The relationship between motivation and job satisfaction of administrative staff of a University in Cape Town

By

Zintle Mnyani

Thesis submitted in fulfilment of the requirements for the degree

Master of Technology: Public Administration and governance

In the Faculty of Business and Management Science

at the Cape Peninsula University of Technology

Supervisor: Dr Darlington Onajaefe

Cape Town

Date submitted: November 2022

DECLARATION

I, Zintle Mnyani, declare that the contents of this 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.

Signed   **Date**

ABSTRACT

To understand relationship between motivation and job satisfaction, the study identified factors that have influence on motivation and job satisfaction of administrative staff. This study was done using quantitative methods and made use of a descriptive design. Online questionnaire survey method was used to administer a Likert type scale questionnaire to 77 participants . 54 responses representing a rate of 70% were received and analysed to generate a study outcome.

The study found a positive relationship between work motivation and job satisfaction, leading to the conclusion that when employees are motivated that will lead to increased employees job satisfaction. Thus, it is important for managers to ensure that employees are regularly motivated in order to promote job satisfaction amongst employees.

The study concludes that statistically significant relationships exist between employee motivation and job satisfaction. While all the elements have a potential influence on both motivation and job satisfaction, conducive working environment is found to be the highest motivation factor that has increase in job satisfaction.

Key words: Employee motivation, Job satisfaction, working condition.

Table of Contents

ACKNOWLEDGEMENTS

DEDICATION

I would like to dedicate this research to the following individuals:

- Nobulali Mnyani (Mother), for the love, support and courage she gave me over the years of my study.
- Alicia Nozibele Mnyani (Grandmother), for praying for my strength throughout the course of my study and for the support, love and encouragement.
- Silindokuhle Mnyani (Sister) and Uthandile Mnyani (Daughter), for their love and motivation to keep me push in life.

LIST OF FIGURES

LIST OF TABLES

LIST OF APPENDICES

ABBREVIATIONS

SPSS - Statistical Package for Social Science

CPUT- Cape Peninsula University of Technology

Chapter One: Introduction

1.1. Introduction

The relationship between employee motivation and job satisfaction of administrative staff is significant for the successful delivery of teaching, learning, research, and community activities of the university. Administrative employees at the university should be personally motivated by their loyalty to and the degree to which the workplace environment promotes employee motivation in order to reach the required level of job satisfaction. To determine whether a relationship is favourable or negative, it is vital to look at both employee motivation and the conditions of employment as a whole. Motivation is a group of dynamic processes that originate from both within and outside of an individual's existence to actuate work-related behaviour. and determine its direction, focal point, strength, and timeframe (Garcia et al, 2019). In order to understand how inner and conscious employee factors relate to the job satisfaction of administrative personnel, the study will look at evidence of these elements.

The COVID-19 epidemic and its associated lockdown implications have made administrative staff motivation a crucial factor in the effectiveness of teaching, learning, research, and community involvement. While the workplace and employment situation are still important considerations, other components of administrative staff motivation, internal motivational factors, and job satisfaction may also play a role.

Employees that are motivated assist universities by turning out to be more productive on the grounds that encouraged representatives are constantly anticipating improving job satisfaction (Malik, Said and Munap, 2018). Encouraged workers will deliver an unquestionable level of ability as they are making the most of their work. Thus, they feel fulfilled in the working environment which brings about lower non-attendance and diminished staff turnover rate. Retaining highly motivated employees is certainly not a simple task, particularly for executives, because they are an asset for the future success of the university. Workers are the human assets to the university and motivating them can lead to job satisfaction and university success or failure in delivering teaching, learning, research, and community activities (Mohd Said, Ahmed Zaideen, Mohd Zahari, Ali and Salleh: 2015).

In the field of advanced education, faculty members and staff primary focus is motivation since declining levels of representational inspiration will have a negative impact on job satisfaction (Mohd Said et al., 2015). Moreover, generally managerial staff in advanced education, including the selected university, will look with a significant inquiry at the relationship that motivation has with job satisfaction. In line with this, there hasn't been much experimental research on how motivation affects job satisfaction. Thus, it is necessary for this investigation to examine the relationship between motivation and job satisfaction among the administrative staff of the chosen Cape Town university.

1.2.   Statement of research problem

There is little knowledge regarding the nature of the relationship between administrative staff job satisfaction and employee motivation. It is reasonable to suppose that the environment in which people operate and their context affect how well relationships work out. According to data from earlier studies, the relationship between employee motivation and work satisfaction is influenced by personal context and environmental factors. For a better understanding of the nature of contributing factors, a research is done on the relationship between administrative staff work satisfaction and employee motivation.

1.3.   Research aims

The study intends to examine the connection between motivation and employment satisfaction of the chose university in Cape Town.

1.4.   Research objectives

- Understand the relationship between employee motivation and job satisfaction of the administrative staff of a selected university.
- Identify the factors that contribute to employees' motivation.

- Discuss the importance of the relationship between motivation and job satisfaction

1.5. Research questions

- What is the relationship between employee motivation and job satisfaction?
- What factors influence the relationship between motivation and job satisfaction?
- How important is the influence of these factors on the relationship between motivation and job satisfaction?

1.6. Research hypotheses

H_0: There is a statistical relationship between employee motivation and job satisfaction among administrative staff

H_1: There is no statistical relationship between employee motivation and job satisfaction of administrative staff.

1.7. Rationale of the Study

The study seeks to understand the nature of the relationship between employee motivation and job satisfaction of administrative staff of a university. This understanding will be done through examining personal context and work environmental influencing factors. The knowledge of the relationship between motivation and job satisfaction is important for employee personal and career development and / or university's ability to meet its teaching, learning, research, and community engagement objectives. Work environment could stimulate positive employee motivation resulting in positive job satisfaction. Negative employee context could compromise the outcome. Hence, the understanding of the relationship between employee motivation and job satisfaction is necessary knowledge for the management of employee motivation and job satisfaction of administrative staff.

1.8. Delimitation of the study

This research focuses on examining the link between motivation and job satisfaction of administrative staff in different administration departments at Cape Peninsula University of Technology (Cape Town). This study will only focus on staff in the administration departments, not on university academic staff. The findings of this study

will help managers to understand its employees and may not be applicable to other departments of the University of Technology.

1.9.   Key concepts

- **Job Satisfaction** is the harmony between a person's convictions and the apparent truth of the work (Wang and Tran 2015)
- **Motivation** is a significant viewpoint to tempt and keep up with employees inside organizations. This is the connection between people and the authoritative objectives, driving workers to be inventive and to go past constraints of a job (Parashar, 2016: 9).
- **Administrative staff** are employees of a tertiary institution responsible for non-teaching duties of admissions, course registration, material expenditure, curriculum planning, salary payments, facilities maintenance, employee well-being, records handling, students learning materials, finance, housing, job placement, alumni development, career services and any other service that supports the university objective of teaching and learning, research and community service.
- **Motivation factors** are practices, temptations, acknowledgments, and whatever other components that upgrade employees' general motivation to execute their obligations at work.
- **Employee** is an individual in the assistance of another under any arrangement of recruitment.
- **University** is a higher learning institution with the authority to award its own degrees and is prominent in the field of research (Alemu, 2018).

1.10. Outline of the dissertation

Chapter 1: Provides a brief introduction and background of the study. In addition, the objectives of the study are discussed as well as terms that are used in the study.

Chapter 2: Literature review - correlation between motivation and job satisfaction of administrative staff, including definition of motivation and job satisfaction, two factor theories of motivation and elements of motivation.

Chapter 3: Deals with research methodological outline which will be utilised for the study and data analysis.

Chapter 4: Data analysis and presentation.

Chapter 5: Conclusion and recommendation.

1.11. Limitations of the research

Motivation and job satisfaction is dynamic and can be clearer when extended outside a specific perspective. This study is limited to the understanding of the connection between motivation and job satisfaction of administrative staff in participating academia. To achieve the study objective, participants were selected using random sampling technique to collect data from admin staff in the participating university. Academic and management staff are not included in the sample and thus it is limited to admin staff only.

Chapter 2: Literature review

2.1. Introduction

The aim of this chapter is to thoroughly evaluate in important and concise detail, the relationship between motivation and job satisfaction of administrative staff in a selected university in Cape Town.

2.2. Concept of Motivation

In the domain of management disciplines, motivation is related with all elements that lead to higher production and job performance (Datuk, 2018). Employees would work tirelessly to accomplish the objectives of the company with the greatest possible output when certain conditions match their demands. This is another definition of motivation. Employee motivation, according to Zameer, Alireza, Nisar and Amir (2014), is the process through which a company motivates people to achieve organizational goals through awards, bonuses, and other incentives.

According to Jain, Gupta and Bindal (2019), motivation is a connected collection of recursive and reciprocal emotional, behavioral, and cognitive processes and acts centered on a person's objectives. Khan et al., (2017) defines motivation as various factors that increase a character's personal need and ability to stay active and independent and employ a constant level of effort in performing a certain activity. Employees of the organization can be ready for crucial or difficult jobs by being motivated. It improves staff' thinking capacity and allows them to take advantage of opportunities which might benefit the company greatly (Kanfer, Ruth, Chen and Giland ,2016).

In terms of attitudes and the application of optimistic locally acquired elements which should increase the accomplishment of organizational goals, encouragement aims to strengthen competency and favorable evaluations within employment. Human kindness, such as observing sentiments and relating to everyone else's' distresses, is a facet of institutional gratitude that effectively addresses motivation. Motivational

interviewing combines good qualities as well as guarantees that businesses benefit from favorable work effects. Workers also see motivation as a structured incentive method for improving an institution's proper operation. According to a research by Aik and Gabriel (2015), there is a correlation between motivation and job fulfillment and is the foundation of every organization's success. According to Singhri, Dhage and Sharma (2018), employee motivation seems to have a significant impact on financial advancement and progress. A strongly motivated worker gives his or her all in working out all their obligations.

2.3. Job Satisfaction

We will first define work satisfaction in order to better comprehend motivation's roots. Motivated people will have job satisfaction. Job satisfaction, according to Badubi (2017), is determined by the individual's judgment of how effectively the job provides certain aspects and how well its objectives are fulfilled, or how successful their goals are significantly achieved. Job satisfaction is an emotional expression that is visible, but can only be assumed, regardless of the conditions and scenario. The author further states that job satisfaction is also a sentiment that staff have about the workplace setting and overall objectives regarding work. Employees will react to their work setting by becoming proactive, relying on the benefits and recognition they obtain and the motivations of the manager for providing these.

For organizations to foster engagement and boost turnover, they should be perceived to assist employees in their day-to-day tasks. This can be achieved by eliminating aspects that might lead to dissatisfaction, whilst considering that no aspect will negatively affect diverse environments with different employees' genders from different age groups and upbringings.

The definitions provided for job satisfaction have three unique characteristics. These are, according to Badubi (2017):

- o Job satisfaction is a source of mental behavior formed in response to conditions that arise in the workplace. As a result, it can only be felt rather than seen.

- o The amount to which outcomes satisfy anticipation determines the level of work satisfaction. As a result, job satisfaction is influenced by the working

environment. To put it another way, if you can't find what you're looking for, you're not going to be content.

○ Employment satisfaction influences an employee's personality on his or her work. In many other circumstances, although employees may have favorable perceptions towards such aspects of the job, they may have unfavorable emotions against other aspects of the employment.

The level of work satisfaction indicates how much individuals like their employment. Organizational behaviour's primary researched domain is job satisfaction (Paais, and Pattiruhu, 2020). According to the author, knowing one's level of job happiness is vital for a variety of reasons, and the outcome of job satisfaction research has an impact on both individuals and organizations. From the perspective of the employees, it is self-evident that employees like to be handled properly. It might be an indication of great service if employees feel appreciated and fulfilled at work. In the eyes of the organization, excellent job satisfaction may contribute to improvement of performance, and this impacts the institution's results.

Employee satisfaction is a prerequisite for increased productivity, attentiveness, excellence, and appreciation. Hygiene and motivational aspects, the level of management, emotional ties with the work team, and whether personnel ultimately succeed in particular work all influence job happiness. Employees are more likely to engage in conduct that aids the company's performance when they are well-determined and devoted to the business, and when their job provides them with a greater extent of pleasure (Tampubolon, 2016).

2.4. Importance of motivation to managers

Managers are supposed to consider the primary task of inspiring their employees. The organization seeks to construct its structural framework in such a manner that it can boost employee motivation in this way. If the business wants to have more engaged and productive employees, it will need a helpful and suitable incentive policy. According to Ma and Mayflied (2018), a flexible framework should be developed to analyse the actual wants and aspirations of employees in a company on a regular basis. In order to apply the motivating instinct among the workforce, many tools must

be used. People are motivated in various manners; a few are determined by financial capabilities, while others are affected by experience and the past. It is up to the managerial perceived notions to determine which of the above-mentioned tools are applicable and useful. This depends on the types of the employees, their common learning status, and the impact of the situation. Managers may select out the suitable adaptable resources and utilize them as motivational elements by confirming the points stated.

2.5. Theoretical Framework

There are several motivational theories, and several of them relate to or have an impact on the results of worker fulfillment. The motivation philosophies can be grouped based on their concepts and goals, but a thorough analysis reveals that they are all interconnected and contribute to workers' job satisfaction (Badubi, 2017). Such theories are crucial for helping management understand what inspires workers to achieve successfully and voluntarily.

2.5.1. Maslow's Hierarchy of Needs

Abraham Maslow, a brilliant philosopher who claims that humans are motivated by aspirations of self-fulfilment and accomplishment of intrinsic conceptions of supremacy, produced one of the most significant and accepted theories of motivation. This paradigm has five hierarchical phases in which lower-level demands must be evaluated and met before higher-level motives can be explored and met.
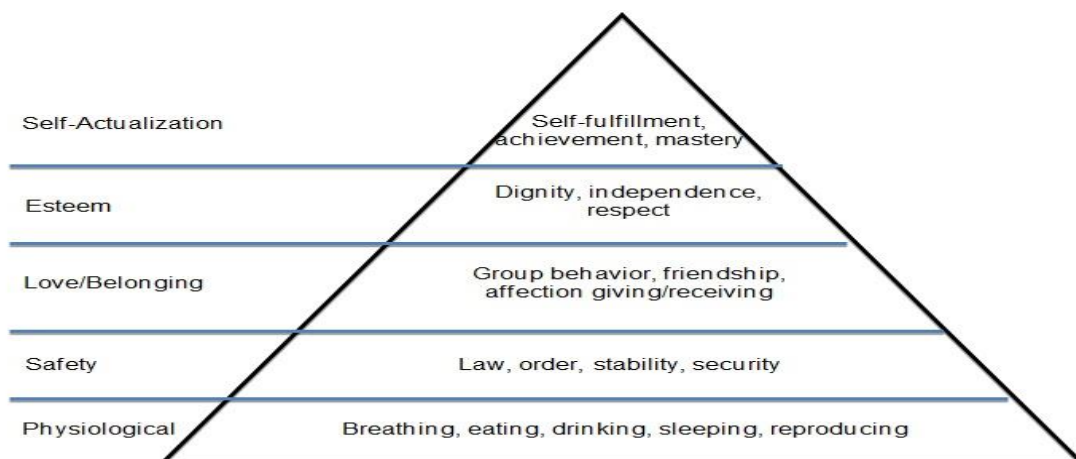
Figure 2. 1: Maslow hierarchy of needs

Source: Buyao and Danyang (2020)

At the bottom of this hierarchy is the need to satisfy physiological needs, such as having adequate access to food and water or ensuring satisfaction of basic sexual drives (Buyao and Danyang, 2020). Once these basic needs are satisfied, an individual requires security, which might include job security, sustaining quality health condition or improving the cohesion of the family unit. Once this need is fulfilled, the individual seeks social gratification and social belonging, which entails maintaining healthy interpersonal or professional relationships and becoming a member of a group within a social and/ or professional context.

