



Investigating the relationship between employee motivation and product quality in a manufacturing plant

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ABSTRACT

The research study aims to generate a deeper understanding of employees' perceptions of motivation and product quality within a select manufacturing organisation. Manufacturing organisations are placing product quality at the centre of their manufacturing strategies and have identified product quality as a distinct competitive advantage in the market. Behind product quality is the human capital asset called employees, defined as the "life-blood" of organisations. Employees have the potential to either make or break organisations by influencing the quality of products they produce. Manufacturing organisations have realised and understood that poor product quality results in high financial losses. Despite measures implemented by these organisations to enhance product quality, poor product quality still occurs. Employees' motivation has been identified as a possible cause.

A qualitative research approach was selected to achieve the primary objective of this study, which is to generate a deeper understanding of employees' perceptions of motivation and product quality. As part of a qualitative research study, semi-structured interviews were conducted via zoom meetings platform with participants from the selected manufacturing organisation to collect data. Data from 15 participants were collected and analysed. The streamlined codes-to-theory model for qualitative data analysis was applied using the Atlas.ti software.

Using the streamlined codes-to-theory model for qualitative data analysis, themes were created from the participants' responses which brought forth the role of management as central to influencing the motivation of employees, which in turn impact product quality. Management support, management style and effective communication as management attributes featured the most in the participants' responses, thereby highlighting the impact management has on employees feeling motivated or demotivated to perform their jobs favourably to the manufacturing organisation.

Keywords: Motivation, performance, quality, remuneration, job security, job satisfaction and employee training

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LIST OF ABBREVIATIONS AND ACRONYMS

CAQDAS	Computer-assisted Qualitative Data Analysis
EMS-REC	Economic and Management Sciences Research Ethics Committee
FTC	Fixed Term Contract
IRERC	Institutional Research Ethics Regulatory Committee
PTO	Planned Task Observations
QMS	Quality Management System
SMART	Specific, measurable, achievable, realistic and time-based
TQM	Total Quality Management

CHAPTER 1: NATURE AND SCOPE OF THE STUDY

1.1 INTRODUCTION

Many organisations compete for survival because of the instability and unpredictability of the market environment (Dobre, 2013:53). Motivation and performance of the employees are essential assets for the success of any organisation (Dobre, 2013:54). From research studies, it is evident that employee motivation is at the centre of employee performance. At the centre of organisations' strategies are human capital, as stated by Boudreau and Ramstad (2007:4), which many organisations have realised that without human capital, organisational success is affected. Gabčanová (2011:1) argues that satisfied and highly-motivated employees form the basis of competitive organisations and give them a competitive advantage to survive in the market environment.

Organisations depend on resources to achieve their goals, and one of those resources is a human resource as stated by Ackah (2014:291), and as perfectly put by Elnaga and Imran (2013:137), that employees are the "life-blood" of organisations. Because employees are such an important and valuable asset for organisations, they can either make or break the organisations they are working for and adversely impact the organisation's profitability and survival (Elnaga & Imran, 2013:137).

It has been established that organisational achievement is linked to the performance of employees. Naile and Selesho (2014:176) state that group and organisational performance depend on individual performance and that group and organisational performance influence individual performance. According to Ackah (2014:291), employee performance is a function of ability, effort, skill, environment and motivation. Ackah (2014:291) further states that the absence of motivation in the mix might not yield the desired level of performance. Therefore, it is worth noting that employee performance is a result that can be achieved by creating the right environment, upskilling and motivating the employee. Ackah (2014:292) clearly states the role of management in creating that environment where employees are encouraged to perform better.

In the past five years, the selected manufacturing organisation, has been struggling with a high volume of products that do not conform to set quality specifications, both inline and final products resulting in reworks and scraps. This is a problem faced by all manufacturing companies and, therefore, not unique to the selected manufacturing organisation (and particularly the Boksburg site).

Numerous research reports such as the impact of motivation on employee performance by Nurun Nabi and Dip TM (2017:1-8) have been written on the impact of motivation, or the lack thereof, and the drivers to improve motivation. Dobre (2013:54) states that measuring performance is important to the organisation's management and further reveals a positive relationship between employee motivation and performance. However, few research studies have been conducted and reports written on the relationship between employee motivation and high product failures, especially in manufacturing.

The study aims to better understand employees' motivation and product quality perceptions within selected manufacturing organisations. Employees who take care of the quality of work they do tend to perform better, positively impacting the quality of products they produce.

This study explores the concepts that trigger this problem and seeks solutions to address them to help understand employees' perceptions of the causes of high product quality failures in manufacturing organisations.

This chapter provides the background to the problem, a comprehensive problem statement explaining the problem and a definition of key terms. From there, the research questions and objectives that guide the study are presented. This chapter discusses the study's scope, research methodology, and limitations and concludes with the layout to successfully conduct the study.

1.2 BACKGROUND

Nabi and Dip (2017:1) define motivation as a combination of motive and action. Motivation is key for good employee performance, and therefore, it is crucial to understand the motivation drivers for employees to improve their performance. According to Ganta (2014:224), performance is a function of ability and motivation. Ganta (2014:224) further says that ability is dependent on three components, namely education, training and experience.

Motivation means (for managers and leaders) to persuade others with guidance and direction to produce desired outcomes (Kuranchie-Mensah & Amponsah-Tawiah, 2016:257). Nabi and Dip (2017:1) state that for managers, motivation is giving employees guidance, direction, resources and rewards to stimulate the employees' desire, enthusiasm and willingness to give their best performance and deliver what is required of them and more.

Studies have shown great benefits of motivated employees in the workplace. Ganta (2014:225) mentions some of the benefits associated with the motivation of employees in the workplace. They include; greater employee satisfaction, raising employee efficiency, and a higher chance of

meeting the organisation's goals. Both the employees and the organisation stand to benefit from motivation.

On the other hand, employees who are not motivated can have a negative impact on the organisation's performance. Ganta (2014:221) points out that employees who are not motivated are most likely to spend little or no effort in their jobs, resulting in producing substandard quality work. With manufacturing organisations placing product quality at the centre of their manufacturing processes, as stated by Salawu *et al.* (2018:2381), such performance by the unmotivated employees may place the organisation at high risk, resulting in huge financial losses. The highest cost which an organisation can pay relating to product quality occurs when such products reach customers and create dissatisfaction and eventually result in loss of revenue, loss of business and dent in the organisation's integrity and reputation (Heizer *et al.*, 2017:256).

1.3 PROBLEM STATEMENT

The problem being investigated in this study is to understand employees' perceptions of motivation and product quality within selected manufacturing organisations. Employee motivation and job satisfaction reflect in the employees' performance through increased productivity, improved product quality or rendered services (Gabčanová, 2011:1).

Manufacturing organisations place product quality at the centre of their manufacturing strategies (Salawu *et al.*, 2018:2381). The highest cost an organisation can pay relating to product quality occurs when such products reach customers and create dissatisfaction and eventually result in loss of revenue, loss of business and a dent in the organisation's integrity and reputation (Heizer *et al.*, 2017:256). There is also an understanding that measures can be introduced to deal with poor product quality.

The selected manufacturing organisation's quality and financial reports reflect that between 5 – 6 % of the volume of products manufactured results in scraps and reworks, which equates to R17 – R20 million in financial losses every year. The scrap target is 3% or less of the total production volume per month or annum.

Some of the main factors identified in research studies that impact product quality is lack of motivation, employee remuneration, job security, employee satisfaction, lack of employee training, poor leadership, lack of investment in quality improvement programs by leadership and many others. Dobre (2013:53) places leadership at the centre of employee motivation, which results in high employee performance. Dobre (2013:54) further points out that employees with high motivation levels tend to work much harder in their jobs than those who are less motivated.

Manufacturing organisations have realised and understood that poor product quality results in high financial losses. Despite measures implemented by these organisations to enhance product quality, poor product quality still occurs (Shah, 2014:36). Employees' motivation has been identified as a possible cause (Shah, 2014:36). A qualitative descriptive research study gaining a deeper understanding of employee motivation and product quality might generate new insights into causes of poor quality products and possible recommendations on improving product quality.

1.4 RESEARCH QUESTIONS

1.4.1 Primary / Main Question

What are individual employees' working within selected manufacturing organisations perceptions of motivation and product quality?

1.4.2 Secondary / Subsidiary Questions

- How are employee motivation and product quality understood and described in the literature, with specific reference to manufacturing organisations?
- What are individual employees' perceptions of motivation and product quality, working within manufacturing organisation?
- What recommendations can be proposed for manufacturing organisations to improve product quality through employee motivation?

1.5 RESEARCH OBJECTIVES

The study has one primary objective and four secondary objectives that will help answer the primary research question.

1.5.1 Primary Objective

The study's primary objective is to generate a deeper understanding of employees' perceptions of motivation and product quality within a selected manufacturing organisation.

1.5.2 Secondary Objectives

To achieve the primary objective, the following secondary objectives need to be addressed:

- to investigate individual employees' perceptions of motivation and product quality within selected manufacturing organisations,
- to review the current and available literature on motivation and product quality within the manufacturing sector to generate a deeper understanding of the concepts from literature, and

- to propose recommendations for organisations to improve product quality through employee motivation.

1.6 CONCEPTUAL DEFINITIONS

The following are terms used throughout the study:

Motivation, performance, quality, remuneration, job security, job satisfaction and employee training. The key terms are defined below.

