th ed. Boston: Pearson.

Jegan, P. & Gnanadhas, M.E. 2017. Job satisfaction of bank employees working with e-channels, *Asian Journal of Business and Economics.* 1(1.1):1-8.

Lau, M, Cheung, R, Lam, A. & Chu, Y. 2015, Measuring service quality in the banking industry: a Hong Kong based study. *Contemporary Management Research.* 9(3):263-283.

Leedy, P.D. & Ormrod, J. E. 2010. *Practical research: planning and design.* 9th ed. NYC: Merril.

Lewis, D. 2014. Bullying at work: The impact of shame among university and college lecturers. *British Journal of Guidance and Counselling.* 32:281-299.

Lin, J.S.C. & Wu, C.Y. 2011. The role of expected future use in relationship-based service retention. *Managing Service Quality.* 21(5):535-551.

Loganathan, R. 2016. The influence of leadership styles on job satisfaction at a cellulose pulp mill in Kwazulu-Natal: a case study. Dissertation submitted in fulfilment of the requirements for the degree of Masters in Technology Business Administration in the Faculty of Management Sciences at the Durban University of Technology.

Long, C., Yusuf, M., Kowang, T. & Heng, L. 2014. The impact of transformational leadership style on job satisfaction. *World Applied Science Journal.* 29(1): 117-124.

Loveman, G.W. 2017. Employee satisfaction, customer loyalty, and financial performance: an empirical examination of the service profit chain in retail banking. *Journal of Service Research.* 1(1):18-31.

Luddy, N. 2015. Job satisfaction among employees at a public health institution in the Western Cape. Cape Town, South Africa. Mini-thesis submitted in partial fulfilment of the requirements for the degree of Magister Commercii in the Department of Industrial Psychology, Faculty of Economic and Management Sciences, University of the Western Cape.

Lussier, A. 2013. Effective leadership. 5th ed. India: South Western Cengage Learning.

Maholtra, K. 2012. *Basic marketing research.* 4th ed. Hagerstown: Prentice Hall.

Malhotra, N. & Mukherjee, A. 2014. The relative influence of organizational commitment and job satisfaction on service quality of customers' contact employees in banking call centers. *International Journal of Service Industry Management.* 17(5):444-473.

Malik, S. 2016. Relationship between leader behaviour and employees job satisfaction: a path-goal approach. *Pakistan Journal of Commerce and Social Science.* 7(1):209-222.

Malik, M.E., Nawab, S., Naeem, B. & Danish, R.Q. 2014. Job satisfaction and organizational commitment of university teachers in public sector of Pakistan. *International Journal of Business and Management*, 5(6):17-26.

Matzler, K., Fuchs, M. & Schubert, A.K. 2015. Employee satisfaction: does Kano's model apply? *TQM and Business Excellence.* 15(9-10):1179-1198.

May, T. 2011. *Social research: issues, methods and research.* New York, NY: McGraw-Hill International.

McLeod, S. 2014. *Qualitative researching.* 2nd ed. London: Sage Publications.

McNabb, D.E. 2011. Research methods in public administration and non-profit management: quantitative and qualitative approaches. 2nd ed. Armonk, NY: Routledge.

Michel. R. & Nicholas, J. 2017. Management commitment to service quality and service recovery performance. *International Journal of Pharmaceutical and Health Marketing.* 4(1):84-103.

Mohammad, S.A. & Alhamadani, M.Y. 2016. Service quality perspectives and customer satisfaction in commercial banks working in Jordan. *Middle Eastern Finance and Economics.* 14(1):60-72.

Mosahab, R., Mahamad, O. & Ramayait, T. 2013. Service quality, customer satisfaction and loyalty: a test of mediation. *International Business Research.* 3(4):72-80.

Municipaliq, 2017. 2017 service delivery protests in a high range, but downward trend from May peak - for immediate release. [15 October 2018].