Following on the satisfaction of this fitting need, an individual seeks esteem development, which entails having a good reputation, finding strong confidence in oneself or achieving a higher professional status and stature (A.ALAmrani, 2020). The final phase of this framework is personality, which happens when people have met all of their lower level needs and have developed a respectful approach that concentrates mostly on self-development and behavioural intention fulfilment; or reaching the high point of somebody's individual accomplishments.

According to Maslow's motivation model, practically every human has fundamental, hierarchal desires that have a substantial impact on their behaviour. The most powerful effect on behaviour is unmet needs and motivations. The model also suggests that all general requirements in individuals are organized in this manner as per the paradigm, starting from the most basic and fundamental towards the most complicated and multi-faceted.

2.5.2. Herzberg's Two Factor Theory

Herzberg created a model that theorizes that two unique elements will have a significant impact on work satisfaction or discontent. Herzberg performed research on a selected population of experienced professionals and discovered that motivators and hygienic elements have the greatest impact on personnel. Personal appreciation for

job accomplishments, the need for accomplishment, and the drive to be self-sufficient are examples of motivators. If hygiene elements are not met, they will result in job discontent, including an organization that pays poor salary, which will express in behaviours that are like poor and inadequate ability to do the job (Ali, 2016).

Lower-level needs such as pay level or functioning in favourable working settings, are significantly less impacted by lower-level needs (as Herzberg discovered via empirical investigations). Conversely, Herzberg contends that higher-level requirements such as belongingness, acknowledgment, professional advancement and success are more effective in predicting job happiness. In a professional setting, this multiple approach clearly distinguishes the contrasts versus what generates good and negative pleasure.
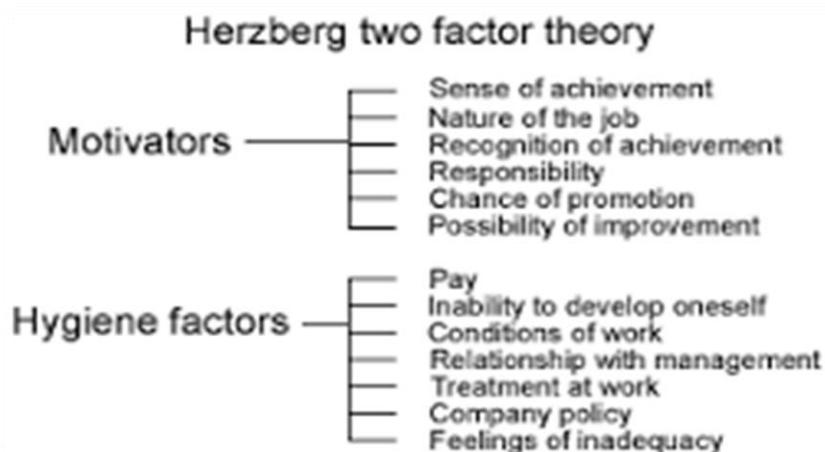
Figure 2. 2: Herzberg two factors theory

Source: Tengah (2019)

The health aspects, which include job stability, compensation, gratuities, working circumstances in the environment, might potentially frustrate if they are lacking, however, Herzberg considers them to be less significant in achieving positive happiness. What distinguishes Herzberg's concept from Maslow's is that, based on actual evidence, Herzberg firmly contends that motivational influences are the top major source of worker discontent in the job (Tengah, 2019). Appreciation, collective fitting, and possibilities to earn and obtain campaigns are all examples of these.

As a result, when it comes to work fulfilment and employee motivation, Herzberg's approach would diverge from Maslow's theory. It would imply that, in theory, pay increases and indemnity would have no impact on job gratification. The author further states job gratification is a primary forecaster of structural obligation, enhances accomplishment, and inspires a human being to engage in other useful and constructive behaviours in the workplace.

2.5.3. Equity Theory of Motivation

This approach, created by John Stacy Adams in 1963, is based on the idea that justice and equality, as seen by workers, will drive them to perform better at work. According to this hypothesis, equality is a good motivator and if an individual understands a lack of justice when comparing himself or herself to their colleagues, they will participate in less effective and dedicated behaviours. If a worker perceives fairness, they will potentially enhance as well as increase the value of their employment productivity. Yet, if they observe unfairness, they will be de-motivated to good employment behaviours and efficiency will be reduced in anticipation of this justice being realized (Badubi, 2017).

The following related example is one technique to further illustrate this principle. When an employee looks at salary equivalence, they will make contrasts to the degree of production produced by better-compensated employees when compared to themselves. If the lesser-compensated employee believes that additional expectations are being set on them, they will cut their production and outcome quality to reflect those of the above average-compensated person. Another example from this hypothesis might help grasp the model's applicability. If a worker perceives that another worker's presence is recognized more frequently and with greater passion for their successes, then unfairness will be felt, and a person's dedication, resolve, and faithfulness will be reduced until this individual is recognized in a similar manner (Kispál-Vitai, 2016).

As a result of this model, human resource executives must make certain that all procedures, criticism, salary structures, and other organizational dynamics are fully

unbiased, or discouraged staffs will not provide the form of great assurance and accomplishment required for the organization to succeed. Offering one worker more would appear to be a positive technique towards lowering workers' production quality, to maintaining personnel, to reaching goals, or to improving overall organizational performance, according to this theoretical model.

2.5.4. Expectancy Theory

Another theory of worker motivation is that a person will take part in a given behavior if they feel they will be rewarded positively. To provide an illustration, this theory states that once the advantages of approving a given action are judged to be substantial, people would participate in it only for the extrinsic incentives it gives (Rehman, Sehar and Afzal, 2019). Companies that implement a transformation plan that strengthens job functions may find themselves with underachieving, unmotivated employees who have seen their co-workers get away from their jobs. Accordance with the shift is likely to put their job safety at risk, resulting in endurance behaviors that use all of their motivational resources to guarantee that the change program does not accomplish its desired outcomes. Personal protection, as a result of anticipating their own job failure, could lead to inefficient or even sabotage-like behavior.

2.6. Motivation factors

Strong positive fulfillment is a result of the motivating factors, which also push workers to advance professionally, put in more effort, and adhere to the mission of the company. Theoretically, the absence of these elements has a negative impact on job satisfaction rather than job unhappiness.

2.6.1. Intrinsic motivation

Although it is motivated by internal incentives, intrinsic toward the work implies to the behaviours that arise inside persons (Kuvaas, Buch, Weibel, Dysvik and Nerstad, 2017). These intrinsic variables are also called as satisfiers or motivators, according to the author. Intrinsic motivation is a more useful prolonged-term approach for

attaining objectives and achieving activities in a manner that makes an employee happy. Intrinsic motivation is a critical component in obtaining the most out of personnel in every organization. Although intrinsic motivation resides at the intersection of a person and an activity, several authors view it in relation to how attractive the work is, whereas others interpret it in relation to the benefits an individual gains through intrinsically motivated work participation. Managers prefer candidates who have a strong feeling of intrinsic drive to complete the task that they would be accountable for.

Employees with high intrinsic motivation can attain their career advancement as well as development objectives. Employees who are intrinsically determined engage in an activity since it is exciting and essentially rewarding to them (Di Domenico & Ryan, 2017). The authors further state that intrinsic drive motivates people to understand regarding certain topical matters and to separate their concerns, allowing them to establish individual characters that give them a feeling of truthfulness, importance, and objective. According to Legault (2016), intrinsic motivation is increased when the social context promotes independence by establishing an internally understood point of action. Employee satisfaction is absolutely correlated with intrinsic motivation. That correlation became significantly greater when there were better degrees of management reliability and objective orientation. Workers who are intrinsically driven are more expected to be extremely involved and immersed in their jobs, to be beyond willing to perform and assume accountability, according to Devaro, Maxwell and Morita (2017).

Workers who are intrinsically driven had 46% greater work fulfillment and 32% sense of commitment to their professions, according to a research by management consulting company (Rahman, Fetema and Ali, 2019). Simultaneously, they are far less likely to suffer from employment exhaustion, implying that staff members are far more inclined to want to stay with their company. Employee happiness is influenced by both inner and extrinsic variables. This is likely due to the fact that they are personal and speak directly towards the individual's perceptions of their positions and how significant the duties allocated to them are. Employees are intrinsically driven when they experience job satisfaction and happiness, as well as the possibility to achieve personal needs.

The researchers seek to describe intrinsic inspiration as worker motivation that comes from within or by a person's enthusiasm, which may improve job fulfillment and includes aspects like success, acknowledgment, promotion, improvement, and so on.

2.6.1.1 Achievement

The urge for accomplishment refers to a person's desire to do well in relation to a set of goals (Bande, Fernandez- ferrin, Verala- neira and Otero- neira, 2016). It states that it is necessary to do well and meet a set of objectives in relation to a set of criteria. Individuals' attitude, desires, and the drive for fulfilment, or a sense of success, are reflected in the urge to succeed (Green, Finkel, Fitzsimons and Gino, 2017). This is displayed by making frequent, strong, and continuous attempts to achieve a tough goal, either by competence, repetition, or persistence. This is done by a career commitment to the work, which includes prioritizing the task's fulfilment and usually foregoing additional pleasures and individual leisure. Employees' success demands are met once they are capable of realizing their own goals in relation to and irrespective of other people's circumstances. Employees with high accomplishment requirements do not want to flourish by chance; instead, they seek individually identifiable sources of accomplishment and cannot rely on opportunity (Huang, 2016).

2.6.1.2. Recognition

According to Charano & Harijanto (2015), acknowledgement is an indication from senior managers to staff that their efforts are appreciated for their completion of a task and involvement in a project. Most institutions have appraisal and reward initiatives that include financial awards or compensated holiday leave. Other workers with great intrinsic drive, on the other hand, are pleased to just be a valued asset of the firm, irrespective of any additional financial benefits. They are more likely to enjoy being acknowledged for their efforts than they are to enjoy obtaining the extrinsic benefits that come with the acknowledgment.

Workers want to be treated with respect by their managers in addition to being paid. As a necessary consequence, staff morale will indeed improve. Employees would be more motivated if their managers acknowledged their efforts (Pancasila, Haryono and Sulistyo, 2020). Acknowledging the efforts of employees necessitates appreciating and considering their achievements. It is critical for companies to recognize their

personnel. Other publications claim that it is important to respect employees rather than provide rewards (Noor, Nayaz, Solanki, Manoj and Sharma: 2020). Employees are recognized through both financial as well as non-techniques (Anwar & Qadir, 2017). Employee recognition might take the form of their identities appearing in the corporate newspaper, mails of appreciation, extra time off, or personal thanks.

This is a manner of demonstrating appreciation and concern for the employees. Rewards that aren't financial are more motivational than financial ones. Workers are likely to believe that they are regarded in this way. Organizations acknowledge their employees in order to keep their empowerment and self-high. Employees who are well-known in their jobs are more motivated and produce better results. This is because motivated employees function better, thus motivation boosts a person's desire to engage in certain tasks.

2.6.1.3. Job advancement

The likelihood of a career advancement indicates that the employee's performance has been recognized. Movement, career growth, and competency are all linked to advancement (Bhardwaj, 2019). Worker flexibility refers to the ability for staff to perform in other sectors and at different levels or in different roles. Nevertheless, training programs help to repair capabilities. Training is more concentrated on the short term, whereas improvement is more concerned with the prolonged term. Employee perceptions regarding the requirements of the profession and how fascinating and difficult it is strongly linked to activity itself. The employment itself, to a certain part, is concerned with employment criteria and assigned responsibilities.

2.6.2. Extrinsic motivation

Extrinsic motivation is defined by Legault (2016) as the execution of a behavior that is essentially dependent on the achievement of a goal that is distinct from the activity itself. To put it another way, it serves a purpose. Extrinsic motivation is motivated by elements such as management, employment circumstances, employees, norms and standards, income, job stability, and individual growth. The hygiene element of Herzberg's Dual Factors Theory (1966) was embraced by Baylor. When extrinsic incentive is applied poorly, workers' attention may be drawn solely to earning financial benefit. As a result, they redirect their consideration away from development and

concentrate solely on finishing a job for monetary benefit (Snelgar & Shelton, 2017). Additionally, according to the authors, when expectations are not fulfilled, financial incentives can have unfavorable consequences for employees, including absence of trust or demotivation. Extrinsically motivated conduct is defined as activity that is carried out in order to get pecuniary or welfare advantages, or to avoid the consequences. The conduct is carried out for the purpose of the outcomes rather than for its own sake.

Extrinsic motivation is defined as the desire to perform something or engage in a certain task for the sake of a distinct accomplishment. (Van Der Kolk, 2019).   The researchers desire to define extrinsic motivation as incentive derived from the employment environment, including employment conditions, work itself, advancement, salary, and job protection.

2.6.2.1 Work itself

According to our research, past studies have not sited a strong priority on the nature of the work and the influence this characteristic has on job fulfilment (Rohith and Jagadeesan, 2019). Ali (2016) asserts that work itself is what someone can do and it also relates to the employees' working environment and their perceptions of the task they are accountable for. The work might be continuous, innovative, simple or tough. In 1959, Herzberg's works referred to the idea that enhancing job happiness would necessitate a change in the job itself (Holmberg, Caro and Sobi: 2017).

The authors additional assert that employees are satisfied with variables such as development, accountability, accomplishment, improvement, appreciation, and the work itself, all of which are part of the job's essence. Employees must be granted some independence in how they carry out their jobs, according to Damij, Levnajic, Skrt and Suklan (2015), which will lead to independence and freedom in job execution, as well as motivation and job fulfillment. If difficulty is consistently present in a profession, people will be more motivated and satisfied, as it will provide possibilities for achievement and self.

2.6.2.2. Promotion

Promotions, according to Mardanov (2020), are widely used to signify success in various business organizations and in educational career. Promotion does not always indicate acknowledgement of success; nonetheless, in certain companies, promotion is based on tenure or duration of service instead of performance on the job. According to Abu hassan Asaari, Desa, and Subramaniam (2019), the basis for promotion might have an impact on employee work satisfaction. Furthermore, the author goes on to say that individuals who believe they have a better chance of getting promoted because of their abilities to accomplish their tasks are more certain to be content about their professions. The possibilities of growth and promotion in the institution include opportunities for side progress, and development certainly promotes job satisfaction within the workplace," according to (Efendi & Nandarini, 2020). Employees feel motivated and pleased, if they are treated similarly, have the chance for advancement, and this results in workplace equality. As a result, it is possible to conclude that different promotional chances have varied impacts on multiple personnel.

2.6.2.3. Working conditions

According to Tengah (2019), the level to which the overall workplace contributes to fulfillment is referred to as working conditions. Working circumstances, according to Churchwell (2016), are to be expected to have a major influence on job fulfillment once they are either extraordinarily excellent or very bad. Organizational standards, managerial design and physical operating conditions are all elements connected to the work environment, according to Raziq & Maulabakhsh (2015). Physical working circumstances, according to Herzberg, Mausner, Synderman(1959), pertain to the amount of work and accessibility of materials and equipment, electricity, workstations, and air conditioning.