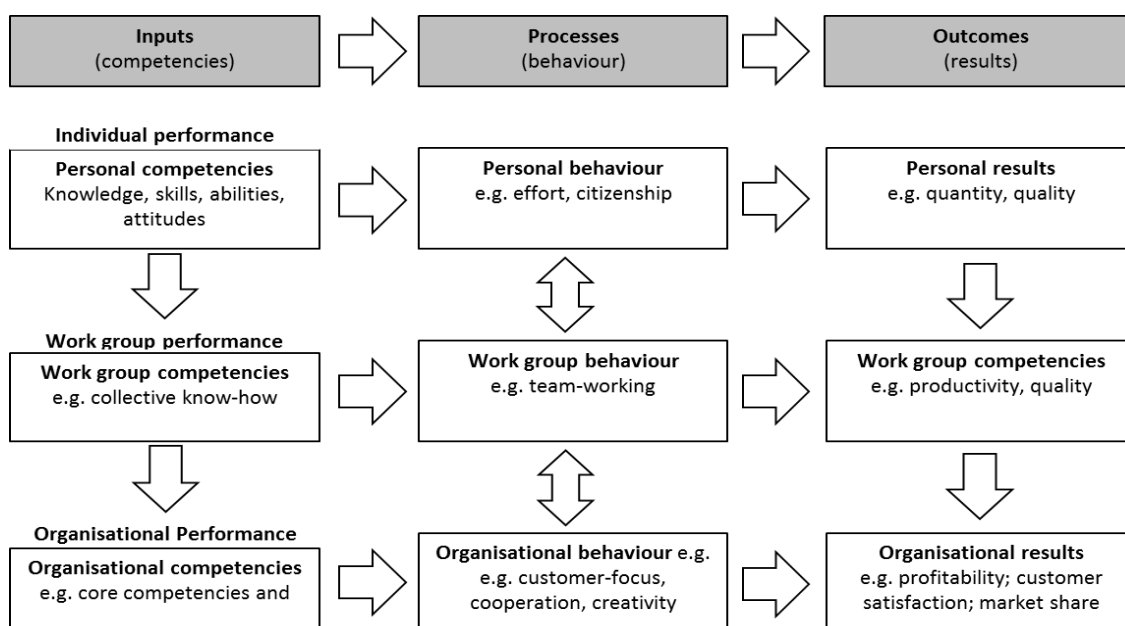
1.6.1 Motivation

Nabi and Dip (2017:1) define motivation as “a combination of motive and action and further define motivation from managers’ perspective as giving employees guidance, direction, resources and rewards to stimulate the employees’ desire, enthusiasm and willingness to give their best performance and deliver what is required of them and more”.

1.6.2 Performance

Shields *et al.* (2015:21) do not define performance from an individual measurement only, however, from a group and organisation-wide dimensions as well, as Figure 1 indicates. Individual performance influences group and organisational performances through the various performance variables.

Figure 1-1: What is performance



Source: Shields *et al.* (2015:21)

1.6.3 Quality

The American Society for Quality (cited by Heizer *et al.*, 2017:255) defines product quality as “The totality of features and characteristics of a product or service that bears on its ability to satisfy stated or implied needs.”

1.6.4 Job security

Wilczyńska *et al.* (2016:6) define job security as the probability of employees keeping their jobs, and on the contrary, job insecurity measures the threat of employees losing their jobs.

1.6.5 Remuneration

Calvin (2017:34) defines remuneration as the total income received by employees from organisations for work done. This income varies between individual employees as defined by policies from different organisations. For example, in South Africa, basic remuneration packages include, amongst other benefits, a basic salary, medical aid, pension or provident fund and a 13th cheque bonus.

1.6.6 Job Satisfaction

According to Vroom (cited by Raziq & Maulabakhsh, 2015:718), job satisfaction involves employees' emotional orientation towards their roles in the workplace. Ndulue and Ekechukwu (2016:14) state that the emotional response by employees results in them finding pleasure, confidence, personal growth and many others.

1.6.7 Employee training

Elnaga and Imran (2013:137) refer to employee training as programs that provide workers with information, new skills, or professional development opportunities for effective performance at their current roles or potential career advancement.

1.7 SCOPE OF THE STUDY

The scope of the study is limited to employees directly involved in manufacturing products and employees (supervisors and managers) directly impacting the motivation of the direct employees within a selected manufacturing organisation. However, the results of the research study can be used by other manufacturing organisations as a foundation to build an understanding of employee perceptions of motivation and product quality.

1.8 FIELD OF STUDY

The field of the study focuses mainly on manufacturing organisations. Manufacturing organisations need to manage the challenges presented by employee dynamics in the workplace. The manufacturing industry is well established with tried and tested methodologies to sustain it through instabilities. However, there are always challenges faced by organisations relating to employees.

1.8.1 The sector under investigation

The selected organisation under study is a manufacturing organisation in the metal and engineering sector. The recruitment of participants included both direct and indirect employees within the selected manufacturing organisation.

1.8.2 Geographical demarcation

The study was conducted in a selected manufacturing organisation located in the Gauteng province in South Africa, Boksburg area. The manufacturing organisation is strategically located in an industrial zone along the N12 road connecting the Mpumalanga province, Mozambique and eSwatini to the Gauteng province, the economic hub of South Africa.

1.9 RESEARCH METHODOLOGY

According to (Gray, 2019:64) the research methodology lays out and explains the procedural approach to guide the research study and must be strongly connected to the main research question. Hair (2015:27) states that the research methodology provides a framework with guidelines for leading a business research project.

1.9.1 Research design

The study is qualitative in nature. The study firstly looks at the literature review to discuss the contributions made by scholars to answer the research question. Secondly, the study conducts an empirical analysis to better understand employees' perceptions of motivation and product quality within selected manufacturing organisations.

Rowan and Huston (1997:1444) state that the methods section should include a description of the type of qualitative approach, the study setting, the sampling technique, and the methods of collecting and analysing the information.

The strategy adopted was a qualitative descriptive approach described by Saunders *et al.* (2019:187) as a detailed written account of events, people, circumstances. Defining a research

strategy Saunders *et al.* (2019:189) refers to it as a plan used by the researcher to answer the research question. The plan outlines how the research study was conducted, showing major components such as sampling, sampling technique, data collection and analysis. The Semi-structured interviews method of collecting data was used, which is referred to as “non-standardised qualitative research interviews” by Saunders *et al.* (2019:437). These semi-structured interviews method is aimed at guiding the conduct of each interview using some key questions. Participants were employees who directly and indirectly manufacture the product at the selected manufacturing organisation (i.e., operators, supervisors, quality inspectors, engineers and managers). The Atlas.ti software was selected to analyse the data.

1.9.2 Research paradigm

As defined by Walliman (2017:7), research is a systematic activity involving finding out about things that are not known to the researcher. This activity involves collecting, analysing, and interpreting data into information, and thereby advance knowledge (Walliman, 2017:7).

A research paradigm is a fundamental belief system and theoretical perspective with assumptions about ontology (what is reality), epistemology (how does one know reality) and methodology (how does one acquire knowledge) (Walliman, 2017:25). This study followed the interpretivist orientation. According to Bryman and Bell (2011:17), the interpretivist orientation seeks to interpret what individuals perceive to be a reality and respects the difference between people and objects of the natural sciences.

1.9.3 Research method

The research approach followed the qualitative method to have a holistic view and better understand employee motivation and product quality perceptions. A qualitative method, according (CIRT, 2019) seeks to examine, understand and describe the social and cultural phenomenons developed in social science. It involves explaining how people experience and understand social issues.

1.9.4 Study population and sample

The participants were employees who manufacture the products directly and indirectly located at the manufacturing site in Boksburg, Gauteng province in South Africa. The direct employees were machine operators, and the indirect employees were quality inspectors, supervisors, engineers, maintenance personnel and managers.

The participants were selected on the basis that, firstly, they were based at the site where the research study was conducted and, therefore, were easily accessible, and secondly, they were relevant to the research study as they were key to help answer the research question.

At the time of the study, the total population consisted of 350 units, categorised as 220 direct and 130 indirect employees. The direct employees (machine operators) represented 63% of the population. Operators and Quality Inspectors are the first and last employees to interact with the products and alter the quality of the products. They provided insight into what motivates them to manufacture products within the configured specifications or pass products that fail the specifications to the next operation until a final inspection or even customers.

The sample size included 15 units from a population of 350 units. The sample size represents 4% of the population. Responding to the question of the sample size, Bryman and Bell (2011:188) state that a randomly selected sample size is more representative. It has a smaller probability of error, regardless of the population size or where the sample is drawn. The sample units were selected randomly according to their categories.

1.9.5 Sampling technique

The purposive sampling method, also referred to as judgement sampling, was selected to develop the research sampling units. This method is in the non-probability, non-random category of sampling techniques. According to Saunders et al. (2019:315), this method has a range of alternatives to select sampling units, the majority of which include an element of subjective judgement.

A semi-structured interview format with open-ended questions (attached as annexure A) was used as the preferred research instrument for this study. The semi-structured open-ended interview questions were divided into three (3) segments aligned with the study objectives, they are:

- participants' and organisations' background,
- participants' perceptions on employee motivation, and
- participants' perceptions on product quality in manufacturing organisations.