Nagar, V. & Rajan, M.V. 2015. Measuring customer relationships: The case of the retail banking industry. *Management Science.* 51(6):904-920.

Nawab, S., Bhatti, K.K. & Shafi, K. 2016. Effect of motivation on employees' performance. *Interdisciplinary Journal of Contemporary Research in Business.* 3:1209-1216.

Neuman, W.L. 2014. *Social research methods: qualitative and quantitative approaches*, 7th new international edition. Harlow: Pearson Education.

Noe, R., Hollenbeck, J.R, Gerhart, B. & Wright, P.M. 2010. *Human resource management: gaining a competitive advantage.* 7th ed. New York: McGraw-Hill.

Nujjoo, A. & Meyer, I. 2012. The relative importance of different types of rewards for employees' motivation and commitment in South Africa. *SA Journal of Human Resource Management.* 10:1-10.

Oh, J. & Yoon, B.K. 2015. A study on the nurses' job satisfaction and its effect on their service quality, patients' satisfaction and their intention to revisit. *Study of Tourism and Leisure.* 23(3):147-161.

Oliver, R.L. 2016. A conceptual model of service quality and service satisfaction: compatible goals, different concepts", In Swartz, A.T., Bowen, D.E. & Brown, S.W. (eds). A*dvances in services marketing management.* Greenwich, CT: Jai Press. 65-85.

Otemba, J.A. 2012. Service quality dimensions and customer satisfaction in Kenya telecommunication industry: a case study of Nokia Siemens networks. School of Business. University of Nairobi. A Research Project Submitted in Partial Fulfilment for the Requirement of the Award of Degree of Master of Business Administration (MBA), University of Nairobi.

Palmer, A. 2011. *Principles of services marketing.* Berkshire: McGraw-Hill.

Phillips, J.M. & Gully, S.M. 2012. *Strategic staffing.* 2nd ed. Upper Saddle River, NJ: Pearson Prentice.

Pink, D.H., 2011. Drive: *The surprising truth about what motivates us.* New York: Penguin.

Pretorius, D. & Schurink, W. 2017. Enhancing service delivery in local government: the case of a District Municipality. *SA Journal of Human Resource Management.* 5(3):19-29.

Quinlan, C. 2011. *Business research methods*. Hampshire: Cengage Learning.

Reichheld, F.F. & Sasser, W.E. 2018. Zero defections: quality comes to services. *Harvard Business Review*. 68(5):105-111.

Renard, M., 2015. An international study on the influence of intrinsic rewards on the intrinsic motivation, work engagement and retention of employees in non- profit organisations, Unpublished doctoral dissertation, Nelson Mandela Metropolitan University, Port Elizabeth.

Ridley, D. 2012. *The literature review: a step-by-step guide for students*. 2nd ed. London: Sage.

Robertson, I. & Cooper, C. 2011. Well-being, productivity and happiness at work. Basingstoke: Palgrave Macmillan.

Robbins, S.P. 2011. *Organizational behaviour*. 11th ed. Upper Saddle River, NJ: Pearson/Prentice Hall.

Robbins, S.P. & Judge, T.A., 2011. *Organizational behaviour*, 14th ed. Pearson: Hoboken, NJ.

Saghier, N. & Nathan, D. 2016. Service quality dimensions and customer's satisfactions of banks in Egypt. 20th International Business Research Conference. 4-5 April 2013, Dubai, UAE.

Samuel, M. O. & Chipunza, C. 2015. Attrition and retention of senior academics at institution of higher learning in South Africa: the strategies, complexities and realities. *Journal of Social Science*. 35(2):97-109.

Sandhya, K and Kumar, D.P. 2014. Employee retention by motivation. *Indian Journal of Science and Technology*. 4(12):1778-1782.

Saunders, M.N., Lewis, P. & Thornhill, A. 2009. *Research methods for business students*. 5th ed. London: Pitman Pearson Education Ltd.