Employee-pleasing working circumstances function like an appeal, causing employees to feel driven to show up for work and perform their duties. Employees' working circumstances can have a favorable or negative impact on the workplace that can affect their motivational level and job fulfillment level. Coaching, assisting with duties, and providing guidance are all examples of personal relationships amongst

employees (Herzberg et al., 1959). It has already been discovered that a good relation can help with motivation and stress relief.

2.6.2.4. Pay

Pay has been highlighted by several academics as a significant component to investigate in the study of work satisfaction. There is really no denying that financial benefits have an impact on employee motivation and work fulfillment. According to Yusuf (2021), many have various wants and money offers the tools to meet demands. Thus, pay, according (Ghaffari. Shah, Burgoyne, Nazri and Salleh, 2017), is a financial compensation provided for work performed as well as the extent to which it is seen as equal in comparison to those other persons in comparable situations. Recent research has found a link between income and work satisfaction. Pay had also been found by (Scheid, n. d.) to be a source of unhappiness when seen as unequal by workers. Khan et al., (2017) explained the manner that an employee's perspective of whatever they were paid influenced their degree of satisfaction. Where there is a gap between the employee's perspective of what they anticipate being compensated and their actual base salary cause work satisfaction to drop, and this is evident (Ghaffari et al., 2017). Furthermore, if workers believe that the institution is more focused on income than with their health, employees' opinions of the institution will be negative.

It may be claimed that, besides the advantageous salary level, such fulfillment can be obtained in the sheer joy of individuals performing what they are responsible for, no matter the magnitude of the satisfying revenue," argues (Khan et al., 2017). Working and receiving a reasonable remuneration is indeed the greatest approach to ensure such. The level of pay has a positive impact on job satisfaction (Shabane,2017). This already informs employers in a range of roles that compensation ought to be reasonable and fair, as unequal compensation can result in union activity.

2.6.2.5. Job security
According to Holmeberg et al., (2017), if an employee believes they will be rewarded for outstanding work and that their employment is guaranteed, overall performance will improve naturally. Likewise, Van Der Kolk (2019) found that job stability gives employees confidence in their upcoming careers and motivates them to work hard to

fulfil the organization's goals. As a result, we can conclude that job happiness is the greatest powerful motivator, as it removes the employee from psychological trauma and encourages him to give his all to the company, eventually leading to profitability and growth.

2.7. Institutional risk valuation of demotivated employees

Employees who lack enthusiasm at work are a dangerous issue relating to the carrying out of everyday business functions. Every day, employees are working on a mission. As a result, it is the organization's obligation to have great staff members who are very stable regarding their feelings when it comes to work challenges. Job satisfaction has a significant impact on employees' lives because it affects their emotions. The most typical effects of job fulfillment, according to Larsson, (2021), are from a person's overall well-being and lifespan and social everyday life cycle. Manager's main worry is what the conclusion ought to be, whether a worker is happy or unsatisfied, and whether it will affect the company. Consequences that are associated with demotivation and dissatisfaction are absenteeism, turnover, performance and productivity, organizational commitment and life satisfaction

2.71. Operational Risks

Absenteeism is the factor of risks that the organization may experience as a result of demotivated staff. Absenteeism is also characterized as an employee's deficiency from their usual employment with no authorization, Sabir (2017). Absenteeism is defined by Mukwevho (2020) as the prolonged failure of employees to report to work. Particularly when the behavior of absenteeism implies that such absence was preventable, in compliance with the contract of employment to attend the workplace frequently and consistently. The majority of studies indicated that absence is a complicated feature that is impacted by a variety of factors, including individual and organizational. One of the variables impacting an employee's incentive to participate is job enrichment. According to Essop and Hoque (2018), contentment and absenteeism have a negative relationship at the interpersonal basis.

Employers are concerned about absenteeism because it is an expensive personnel issue. The expense of absence, according to Badubi (2017), may be a considerable

drain on organizational expenditures. The following are substantial expenditures linked with absenteeism, according to the author:

- Overtime for part-time workers

- Regular stipends that must be paid even if employees are not present.

- The cost of running and maintaining an absence management system.

- Supervisors' time spent modifying work schedules, counseling and reprimanding employees, and monitoring replacements' production.

- Low morale and productivity among coworkers.

- Increased turnover, complaints, and delay

2.7.2. Personnel Risks

Organizations want to retain their employees for extended periods of time. Institutions invest a significant amount of income and effort on staff training. High staff turnover as a result of disgruntled staff will cost the institution all of its resources. In such a case, the organization's procedures will be disrupted as additional workers will be required and there will be increased training expenditures for additional workers. Employee turnovers take place once employees quit their employment and have to be changed, according to Zhang (2016). Employee work satisfaction has an impact on organizational turnover. The ability of an organization to keep its personnel is determined by the amount of job satisfaction provided to employees. According to Al-Suraihi, Samikon and Ibrahim, (2021) studies established a strong negative association between employee fulfillment and turnover. Azim et.al, (2013) holds a related viewpoint, arguing that if job fulfillment of an employee is constantly at a low point, employees are more expected to leave.

2.7.3. Reputational Risks Dissatisfaction

When one person is unmotivated, it may affect the entire office's morale. Employees that are dissatisfied with their jobs may decide to leave. To please their clients, the personnel must execute exceptionally well. Clients may easily share negative news concerning the organization if they are dissatisfied with how it performs and the

information can expand quickly, causing the organization's status to deteriorate. Whenever the associations are adequately rectified, the overall connection between worker happiness and work performance is stronger, according to (Sinambela, 2020). Furthermore, for challenging positions, the association between job satisfaction and performance was shown to be much stronger than for less demanding tasks. As a result, work fulfillment seems to be a predictor of performance and the link is much higher for professional positions.

2.7.4. Job enrichment

The goal is to keep employees motivated by assigning them jobs that are both fascinating and hard, as well as requiring more competence. Fundamentally said, it is the process of making work quite exciting for them by improving the tasks that make up their function and enriching the role. It is assumed that by enriching one's position, one will consider it much intriguing, gratifying, and intriguing. Job enrichment, according to Herzberg, ought to be a major component of any incentive program. It occurs when an employer, through growth and intensity assigns additional tasks to workers with a motive of making the job fascinating.

Jobs are enhanced to encourage people by increasing their duties and requiring a larger variety of skill sets. The goal of work enrichment is to keep people inspired. Worker motivation must be linked to capacity building like remuneration systems, job enrichment and expansion procedures, also training in order to promote and inspire individuals to enhance their performance (Teuber and Tobias, 2019). The significance of worker motivation in the workplace stems from the direct and considerable influence of employees approaches and behaviours on the organization's overall productivity. Employees' motivation and job dedication are improved by enhancing their work experience, according to several researchers. Muazza & Syarifuddin (2017) assert that employees' performance is influenced by their degree of work fulfilment, which is heavily influenced by an institution's job enrichment and expansion tactics. Regulated and well-organized employment allow workers to feel human rather than being manufacturing robots.

2.7.5. Job enlargement

The job enlargement aspect emphasized the breadth of job practice available to staff in the organization. Employees today desire a wide range of applications and a demanding workplace that will assist them to strengthen their relevant qualifications and advancement in their careers, (Gelard and Rezaei, 2016). As a result, job expansion is thought to be advantageous in terms of motivating individuals by expanding their experience and efforts towards accomplishing corporate goals. Job enlargement refers to the phenomenon in which employees are shifted between differing roles and given additional responsibilities to complete through their regular workday (Teuber and Tobias, 2019).

Several scholars believe that job expansion reduces the level of collective collaboration among employees at workplace. According to Wood (2018), job enlargement makes a job more enjoyable by expanding its context based on the number of duties undertaken. Employees' elevated wants should be met by the expanded and more difficult work. Job expansion comprises increasing the number of duties in a job in order to suit the employees' various social and personal demands. It is viewed as a method for achieving recognition and self-esteem, as well as making staff feel valuable to the firm.

To put it another way, employment expansion may meet a demand that, in turn, fulfils workers. Other academics believe that job expansion does have influence on employee motivation and satisfaction since it is regarded as a technique employed by the company to increase employee responsibility, and it is simply a question of work pressure that creates the job more uninteresting.

2.7.6. Job rotation

Job rotation is a powerful instrument for empowering and expanding the perspectives of workers. Job rotation is said to be the main important factor influencing employee performance and the success of businesses, since it is influenced by job satisfaction and skills diversification (Al-Romeedy, 2019). Since the industrial transformation, job rotation has been used as a technique of training for growing specific information and abilities in today's self-motivated comprehensive workspace. Job rotation allows

enterprises to handle shifting behavioural work agreements and employee wishes for personal careers. Job rotation is regarded as a form of on-the-job training, and this type of training has been shown to improve employee motivation.

The first need for using the job rotation approach to encourage employees is to confirm that job rotation activities have the anticipated beneficial impact on employee motivation. From this perspective, the tasks that will be employed to accomplish the stated motivating impact include training the worker for administration, reducing repetition and raising the depth of understanding, capabilities, talents, and competences. The findings of the research study by Ravikumar et al., (2020) confirmed the idea that Job rotation activities had a good effect on staff morale. This study concurred with Thongpapanl, Kaciak and Welsh (2018) in that both suggested that employers use job rotation to raise staff morale and, consequently, motivate workers. Job rotation is a useful administrative instrument, and several businesses utilize it to accomplish various objectives. Depending on the situation, whether the worker or rather the work might be the objective of this instrument. The goal is to grow the employee's managing abilities and improve experience when job rotation is utilized to put a worker in a different administrative capacity for the first time.

2.8. Chapter summary

This chapter provided literature review based on the previous related research work. The relevant literature on the concept of motivation and job satisfaction was stated. The importance of why managers should motivate their staff was conversed. The theories that can be used to study motivation and job satisfaction are also discussed in this chapter. The chapter furthered stated factors that have influence on work motivation and job satisfaction. The risk associated with unmotivated employees was discussed. The next chapter will have deliberation of the research methodology which has been applied in the study.

Chapter 3: Research methodology

3.1. Introduction

This section explains how the information for this research was gathered and evaluated. It covers the right research design, demographics, sample, and sampling strategies, data collection tools and procedures, and data analysis approaches. A quantitative approach was employed in the research, as was mentioned in Chapter one.

Figure 3. 1: Types of research methods

3.2. Qualitative data

Most of qualitative data is non-numerical, descriptive, or conceptual in character. This indicates that the data was gathered in phrases. Such data frequently records sentiments, opinions, or individual viewpoints. Qualitative techniques often employ unstructured techniques of data collecting to properly examine the issue. Qualitative inquiries are permitted. Interviews, participant observations, and panel discussions are examples of qualitative approaches. Qualitative methods are useful for deeper investigation of a project's impact and unexpected repercussions. However, these are costly and time-consuming to execute. Additionally, the results are solely representative of the group participating and cannot be extrapolated to participants in other projects. In order to understand the mechanisms underlying observed outcomes and gauge shifts in people's views of their health, qualitative data gathering techniques are crucial to affect analysis. Additionally, by assisting in the generation of evaluation hypotheses, enhancing the formulation of survey questions, and extending or

explaining quantitative assessment, qualitative approaches may be utilized to raise the caliber of questionnaire-based quantitative assessments.

3.3. Mixed method

In a single study context, a mixed methodologies approach combines both qualitative and quantitative research data, procedures, and approaches. Mixed methods can refer to a variety of aspects, including the use of both qualitative and quantitative methods in a research or at various stages within research. Mixed techniques include numerous strategies that work together to enhance advantages and mitigate disadvantages that result from utilizing a single study strategy. This method of data collection and evaluation may help to improve the accuracy and credibility of the study. The following are a few typical applications for mixed-method approaches:

- Launching, planning, creating, and growing interventions
- Assessment, enhancing research design, and
- Alignment, integration, or corroboration of results

Barnat, Bosse and Trautwein (2017) provide a summary of Issues with applying a mixed-methods strategy:

- Determining compatible qualitative and quantitative research topics
- Collecting and analyzing time-consuming data
- Deciding which research techniques to combine

Mixed methods may be effective in addressing concerns for disadvantaged or marginalized groups or research that incorporates community engagement. They are beneficial in drawing attention to difficult research topics, like health inequalities. One strategy to generate innovative alternatives to conventional research and assessment is to use a mixed-methods approach.

3.4. Quantitative research

The goal of quantitative research is to gather data which can be quantifiable and statistically analyzed to validate or challenge competing assertions about the state of knowledge. Apuke (2017) elaborates on this concept by stating that quantitative research uses tactics of investigation like surveys and experiments and collects data

using preset methods to produce statistical data. Scientists, particularly communication scholars, employ quantitative research to investigate facts or events that have an impact on people. A sample population is a specified group of individuals that may be studied using quantitative methods. The objective of quantitative research is relating to social components that can be measured and analyzed as opposed to just identifying them and deciphering the interpretations that individuals assign to their own actions.

3.4.1. Advantages of quantitative approach

Examining the link between administrative staff members' motivation and work satisfaction was the goal of the ongoing investigation. Because it concentrates on data that the researcher wishes to examine in the broader population, the quantitative research technique was chosen. With the flexibility to examine huge sample sizes for any hypothesis, this approach makes it simpler to draw reliable generalizations. According to a research by Rahman (2016), data analysis takes less time when using statistical software like SPSS.

3.4.2. Disadvantages of quantitative approach

Given the aforementioned benefits, the quantitative method nevertheless has drawbacks. It doesn't look for deeper fundamental implications or justifications. Another drawback of quantitative research is that it is unable to take into credit how societal life is created and retained or how individuals understand their own behavior and the behavior of other people (Rahman, 2016). Because there is no direct interaction between researchers and respondents when gathering data, quantitative research ignores the respondents' skills and viewpoints in precisely regulated circumstances.

3.5. Research paradigm

The research used the positivist paradigm to examine the connection between administrative staff members' motivation and work satisfaction to achieve its goal. According to Ryan & Gemma (2018), one of the main objectives of positivist study is to produce explanatory connections or structural linkages that, in the end, enable understanding of the actual relationship that exist between motivation and job

satisfaction of participating administrative staff. While the contextual interplay of data collection and analysis is vital for the positivist research paradigm, this study is applied within the context of mixed research with the potential for qualitative and quantitative data triangulation. This line of thinking encourages the use of simple data collection methodology to process quantitative analysis to organize the knowledge creation procedure and improve the accuracy of variable descriptions and their interactions.

The goal of positivism is to discover the truth and demonstrate it through facts (Park, Konge and Artino ,2020). This paradigm still has certain shortcomings, despite its benefits in assisting researchers to continually enhance their views of humanity and phenomena in the fields of social research based on the unambiguous data. The first issue with applying this model to academic research is that it hard to evaluate events connected to human purpose, opinions, and ideas since these notions may not be openly viewed or assessed through sensory knowledge or in absence of proof (Suprun, 2021).The researcher used a correlation study design through the positivist technique.

3.6. Study design

Since philosophies inform methodological choices, the study model is tied to the pragmatic standpoint of the investigation and author. Majid (2018) claims that the population and selection procedures, as well as the research problem, aims, and variables of interest, have an impact on study design. These elements are combined in a way where their interaction frequently recommends the type of research to be done. The essence of such elements' alignment comes from the subjects' consistent narrative which extends from previous studies through the study's purpose and methodology.