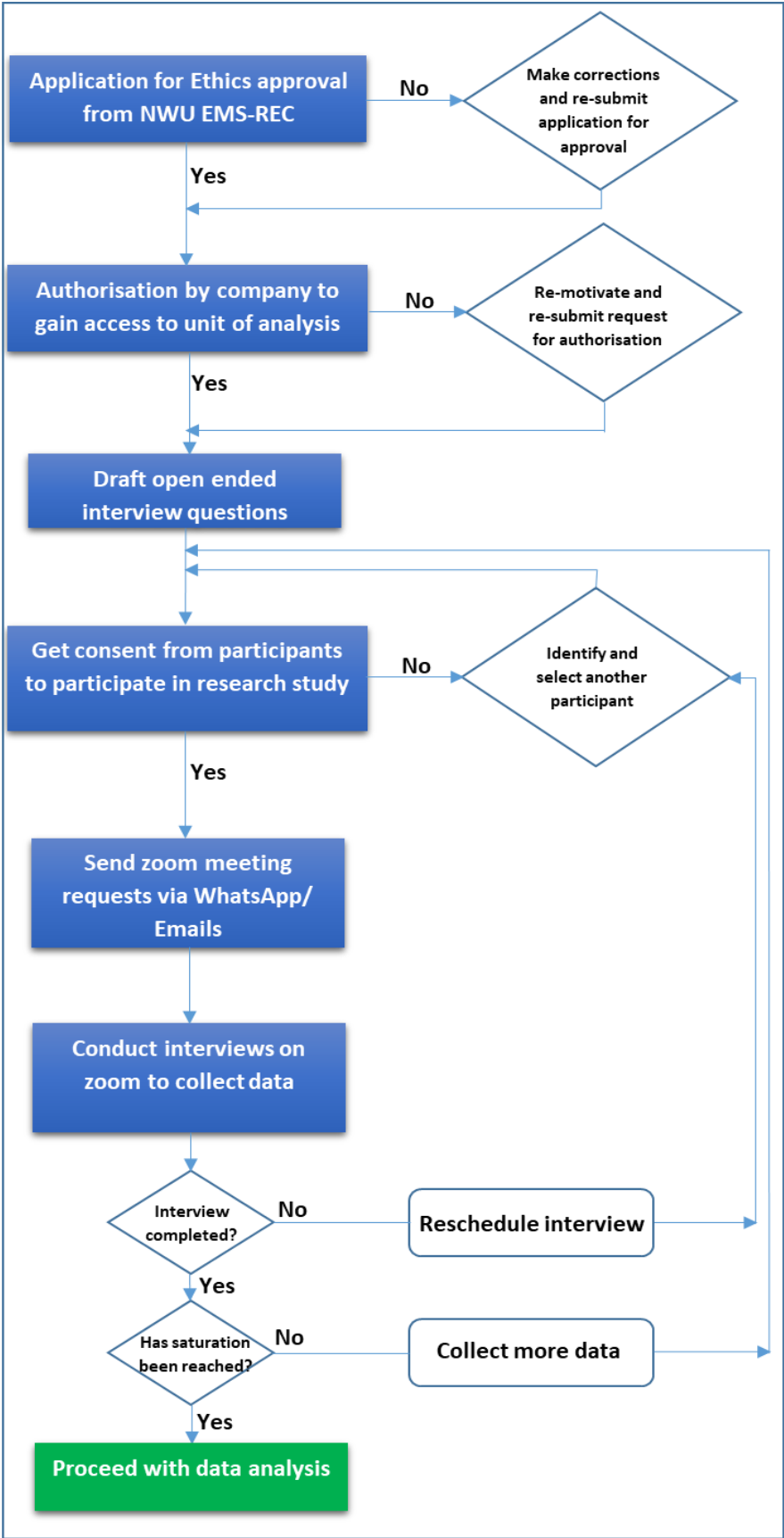
1.9.6 Data collection

The data was collected in the form of semi-structured interviews conducted via zoom. Bryman and Bell (2011:237) agree that the interviewing process in a qualitative study helps the researcher get individuals' perspectives based on their experiences (Kolb, 2012:84). The open-ended semi-structured interview questions were standard for all participants.

Figure 1-2 depicts the process that was followed to collect data. An application was sent to the North-West University's Economic and Management Sciences Research Ethics Committee (EMS-REC) to seek approval and get ethics clearance (NWU-00936-20-A4). From the company, authorisation to gain access to the unit of analysis was requested. Once an ethics clearance was obtained and the company authorised the study, the researcher sought consent from the participants to participate in the research. Semi-structured open-ended interview questions were drafted. Meeting requests to conduct the interviews were sent to participants via WhatsApp or email. All the interviews were conducted via zoom meetings seeking to describe the different meanings of central themes in the life of the participants (Moser & Korstjens, 2018:12). The zoom meetings interview platform allowed the researcher to prevent physical contact with participants and promoted adherence to Covid-19 protocols. (Moser & Korstjens, 2018:12) further state that the main aim of interviewing is to understand the meaning of what participants say. Interview meetings took 35-45 minutes, and participants were given the option to withdraw from the interview, pause or reschedule the interview at any time.

Data collected then proceeded to the analysis phase of the research. Data collection and analysis can be conducted simultaneously in a qualitative research study, as stated by Coffey and Atkinson (cited by Maxwell, 2008:236). Data collection continued until saturation level was reached.

Figure 1-2: Data collection process



1.9.7 Data analysis

Data collection and analysis occurred simultaneously to let the researcher know when the saturation point had been reached. Saunders *et al.* (2019:205) agree that data can be analysed as it is collected in a qualitative research study.

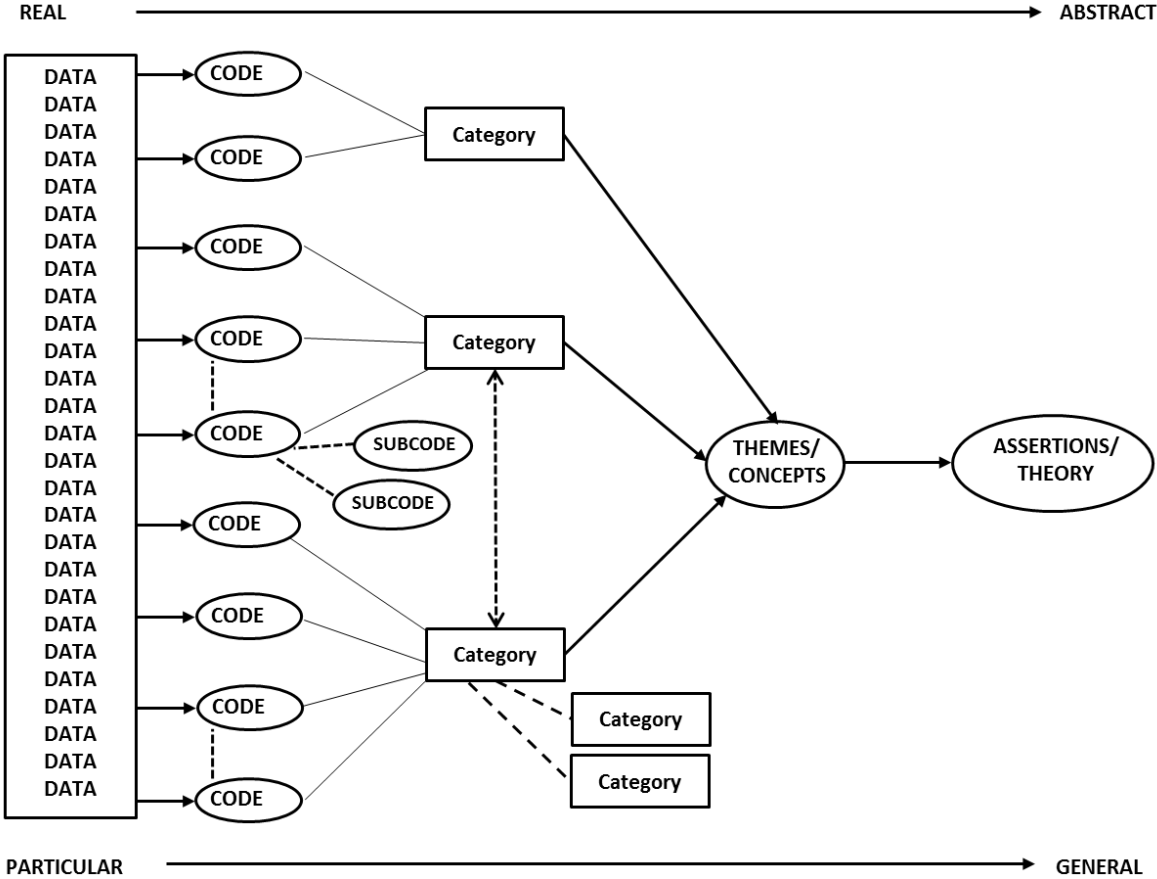
Thematic analysis was selected and used to analyse the collected data to increase the researcher's understanding of the data. Saunders *et al.* (2019:651) state that in the thematic analysis approach, the researcher's main objective is to search for "themes or patterns" that is brought forth by findings from a set of data. One advantage of the thematic analysis approach mentioned by Saunders *et al.* (2019:651) is the systematic way of analysing qualitative data orderly and logically.

For this research, all the collected data was in the form of audio. Part of the audio data was transcribed to text, and to analyse the data, a computer-assisted qualitative data analysis software (CAQDAS), specifically Atlas.ti was used as the preferred software to achieve the research objective. When describing the Atlas.ti software program, Smit (2002:65) says, it is a powerful qualitative data analysis tool, particularly for transcribing large sections of text, graphic and audio data. The software supports the researcher during the data analysis process, where audio and texts are analysed and interpreted using coding and annotating activities (Smit, 2002:65).

According to Maxwell (2008:239), qualitative data analysis software programs such as Atlas.ti enable the researcher to create families among data chunks, codes, and memos and display the resulting networks. The software was used to transcript the collected data and code it to arrive at a conclusion.

Carmichael and Cunningham (2017:67) in Figure 1-3 demonstrate the step-by-step guide of coding from data being coded, combining codes into groups with the same attributes called categories, which may also have sub-categories. The categories are then combined into themes, and these themes are abstracted into theories, assertions or propositions (Carmichael & Cunningham, 2017:67).