Schlesinger, L.A. & Zornitsky, J. 2015. Job satisfaction, service capability, and customer satisfaction: an examination of linkage and management Implications. *Human Resource Planning*. 14 (2):141-149.

Schmit, M. & Allscheid, S.P. 2017. Employee attitudes and customer satisfaction: making theoretical and empirical connection', *Personnel Psychology*. 48(3):521-536.

Schneider, B. & Bowen, D.E. 2015. Employee and customer perception of service in banks: Replication and Extension. *Journal of Applied Psychology*. 11:34–41.

Schyns, B. & Schilling, J. 2014. How bad are the effects of bad leaders? A meta-analysis of distributive leadership and its outcomes. *Leadership Quarterly*. 24:138-158.

Shaidi, E.W. 2018. Investigation into causes of service delivery protests in municipalities: a case study of Nelson Mandela Bay Municipality. Ph D Thesis. Nelson Mandela Metropolitan University.

Sharma, E. & Mani, M. 2014. A comparative analysis of employee satisfaction in Indian commercial banks. *The IUP Journal of Organizational Behaviour*. 11(4):38-61.

Sher, K., Bakhitiar, K., Muhammad, B.K. & Ali, B. 2015. Motivation and its impact on job performance. *Delhi Business Review*. 11(1):43-56.

Silvestro, R. & Cross, S. 2016. Applying the service profit chain in a retail environment: challenging the satisfaction mirror. *International Journal of Service Industry Management*. 11(3):244-268.

Simon, M.K. 2015. Dissertation and scholarly research: recipes for success. Seattle, WA: Dissertation Success LLC.

Singh, J. & Sirdeshmukh, D. 2017. Agency and trust mechanism in customer satisfaction and loyalty judgements. *Journal of Academy Marketing Science.* 28(1):150-167.

Snelgar, R., Shelton, S.A. & Giesser, A. 2017. 'A comparison of South African and German extrinsic and intrinsic motivation. *South African Journal of Economic and Management Sciences*. 20(1):28-41.

Spector, P.E. 2012. Summated rating scale construction: an introduction. Newbury Park: Sage University Press. 41-78.

Srinivasan, R. 2012. *Services marketing: The Indian context*. 3rd ed. PHI Learning Pvt Ltd.

Statistics South Africa. 2017. The state of basic service delivery in South Africa: in-depth analysis of the Community Survey 2016 data. Report No. 03-01-22-2016. Pretoria. http://www.statssa.gov.za/publications/Report%2003-01-22/Report%2003-01-222016.pdf [15 September 2019]

Stovel, M. & Bontis, N. 2014 Voluntary turnover. *Journal of Intellectual Capacity*. 3: 303-322.

Tabaku, E. & Cerri, S. 2016. An assessment of service quality and customer satisfaction. Tourism & Hospitality Industry 2016, Congress Proceedings, 480-489.

Tan, T.K & Waheed, A. 2016. Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: the mediating effect of love of money. *Asian Academy of Management Journal*. 16(1):73-94.

Tepper, B.J., Carr, J.C., Breaux, D.M., Geider, S., Hu, C. & Hua, W. 2015. Abusive supervision, intentions to quit, and employees' workplace deviance: a power/dependence analysis. *Organizational Behaviour and Human Decision Processes*. 109:156-167.

Thomas, K. 2019. The four intrinsic rewards that drive employee engagement. *Ivey Business Journal.* 113(10):462-473.

Touré-Tillery, M. & Fishbach, A. 2014. How to measure motivation: a guide for the experimental social psychologist. *Social and Personality Psychology Compass*. 8(7):328-341.

Twala, C. 2014. The causes and socio-political impact of the service delivery protests to the South African citizenry: a real public discourse. *Journal of Social Science*, 39:159-167.

Vieira, A.L. 2016. Relationship quality: a literature review and research agenda. *Journal of Customer Behaviour.* 7(4):269-291.

Wansoo, K. 2015. Customers' responses to customer orientation of service employees in full-service restaurants: *a relational benefits perspective. Journal of Quality Assurance in Hospitality & Tourism.*10(3):153-157.