3.6.1. Correlation research design

This study used a quantitative correlational research approach to forecast or clarify significant human behaviors. Correlational research, according to (Dias and Temido, 2020), entails the evaluation of two or more pertinent variables and an evaluation of the link among those variables. Finding variables having logical correlations to one another is the aim of correlational research. Descriptive research of this kind is thought to be more difficult than detailed or tabular design. In this approach, the investigator

gathers data or uses already-existing data to examine the strength of the link and relation among multiple variables, but not using any manipulative techniques while changes in a variable are replicated in changes in another. Additionally, it is used to determine the correlations of two or multiple variables.

When two variables are discovered to be correlated, it signifies that values in one variable's specified range are related to values in the same specified range in another variable. One of the approaches utilized in descriptive research is correlational analysis. It is used to show the strength of the association between various connected variables (Li, Sharma and Johnson, 2018).

According to the table below, there can be no correlation between two variables, positive correlation, or negative correlation. The table distinguishes but clearly gives explanation of the different correlations

Table 3. 1: Types of correlation

Positive correlation	Both variables change in the same direction	Motivation increase with the increase in job satisfaction, vice-versa.
Negative correlation	The variables change in opposite directions	Motivation increases, job satisfaction decreases
Zero correlation	There is no relationship between the variables	Employee motivation is not correlated with job satisfaction.

Source: Authors design

3.7. Population type

According to Shukla (2020), a population is the aggregate of the units that have the variable feature within investigation and for which generalizations from the investigation may be made. The administrative personnel of Cape Town University were the target population for this investigation. The population size of 95 consisted the mostly engaged administrative employees from several administrative divisions on the District Six campus of Cape Peninsula University of Technology.

3.8. Sampling

Sampling refers to the process of choosing a statistically relevant portion of participants from the target population (Olonite, 2021). Mweshi and Sakyi (2020) assert that the size of the sample chosen in relation to the variety of the group, the study's objectives, and the types of statistical procedures that will be utilized in hypothesis testing is more crucial than the percentage of the study population which is chosen. Obtaining a reasonably fair representation of the community of concentration is among the sampling goals in scientific research in order to ensure that the conclusions and research results from the sample accurately reflect relationships in the target population.

A research study's sample size should have sufficient influence and relevance to provide the researchers the assurance that the results cannot be explained by random fluctuations in the populace of concern. In scientific, quantitative investigations, calculating the sample range develops a crucial stage. The first phase in determining the sample size for a proposed study is to check a statistician to make sure the computations are made using the proper statistical procedures. Setting implication and influence stages based on the specifics of the research investigation is the following stage. The study sample size of 77 from the population size of 95 was calculated using Raosoft sample size calculator v2004. 77questionnaires were given to CPUT administrative workers as part of the study.

3.8.1. Sample Technique

Probability sampling and non-probability sampling techniques are the two types of sampling techniques. Non-probability sampling, according to Etikan (2017), is a sampling technique that won't provide a foundation for any judgment of likelihood. Probability sampling, on the other hand is a sampling method that allows each single thing in life to get a fair chance of being present in the sample. This approach selects participants completely at random. Non-probability sampling was the approach used for this study's purposes. There are several motives for choosing this approach, but the main one is that the researcher carefully chooses the sample objects under this sampling technique. The researcher selects specific elements of the environment on purpose to form a sampling. Purposive sampling was chosen for the purposes of this investigation.

Table 3. 2: Type of sampling methods
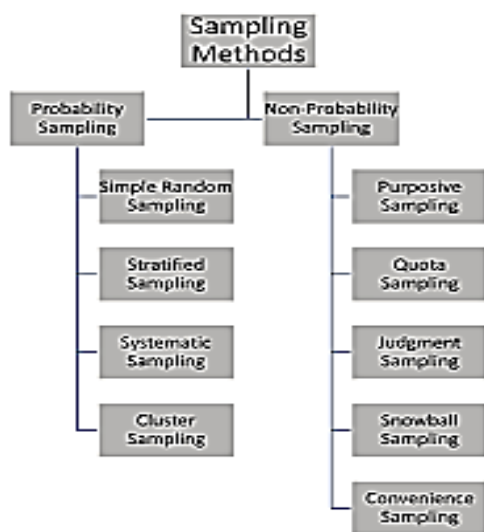
3.8.1.1. Purposive sampling

Purposive sampling was chosen for the purposes of this investigation. This kind of sampling, thus according to Crossman (2020), may be particularly helpful in circumstances where you need to swiftly achieve a desired sample or where sampling for proportion is not the major issue. According to Etikan (2016), this method of sampling is the most important non-probability sampling strategy that a researcher could use while gathering relevant data for their study. Any samples obtained via the use of purposive sampling techniques are acceptable and are thought to be

representative of the necessary participants. This notion is supported by Denieffe (2020) who contend that, in purpose sampling, the groups are chosen in accordance with the researcher's views and opinions of who is appropriate for the study's topic. Through a purposive sample, a person can hear from their intended audience while simultaneously giving significant load to more reachable parts of their community.

3.9. Data Collection

Research is a very focused task that entails more than merely gathering data or creating an outline. It entails the focused collecting of data that are then extensively evaluated to provide responses for study and to assess the outcomes. Regardless of the subject matter, data collecting is the core of any research strategy. Data collection is the act of prudently acquiring the desired evidence with the lowest amount of misrepresentation likely so that the assessment can produce conclusions which are reliable and make sense (Kabir, 2016). The author further states the following main techniques of data collection in his research: experimental methods: observation, interviews, questionnaires/surveys, and databases. Figure 3.2 provides examples of them. The researcher used an online questionnaire, specifically a closed-ended questionnaire, for the study's objectives.

Figure 3. 2: Methods of data collection
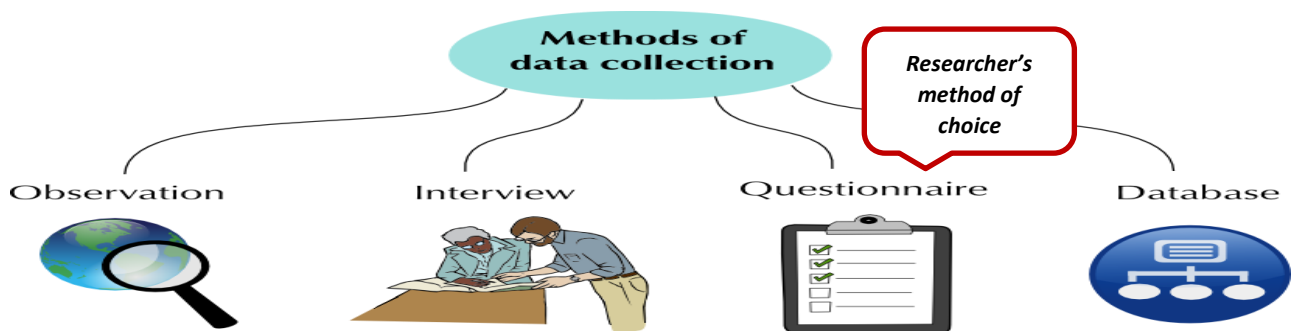
3.9.1. Questionnaire

The researcher uses a questionnaire to get data because it is practical, typically simple to use, and doesn't take any initiative from the person asking the questions. Additionally, it frequently yields popular examples, which facilitate the collection of data, and it has the advantage of reaching a sizable sample of the population in a

variety of contexts. According to Canals (2017), a questionnaire is a tool used to collect personality data from respondents who self-administer questions using visual aids. There are three different kinds of surveys, according to Creswell (2012): closed-ended, open-ended, and semi-closed. For this investigation, a closed-ended questionnaire was employed.

3.9.1.1. Closed-ended questionnaire

Closed-ended questions are frequently employed to characterize a person's characteristics, convictions, or views (Dillman, Smyth and Christian, 2014) and to restrict the responder to the list of available options, as is the case with multiple-choice questions, for instance.

3.9.2. Questionnaire design

Data for the study was gathered using a modified questionnaire. The study's goals were particularly achieved via the questionnaire's design. The questionnaire's categorical variables related to participant demographics and the motivation and work satisfaction scale were both designed to be responded on a five-point Likert scale. The first phase gathered data on items like age, gender, and length of work. The second part assessed a motivational element that affects drive and work satisfaction (intrinsic and extrinsic). To score the degree of agreement with each item on the questionnaire, use of the Likert scale is shown in Figure 3.3.

Figure 3. 3: An example of a Likert type scale (Liedke, 2021)

3.10. Data analysis

Although it is the final step in data preparation, it is also the most important for the analysis stage. It involves arranging the data according to the similar concept. When data is sorted into smaller data buckets rather than working with a vast pool, it is more feasible, simpler to evaluate, and to consider (Apuke, 2017). The Statistical Package for the Social Sciences (SPSS) version 28 was utilized as the data analysis tool for this investigation. The advantage of this program, according to Arkkelin (2014), is that it is not just user-responsive but easily adaptable to any type of quantitative analysis. Additionally, he claims that SPSS covers all aspect of the analysis procedure, from data administration and handling through data analysis and reporting.

3.11. Descriptive statistics

Through outlining the connection between variables in a sample or population, descriptive statistics are used to arrange information and provide a concise summary (Sharma, 2018). Means, standard deviations, and frequencies are among the descriptive statistics employed in the study. Graphs were utilized to show demographic information. The results of work motivation and work satisfaction questionnaire were analyzed using means and standard deviations**.**

3.12. Commonly used tools in Descriptive Research

Frequencies, mean, median, mode, standard deviation, correlation, scatter plot, graphs, tables, charts, histograms, and so forth are the most common tools used in descriptive research to examine and condense enormous amounts of data into physical quantities (Loeb, Dynarski, McFarland, Morris, Reardon and Reber ,2017). Most of them are utilized to show the correlation and link between various variables.

3.13. Reliability

Reliability, according to Mohamed and Yamat (2021), is the degree to which tests can be repeated when carried out by several individuals at various times and under various conditions. Supposedly, using technical expertise gauges the concept or ability. It can

also be described as the consistency or dependability of a construct's measurement. It is a gauge of consistency among several parts of a single construct. Internal consistency, according to Arslan (2020), assesses how effectively a group of items captures a specific test feature. It also analyses consistency within the instrument. To calculate the level of internal consistency, singular questionnaire items are paired. To assess the internal consistency of different items, one uses Cronbach's alpha.

3.14. Ethical consideration

Making sure that the study design and procedure are focused on reaching the research goal and not something else is the first aspect of ethics in this situation Fleming (2018). Before the study began, it was authorized by Cape Peninsula University of Technology, and an ethical clearance certificate (Appendix A) was provided.

3.14.1. Anonymity, confidentiality and privacy

Anonymity is the practice of keeping information about respondents' racial or cultural backgrounds hidden, avoiding using their names or revealing any other private details about a respondent (Dougherty, 2021). Participants are urged not to share their private information because it was not asked for in the paper. The information gathered for this study is saved on a computer that is only authorized to be used by the researcher and is not available to outside persons. This is a responsibility that has been deemed essential for a researcher and, thus, must be fulfilled to prevent the exploitation of the respondents' data. The responders' right to privacy is yet another moral dilemma that develops. No name, surname, race, or address-related information was requested from the participants.

3.14.2. Voluntary and informed consent

The responders didn't have to cooperate; they did it willingly. Informed consents were provided for the respondents to sign, and they were informed of the study's goal, its scope, and the risk involved. At any point during the data collecting process, every participant had the option to leave the research without giving explanation and with no

repercussions. It is essential and advantageous for the study to ensure that ethical guidelines are followed, since doing so will preserve the credibility of the research paper and the obligations of participation (Amrhein, Greenland and Mcshane, 2019).

3.15. Chapter summary

With a thorough discussion of the data collecting and analysis methods used, this chapter has demonstrated the scope of the research methodology used in this study.

Chapter 4: Data analysis and presentation

4.1. Introduction

This chapter discusses the data analysis and data presentation from the 54 questionnaires that staff members from the university administrative departments completed. In order to discover and define the link between work motivation and job satisfaction at various administrative divisions within the institution, the data was studied. The data was copied and coded from an internet survey onto an Excel file. The data analysis for the study was done with SPSS version 28. SPSS received the data from the excel file. Data was analyzed statistically and inferentially and displayed in graphs and tables. It was transformed into percentages and frequencies to aid in the presentation of data in a meaningful and understandable way. In order to analyze the data acquired, the hypothesis and study objectives stated in Chapter 1 were applied. Before sharing the study's findings, the reliability using coefficient was determined and discussed.

4.2. Rate of respondents

The proportion of participants in a study to those who were requested to participate is known as the response rate, according to Frey (2018). Researchers should aim for response rates of about 60% for the majority of studies (Fincham, 2008). As seen in the table above, only 54 of the 77 participants who received the questionnaire successfully completed it and returned it, yielding a response rate of 70%. A 70% response rate was deemed to be acceptable or appropriate for the study's results to be presented

4.3. Participants demographic information

This section of this chapter presents the study participants' demographic information. Though not essential to the research's objective, demographic information can be

useful in assessing the findings to determine whether it had any impact. As a result, recommendations that were suitable for addressing the research issue could be made.

4.3.1. Gender of participants

Figure 4. 1: Show the gender of participants in the study.

Gender of participants
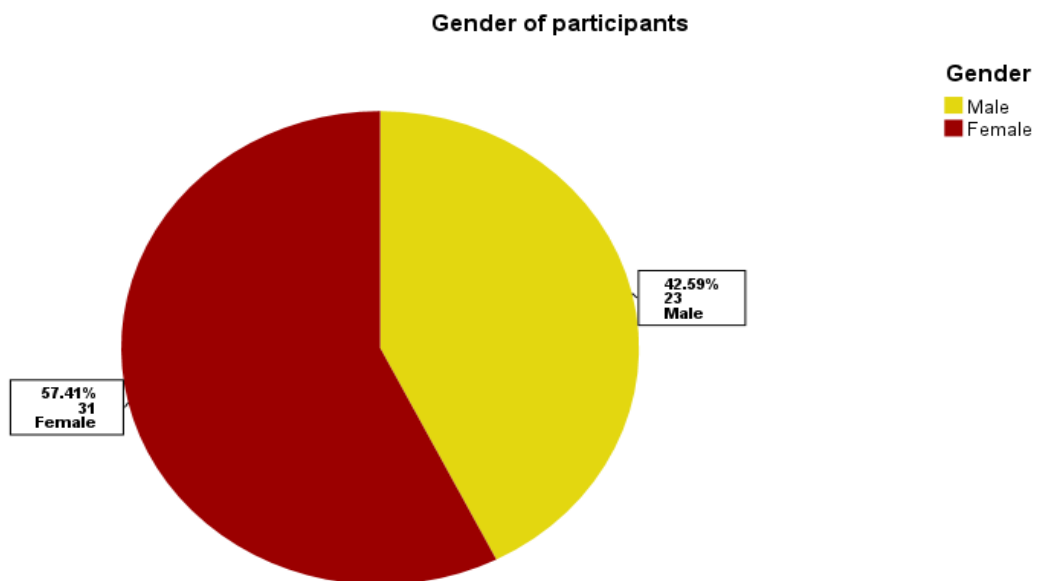
Figure 4.1 reveals that the sample comprised of 42.59 % of (n = 23) male respondents, while female comprised of 57, 41% of sample (n = 31).