Figure 1-3: Streamlined codes-to-theory model for qualitative enquiry



Source: Saldaña (2015:13)

1.10 TRUSTWORTHINESS

In proposing methods of assessing the quality and rigour of qualitative research, Bryman and Bell (2011:395) suggest two criteria: trustworthiness and authenticity. The trustworthiness criterion has four categories applied to this study as quality assessment criteria. The quality assessment categories used in this study are credibility, transferability, dependability and confirmability (Bryman & Bell, 2011:395). The researcher executed the following tasks to ensure the quality of the results:

1.10.1 Credibility

The researcher ensured that the research study was conducted according to the standard of good practice. Bryman and Bell (2011:396), describing the standard of good practice, state that the research study findings need to be shared with the study participants to ensure that their views were properly articulated. A qualitative study ensures rigour by adopting the following credibility strategies:

- **Prolonged engagement:** The more time the researcher spends in the environment of the research participants, the better understanding the researcher gains about the participants (Bitsch, 2005:82). This improves the researcher's trust with the participants and will enable the extraction of rich data to make informed decisions.
- **Persistent observation:** According to Bitsch (2005:83), an in-depth, comprehensive study is needed to understand the problem under study better. A prolonged engagement allows the researcher to have that observation.
- **Use of peer debriefing:** Guidance was sought from academic staff, professional colleagues from work and peers to improve the quality of the findings. According to Lincoln and Guba (cited by Cooper *et al.*, 1997:6), as a technique that is useful in establishing credibility, however, according to Cooper *et al.* (1997:7) the researcher needs to be careful not to be discouraged by the debriefers' influence.
- **Triangulation:** Bryman and Bell (2011) define triangulation as multiple sources of information to locate to arrive at the study's objectives. This implies that the researcher uses multiple observers, different literature sources, methodologies and sources of data to arrive at a conclusion.
 - **Investigator triangulation** is concerned with validating the research analysis and interpretation by using two or more researchers to gain different perspectives.
 - **Method triangulation** the researcher uses different research methods (Korstjens & Moser, 2018:121).
- **Member checks:** Korstjens and Moser (2018:121) say that this strategy strengthens the research data by sending back the data to the participating members. The researcher confirms if the participants agree with the findings and interpretation of the data (Bitsch, 2005:83)
- **Negative Case Analysis:** Kidder (cited by Onwuegbuzie & Leech, 2007:245) says that it is continually modified using the past and future observations until all data are accounted for. This technique provides a platform for data to be tested for credibility to minimise the number of negative cases against it.

1.10.2 Transferability

Korstjens and Moser (2018:121) define transferability as the degree to which qualitative research results can be applied in different contexts with different participants. The learnings from the study's findings may be used to generate new insights or new theories.

Thick description: According to Korstjens and Moser (2018:121), to describe the research behaviour and experiences, the context needs to reach and be meaningful to outsiders and not only to the context to which it is applied.

1.10.3 Dependability

According to Bryman and Bell (2011:398), a qualitative research study needs to be auditable, meaning that a trail of the research process must be accessible whenever required. Bitsch (2005:86) points out that instability in research methods and techniques puts the reliability of the research study at risk and, therefore, needs to be eliminated.

- **Audit trail:** The researcher must be able to produce all the research material used in conducting the research, from data collection, recording and data analysis (Korstjens & Moser, 2018:121).
- **Stepwise replication:** Two research teams split the data into two parts and deal with it separately, and during the stepwise replication, communication is key between the two teams (Krefting, 1991:221).
- **Code-recode strategy:** This strategy involves the researchers coding their data twice during the analysis stage on two separate periods separated by two weeks and comparing the results from the two coding segments (Krefting, 1991:221).

1.10.4 Confirmability

According to CIRT (2019), confirmability refers to how the research findings can be linked and supported by other researchers' actual data collected when evaluated. Korstjens and Moser (2018:122) emphasise the importance of data grounded findings and interpretation.

Korstjens and Moser (2018:122) further state that an audit trail process can achieve confirmability. All collected data were archived by the researcher in a well-organised and retrievable form for the findings of this study to be auditable by other researchers.

1.11 LIMITATIONS OF THE STUDY

A limitation of the study was the limited literature available on product quality failures in manufacturing organisations. The lack of literature on product failures limited the depth of this research study. Also, the study focused on generating a deeper understanding of employee perceptions of motivation and product quality within a selected manufacturing organisation. However, there are many other manufacturing organisations in the industry. Hence the study does not represent all organisations in the manufacturing industry.

1.12 ETHICAL CONSIDERATION

The researcher applied for ethical clearance from the North-West University (NWU). CIRT (2019) defines ethics in research as the norms and standards that help the researcher determine the

difference between acceptable and unacceptable behaviours. Saunders *et al.* (2019:256-258) state that ethics in research are important, especially when dealing with human participants. Each participant in the study was requested to complete a voluntary informed consent form.

The objectives of ethics in research, according to CIRT (2019) are to:

- maintain respect, integrity, autonomy and dignity of the people participating in the study,
- ensure that people participate voluntarily and are not coerced,
- ensure the safety of people participating by removing risks for physical harm and otherwise,
- ensure the confidentiality of people and organisations' information (Walliman, 2017:42).

In addition to the ethical considerations above, the study also adheres to the NWU Institutional Research Ethics Regulatory Committee (IRERC) responsibilities and requirements as per the university's research policies.

1.13 STUDY LAYOUT

The study is organised in chapters as follows:

Chapter 1 included the study background, problem statement, objectives and scope of the study, research methodology and limitations. The chapter introduced the research study, gave a broad background to the research statement and objectives of the research study. The chapter justified pursuing the study. The reader was introduced to key terms such as motivation, performance and product quality. The chapter provided the research methodology that the researcher used for data collection. The chapter also outlined a research design that provided a framework that was followed to achieve the research objectives.

Chapter 2 presented a detailed literature review study incorporating a review of literature conducted by distinguished scholars in similar studies to provide a background on the nature of the study. The literature review revealed the meaning of motivation and quality and built an understanding of the foundation and concepts of motivation and quality to guide the study to achieve its primary objective.

Chapter 3 presented the research methodology employed in the research study. Since the study has applied the qualitative research approach, components of the qualitative research, including research design, sampling techniques, data collection and analysis methods, are presented in this chapter.

Chapter 4 analysed and discussed the collected. Data was collected through zoom interviews, recorded, and saved electronically on a central drive. Out of the 15 audio interviews conducted,

12 audio interview files were transcribed into text using the Otter.ai program, and three remained in an audio form. Both audio and text data files were uploaded onto Atlas.ti software for analysis. The streamlined codes-to-theory model for qualitative data analysis was used (Saldaña, 2015:13) to code the data, create categories and themes on Atlas.ti.

Chapter 5 summarised the research findings linked to the relevant literature reviewed in the study and presented the conclusion and recommendations that followed the guidelines provided by Norris *et al.* (2015:471-476) to produce a detailed conclusion and recommendations. Further, the chapter also evaluated if the outlined objectives of the study were achieved.

1.14 SUMMARY

Chapter 1 introduced the nature and the scope of the research study. The chapter also introduced the selected organisation, highlighted the problem that prompted the research study, proposed some research questions and presented the objectives. The methodology presented and discussed the data collection process and the subsequent qualitative. The chapter included the layout of the entire study and concluded with the execution plan.

The next chapter explores the literature relevant to this study.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The preceding chapter deliberated on the background of the research study. This chapter aims to lay out a theoretical background to identify and gain a deeper understanding of the causes and factors that influence the motivation of employees, which in turn may affect the quality of products they produce within a selected manufacturing organisation. The following critical review of existing literature revealed any theoretical basis that was used to formulate the research objectives. Below is a brief outline of how the literature review was conducted.

The literature review starts with an overview of selected motivation theories classified into two content and two process theories, their practical application and how they can be used to improve motivation and subsequently improve the quality of products in manufacturing organisations. This chapter mainly highlights any important literature that is relevant to the study. The chapter further looks at an analysis of existing literature focusing on the definitions of motivation and quality and topics related to motivation and product quality in manufacturing.

2.2 OVERVIEW: MOTIVATION THEORIES

Employee motivation is central to organisations' success in manufacturing good quality products or rendering good services. According to Khuong and Hoang (2015:210), is considered a vital component to any organisation's survival in the global competitive market environment. Motivation is a multifaceted concept that can either be described as intrinsic or extrinsic in its approach. According to Locke and Schattke (2019:8), intrinsic motivation in a workplace environment refers to when employees engage in, or perform an activity that inherently satisfies them independent of the outcome of the activity. Extrinsic motivation entails employees engaging in or performing activities because they want to achieve a specific outcome for a future value.

Nabi and Dip (2017:1) define motivation as a combination of motive and action, while Kirstein (2010:6) defines motivation as a "state of being incited to action". Shahzadi *et al.* (2014:160) define motivation as a means to alter behavioural change and a force or drive behind individuals' actions to act in the direction of a particular objective. These definitions emphasise provoking or influencing individuals' motives (intrinsic) to act in a particular way to achieve a specific goal (extrinsic). Employees' motives reflect in their behaviour towards their daily tasks, performance and the quality of products they manufacture or services they render, bearing in mind that employees are the first and last point of contact with organisations' products or services. As clearly stated by Harris (2007:101) that employees ratify the attributes of products they produce

and services they deliver, and customers' experience, whether good or bad, is realised through employees' actions. Shahzadi *et al.* (2014:161) argue that organisations pay less attention to the very employees responsible for customers' experience, which is the sole reason for organisations' existence in the market environment resulting in customer dissatisfaction, loss of sales and revenue. From this point, it can be argued that employee motivation levels and performance might influence the quality of products manufactured or services rendered by organisations. This, in turn, impacts positively or negatively on organisations' sustainability and livelihood.