Wiid, J. & Diggines, C. 2009. *Marketing research.* 2nd ed. Cape Town: Juta.

Xu, N. & Goedegebuure, R. 2014. Employee satisfaction and customer satisfaction: testing the service profit chain in a Chinese services firm. *Innovative Marketing*, 1(2):49-59.

Yee, R.W.Y., Yeung., A.C.L. & Cheng. T.C.E. 2010. An empirical study of employee loyalty, service quality and firm performance in the service industry. *International Journal of Production Economics.* 124(1):109-120.

Yee, R.W.Y, Yeung., A.C.L. & Cheng, T.C.E. 2010. The impact of employee satisfaction on quality and profitability in high-contact service industries. *Journal of Operations Management.* 56(8):651-668.

Yoon, M.H., Beatty, S.E. & Suh, J. 2014. The effect of work climate on critical employee and customer outcomes. *International Journal of Service Industry Management*, 12(5):500-521.

Yoon, M.H. & Suh, J. 2012. Organizational citizenship behaviors and Service quality as external effectiveness. *Journal of Business Research.* 56(8):597-611.

Zeithaml, V.A. & Bitner, M.J. 2013. Services marketing integrating customer focus across the firm.3rd Edition, New York, NY: McGraw Hill/Irwin.

Zeithmal, V.A Bitner, M.J. & Grander, D.D. 2016. Service management, integrating customer focus across the firm. Boston, MA: McGraw Hill/Irwin.

Appendices

Appendix A: Research instrument

Section A (Demographic and Occupational information)

Please mark with an (X) where appropriate

1. Gender

Male	Female

2. Age

Less than 21years	21-30 years	31-40 years	41-50 years	51-60years	61years and above

3. Educational Qualifications

Below Matric	Matric	Certificate	Trade Test	Degree

4. Duration on the job

Less than a year	1 to 5 years	6 to 10 years	Above 10 years

5. What is your job status.

Permanent	Temporary

Section B: Employee Motivation

Please indicate in the table below the degree to which each of the employee motivation clearly describes you.

Mark (**X**) as appropriate where:

(1) Not at all (2) To a small extent (3) To some extent (4) To a large extent (5) To a very large extent.

STATEMENT	Not at all	To a small extent	To some extent	To a large extent	To a very large extent
LEADERSHIP/ MANAGMENT					
1. Management involve employees when making decisions.	1	2	3	4	5
2. Management effectively communicates to employees.	1	2	3	4	5
3. Management is open, accessible and listens to employees problems and offers solutions which are satisfactory.	1	2	3	4	5
4. Management considers employees' performance and qualifications when making rewards.	1	2	3	4	5
5. Management observes working hours and allows employees enough time to relax by offering wellness facilities	1	2	3	4	5
JOB SATISFACTION					
1. My skills are effectively applied in the job which I undertake.	1	2	3	4	5
2. I make decisions on my work area with minimal guidance from the managers.	1	2	3	4	5
3. The job I perform is repetitive and routine requiring little creativity	1	2	3	4	5
4. I am committed to my job because it's interesting and challenging	1	2	3	4	5
5. I interact with different customers or external persons which make my job less stressful.	1	2	3	4	5