4.3.2. Age of participants

Figure 4. 2: Show the age group of participants.
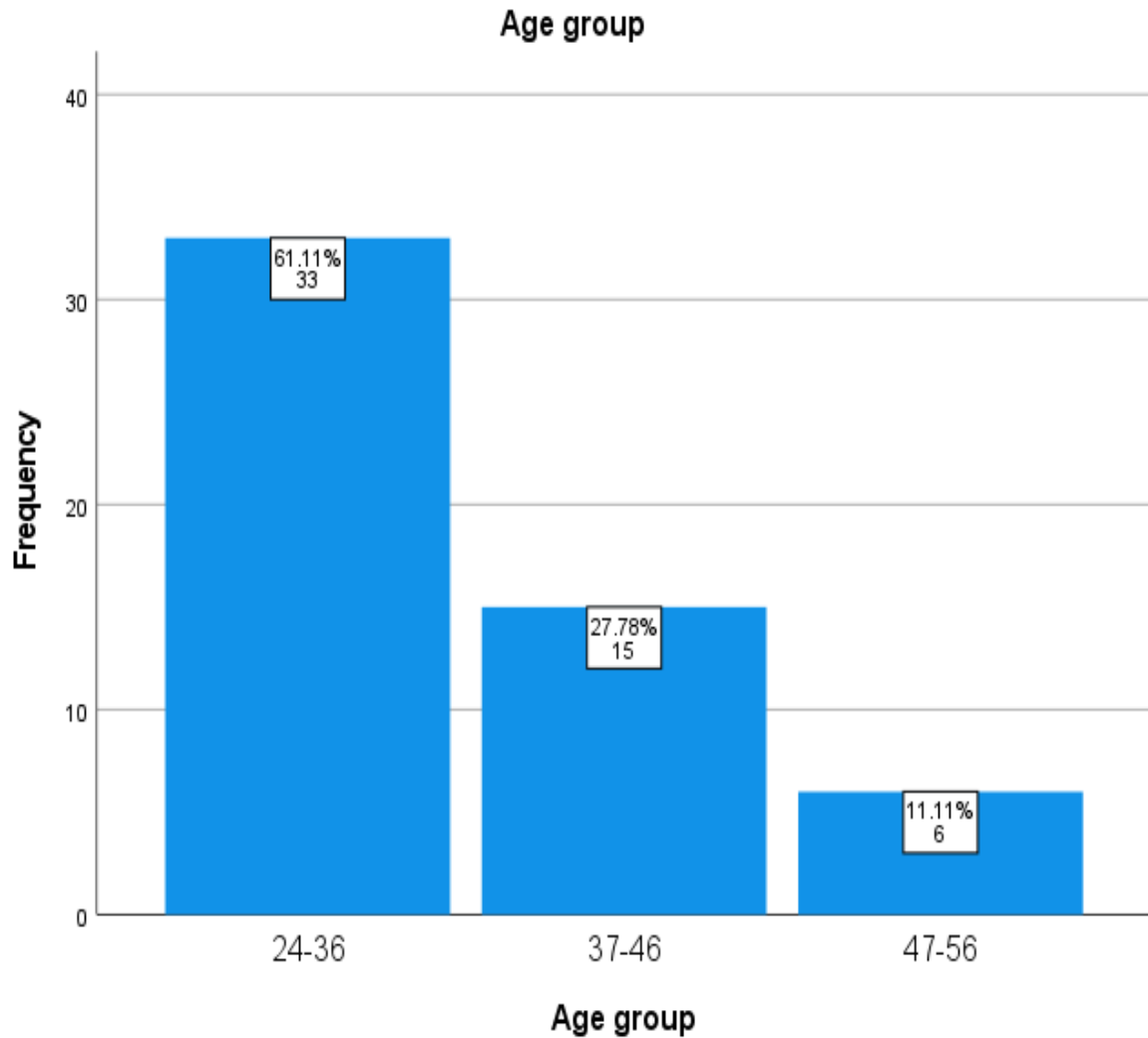
Age group

It made be seen that 61.11 % of respondents were in the age group of 24- 26 (n = 33) with the further 27, 78 % of respondent being in the age group of 37-46 (n=15). While only 11.11 % were from the age group of 47-56 (n=6).

4.3.3. Employment period of participants

Figure 4. 3: Employment period of participants

Employment period of participates
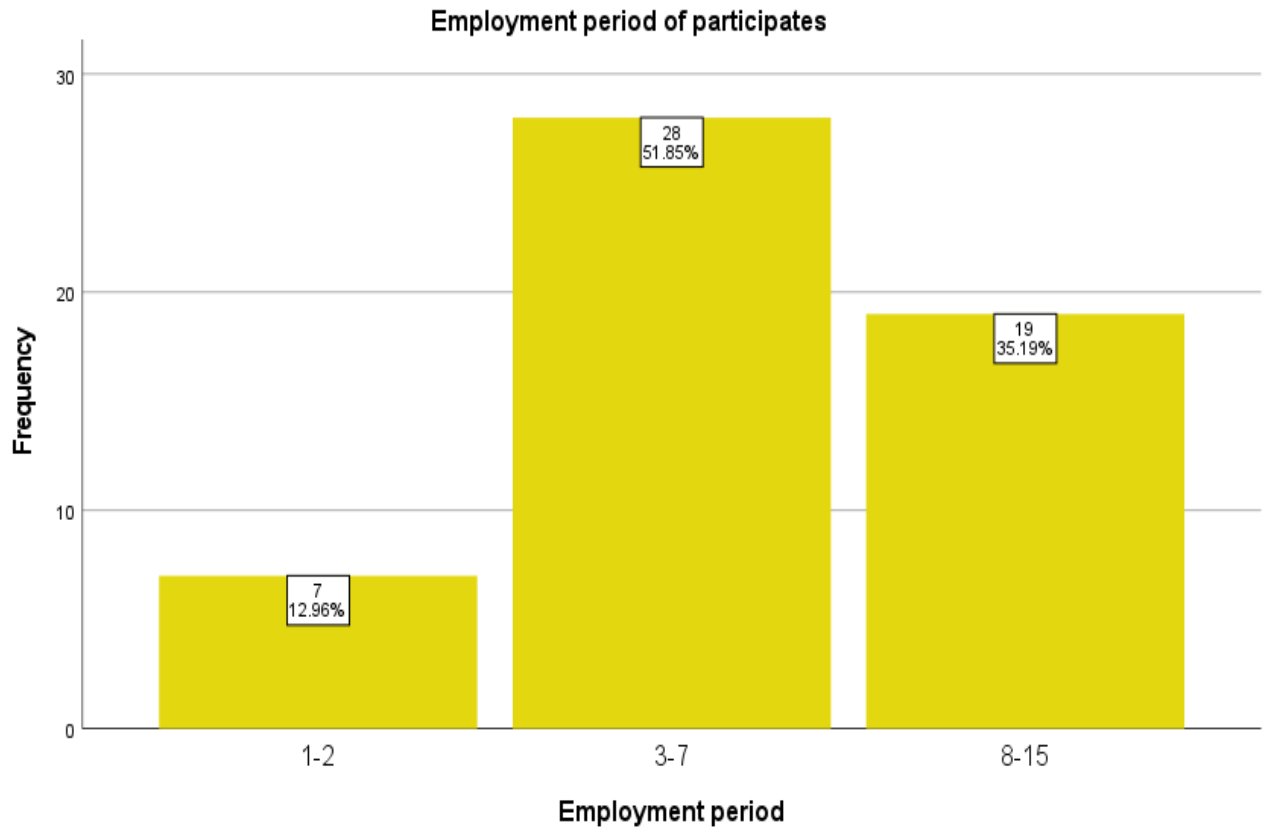
Figure 4.3 gives information about how employees are divided based on the length of time they have worked for the organization. It can be revealed from the above graph that majority of 51, 83 % of the administrative staff had been in the university administrative department for the period of 3-7 years (n=28). While 35, 19 % of the staff were in the institution's admin departments for 8-15 years (n=19). Further 12, 96 % had been employed over the period of 1-2 years (n=7).

4.4. Descriptive statistics

Descriptive Statistics are the condensed descriptive coefficients used to create a data collection that represents the full population or a sample (Sharma, 2019). The authors go on to say that the primary goal is to give an overview of the samples and measurements used in a study. When combined with other graphic analyses, descriptive statistics make up a significant portion of any quantitative data analysis. It differs significantly from inferential statistics in that it focuses more on characterizing the data being displayed. The interval scale uses the five-point Likert scale. From 1=

Strongly Disagree, 2= Disagree, 3= neither Agree nor Disagree, 4= Agree, 5=Strongly Agree. The mean was interpreted using the following range

To determine the degree of motivation and work satisfaction, a descriptive analysis of the mean of the research variables and its associated construct was carried out.

Table 4. 3: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am happy to go to work every day	54	1	5	3.69	1.179
I have the resources I need to work effectively	54	1	5	3.78	1.058
I am allowed to use my initiatives on the job	54	1	5	3.80	.919
Negative attitude shown by most students affects my productivity	54	1	5	3.07	1.426
Poor management has a negative effect on my productivity	54	1	5	3.61	1.280
My manager is interested in my career advancement	54	1	5	3.44	1.093
My manager recommends me for promotion regularly	54	1	5	3.19	1.100
Positive recognition	54	1	5	3.54	1.209
I have an opportunity to use my ability	54	1	5	3.87	1.010
I have a sense of achievement	54	1	5	3.80	1.035
My job skills enhances my satisfaction	54	1	5	3.54	1.128
My opinions on work issues are respected	54	1	5	3.57	1.143
Payment of reasonable salaries and wage	54	1	5	3.26	1.152
My office is conducive for working	54	1	5	3.83	.966
Peaceful work environment	54	1	5	3.56	1.269
My promotion boots the level of my job satisfaction/performance	54	1	5	3.57	1.354
Job security	54	1	5	3.69	.886
Training and career development	54	1	5	3.24	1.132
Career advancement/ development opportunities are limited	54	1	5	3.61	1.188
The benefits offered to me in relation to my work are satisfying	54	1	5	2.94	1.265
Valid N (listwise)	54				

With the M=3.69, SD=1.179 majority of university administrative staff they positively agreed that they like going to work every day. As seen in the M=3.78, SD=1.058, the majority of admin staff demonstrated a positive attitude to whether they have the resources they need to work effectively. Most of the admin staff were highly satisfied with the fact that are permitted to use initiatives at the workplace with M=3.80, SD=0.919. With an M=3.07, SD=1.426 shows a neutral attitude towards admin staff being affected by students in term of productivity. The majority of the admin staff with M=3.61, SD=1.280, means that they positively agree with the fact that poor management affects them negatively on their productivity. For career advancement, the mean score M=3.44, SD=1.093 shows that the manager does show positive interest in the staff in term of the advancing their careers. With a mean score of M=3.19, SD=1.100 admin staff respondents are neutral when it comes to managers recommending promoting them on regular basis.

For positive recognition, the mean value M=3.54, SD=1.209 reveals that respondents were positively satisfied which show that the institution values them and their involvement to the success of the organization. Respondents have shown a highly positive response with the mean score M=3.87, SD=1.010. It is evident that respondents are being satisfied with their work when there are given opportunities to use their abilities more than anything else. Sense of achievement had the second highest mean value M=3.80, SD=1.035, indicating that university administrative staff feel they are making positive actions ahead for themselves and the institution.

Job skills with M=3.54, SD=1.128 indicate that the university admin staff agree that their job skills increase their job satisfaction. With M=3.57, SD=1.143 this shows that admin staff have a great opportunity to raise their opinions on job problems and they are respected. For payment of reasonable salary M=3.26, SD=1.152 university admin staff are neutral with the fact that the salary they are getting is good enough. With conducive working office M=3.83, SD=0.966, shows that admin staff are extremely motivated and satisfied with their jobs, indicated by the second highest mean value the study presented. University admin staff agreed that they have positive work environment, and this is presented by the M=3.56, SD=1.269.

Indicated with M=3.57, SD=1.354 promotion appears to positively increase for job satisfaction of the university admin staff. In term of job security, the mean value M=3.69, SD=0.886 indicates that respondents rated job security to be several of the satisfying facets. Regarding training and career growth, the mean value M=3.24, SD=1.132 shows that respondents are neutral with the fact that training and career growth positively improves job satisfaction. With regards to career advancement/ development opportunities, the mean value, M=3.61, SD=1.188 indicates that respondents consider these facets to positively contribute to job satisfaction. In terms of the benefits, the mean value M=2.94, SD=1.265 indicates benefits as one of the least motivating and satisfying factor.

4.5. Reliability of Motivation and Job Satisfaction Questionnaire

Cronbach's Alpha is a metric used to evaluate the internal consistency or accuracy of a group of scale (Taber, 2018). Cronbach's Alpha is one approach to gauge the intensity of such coherence. Additionally, the consistency of any dimension relates to the degree to which it is a reliable degree of a notion. Alpha is said to show 0.7 or 0.6 as acceptable values for favorable results (Griethuijsen, Haske, Brok, Skinner and Mansour, 2014).

Table 4.4: Scale of Cronbach's alpha

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Figure 4. 4: Analysis of reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.917	.921	20

The validity of the work motivation and job satisfaction measures is examined using the Alpha-Cronbach coefficient approach. The elements that promote job satisfaction and work motivation were examined for internal consistency using this methodology. N=20 trustworthy and valid items were employed in this study. The variables had a high reliability coefficient, as seen by the findings, which revealed that the reliability coefficient (a) was 0.917. As a result, it is determined that the instrument utilized to evaluate the research variables in this study is a reliable instrument.

4.6. Pearson Correlation analysis

In its widest meaning, correlation is a measurement of the link among factors. In data sets, a change in one factor intensity is linked to a variation in another factor's intensity, whether in the same way or the reverse. When the two variables under investigation are regularly distributed, it is employed. High values can have an impact on this coefficient, which makes it unacceptable when one or both of the variables are not distributed normally because they could accentuate or weaken the power of the association (Zinzendoff, Laro and Irimisose, 2020). The magnitude of the alleged linear link between the relevant variables is shown by the correlation coefficient. When the correlation coefficient is 0, there is no linear link between the two constant variables, and when it is -1 or +1, there is a perfect linear relationship.

H$_0$: There is a statistical relationship between employee motivation and job satisfaction among administrative staff.

H$_1$: There is No statistical relationship between employee motivation and job satisfaction of administrative staff.

Table 4.5: Correlation between work motivation and job satisfaction.

		WorkMotivation	JobSatisfaction
WorkMotivation	Pearson Correlation	1	.695**
	Sig. (2-tailed)		<,001
	N	54	54
JobSatisfaction	Pearson Correlation	.695**	1
	Sig. (2-tailed)	<,001	
	N	54	54

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

Work motivation and job satisfaction were shown to have a fairly favourable result and be statistically significant with a Pearson product correlation (r=0.695, p.001). As a result, hypothesis (H0) was confirmed. This demonstrates that more work drive would result in greater job satisfaction. Because of this, it has been scientifically demonstrated that there is a highly substantial positive association between the administrative staffs' work motivation and job satisfaction.

4.7. Chapter summary

This chapter presented the analysis of data that has been collected from respondents. The collected data was presented in the form of graphs and tables.