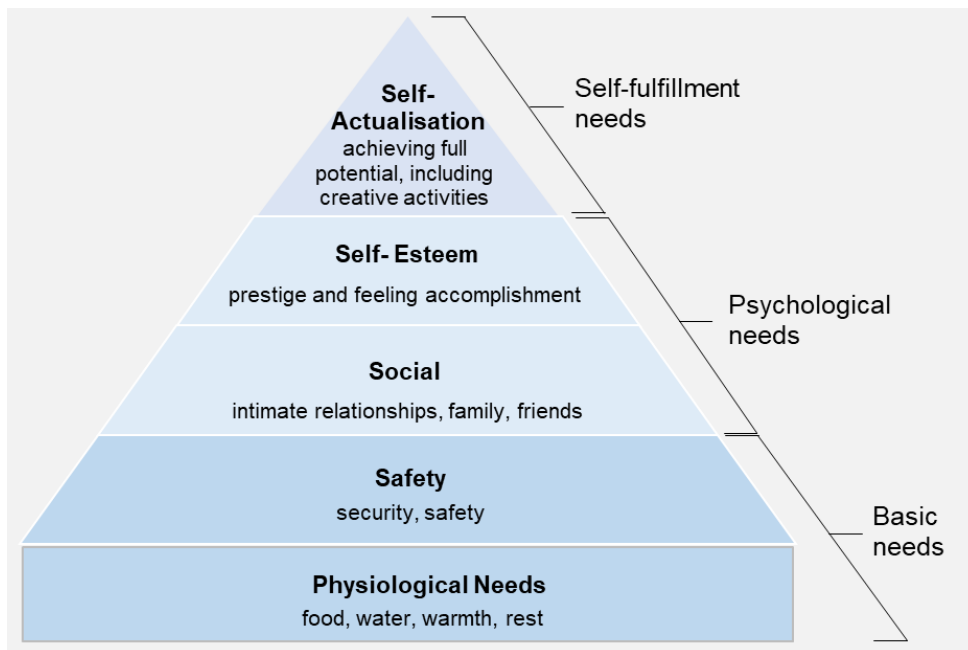
From managers' perspective, Nurun Nabi and Dip TM (2017:1) define motivation as managers giving employees guidance, direction, resources and rewards to stimulate employees' desire, enthusiasm and willingness to give their best performance and commit their skills and services for a longer-term in an organisation. According to Jerry (cited by Klopotan *et al.* (2018:152), research studies emphasise the role of leadership in organisations as crucial, stating that organisations possessing human assets need good leaders to lead employees and effectively function. According to Bao and Nizam (2015:2) there is overwhelming evidence showing that retaining productive employees is a big task for managers because of the competitive nature of the labour market. Organisations are always on the hunt to recruit these employees (productive). This increases the demand for such employees in the labour market. Managers in organisations then remain to ensure that these employees are motivated and committed to achieving business objectives while fighting for retaining them in the organisation.

Three motivational theories are discussed below to explore the theoretical foundation of motivation: Maslow's hierarchy of needs, Herzberg Two-Factor and Victor Vroom Expectancy theory. These early motivation theories form the foundation for understanding employee motivation and contemporary motivation theories (Haque *et al.*, 2014:63). These theories are relevant to the study to test employee motivation levels to increase performance to achieve good quality products or service quality.

2.2.1 Maslow's Hierarchy of Needs

Maslow's theory lays the foundation for many motivational theories. It has contributed significantly to the field of organisational behaviour and management regarding employee motivation (Kaur, 2013:1064). Maslow developed a five-level hierarchy of needs demonstrated by Figure 2-1 below, which according to Haque *et al.* (2014:63), if these needs are met, may lead to satisfaction. According to Kaur (2013:1062), these needs are activated in a hierarchical order, meaning that needs at the lowest preceding level must be fulfilled first before the next level needs are triggered. Kaur (2013:1062) further states that it is important to know a person's level on the hierarchy of needs for motivation to be effective.

Figure 2-1: Maslow's Hierarchy of Needs



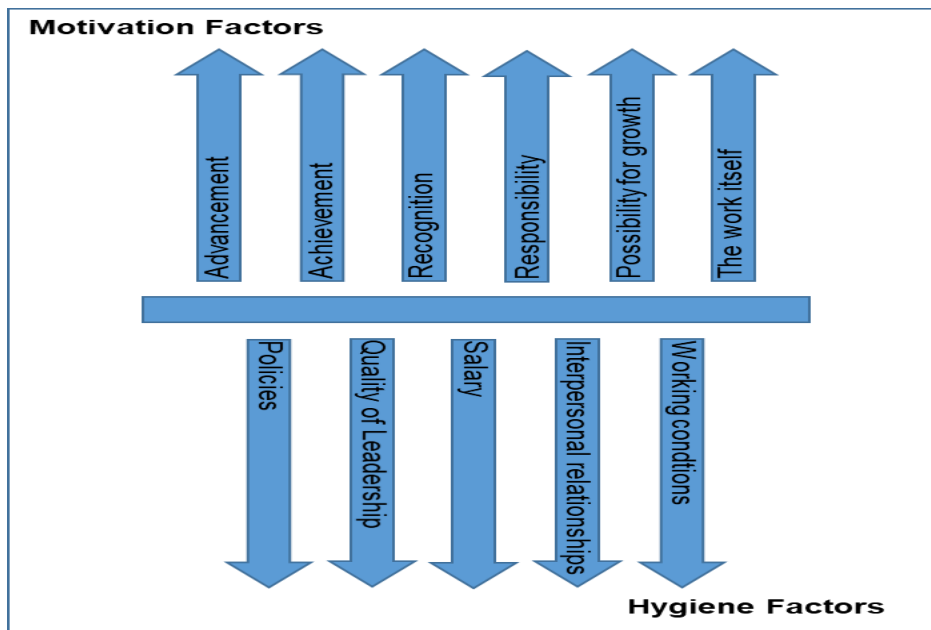
Source: Poston (2009:348)

Poston (2009:348) states that once a need is moderately fulfilled on the hierarchy level, the desire to achieve it stops being a motivating factor. The next level need becomes the new motivating factor. To be self-actualised, their physiological needs are considered as basic, safety and security, social, and self-esteem needs must be fulfilled first. Kaur (2013:1063) argues that self-actualised employees realise their maximum potential, resulting in higher performance to achieve personal and organisational goals. Poston (2009:352) argues that the practical application of the sequence of needs does not always follow Maslow's hierarchy flow. For example, Christians believe that self-actualisation begins with God as the first level on the hierarchy, and all other needs will then be fulfilled. Therefore, the sequence can be influenced by individual beliefs, culture, stages of development in life and other factors.

2.2.2 Herzberg Two-Factor Theory

Alshmemri *et al.* (2017:14) discuss Herzberg's two-factor theory demonstrated by Figure 2-2 below. This theory identifies two factors that determine employees' job satisfaction and dissatisfaction which, according to Haque *et al.* (2014:64), these factors are inherently built-in in Maslow's hierarchy of needs. These factors are motivation and hygiene factors, or referred to as intrinsic and extrinsic. According to Haque *et al.* (2014:64), Herzberg found out that factors that satisfy employees are different from factors those that cause dissatisfaction.

Figure 2-2: Herzberg Two-Factor Theory



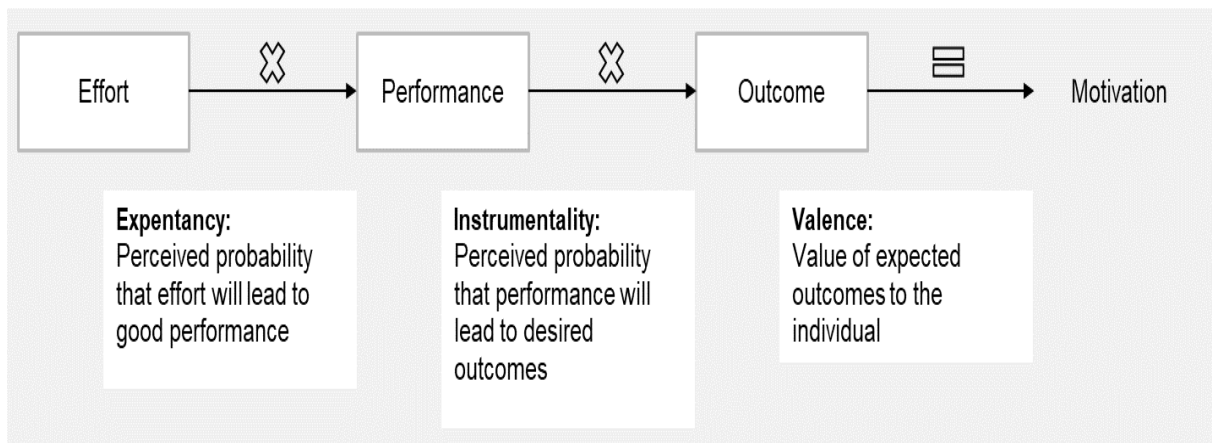
Source: Alshmemri *et al.* (2017:13)

According to Alshmemri *et al.* (2017:12), Herzberg described the motivation factors as intrinsic to the job, which increases job satisfaction and hygiene factors as extrinsic to the job, decreasing job dissatisfaction. Herzberg *et al.* (cited by Alshmemri *et al.*, 2017:13) state that the presence of motivation factors yields employee job satisfaction. However, the absence thereof does not lead to no job satisfaction. The presence of hygiene factors can decrease dissatisfaction but cannot cause job dissatisfaction, whereas their absence can lead to job dissatisfaction.