STATEMENT	Not at all	To a small extent	To some extent	To a large extent	To a very large extent
CAREER GROWTH AND DEVELOPMENT					
1. There is a clear path of growth to various positions in my career	1	2	3	4	5
2. Individual training is continuously offered by the organization	1	2	3	4	5
3. Promotions are awarded on merit, skills and performance	1	2	3	4	5
4. Management is keen on my career growth and development	1	2	3	4	5
5. I shall be on the same position doing similar task in the next five years	1	2	3	4	5
ORGANISATION CULTURE					
1. The organization has a culture of quality in service delivery	1	2	3	4	5
2. The organization always considers customers when making decisions.	1	2	3	4	5
3. The organization emphasizes on continuous improvement of its activities	1	2	3	4	5
4. The culture of quality in all the organization activities	1	2	3	4	5
5. There is high exercise of authority by the managers and employees are expected to take instructions	1	2	3	4	5
PHYSICAL WORK ENVIORNMENT					
1. The work environment is free from hazards that may cause injury	1	2	3	4	5
2. There is enough air ventilation and circulation at the work place	1	2	3	4	5
3. Adequate protective work clothing are provided by the organization and are timely replaced when worn out.	1	2	3	4	5
4. The work environment is free from threats and intimidation and employees are held with high esteem by the management	1	2	3	4	5
5. There are established methods of solving conflicts at the work place	1	2	3	4	5
WORKING GROUPS AND TEAMS					
1. There is team working spirit in the organization	1	2	3	4	5
2. Workmates readily give support to one another	1	2	3	4	5
3. There is sharing of information across the organization	1	2	3	4	5
4. Members of the team give emotional support to each other	1	2	3	4	5

STATEMENT	Not at all	To a small extent	To some extent	To a large extent	To a very large extent
5. Employee work together with their focus to customers	1	2	3	4	5

SECTION C: QUALITY OF SERVICE

Please indicate in the table below the degree to which each of service quality measurement criteria clearly describes your service delivery with the organization.

Mark (**X**) as appropriate where:

(1) Not at all (2) To a small extent (3) To some extent (4) To a large extent (5) To a very large extent.

STATEMENT	Not at all	To a small extent	To some extent	To a large extent	To a very large extent
DEPENDABILITY					
1. Employees timely deliver the services by being prompt in carrying out their activities	1	2	3	4	5
2. There is team working by the employees and no unstable service delays	1	2	3	4	5
3. Employees demonstrate a high degree of responsiveness in carrying out their activities.	1	2	3	4	5
4. Employees demonstrate a high degree of commitment in their work	1	2	3	4	5
5. Employees carryout their work diligently, effectively and efficiently.	1	2	3	4	5
TRUST					
1. Employees have credibility and worthy being trusted.	1	2	3	4	5

STATEMENT	Not at all	To a small extent	To some extent	To a large extent	To a very large extent
2. Employees demonstrate a high level of skills and professionalism at their work and can be trusted	1	2	3	4	5
3. Employees keep their promises and can be trusted.	1	2	3	4	5
4. Employees are honest to the clients and can be trusted	1	2	3	4	5
5. Employees accurately described the service process to the employee on enquiry.	1	2	3	4	5
RECOVERY FACTOR					
1. Employees are quick to note a service delivery problem and offer solutions	1	2	3	4	5
2. Employees are quick to respond to customers complaints by offering solutions	1	2	3	4	5
3. Employees cautiously explain to customer for mistakes and offer solution or alternative	1	2	3	4	5
4. Customers complaints are taken seriously by employee and given appropriate attention	1	2	3	4	5
5. Employees are regrettable for time lost and explain the delays.	1	2	3	4	5
PERSONAL ATTENTION					
1. There is personalized attention in delivering the service by employees.	1	2	3	4	5
2. Employees are attentive in listening to the customers without being destructed.	1	2	3	4	5
3. Every case is treated separately with employees displaying a personalize service to customers.	1	2	3	4	5
4. Employees are quick to recognize the client and their needs on a second meeting	1	2	3	4	5
5. Employees prefer giving generalized solutions as opposed to personalized ones	1	2	3	4	5

STATEMENT	Not at all	To a small extent	To some extent	To a large extent	To a very large extent
EMPATHY					
1. Employees treat their work formally not casually and routine demonstrating title feeling.	1	2	3	4	5
2. Employees demonstrate a feeling of customer's psychological feeling.	1	2	3	4	5
3. Employees are cautious in their talk while dealing with customers	1	2	3	4	5
4. Employees make follow ups and go an extra mile in offering services	1	2	3	4	5
5. Employees are quick to console	1	2	3	4	5

THANK YOU FOR YOUR COOPERATION

Appendix B – Approval Letter
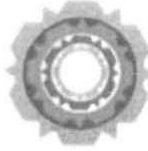
CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Making progress possible. Together.