Chapter 5: conclusion and recommendations

5.1. Introduction

The aim of the study was to ascertain whether there was a link between motivation and work satisfaction as well as to pinpoint the elements that affect both of these variables and gauge their relative importance. In order to fulfill the purpose and goals of the study, this chapter discusses and presents findings on the findings that had been provided in chapters four and three. This has been done by answering following questions:

- Q1- What is the relationship between employee motivation and job satisfaction?
- Q2- What factors influence the relationship between motivation and job satisfaction?
- Q3- How important is the influence of these factors on the relationship between motivation and job satisfaction?

To properly reply to the aforementioned study questions, it was necessary to assess respondents' levels of motivation and work satisfaction.

The online survey questionnaire has been completed by 53 out of a total of 77 respondents. Every question on the questionnaire got an answer from every respondent. Female respondents outnumbered male respondents by a margin of 57.41% while males consisted of 42.59% of respondents. The results of the research reveal or demonstrate that the majority of respondents were women.

5.2. Findings based on demographic information

Based on the analyses, it can be deduced that most of the administrative staff members at the university who took part in the study were female and had worked there for between three and seven years, although examining the effect of gender on job motivation was not the study's main objective. According to research conducted by another author on the effects of employment position and gender, gender does not significantly affect work motivation (Ogunleye and Osekita, 2016). In a prior study,

Abun, Ubasa, Magallanes, Encarnacion and Ranay (2021), discovered that there is no difference in work motivation or job satisfaction based on gender. The same conclusion is supported by Azim et al. (2013). They performed a research on the relationship between gender, marital status, and work happiness among employees, and their findings indicate that there isn't any statistically significant evidence to suggest that men and women experience different levels of job satisfaction. These results might not apply universally, though. Rožman, Sternad , Bobek and Tominc (2021) conducted research on the gender disparities in work satisfaction among government workers. The results of their study showed that women are more content with their professions than males. Women may be more driven because they are more prone to anticipate unpleasant outcomes, such as public humiliation.

Most respondents i.e., 51.83%, who made up the largest percentage of respondents, said they had worked in the administration department for between three and seven years. 35.19 % of respondents agreed, indicating that the majority of respondents had experience in the administrative field ranging from 8 to 15 years. According to the results, 12.96 % of respondents had the least amount of job experience when compared to the respondents who fall within the percentiles listed above. The research also reveals that just a small percentage of respondents found employment within a year or two. This may be due to the fact that those in this percentile have worked in this capacity before or because newly hired staff have chosen not to participate in the survey.

To better understand the connection between employees' motivation and job satisfaction, Singh & Tiwari (2011) conducted a study. The findings showed that "motivation stays unaltered regardless of age, as well as the length of service. Since the organization's workplace appears to provide the elements (promotion, salary, and job stability) that support motivation and satisfaction.

5.3. Findings based on descriptive statistical analysis

Participants were questioned about whether they found their office to be conducive to working. The results indicate that respondents were happy with their workplace, thus

it is reasonable to assume that a positive workplace has a significant association with job satisfaction. As a result, organizations should pay attention to this aspect of the job. Administrative workers could see their workplace as a pleasant and encouraging place to work, one that enables them to carry out their jobs more efficiently and with a high level of performance. Agbozo, Owusa, Mabel and Atakorah (2017) found a link between a favourable work environment and job satisfaction that supports the findings. The authors go on to say that an institution makes sure that their staff members are working in a pleasant setting. A desirable work environment increases worker satisfaction, according to a research by (Kafui Agbozo,2017). While external motivators are the best motivators to generate job happiness, the results of this study conflicted with those of Rafiq, Javed and Khan (2012) who found that the working environment is inversely connected with employees' job satisfaction.

The findings indicate that administrative personnel are extremely happy and motivated by their jobs. It suggests that for administrative personnel, a sense of employment stability contributes to job happiness. This conclusion is also in line with other research, such as those of Kuwaiti, Bicak, and Wahass (2019) who studied the job happiness of faculty members at higher education institutions. They found a substantial and positive relationship between academic staff job satisfaction and working conditions. Akintola and Chikoko (2016) findings from a different study suggest that the most crucial element influencing motivation and work satisfaction was job stability. Despite considering changing jobs, people will relax in their minds and concentrate on their tasks.

Results indicate that administrative staff members are motivated and satisfied since they have the chance to put their skills to use. The chance to utilize ability is one of the most important aspects that makes administrative employees more content and motivated with their jobs, as evidenced by the fact that the mean value of using ability is greater than all other variables. An earlier study by Jasiyah (2018) discovered a somewhat direct relationship between ability usage and employee work satisfaction and motivation. The findings of the present study, which show that skills have a direct impact on job satisfaction and willingness to work, are supported by a prior study by Palumbo (2013).

Promotion, benefits, and advancement are among the least satisfying and motivating aspects, according to the results. Benefits made the smallest contribution to motivating and satisfying of all the dimensions mentioned. Thus, it suggests that staff members in administrative departments are least motivated and happy with the benefits provided to them in connection with their jobs. A manager must create a strong incentive program that will draw in new hired staff and inspire current workers to earn bigger rewards. The current study's findings are supported by research by (Bogicevic-Milikic and Dosenovic, 2020). According to the study, there is a modest but substantial relationship between work satisfaction and benefits satisfaction.

The results of a prior study by Akafo and Boateng (2015) on the effects of incentives and recognition on job satisfaction and motivation showed that while there was no statistically significant link between the two, rewards had a beneficial influence on work motivation. Another study by Mabaso and Dlamini (2017) examined the impact of rewards on job satisfaction and organizational commitment among academic staff at a chosen University of Technology. The researcher discovered that employee rewards have no significant impact on job satisfaction and organizational commitment. The findings of this study were at odds with those of Suresh Dahake (2018), who found that incentives had little influence on employees' motivation at work.

5.4. Findings on correlation analysis

Analysis was done on the relationship between motivation and work satisfaction. These two factors have a positive link, according to the study (r=0.695, p 0.001). These results demonstrate that when university X administration staff members' motivation levels rise, so do their levels of work satisfaction. Therefore, it is crucial for organizational managers to increase their employees' motivation. It has been shown that work motivation has a beneficial impact on job satisfaction. Employees enjoy and feel fulfilled at work to a greater extent when they are driven to do so. The desire to meet their wants is one of the primary reasons that motivate people to work. Employees will feel content in their jobs if the organization satisfies their requirements and expectations, takes advantage of their abilities and skills, and gives them the chance to advance and grow. If an employee is content, he or she will work more

efficiently and effectively, which will improve performance. The components of work motivation to increase job satisfaction are the demands that employees expect. The results are consistent with earlier study by Yaya, Opeke and Onuoha (2016), which also found that job happiness improves workers' productivity in any business, particularly in higher education institutions. This is because happy and motivated employees perform better on the job. In the meanwhile, Pranita (2017) said that work motivation, which is a result of the task, is how job pleasure is communicated. Workplace motivation is one of the variables that affects employee happiness, thus it is crucial to pay attention to it for the benefit of the workforce.

5.5. Conclusion

In conclusion, the study's findings show that there is a significant and positive correlation between employee motivation and job satisfaction. Thus, it may be inferred that when workers feel motivated, their degree of job satisfaction likewise rises. It is crucial for department managers to ensure that administrative staffs are consistently motivated in order to guarantee employee happiness. However, it also crucial for employees to take motivation factors into serious consideration and appreciate the efforts that will be presented to them by their managers. The more motivated the administrative personnel are, the more content and satisfied they will be at work. Theories play a significant role in improving employees' understanding of motivation at work, each in their own unique way. In light of this, content theories identify both the individual and their motivational demands. Managers can better comprehend the motivation level of their staff and how to deal with them by knowing and applying these factors.

5.6. Limitations

A limitation, in Theofanidis's opinion (2019), is an imposition that is fundamentally outside the researcher's control. The current study has certain limitations. The study's conclusions came from the use of purposeful sampling. The findings' generalizability is, therefore, weak. Gender, service history, and age were not considered in this study as significant predictors of job motivation and satisfaction. The study relied on self-

reported data, and utilizing such data always has the potential of bias and selection. Only questionnaires were utilized as a data collection tool. In order to restrict the participants into specific response groups by limiting the range of replies, the participants were asked to indicate how much they agreed with each statement. It is challenging to extrapolate the findings across other institutions in South Africa because the research was conducted with participants from a single university site. The education sector is the other limitation on this study's scope.

5.7. Recommendations for future research

As indicated in the limitation section that the study used, non-probability sampling method was used as it was a suitable method to use during Covid-19 pandemic. I will recommend for future investigation to be made using another type of research method (qualitative) for participants to be more precise on how they feel while providing data. I will also recommend the use of another method of sampling in order to see how the results will come out. It is important that future researchers conduct a research in other universities on the same departments as of this current study in order to allow the study results to be generalized across all other universities in other provinces. For future research, demographic information must be explored in term of its relationship between job satisfaction and work motivation. As stated in the constraint, the research's focus is on the education sector. It is also advised to conduct investigation on some other factors in a distinct organizational context. An interview can be utilized to help the participant comprehend and enable them to provide thorough responses. Integrating many data techniques into a study has the advantage of enhancing the accuracy of the data and conclusions.

To fully understand the concerns, requirements, and expectations of the administrative personnel, management and administration should keep lines of communication accessible. This will aid in resolving any problems that can have a detrimental effect on employees' motivation and job satisfaction. Management must develop a more motivated and content staff by recognizing the value of motivation, offering fair compensation, encouraging teamwork, and fostering a healthy workplace culture, which will enhance productivity and improve organizational outcomes.

Bibliography

A. AlAmrani, K., 2020. Applicability of the Motivation Theories of Maslow, Herzberg and Vroom to Contemporary Business Organizations in Oman. International Journal of Economics, Business and Management Studies, 7(2), pp.202-213.

Abdul Rehman, S., Sehar, S. and Afzal, M., (2019). Performance Appraisal; Application of Victor Vroom Expectancy Theory. *Saudi Journal of Nursing and Health Care*, 02(12), pp.431-434

Abu Hassan Asaari, M., Mat Desa, N. & Subramaniam, L., (2019). Influence of Salary, Promotion, and Recognition toward Work Motivation among Government Trade Agency Employees. *International Journal of Business and Management*, 14(4), p.48.

Abun, D., Ubasa, A.L.A., Magallanes, T., Encarnacion, M.J. & Ranay, F.B. (2021). *Attitude toward the work and its influence on the Individual work performance of employees*: Basis for Attitude Management. Technium Social Science Journal, 18, 378-394

Agbozo, G, K., Owusu, I, S. Mabel A. Atakorah. (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. *Journal of Human Resource Management*. Vol. 5, No. 1, 2017, pp. 12-18. doi10.11648/j.jhrm.20170501.12

Aik, M.A. and Gabriel, O.C. (2015) "Empirical analysis of the relationship between motivation and job satisfaction: A Study of Ifesinachi Industries Nigeria Limited," International Journal of Academic Research in Business and Social Sciences, 5(12). Available at: https://doi.org/10.6007/ijarbss/v5-i12/1944.

Akintola, O. and Chikoko, G. (2016) "Factors influencing motivation and job satisfaction among supervisors of community health workers in marginalized communities in South Africa," Human Resources for Health, 14(1). Available at: https://doi.org/10.1186/s12960-016-0151-6.

Alemu, S., 2018. Meaning, Idea and History of University/Higher Education: Brief Literature Review. FIRE: Forum for International Research in Education, 4(3).

Ali, W., 2016. Understanding the Concept of Job Satisfaction, Measurements, Theories and its Significance in the Recent Organizational Environment: A Theoretical Framework. Archives of Business Research, 4(1).

Al-Romeedy, Bassam Samir. 2019. The Role Of Job Rotation In Enhancing Employee Performance In The Egyptian Travel Agents: The Mediating Role Of Organizational Behavior. Tourism Review. Vol. 74 No. 4, Hal. 1003-1020

Al-Suraihi, W., Samikon, S., Al-Suraihi, A. and Ibrahim, I., (2021). Employee Turnover: Causes, Importance and Retention Strategies. *European Journal of Business and Management Research*, 6(3), pp.1-10.

Amrhein, V., Greenland, S., & McShane, B. (2019a). Retire statistical significance. Nature, 567, 305– 307. https://doi.org/10.1038/d41586-019-00857-9

Anwar, K., &, Qadir&, G.Qadir, G. H. (2017). A Study of the Relationship between Relationship Work between Engagement Work and Engagement Joband Job Satisfaction in Satisfaction Private Companies in Kurdistan. International Journal of Advanced Engineering, Management and Science, 3(12), 239944

Apuke, O., (2017). Quantitative Research Methods: A Synopsis Approach. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 6(11), pp.40-47

Arkkelin, D. (2014). "Using SPSS to Understand Research and Data Analysis". *Psychology Curricular Materials*. 1. https://scholar.valpo.edu/psych_oer/1

ARSLAN, A., (2020). Reliability and validity of instruments measuring English teachers' TPACK. *International Journal of Assessment Tools in Education*, pp.343-360.

Azim, M.T., Haque, M.M., & Chowdhury, R.A. (2013). Gender, marital status and job satisfaction, an empirical study. *International Review of Management and Business Research*. 2(2):488-498.

Bande, B., Fernàndez-ferrín, P., Varela-neira, C. & Otero-neira, C., (2016), 'Exploring the relationship among servant leadership, intrinsic motivation and performance in an industrial sales setting', *Journal of Business & Industrial Marketing* 31, 219-231. https://doi.org/10.1108/JBIM-03-2014-0046

Barnat, M., Bosse, E., & Trautwein, C. (2017). The guiding role of theory in mixed-methods research: Combining individual and institutional perspectives on the transition to higher education. In J. Huisman & M. Tight (Eds.), *Theory and method in higher education research*, (Vol. 3, pp. 1– 19). UK: Emerald Publishing Limited.

Bhardwaj, D., (2019). The Study of Relationship between Motivational Factors of Employees & their Performance with Respect to SBI Bank. *International Journal for Research in Applied Science and Engineering Technology*, 7(5), pp.3096-3100.

Bogicevic-Milikic, B. and Dosenovic, D. (2020) "Moderators of the relationship between intrinsic rewards and job satisfaction: The evidence from the Republic of Srpska," Sociologija, 62(3), pp. 416–437. Available at: https://doi.org/10.2298/soc2003416b.

Buyao, W. and Danyang, L., 2020. Maslow Needs a Reinterpretation of the Theory of Hierarchy —Thoughts Based on the Theory of Ecosystem. Psychology of China, 2(12), pp.1273-1285.

Canals, L. (2017). Instruments for gathering data. In E. Moore & M. Dooly (Eds), Qualitative approaches to research on plurilingual education (pp. 390-401). Research-publishing.net.https://doi.org/10.14705/ rpnet.2017.emmdrpnet. 2017.emmd2016.637

Cebeci, O. and Caganaga, C.K. (2019) "Effects of motivation of school administrators on Human Resources Management," OALib, 06(07), pp. 1–17. Available at: https://doi.org/10.4236/oalib.1104808.

Cebeci, O. and Caganaga, Ç.K. (2019) Effects of Motivation of School Administrators on Human Resources Management. *Open Access Library Journal*, 6: e4808.https://doi.org/10.4236/oalib.1104808.

Cerasoli, C. P., Nicklin, J. M. & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, 140(4), 980-1008.

Charano, K. R., Harijanto, S. (2015). Effect of Extrinsic and Intrinsic Motivation Factors to Employee Job Satisfaction in PT Nutrifood Indonesia in Surabaya.*Bussiness Management*: 3(2): 331-340.