2.2.3 Victor Vroom's Expectancy Theory

According to Haque *et al.* (2014:66), Vroom's theory is based on the concept of action and outcome i.e., a particular action leads to a particular outcome, which links to Shahzadi *et al.* (2014:160) definition of motivation. According to Vroom (cited by Dinibutun, 2012:136) the theory seeks to answer the question of what informs individuals' willingness to want to contribute their personal effort to achieve organisational goals. Lee (2007:789) states that Vroom's theory is built on three components namely, expectancy, instrumentality and valence, as demonstrated in Figure 2-3. In linking the components, De Simone (2015:20) states that a person is motivated to the degree that they believe that (i) their effort will lead to satisfactory performance level (expectancy), (ii) their performance will be rewarded proportionally to their effort (instrumentality), and (iii) the value of their rewards is highly positive (valence).

Figure 2-3: Vroom's Expectancy Theory



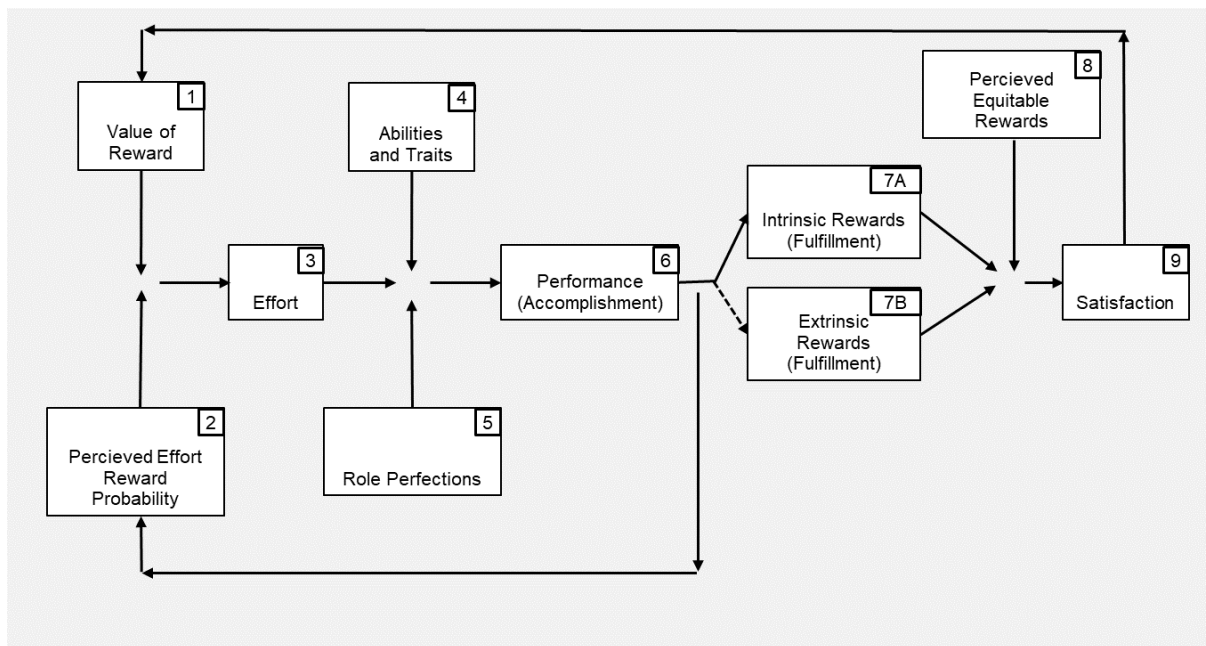
Source: Lee (2007:790)

Vroom suggested that there is a relationship between expectancy, instrumentality, valence and that relationship yields motivation as demonstrated by the equation in Figure 2-3 above also stated as $M = E \times I \times V$. As stated by De Simone (2015:20), the multiplier effect in the equation is significant, meaning that higher levels of expectancy, instrumentality and valence will result in higher motivation force, and the opposite is also true. The size of the valence of an expected outcome is dependent and based on what employees perceive as satisfactory to warrant their concerted effort (Miner, 2005:94). Green (cited by Haque *et al.*, 2014:66) states that employees will be motivated to want to improve their performance only when they believe that their effort will lead to outcomes that will result in satisfaction.

2.2.4 Porter-Lawler Motivation Model

Similar to Vroom's Expectancy theory, where the established relationship between effort, performance, and outcome lead to motivation, the basis for Porter-Lawler motivation model, according to Dinibutun (2012:137), draws from Vroom's theory and is based on effort-performance ($E \rightarrow P$) and performance-outcome ($P \rightarrow O$) expectancies. This means that motivation is achieved by the expectation that performance will lead to a satisfactory outcome. This theory is perceived to be complete as it comprehensively looks at motivation as a whole; intrinsic and extrinsic rewards, task requirements and employee ability, and the perceived fairness of the rewards. Figure 2-4 below illustrates the Porter-Lawler motivation model. The value of reward multiplied by the perceived effort-reward probability produces effort, abilities and traits, role perception, and effort also have a multiplicative relationship that determines performance (Miner, 2005:99).

Figure 2-4: Port-Lawler Motivation Model



Source: Miner (2005:99)

The Porter-Lawler motivation model expressed in an equation form; $E = \sum[(E \rightarrow P) \times [(P \rightarrow O) \times V]$ (where; E–Effort, P–Performance, O–Outcome and V–Valence) suggests that the multiplicative relationship between the two types of expectancies: $E \rightarrow P$ and the sum of the products $P \rightarrow O$, yields the expectancy and the motivational force to want to perform is determined by multiplying $E \rightarrow P$ and $P \rightarrow O$ by the strength of the outcome valence (V) (Dinibutun, 2012:137). However, it must be noted that according to the original model as developed by Lawler and Porter (1967:23-24) the extrinsic rewards are imperfectly related to performance. The $E \rightarrow P$ expectancy is partially determined by the employee’s abilities and traits, and the $P \rightarrow O$ expectancy is determined by the attractiveness of the outcome (Dinibutun, 2012:137).

2.2.5 Summary of Motivation Theories

The content theory class represented in this study by Maslow’s hierarchy of needs and Herzberg’s two-factor theory presented factors that form the basis of what motivates people. Linking the theories, Dinibutun (2012:135) highlights the fundamental relationship that exists between Herzberg’s two-factor theory’s hygiene factors and Maslow’s hierarchy of needs’ physiological, safety, social and partly self-esteem levels. This class looks at the internal factors that drive and energise employees to inform their behaviour towards work.

The process theory represented in this study by Victor Vroom’s expectancy theory and Porter-Lawler motivation model present ways in which motivation occurs in the workplace (how) as

opposed to what causes it (Dinibutun, 2012:135) and how it can be improved. According to Miner (2005:99), both Vroom's and Porter-Lawler's theory/ model use a multiplicative relationship to effort to determine performance and performance to determine the outcome. This class of process theory is concerned with determining the impact of workplace motivation as influenced by management.

According to Kirstein (2010:1), the motivation content provided by these authors' theories can be complimentary and, in other instances, contradictory. Hence, further research studies are needed to explore the concepts of motivation further, particularly within manufacturing organisations.

2.3 FURTHER DEFINITIONS OF MOTIVATION

Table 2-1 provides selected definitions of motivation and descriptions from several works of literature that help broaden the understanding of the concept of motivation.

Table 2-1: Definitions of Motivation

Author	Definition of motivation
Srivastava and Barmola (2012)	"motivation is that which makes people put real effort and energy into what they do"
Buble and Matic (2014)	"motivation is encouraging people to achieve organisational, group, and individual goals, which are interwoven, so often the realisation of one indirectly but simultaneously means the achievement of others"
Riyanto <i>et al.</i> (2017)	"motivation is addressed only to the management of human resources in general and subordinates in particular"
Salleh <i>et al.</i> (2016)	"as a management process of influencing behaviour based on the knowledge of what makes people think"
Robbins and Judge (2011)	"the processes which account for an individual's intensity, direction and persistence towards reaching a particular goal"
Pinder (cited by Shields 2007)	"as a set of energetic forces that originate both within and beyond an individual's being, to initiate work-related behaviour and to determine its form, direction, intensity and duration"

Badoni (2019)	“motivation starts with a good example. Leaders who hope to motivate must reflect the vision, mission, and culture of the organisation they lead”
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It can be noted that defining the motivation concept brings out different meanings and multi-dimensional aspects. Similarities in meaning from the definitions provided by the different researchers can be noted, summarised as drive, energy, encouragement, and influence by management towards achieving a particular goal or objective in organisations. They all highlight the role management or leadership play in stimulating the drive within employees, directing their energies and influencing their actions towards a particular direction.

2.4 CONTRIBUTION OF EMPLOYEE MOTIVATION IN THE WORKPLACE PERFORMANCE

Commitment by employees to good performance in the workplace is highly dependent on their level of motivation (Kuranchie-Mensah & Amponsah-Tawiah, 2016:261). Salleh *et al.* (2016:139) emphasise the need for employee commitment to their jobs for organisations to navigate the turbulent market environment. Motivation is key to good employee performance, and therefore, it is crucial to understand the motivation factors for employees to influence and improve their performance.

For managers and leaders, motivation means the ability to persuade others with guidance and direction to produce desired outcomes (Kuranchie-Mensah & Amponsah-Tawiah, 2016:257). Both the employees and managers play a crucial role in ensuring that workplace performance is enhanced through motivation.

Lunenburg (2011b:3) states that self-motivation allows employees to use their emotions to positively change their lives through a concerted effort to achieve their goals amid obstacles and possible failures. This competency calls for a total positive mindset, confidence and persistence in the employees’ approach. All negativity around the employees needs to be removed and replaced with positivity. Therefore, employees who lack motivation become a liability to the organisation because they will not produce a good performance that will translate into positive results. They will add to the organisation’s labour cost, however, affect business performance measurement dimensions such as productivity, overall equipment efficiency and overall affect the organisation’s bottom line.