UTILITY SERVICES
WATER AND SANITATION

Mangaliso Sofisa
HR Business Partner
Water & Sanitation
T: +27 21 487 2867 F: M: +27 71 968 0145
E: Mangaliso.Sofisa@capetown.gov.za

WATER AND SANITATION
DATE : 22 MAY 2018

Addendum – Amanda Sibonde Research Request

The office of the HRBP is in support of the study, taking into consideration the relevance of the research topic in terms of people management practices. The employee has further provided sufficient motivation to support the implementation of the research within the department i.e. Issues of confidentiality. There is however no clarity in terms of the sample frame i.e. will the data be collected from employees across a certain branch, level, nature of work etc. i.e. this information is very much important in terms of generalising the findings to represent the whole department.

Lastly, from a people management perspective, granting permission to conduct research is dependent on the relevance of the study for our department: as a department that continuously seek ways to motivate our employees and continuous improve on our service delivery, it would be interesting to know the findings of the study. It is therefore suggested that the employee:

* shares her research findings and recommendation, (without breaching issues of respondents' confidentiality)
* indicate her target audients i.e. employees within a certain branch, level, nature of work
* give clarity on how the survey tool will be disseminated/distributed to ensure valid representation of data across the department.

22.05.18

MANGALISO SOFISA   Date
HR BUSINESS PARTNER, WATER AND SANITATION

Recommended : : / Not Recommended : :

COMMENTS:

_____

Making progress possible. Together.

4

MARIO CARELSE
IMS SPECIALIST: WATER AND SANITATION   Recommended ☒/Not Recommended ☐   18/5/2018
                                                                          Date

COMMENTS:

Inputs from Mangolisa Sigwa
a Theresa Adam.

JACO DE BRUYN
HEAD: INTEGRATED PLANNING,   Recommended ☒/Not Recommended ☐   22.1.2018
STRATEGY AND INFORMATION MANAGEMENT   Date
(AFFECTED BRANCH REPRESENTATIVE)

COMMENTS:

M. WEBSTER   9/7/2018
DIRECTOR: WS

5

DR GISELA KAISER
EXECUTIVE DIRECTOR: INFORMAL SETTLEMENTS, WATER AND WASTE SERVICES

Approved ☑/Not Approved ☐

Date

COMMENTS:

_____

_____

_____

_____

_____

_____

_____

Making progress possible. Together.

APPENDIX C - ETHICAL CLEARANCE

Cape Peninsula
University of Technology

Office of the Chairperson Research Ethics Committee	Faculty:	**BUSINESS AND MANAGEMENT SCIENCES**

At a meeting of the Faculty's Research Ethics Committee on **21 August 2018**, Ethics **Approval** was granted to **Amanda Sibonde (215150945)** for research activities of **M Tech: Business Administration** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	EMPLOYEE MOTIVATION AND SERVICE QUALITY IN SELECTED MUNICIPALITY IN THE WESTERN CAPE PROVINCE, SOUTH AFRICA Lead Researcher/Supervisor: Prof. M.O. Dassah

Comments:

Decision: APPROVED

[signature]	**21 August 2018**
Signed: Chairperson: Research Ethics Committee	Date

Clearance Certificate No | 2018FBREC563

APPENDIX D – LANGUAGE EDITING CERTIFICATE

GRAMMARIAN CERTIFICATE

MELODY KOZAH PROOF READING SERVICES

19 September 2019

Dear Sir/ Madam

This confirms that I have proof read and edited the research study entitled, '*Employee Motivation and Service Quality in a Selected Municipality in the Western Cape Province, South Africa*" and that I have advised the candidate to make the required changes.

Thank you.