Churchwell, M.S. (2016) A Study of Factors That Influence Job Satisfaction of Teachers at a Southeast Christian School (Order No. 10587683). https://search.proquest.com/docview/1886443023?accountid=149218

Creswell, J. W. (2012). Educational research: Planning, conducting, and evaluating quantitative and qualitative research (4th ed.). Boston, MA: Pearson.

Crossman, A. (2020). Understanding Purposive Sampling. *An Overview of the Methods and Its Applications*. https://www.thoughtco.com/purposive-sampling-3026727

Damij, N., Levnajic, Z., Skrt, V. R., & Suklan, J. (2015). What motivates us for work? Intricate web of factors beyond money and prestige. PLoS One, 10(7), 1-13. doi: 10.1371/journal.ponedoi: 10.1371/journal.pone.0132641

Datuk Dr. Mahamad Zubir bin Seeht Saad. (2018). The impact of employee motivaton on work performance. *International Journal of Scientific and Research Publications*, 8(3), 295-308

Denieffe, S., 2020. Commentary: Purposive sampling: complex or simple? Research case examples. Journal of Research in Nursing, 25(8), pp.662-663.

Devaro, J., Maxwell, N., & Morita, H. (2017). Training and intrinsic motivation in nonprofit and for-profit organizations. J. Econ. Behav. Organ. 139, 196–213. doi: 10.1016/j.jebo.2017.04.005

Di Domenico, S. I., & Ryan, R. M. (2017). The emerging neuroscience of intrinsic motivation: a new frontier in self-determination research. *Frontiers in Human Neuroscience*, 11(145), 1-14

Dias, S. and Temido, M., (2020). Random fields and random sampling. Kybernetika, pp.897-914.

Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). Internet, phone, mail, and mixed-mode surveys: The tailored design method (4th ed). Hoboken, NJ: John Wiley & Sons, Inc.

Dougherty, M., (2021). The use of confidentiality and anonymity protections as a cover for fraudulent fieldwork data. *Research Ethics*, 17(4), pp.480-500.

Efendi, S. & Nandarini, L., (2020). Analysis of the Influence of Leadership Style, Training, and Physical Work Environment on Motivation and Impact on The Performance of National Cyber and Crypto Agency Employees. *FOCUS*, 1(1), pp.12-20.

Essop, R. and Hoque, M., (2018). The impact of emotional intelligence on employee motivation in the construction industry in South Africa. International Journal of Work Organisation and Emotion, 9(2), p.125.

Etikan, I., (2016). Comparison of Convenience Sampling and Purposive Sampling. American Journal of Theoretical and Applied Statistics, 5(1), p.1.

Etikan, I., (2017). Sampling and Sampling Methods. Biometrics & *Biostatistics International Journal*, 5(6).

Fincham, J., (2008). Response Rates and Responsiveness for Surveys, Standards, and the Journal. *American Journal of Pharmaceutical Education*, 72(2), p.43.

Fleming, J. (2018). Recognizing and resolving the challenges of being an insider researcher in work-integrated learning [special issue]. International Journal of Work-Integrated Learning, 19(3), 311-320.

Frey, B., (2018). The SAGE Encyclopedia of Educational Research, Measurement, and Evaluation.

Gelard, P. and Rezaei, S., (2016). The Relationship between Job Motivation, Compensation Satisfaction and Job Satisfaction in Employees of Tax Administration – A Case Study in Tehran. Asian Social Science, 12(2), p.165.

Getahun, T., Tefera, B. and Burichew, A., (2016.) Teacher's Job Satisfaction Andand Its Relationship Withwith Organizational Commitment Inin Ethiopian Primary Schools: Focus on Primary Schools Of Bonga Town. European Scientific Journal, ESJ, 12(13), p.380.

Ghaffari, S., Shah, I. M., Burgoyne, J., Nazri, M., & Salleh, J. R. (2017). The influence of motivation on job performance: A case study at Universiti Teknoligi Malaysia. *Australian Journal of Basic and Applied Sciences*, 11(4), 92-99. Retrieved from http//: www.ajbasweb.com/: www.ajbasweb.com

Girdwichai, L. and Sriviboon, C. (2020) "Employee motivation and performance: do the work environment and the training matter?" Journal of Security and Sustainability Issues, pp. 42–54. Available at: https://doi.org/10.9770/jssi.2020.9.j(4).

Green, P., Finkel, E., Fitzsimons, G. and Gino, F., F., 2017(2017). The energizing nature of work engagement: Toward a new need-based theory of work motivation. Research in Organizational Behavior, 37, pp.1-18.

Griethuijsen, R. A. L. F., Eijck, M. W., Haste, H., Brok, P. J., Skinner, N. C., Mansour, N., et al. (2014). Global patterns in students' views of science and interest in science. *Research in Science Education*, 45(4), 581–603. Doi: 10.1007/s11165-014-9438-6.

GUN, I., SOYUK, S. and OZSARI, S.H. (2021) "Effects of job satisfaction, affective commitment, and organizational support on job performance and turnover intention in healthcare workers," Archives of Health Science and Research, 8(2), pp. 89–95. Available at: https://doi.org/10.5152/archealthscires.2021.21044.

Herzberg, F., Mausner, B., & Synderman, B. B. (1959). The motivation to work. New York, NY: Wiley

Holmberg, C., Caro, J. and Sobis, I. (2017) "Job satisfaction among Swedish Mental Health Nursing Personnel: Revisiting the two-factor theory," International Journal of Mental Health Nursing, 27(2), pp. 581–592. Available at: https://doi.org/10.1111/inm.12339.

Holmberg, C., Caro, J., & Sobis, I. (2017). Job satisfaction among Swedish mental health nursing personnel: Revisiting the two-factor theory. *International Journal of Mental Health Nursing*, 27, 581-592. doi:10.1111/inm.12339

Huang, Y., 2016. Work Motivation and Operational Risk Assessment: A New Direction for Organizational Behavior Studies. SSRN Electronic Journal,

Itziar Ramarez Garcia, Susana Del Cerro Ramon, and Albert Fornells Herrera, (2019). The Role of Work Motivation Based on Values in Employees Retention in the 21st Century. Management Studies, 7(2).

Jain, D., Gupta, D. and Bindal, D., 2019. A Study of Employee Motivation in Organization. *International Journal of Engineering and Management Research*, 09(06), pp.65-68.

Jasiyah, R., (2018). The effect of ability and motivation on job satisfaction and employee performance. *Archives of Business Research*, 6(12).

Kabir, S.M.S. (2016). Basic Guidelines for Research: An Introductory Approach for All DisciplinesAll Disciplines. *Book Zone Publication*, ISBN: 978-984-33-9565-8, Chittagong-4203, Bangladesh4203, Bangladesh.

Kafui Agbozo, G. (2017) "The effect of work environment on job satisfaction: Evidence from the banking sector in Ghana," Journal of Human Resource Management, 5(1), p. 12. Available at: https://doi.org/10.11648/j.jhrm.20170501.12.

Kanfer, R. & Chen, G., (2016). Motivation in organizational behavior: History, advances and prospects. *Organizational Behavior and Human Decision Processes*, 136, pp.6-19.

Kanfer, Ruth & Chen, Gilad, 2016. "Motivation in organizational behavior: History, advances and prospects," Organizational Behavior and Human Decision Processes, Elsevier, vol. 136(C), pages 6-19.

Khan, A. A., Abbas, N., & Zaki, K. A. (2017). Effect of incentives based two factor theory on employee performance in telecom sector of Pakistan. *The Nucleus*, 54, 173-180. Retrieved from www.thenucleuspak.org.pk

Kispál-Vitai, Z., (2016). Comparative analysis of motivation theories. *International Journal of Engineering and Management Sciences*, 1(1), pp.1-13.

Kotera, Y., Taylor, E., Fido, D., Williams, D. and Tsuda-McCaie, F., (2021). Motivation of UK graduate students in education: self-compassion moderates' pathway from extrinsic motivation to intrinsic motivation. Current Psychology.

Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes? J. Econ. *Psychol*. 61, 244–258. doi: 10.1016/j.joep.2017.05.004

Kuwaiti, A.A., Bicak, H.A. and Wahass, S. (2019) "Factors predicting job satisfaction among faculty members of a Saudi Higher Education Institution," Journal of Applied Research in Higher Education, 12(2), pp. 296–310. Available at: https://doi.org/10.1108/jarhe-07-2018-0128.

Larsson, B., Ulfsdotter Eriksson, Y., Adolfsson, P. (2021) Motivating and Demotivating Effects of Performance-Related Pay in Swedish Public Sector Organizations Review of Public Personnel Administration https://doi.org/10.1177/0734371X21990836

Legault, L. (2016). Intrinsic and extrinsic motivation. In Zeigler-Hill, V. & Shackelford, T. K. (Eds.) *Encyclopedia of personality and individual differences* (pp. 1–4). Switzerland: Springer. https://doi.org/10.1007/978-3-319-28099-8_1139-1.

Li, J., Sharma, A., Evans, J., & Johnson, F. (2018). Addressing the mischaracterization of extreme rainfall in regional climate model simulations—A synoptic pattern based bias correction approach.*Journal of Hydrology*, 556, 901– 912. https://doi.org/10.1016/j.jhydrol.2016.04.070

Loeb, S., Dynarski, S., McFarland, D., Morris, P., Reardon, S., & Reber, S. (2017). Descriptive analysis in education: *A guide for researchers*. (NCEE 2017–4023). Washington, DC: U.S. Department of Education, Institute of Education Sciences, National Center for Education Evaluation and Regional Assistance.

M. Badubi, R., (2017). Theories of Motivation and Their Application in Organizations: A Risk Analysis. *INTERNATIONAL JOURNAL OF INNOVATION AND ECONOMIC DEVELOPMENT*, 3(3), pp.44-51.

Ma, Q., Mayfield, M. and Mayfield, J., (2018). Keep them on-board! How organizations can develop employee embeddedness to increase employee retention. Development and Learning in Organizations: An International Journal, 32(4), pp.5-9.

Mabaso, C & Dlamini, B, I.B, I. (2017). Impact of Compensation and Benefits on Job Satisfaction. *Research Journal of Business Management*, 11: 80-90. DOI: 10.3923/rjbm.2017.80.90URL: https://scialert.net/abstract/?doi=rjbm.2017.80.90

Majid U. (2018). Research Fundamentals: Study Design, Population, and Sample Size. *URNCST Journal*, 2:1 (1-7). https://doi.org/10.26685/urncst.16

Malik, I., Said, H. and Munap, R., (2018). A study on the relationship between motivation factors and career choice among undergraduate students in Malaysian Private Universities. Journal of Entrepreneurship and Business, 6(2), pp.11-23.

Malik, I., I., 2021(2021). The Relationship between Motivational Factors and Job Satisfaction in Royal Malaysian Navy (RMN) Headquarters. Webology, 18(Special Issue 04), pp.31-45.

Mamun, C, A.C, A., & Hasan, M. (M. (2017). Factors affecting employee turnover and sound retention strategies in business organization: a conceptual view. *Problems and Perspectives in Management*, 15(1), 63-71. doi:10.21511/ppm.15 (1).2017.06

Mardanov, I., (2020). Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance and intention to stay. Evidence-based HRM: aA Global Forum for Empirical Scholarship, 9(3), pp.223-240.

Mashaqbah, N., (2018). The Relationship Between Motivation and Job Satisfaction Among Teachers of Public Schools in Mafraq Province of Jordan. *European Scientific Journal*, ESJ, 14(31), p.224.

Mohamed, K. and Yamat, H., (2021). Examining the Validity and Reliability of Instruments for Measuring the Word-Recognition Accuracy: A Pilot Study*. International Journal of Research Publications*, 91(1).

Mohd Said, N., Ahmad Zaidee, A., Mohd Zahari, A., Ali, S. & Salleh, S., (2015). Relationship between Employee Motivation and Job Performance: A Study at University Technology MARA (Terengganu). *Mediterranean Journal of Social Sciences,.Sciences*,

Mondal, P. and Mondal, S., 2018. QUANTITATIVE AND QUALITATIVE RESEARCH: A MIXED METHOD APPROACH IN EDUCATIONAL SCIENCE. International Journal of Technical Research & Science, 3(VII).

Muazza, M. & Syarifuddin, H, B., (2017). DOES JOB ROTATION AND JOB SATISFACTION AFFECT THE PERFORMANCE? PERFORMANCE? *JOURNAL OF BUSINESS STUDIES AND MANGEMENT REVIEW*, 1(1), pp.1-4.

Mukwevho, H., Nesamvuni, A.E & Roberson, J.R. (2020). Factors Impacting Employee Absenteeism and The Managers' Perception of its Causes in the Hotel Industry. *African Journal of Hospitality, Tourism and Leisure*, 9(5):1161-1177. DOI: https://doi.org/10.46222/ajhtl.19770720-75

Mweshi, G. & Sakyi, K., (2020). Application of sampling methods for the research design. *Archives of Business Research*, 8(11), pp.180-193.

Mwiti, J., Moguche, M.A. and Rintari, D.N. (2021) "The relationship between career advancement and job satisfaction among teachers in selected public secondary schools in Igembe North, Kenya," Human Resource and Leadership Journal, 6(1), pp. 49–64. Available at: https://doi.org/10.47941/hrlj.647.

Nabahani, P. and Setyo Riyanto, 2020. Job Satisfaction and Work Motivation in Enhancing Generation Z's Organizational Commitment. Journal of Sosial Science, 1(5), pp.234-240.

Naseem, K. (2018). Job Stress, Happiness and Life Satisfaction: The Moderating Role of Emotional Intelligence Empirical Study in Telecommunication Sector Pakistan. Journal of Social Science. 4(1),7-4.

Noor, Z., Nayaz, N., Solanki, V., Manoj, A. and Sharma, A., 2020. Impact of Rewards System on Employee Motivation: A Study of a Manufacturing Firm in Oman. International Journal of Business and Management Future, 4(2), pp.6-16.

Ogunleye, A.J. and Osekita, D.A. (2016) "Effect of job status, gender, and employees' Achievement Motivation Behavior on work performance: A case study of selected local government employees in Ekiti State, Nigeria," European Scientific Journal, ESJ, 12(26), p. 235. Available at: https://doi.org/10.19044/esj.2016.v12n26p235.

Olonite, O., (2021). Sampling Technique and Taro Yamane Sampling Method: The Paradigm Shift. *SSRN Electronic Journal*,.*Journal*,

Paais, M. & Pattiruhu, J., (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics and Business*, 7(8), pp.577-588

Palumbo, Palumbo, C. (2013). Soft Skills and Job Satisfaction: Two Models in Comparison. *Universal Journal of Psychology*, 1(3), 103 - 106. DOI: 10.13189/ujp.2013.010303.

Pancasila, I., Haryono, S., & Sulistyo, B. A. (2020). Effects of work motivation and leadershipand towardleadership worktoward satisfactionwork andsatisfaction employeeand performanceemployee performance: Evidence fromEvidence from Indonesia. *The Journal of Asian Finance, Economics, and Business*, 7(6), 387-397.

Parashar, B. K. (2016) Significance of theory Z in India scenario. International Journal of Management and Social Sciences Research, Vol. 5(2), pp. 8-16.