2.5 MANAGEMENT AND EMPLOYEE MOTIVATION

Prior research studies have proved that employee well-being is affected by the psychosocial work environment and not only by the physical work environment (Gilbreath & Benson, 2004:255-257). Sparks *et al.* (2001:501-502) summarised the importance of the role that management/leadership style play as one of the four main psychosocial work environment issues that affect employee well-being and occupational health in the workplace. The focus has always been on managers because they can be a major influence on employees' work lives, impacting them positively or negatively, after all, managers influence work demands, control, and social aspects of employees in the workplace (Gilbreath & Benson, 2004:255-257; Harris & Kacmar, 2006:312).

Employee motivation and performance are linked directly to leadership applied by management in an organisation or business function (Nugroho *et al.*, 2019:80). According to Sanson (cited by Abbas *et al.*, 2010:9), the accurate measure of successful organisational leadership is its ability to meet the needs and expectations of employees and influence their motivation to realise the organisation's goals. Leadership styles affect the psychosocial environment of a workplace and can have beneficial or damaging effects on teamwork, productivity and competitiveness (Bildstein *et al.*, 2013:791). The level of commitment employees is willing to employ to their performance is directly attributed to the effectiveness of leadership (Naile & Selesho, 2014:175). Employees who feel and think that they are not valued, or their contributions are not valued will contribute less or will contribute to meet the bare minimum requirement of their job expectations.

Successful organisations employ their employees' efforts, commitment, engagement, practice, and determination (Naile & Selesho, 2014:178). This organisational attribute is achieved by creating a solid and quality relationship between management and employees. The relationship is based on principles of trust and respect towards management and employees. Employees who are not trusted and respected by management will see no need to do their best to achieve organisational goals. The level of motivation of employees in organisations is determined by and has a link to the leadership and management styles adopted by organisations or business units with organisations (Naile & Selesho, 2014:178).

Keeping employees motivated is not an easy management task, and according to Khuong and Hoang (2015:211), this is because factors trigger employee motivation and keep them motivated change. According to Khuong and Hoang (2015:211), the key factors contributing to employee motivation are; employee needs, expectations, working environment, responsibilities, "good" leadership, fairness and equity, personal development, recognition and reward and management feedback. However, this approach only looks at workplace-related factors. It neglects to address social factors which, if not attended to, the workplace factors cannot succeed. Therefore, these

motivation factors always change and render the management task to motivate and keep employees motivated an ever-challenging task.

2.6 EMPLOYEE TRAINING AND EMPLOYEE MOTIVATION

Elnaga and Imran (2013:137) refer to employee training as programs that provide workers with information, new skills, or professional development opportunities for effective performance at their current roles or potential career advancement. Elnaga and Imran (2013:144) further state that effective training closes the gap between employees' current performance and desired performance standards leading to improved organisational productivity. According to Ozkeser (2019:803), employee training enhances employee adaptation to their working environment and increases employee confidence in making decisions and solving problems on their own in their work environment. Ozkeser (2019:809) then emphasises managers' application of training activities that are oriented towards the development of the employee as a whole rather than activities focused on work only.

Poe (cited by Ozkeser, 2019:805) states that employees who are well trained in their jobs have the skills and knowledge to become more confident in what they do and become motivated to perform better. Therefore, they improve the quality of work and improve their performance.

In underlining the importance of training, Hassan *et al.* (2013:17) state that training is the most important factor in retaining employees in organisations. However, it can be argued that once employees are well trained, skilled, and knowledgeable in their roles, they increase their employability rate and seek better opportunities outside the organisation. The question then asked is; what if they do not leave the organisation? Therefore, employee training as a stand-alone factor cannot retain employees in organisations. However, it can lead to satisfaction in their current roles, which can lead to motivation.

2.7 EMPLOYEE REMUNERATION AND PERFORMANCE

Kayode *et al.* (2019:3) define remuneration as a commitment made by an employer to an employee or group of employees to pay monetary or financial benefits for a service or services rendered for a specific period. According to Kayode *et al.* (2019:3), these benefits include but are not limited to salaries or wages, bonuses, incentives, and other allowances. From the employer's perspective, the benefits cover the basic service the employees provide to the organisation. According to Martono *et al.* (2018:537), the benefits are designed to make the employees want to improve their performance and commit to the organisation for a long time. Baba (2015:220) states that if employees think that they are not remunerated proportionally to the service they provide (what they believe is right). They will reduce their performance rate to a level where they

believe is equal to how they are remunerated. Suppose their remuneration situation does not improve according to their expectations. In that case, they will start looking for employment from alternative organisations, so the employees' basic needs are satisfied.

Poston (2009:348) states that Maslow identified five hierarchical needs, stacked in order of importance, which he suggested exist within all human beings. The theory proposed a series of sequential steps through which people are motivated. He said that basic needs need to be satisfied first, for a person's higher needs to be dominant. Remuneration forms part of these basic needs. For example, for employees to have food, shelter, security and other basic needs, they need a source of income provided through remuneration.

2.8 JOB SECURITY AND PERFORMANCE

A simple definition of job security, according to Kraja (2015:20), is the knowledge and assurance that employees' jobs are permanent and protected against loss. The opposite leads to job insecurity. Employees need assurance from their employers that their jobs are safe.

Organisations have to be competitive in the market. According to De Cuyper *et al.* (2011:107), they use temporary or fixed-term contract employees, alternatively called flexible labour, as a human resource means to achieve this competitive advantage based on the business or operational needs. This, however, brings challenges that can lead to performance deficiencies in organisations.

Job security can be explained from two perspectives; permanent employees and flexible labour employees (temporary). According to Kraimer *et al.* (2005:390), the use of temporary employees or the introduction of fixed-term contract labour practices in organisations can be interpreted by permanent employees as management intentions to change internal structures which will affect them in the near future. Old and less qualified permanent employees may view the introduction of such practices as a way to bring in young and qualified employees as their replacements. In so thinking, Kraimer *et al.* (2005:390) state that the permanent employees may view the temporary or fixed-term contract employees as potential rivals and a threat to their jobs. On the other hand, temporary or fixed-term contract employees' sense of insecurity emanates from the thinking that any structural change in the organisation affect them directly because they are not permanent. According to De Cuyper *et al.* (2011:107), it affects their commitment, and Anwar (2011:24) says it affects their loyalty to the organisation. Both features are crucial to organisations' success in achieving their goals. This, however, is not true for all temporary or fixed-term contract employees. Some temporary or fixed-term employees use their state of not being permanent as

an opportunity to showcase their abilities and prove their worth to the managers, that they have what it takes to be permanent in the organisation should opportunities to be converted arise.

Numerous studies have shown that job security fears in employees can lead to decreased job satisfaction. According to Ashford *et al.* (cited by Anwar *et al.*, 2011:24), those fears can subsequently lead to poor performance in the workplace. Vujičić *et al.* (2015:3) state that employment provides personal satisfaction and security. The second tier of Maslow's hierarchy of basic needs is; safety, security and protection (Maslow, 1943:376). Job security directly connects to this hierarchy level (Noble, 208:248). Even if employees do not leave the company, heightened job insecurities may be detrimental to current employees' job performance (Noble, 2008:247).

2.9 IMPLICATIONS OF EMPLOYEE SATISFACTION AND PERFORMANCE ON PRODUCT QUALITY

Table 2-2 provides definitions by renowned quality experts who form the basis of understanding the concept of quality and its practical application.

Table 2-2: Definition of Quality by Quality Experts

Quality Expert	Definition
William E. Deming	Quality is defined in terms of customer satisfaction. If customers are satisfied, the product or service is of quality. The desire to improve quality is a continuous effort.
Genichi Taguchi	Quality is the loss a product causes to society after being shipped, other than any losses caused by its intrinsic functions.
Joseph M. Juran	Quality is fitness for use, and "use" is associated with customers. It consists of features that meet the customers' needs and create satisfaction or dissatisfaction.
Kaoru Ishikawa	Ever-changing customer opinions and expectations must be at the centre of the design, production, processes, systems and new product development of products and services.

Armand V. Feigenbaum	Quality is determined by customers. It is based on customers' actual experience with the product or service, based on their requirements.
Philip B. Crosby	Quality is conformance to specific measurable characteristics of products or services requirements. There are measurements that are implemented to ensure conformance to the requirements continually.
Walter A. Shewhart	Quality can be defined from two viewpoints; what the customer wants (subjective) and properties of the product or service, independent of what the customer wants (objective).
Robert M. Pirsig	According to Pirsig, it is difficult to define what Quality is. Pirsig says instead of trying to find an academic definition. Quality can be recognised when seen. It is customers who see the quality of products or services.

Source: Hoyer and Hoyer (2001:53-62)

According to Hoyer and Hoyer (2001:54), though Shewhart presented the best definition of quality, Pirsig could not come up with a conclusive academic definition. All the quality experts' definitions of quality agree and fall within two categories, they are:

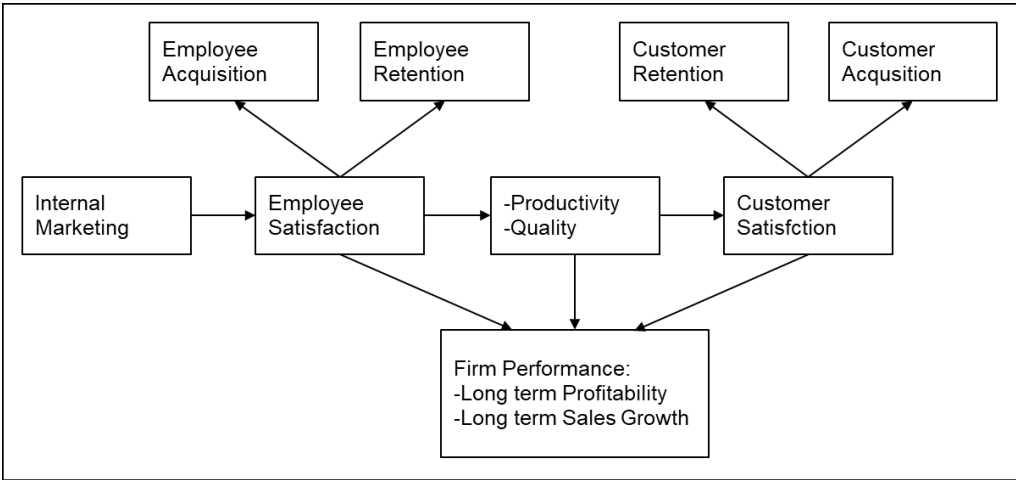
- (i) processes for manufacturing products and delivering services need to be measurable and achieved within set quality specifications, and
- (ii) manufactured products and delivered services need to meet customer expectations.