Yours faithfully

MELODY RUMBIDZAI KOZAH
Editor
(University of Cape Town LL.M and LL.B)
melkozah@gmail.com
+27 78 398 7468

APPENDIX E – TURN IT IN REPORT

Employee motivation and service quality in a selected municipality in the Western Cape Province, South Africa.

ORIGINALITY REPORT

11%	4%	2%	10%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of Fort Hare Student Paper	1%
2	Submitted to Rhodes University Student Paper	1%
3	Submitted to Mancosa Student Paper	1%
4	Submitted to University of Mauritius Student Paper	1%
5	Submitted to South Bank University Student Paper	1%
6	Submitted to University of Wales Institute, Cardiff Student Paper	<1%
7	Submitted to London School of Commerce Student Paper	<1%
8	Submitted to University of Sunderland Student Paper	<1%

9	Submitted to Universiti Teknologi MARA Student Paper	<1%
10	Submitted to London School of Marketing Student Paper	<1%
11	Submitted to University College Birmingham Student Paper	<1%
12	Submitted to North West University Student Paper	<1%
13	pergamos.lib.uoa.gr Internet Source	<1%
14	core.ac.uk Internet Source	<1%
15	docplayer.net Internet Source	<1%
16	Submitted to Intercollege Student Paper	<1%
17	Submitted to Bindura University of Science Education Student Paper	<1%
18	Submitted to CVC Nigeria Consortium Student Paper	<1%
19	ijeronline.com Internet Source	<1%

20	Submitted to University of Huddersfield Student Paper	<1%
21	Submitted to University of Derby Student Paper	<1%
22	ifrnd.org Internet Source	<1%
23	uir.unisa.ac.za Internet Source	<1%
24	www.lrdc.pitt.edu Internet Source	<1%
25	Submitted to Higher Education Commission Pakistan Student Paper	<1%
26	Submitted to Uganda Management Institute Student Paper	<1%
27	espace.curtin.edu.au Internet Source	<1%
28	www.grin.com Internet Source	<1%
29	Submitted to University of Strathclyde Student Paper	<1%
30	journal-archieves8.webs.com Internet Source	<1%

31	Submitted to Ghana Technology University College Student Paper	<1%
32	iosrphr.org Internet Source	<1%
33	Submitted to Midlands State University Student Paper	<1%
34	Submitted to Anglia Ruskin University Student Paper	<1%
35	Submitted to Berjaya University College of Hospitality Student Paper	<1%
36	Submitted to University of Hull Student Paper	<1%
37	www.refaad.com Internet Source	<1%
38	wrap.warwick.ac.uk Internet Source	<1%
39	www.vincentgaspersz.com Internet Source	<1%
40	docshare.tips Internet Source	<1%
41	Submitted to University of Surrey Roehampton Student Paper	<1%

| 42 | Submitted to Leeds Metropolitan University
Student Paper | <1% |
| 43 | Submitted to Kenyatta University
Student Paper | <1% |
| 44 | digital.library.adelaide.edu.au
Internet Source | <1% |
| 45 | Submitted to University of Stellenbosch, South Africa
Student Paper | <1% |
| 46 | hub.hku.hk
Internet Source | <1% |
| 47 | www.scribd.com
Internet Source | <1% |
| 48 | Submitted to University of Cape Town
Student Paper | <1% |
| 49 | Submitted to Maastricht School of Management
Student Paper | <1% |
| 50 | praderasypasturas.com
Internet Source | <1% |
| 51 | journal-archieves5.webs.com
Internet Source | <1% |
| 52 | Submitted to Hellenic Open University
Student Paper | <1% |

www.ijsrp.org

	53	Internet Source	<1%

	54	Submitted to Manchester Metropolitan University Student Paper	<1%

	55	Submitted to Universiti Tenaga Nasional Student Paper	<1%

	56	Submitted to University of Wales College, Newport Student Paper	<1%

Exclude quotes	On		Exclude matches	< 10 words
Exclude bibliography	On			