Park, Y., Konge, L., & Artino, A. R. (2020). The Positivism Paradigm of Research. Academic medicine: *journal of the Association of American Medical Colleges*, 95 (5). http://dx.doi.org/10.1097

Pranita, F.M. (2017) "Influence of motivation and organizational commitment on work satisfaction and employee performance," Proceedings of The ICECRS, 1(2). Available at: https://doi.org/10.21070/picecrs.v1i2.1431.

Rafiq, M. Javed, M. Khan, M. (2012). Ahmed May Effect of Rewards on Job Satisfaction Evidence Fromfrom Pakistan. Interdisciplinary Journal of Contemporary Research in Business, 4 (1)

Rahman, M. S. (2016). The Advantages and Disadvantages of Using Qualitative and Quantitative Approaches and Methods in Language "Testing and Assessment" Research: A Literature Review. *Journal of Education and Learning*, 6, 102-112.https://doi.org/10.5539/jel.v6n1p102

Rahman, M., Fatema, M. and Ali, M., 2019. Impact of Motivation and Job Satisfaction on Employee's Performance: An Empirical Study. Asian Journal of Economics, Business and Accounting, pp.1-10.

Ravikumar, B., Mohan, K., & Ram, V. S., (2020). The Influence of Job Rotation Practices on Employee Performance, Mediation Effect of Human Factor and Motivation.

Raziq, A., & Maulabakhsha, R. (2015). Impact of Work Environment on Job Satisfaction. Procedia Economics and Finance, 23, 717-725. https://doi.org/10.1016/S2212-5671(15)00524-9

ROHITH, U. and JAGADEESAN, P., 2019. MOTIVATIONAL FACTORS AND AMENITIES FULFILLMENT OF SOUTHERN RAILWAY EMPLOYEES – A EMPIRICAL STUDY WITH REFERENCE TO TIRUCHIRAPPALLI DIVISION. JOURNAL OF MANAGEMENT, 6(3).

Rowan, J., (1998). Maslow Amended. Journal of Humanistic Psychology, 38(1), pp.81-92.

Royle, M.T. & Fox, G., 2011, 'The relationship between psychological strain, self-regulation, and informal accountability for others', International Journal of Management and Marketing Research 4, 1-18.

Rožman, M. Sternad Zabukovšek, S.; Bobek, S.; Tominc, P. (2021) "Gender differences in work satisfaction, work engagement and work efficiency of employees during the COVID-19 pandemic: The case in Slovenia," Sustainability, 13(16), p. 8791. Available at: https://doi.org/10.3390/su13168791.

Ryan, Gemma (2018). Introduction to positivism, interpretivism and critical theory. *Nurse Researcher*, 25(4) pp. 41–49.

Ryan, T., Atkinson, J., Cofer, C. & Appley, M., (1967). An Introduction to Motivation. *The American Journal of Psychology*, 80(2), p.319.

Sabir, A., 2017. Motivation: Outstanding Way to Promote Productivity in Employees. American Journal of Management Science and Engineering, 2(3), p.35.

Sahito, Z. and Vaisanen, P. (2017) "The diagonal model of job satisfaction and motivation: Extracted from the logical comparison of content and process theories," International Journal of Higher Education, 6(3), p. 209. Available at: https://doi.org/10.5430/ijhe.v6n3p209.

Sahito, Z., & Vaisanen, P. (2017). Factors Affecting Job Satisfaction of Teacher Educators: Empirical Evidance from the Universities of Sindh Province of Pakistan. Journal of Teacher Education and Educators, 6(1), 5-30.

Senthilnathan, S., 2019. Usefulness of Correlation Analysis. SSRN Electronic Journal,.Journal.

Setiawan, S. and Mulyapradana, A., 2018. PERAN WORK MOTIVATION SEBAGAI VARIABEL INTERVENING PENGARUH REWARD INSTRINSIK, SUPERVISION OF WORK & SATISFACTION OF COMPENSATION TERHADAP EMPLOYEE PERFORMANCE. Jesya (Jurnal Ekonomi & Ekonomi Syariah), 2(1), pp.115-125.

Shenaq, R., 2021. The Effects of Extrinsic Rewards on Intrinsic Motivation. SSRN Electronic Journal,

Sibona, C., Walczak, S. and White Baker, E., 2020. A Guide for Purposive Sampling on Twitter. Communications of the Association for Information Systems, pp.537-559.

Sinambela, S., 2020. The Effect of Workload on Job Stress, Work Motivation, and Employee Performance. International Journal of Psychosocial Rehabilitation, 24(04), pp.1373-1390.

Singh, S. K., & Tiwari, V. (2011). Relationship between motivation and job satisfaction of the white collarwhite-collar employees: *A case study*. Management insight, 7(2), 31-39.

Singhvi, P.A., Dhage, N.N. and Sharma, P.P. (2018) "Compensation and its impact on motivation employee"s satisfaction and employee"S Performance," International Academic Journal of Organizational Behavior and Human Resource Management, 05(02), pp. 1–43. Available at: https://doi.org/10.9756/iajobhrm/v5i2/1810012.

Snelgar, R, Shelton, S. & Giesser, A. (2017). A comparison of South African and German extrinsic and intrinsic motivation. S. Afr. j. econ. management. sci. [online]. 2017,vol.20,n.1,pp.1-12.ISSN2222-3436.
http://dx.doi.org/10.4102/sajems.v20i1.1552.

SÖYÜK, S., 2021. EFFECTS OF JOB SATISFACTION, JOB PERFORMANCE AND INTENTION TO LEAVE JOB ON WORK ALIENATION: A CROSS SECTIONAL

STUDY ON HEALTH WORKERS IN PUBLIC HOSPITALS. JOURNAL OF ACADEMIC SOCIAL RESOURCES, 6(25), pp.756-761.

Sözen, E. and Güven, U., 2019. The Effect of Online Assessments on Students' Attitudes Towards Undergraduate-Level Geography Courses. International Education Studies, 12(10), p.1.

Suprun, M., 2021. A Conceptual versus positivist approach?.approach? The Journal of Slavic Military Studies, 34(1), pp.132-138.

Suresh Dahake, P. (2018) "Role of fair reward, incentives and remuneration system for motivating sales people of Banking, Financial Services and Insurance (BFSI) sector," HELIX, 8(6), pp. 4241–4246. Available at: https://doi.org/10.29042/2018-4241-4246.

Taber, K. T. (2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, 48, 1273-1296.https://doi.org/10.1007/s11165-016-9602-2

Tampubolon, H., 2016. The relationship between employee engagement, job motivation, and job satisfaction towards the employee performance. Corporate Ownership and Control, 13(2), pp.473-477.

Tengah, S., 2019. Factors Influencing Job Satisfaction among Nurses in Public Health Facilities in Mombasa, Kwale and Kilifi Counties, Kenya. Advances in Social Sciences Research Journal, 6(5).

Teuber, Tobias, A, (2019): Employee motivation profile for job enrichment, Journal of Applied Leadership and Management, ISSN 2194-9522, Hochschule Kempten - University of Applied Sciences, Professional School of Business & Technology, Kempten, Vol. 7, pp. 1-18, https://www.journal-alm.org/article/view/19961

 Theofanidis, Dimitrios, & Fountouki, Antigoni. (2019). Limitations And Delimitations In The Research Process. Perioperative nursing (GORNA), E-ISSN:2241-3634, 7(3), 155–162. http://doi.org/10.5281/zenodo.2552022

Thongpapanl, N., Kaciak, E., & Welsh, D. H. (2018). Growing and aging of entrepreneurial firms: Implications for job rotation and joint reward. *International Journal of Entrepreneurial Behavior & Research*, 24(6), 1087- 1103

Trout, J., 2017. Motivation and the sense of understanding in theory construction. Motivation Science, 3(3), pp.304-317.

Van Der Kolk, B., Van Veen-Dirks, P. M., & Ter Bogt, H. J. (2019). The impact of management control on employee motivation and performance in the public sector. Eur. Account. Rev. 28, 901–928. Doi: 10.1080/09638180.2018.1553728

Vera Akafo & Peter Agyekum Boateng (2015),"), "Impact of Reward and Recognition on Job Satisfaction and Motivation", European Journal of Business and Management, Vol 7, No.24, ISSN: 2222-1905.

Wang, L. W., & T.T. Tran (2015). The Study of Techers Job Satisfaction in Junior secondary School Administration System: A Case Study of Vietnamese National Secondary Schools Teachers. Euro-Asian Journal of Economics and Finance, 3(2), 73-89.

Wood, S. (2018). HRM and organizational performance. *In Human resource management* (pp. 74–97). Routledge.

Yaya, J.A., Opeke, R.O., & Onuoha, U.D. (2016). Job satisfaction as correlates of librarians' productivity in public universities in Nigeria. Library Philosophy and Practice.

Yusuf, M., 2021. The Effects of the Intrinsic Motivation and Extrinsic Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Alwi Assegaf Palembang. MBIA, 20(1), pp.18-31.

Zameer, H., Alireza, S., Nisar, W. and Amir, M., 2014. The Impact of the Motivation on the Employee's Performance in Beverage Industry of Pakistan. [Online] Available at: <https://www.researchgate.net/publication/273198199.

Zhang, Y. (2016) A Review of Employee Turnover Influence Factor and Countermeasure. *Journal of Human Resource and Sustainability Studies*, 4, 85-91. doi: 10.4236/jhrss.2016.42010.

Zinzendoff Okwonu, F., Laro Asaju, B. and Irimisose Arunaye, F. (2020) "Breakdown analysis of Pearson correlation coefficient and robust correlation methods," IOP Conference Series: Materials Science and Engineering, 917(1), p. 012065. Available at: https://doi.org/10.1088/1757-899x/917/1/012065.

Appendices

Appendix A: Ethical Approval

Cape Peninsula
University of Technology

P.O. Box 1906 | Bellville 7535
Symphony Road Bellville 7535
South Africa
Tel: +27 21 4603291
 Email: fbmsethics@cput.ac.za

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

The Faculty's Research Ethics Committee (FREC) on **14 September 2021**, ethics **APPROVAL** was granted to **Mnyani Zintle (216083257)** for a research activity for **M Tech: Public Administration** at the Cape Peninsula University of Technology.

Title of project:	**The relationship between motivation and job satisfaction of administrative staff at selected university in Cape Town** Researcher (s): Dr D Onajaefe

Decision: APPROVED

	29 November 2021
Signed: Chairperson: Research Ethics Committee	Date

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the CPUT Policy on Research Ethics.

2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study requires that the researcher stops the study and immediately informs the chairperson of the relevant Faculty Ethics Committee.

3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.

4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing accompanied by a progress report.

5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines, and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, notably compliance with the Bill of Rights as provided for in the Constitution of the Republic of South Africa, 1996 (the Constitution) and where applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003 and/or other legislations that is relevant.

6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.

7. No field work activities may continue after two (2) years for Masters and Doctorate research project from the date of issue of the Ethics Certificate. Submission of a completed research ethics progress report (REC 6) will constitute an application for renewal of Ethics Research Committee approval.

Clearance Certificate No | 2021 FBMSREC 104

Appendix B: Consent letter

Cape Peninsula
University of Technology

<div align="right">

Office of the Deputy Vice-Chancellor: Research,
Technology Innovation & Partnerships
Bellville Campus
P O Box 1906
Bellville 7535
Tel: 021-959 6242

</div>

11 October 2022

Ms. Zintle Mnyani
Student No: 216083257
M Tech: Public Administration
Faculty of Business and Management Sciences
Cape Peninsula University of Technology

Dear Ms. Mnyani

RE: PERMISSION TO CONDUCT RESEARCH AT CPUT

The Institutional Ethics Committee received your application entitled: "*The relationship between motivation and job satisfaction of administrative staff at selected university in Cape Town***"** together with the dossier of supporting documents.

Faculty Ethics Committee Approval Date: 29 November 2021 (expires 29 November 2023)

Faculty Ethics Committee Approval Reference No: 2021_FBMSREC 104

Permission is herewith granted for you to do research at the Cape Peninsula University of Technology.

Wishing you the best in your study.

Sincerely

Prof Dina Burger
Director: Directorate Research Development

Questionnaire

The relationship between motivation and job satisfaction of administrative staff at a selected university in Cape Town.

Dear Respondent: *This questionnaire is an academic exercise to examine the relationship between motivation and job satisfaction of administrative staff at a selected University in Cape Town. NB **Please do not put your name or any form of identification on the questionnaire.***

Please answer each question by placing a cross (x) in the correct box for each question

---

Section A: Demographic Information

1. Gender

1. Male	2. Female

2. Age group

24 - 36	37 - 46	47 - 56

3. Employment period

1-2 years	3-7 years	8-15 years

Section B

Questions in this section will answer the below objectives.

- Determine the connection among motivation and work satisfaction of the administrative staff of the selected university.
- Discuss the factors that contribute to employee's motivation.
- Identify the importance of the relationship between motivation and job satisfaction.

For each of the questions below put an **X** in the box of the response that best characterises how you feel about the statement. Use the following scale: **1** = Strongly Disagree, **2**= Disagree, **3**= Neither agree Nor Disagree, **4**= Agree, **5**=Strongly Agree

---

To examine the extant of the relationship between employee motivation and job satisfaction.

		Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	I am happy to go to work every day.	1	2	3	4	5
2	I have the resources I need to work effectively.	1	2	3	4	5
3	I am allowed to use my initiatives on the job.	1	2	3	4	5
4	Negative attitude shown by most students affects my productivity	1	2	3	4	5
5	Poor management has a negative effect on my productivity	1	2	3	4	5

Factors that have influence on the relationship between motivation and job satisfaction (intrinsic and extrinsic factors).

	Intrinsic Factors	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
6	My manager is interested in my career advancement	1	2	3	4	5
7	My manager recommends me for promotion regularly	1	2	3	4	5
8	Positive recognition	1	2	3	4	5
9	I have an opportunity to use my ability	1	2	3	4	5
10	I have a sense of achievement	1	2	3	4	5
11	My job skills enhance my satisfaction	1	2	3	4	5
12	My opinions on work issues are respected	1	2	3	4	5

	Extrinsic Factors	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
13	Payment of reasonable salaries and wage	1	2	3	4	5
14	My office is conducive for working	1	2	3	4	5
15	Peaceful work environment	1	2	3	4	5
16	My promotion boots the level of my job satisfaction/performance	1	2	3	4	5
17	Job security	1	2	3	4	5
18	Training and career development	1	2	3	4	5
19	Career advancement/ development opportunities are limited	1	2	3	4	5
20	The benefits offered to me in relation to my work are satisfying	1	2	3	4	5

*** END OF QUESTIONNAIRE***

Thank you.

Appendix D: Language Editor Certificate

LANGUAGE PRACTITIONER DECLARATION

I, **Robert Hift, b**eing the holder of the following qualifications

B.A. HONS. (English) H.D.E.

Certify that I am the language editor for **Zintle Mnyani**
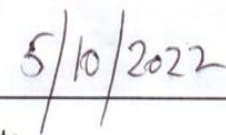
with a Master's thesis entitled:

The relationship between motivation and job satisfaction of administrative staff of a University in Cape Town

I hereby certify that I have edited the language usage in the above document.

I have made a series of recommendations regarding content and cited references and the Bibliography which still need to be updated. I believe that the document is ready for appraisal by the supervisor, if my advice is followed, as suggested in my comments. ·

_____

LANGUAGE PRACTITIONER

5/10/2022

Date

Appendix E: Similarity Report

The relationship between motivation and job satisfaction of administrative staff at a selected university in Cape Town