Organisations have realised and understood that good product or service quality may result in customer satisfaction. On the contrary, poor product or service quality results in customers' loss, resulting in high financial losses (Stanciu & Pascu, 2014:41). The highest cost which an organisation can pay relating to product quality occurs when such products or services reach customers and create dissatisfaction and eventually result in loss of revenue, loss of business and subsequently damage the organisation's integrity and reputation in the market (Gryna & Juran, 1999:8.2). There is also an understanding that measures can be introduced to deal with a poor product or service quality (Singh & Ahuja, 2015:135).

Fields *et al.* (2014:406) state that suppliers of quality products and services need to apply the five approaches to quality, namely, transcendent, user-based, product-based, manufacturing-based, and value-based. This organisational approach and attitude towards a quality result in a comprehensive view and understanding of what organisations must focus on to improve their customer experiences of their products and services.

Organisations are placing product and service quality at the centre of their manufacturing and service processes (Salawu *et al.*, 2018:2381). These processes are driven by employees who, according to Elnaga and Imran (2013:137), are directly involved in manufacturing and delivering the services and are responsible for either customer satisfaction or dissatisfaction. Ukil (2016:181) states that satisfied employees increase their performance levels, resulting in improved product and service quality, as demonstrated by Figure 2-5. Also, satisfied employees tend to be motivated and develop an attitude of care towards the products they produce and the services they offer, resulting in customer satisfaction (Bulgarella, 2005:3).

Figure 2-5: The model of the chain effects of internal marketing on employee satisfaction, productivity, product quality, customer satisfaction and firm performance



Source: Shah (2014:34)

2.9.1 Effect of employee satisfaction on productivity and quality

Shah (2014:35) states that there are no extensive studies on the relationship between employee satisfaction and product quality. However, according to Bulgarella (2005:3), there is a generalized relationship between employee satisfaction linked to productivity, customer satisfaction, and business performance. As stated above on the different definitions of quality, customer satisfaction results from how they perceive a quality product or service. This relationship is big enough to have substantial practical value for organisations.

2.9.2 Effect of quality on customer satisfaction

Good products may lead to customer satisfaction, loyalty and customer retention. Satisfied customers become repeat loyal customers, increasing the retention rate and profitability of the organisation (Shah, 2014:35). It is also possible for customers to be loyal and yet not satisfied. Emphasis on the internal processes to improve quality, also improves customer satisfaction. According to Kristensen *et al.* (2002:280), organisations need to understand and measure customers' satisfaction to continually improve the quality of their products or services to improve business performance.

2.9.3 Customer satisfaction and business performance

Customers are willing to pay more if satisfied with the quality of products or services received. Customer satisfaction has a positive relationship with repeat purchases and loyalty. Though there is no conclusive research that links customer satisfaction to repeat purchases and business performance, Williams and Naumann (2011:22) state that at a collective level, there seems to be strong evidence that positively links customer satisfaction to customer loyalty and business performance. Customers who are satisfied with their purchases will most probably repeat their purchases of the same product from the same supplier.

2.10 SUMMARY

The chapter introduced literature relevant to employee motivation and product quality. Motivation theories by renowned researchers and their application were explained. The chapter also explored the contribution and influence of motivation in the workplace. Lastly, the chapter discussed the theoretical foundation for quality from quality experts' perspectives, factors influencing quality, business dimensions affected by quality. The theoretical information explored in this chapter lays the theoretical foundation and framework to build on the entire study.

The next chapter presents the research methodology followed in the study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

Chapter 3 of the research study discusses in detail the research methodology and the reason for selecting the particular methodology used in this study. In this chapter, the researcher outlines the research framework, sampling method, data collection methods, the type of data analysis process followed, the research method and ethical considerations.

3.2 FRAMEWORK

The study followed an epistemological position that Bryman and Bell (2011:387) describe as interpretivist. The research is concerned with understanding the social world through an examination of the interpretation of that world by its participants. According to Bryman and Bell (2011:17) the interpretivist orientation seeks to interpret what individuals perceive to be a reality and respects the difference between people and objects of the natural sciences.

3.3 SAMPLING

The purposive sampling method, also referred to as judgement sampling, was selected to develop the research sampling units. This method is in the non-probability, non-random category of sampling techniques. According to Saunders *et al.* (2019:315), this method has a range of alternatives to select sampling units, the majority of which include an element of subjective judgement. For the research under study, sample units were selected based on their knowledge and relationships regarding the research subject under consideration, based on their level on the hierarchical structure or order in the manufacturing organisation (i.e. positions), their direct or indirect interaction with the manufactured products and employment contract type (i.e. permanent or fixed-term contract (FTC)) (Bryman & Bell, 2011:185). Using the purposive sampling technique, the participants selected were employees involved directly and indirectly with the manufacture of products. They provided insights into what motivated them to manufacture products that met product specifications and what informed them to either reject or correct products that failed the product specifications.

The levels of employees at the site level were grouped into three categories and defined the categories as direct and indirect, as shown in Table 3-1 below.

Table 3-1: Categories of sampling units

Category	Description of category	Description of units
A	Employees in this category directly interact with the product. Make decisions on whether products pass or fail the specification	These units were permanent and fixed term contract Operators and Quality Inspectors
B	This category comprises first-line management staff, overseeing production, quality and maintenance processes and employees	These units were production and maintenance supervisors
C	This category is responsible for designing production processes, management and enhancing the motivation of employees	These units were engineers and managers

Category A, were Operators who are defined as direct employees because they directly interact with the products and Quality Inspectors who are defined as indirect. Operators manufactured the products according to product specifications and made decisions on whether to correct or reject products that did not meet the product specifications not to move to the next processing stage. On the other hand, quality inspectors verify the quality of products that the operators have manufactured. Quality inspectors had the authority to make a decision either to release, or hold products based on quality analysis made based on the product specifications.

Category B, were first-line managers herein referred to as supervisors, who were defined as indirect employees. This category did not directly interact with the product, but through the supervision of subordinates influenced the product quality. They oversaw the production processes and supervised the operators by enforcing the organisation's policies and procedures to manufacture products that met customer specifications.

Category C, were engineers and managers defined as indirect employees. Similar to the Category B employees, this category did not directly interact with the product, but through the management of subordinates influenced the product quality. This category was responsible for designing production processes, positively influencing their teams and motivating them to achieve

organisational goals, which were to deliver products that met customers' requirements and improve the organisation's profits.

3.4 RESEARCH METHODOLOGY

A qualitative research approach within the interpretivist paradigm was considered to achieve the research objectives and answer the research questions. According to Nayak and Singh (2021:142), A qualitative approach seeks to examine, understand, and describe a phenomenon in how people experience and understand the world around them. The main advantage of qualitative research, which also constitutes its basic difference with quantitative research, is that it provides a comprehensive description, stronger basis for analysis and interpretation of the research participants, without limiting the scope of the research Bryman and Bell (2011:387).

Table 3-2 summarises the contrasting features between qualitative and quantitative research.

Table 3-2: Summarised differences between Qualitative and Quantitative research

Qualitative Research	Quantitative Research
The researcher participates and immerses themselves in the research setting	The researcher is an objective observer who does not participate or influence what is being studied
The aim is a complete, detailed description of a social situation from participants	The aim is to classify features, count them, and construct statistical models in an attempt to explain what is observed
Methods include focus groups, unstructured or in-depth interviews, and reviews of documents for types of themes	Surveys, structured interviews, measurements & observations, and reviews of records or documents for numeric or quantifiable information
A primarily inductive process used to formulate theory or hypotheses	A primarily deductive process used to test pre-specified concepts, constructs, and hypotheses that make up a theory
More subjective: describes a problem or condition from the point of view of those experiencing it	More objective: provides observed effects (interpreted by researchers) of a program on a problem or condition
Data is in the form of words, pictures or objects.	Data is in the form of numbers and statistics
More in-depth information on a few cases	Less in-depth but more breadth of information across a large number of cases
Unstructured or semi-structured response options	Fixed response options, measurements, or observations

No statistical tests	Statistical tests are used for analysis
Data is more 'rich', time consuming and less able to be generalised	Data is more efficient, able to test hypotheses but may miss contextual detail
Detailed context based generalisation	Universal context-free generalisation

Source: Ahmad *et al.* (2019:2831)

3.5 DATA COLLECTION

Authorisation to collect data was obtained before commencing with the study. The researcher approached and requested authorisation from the selected manufacturing organisation to gain access to the units of study. The researcher explained the objective of conducting the study and the process to be followed in conducting the study. An ethics clearance was granted by the North-West University's Economic and Management Sciences Research Ethics Committee (EMS-REC) to collect data.

Once the company granted authorisation to conduct the study, individual participants granted informed consent to take part in the study. Meeting requests to conduct the interviews were sent to each participant via WhatsApp or email with zoom meeting links. All the interviews were conducted verbally in English via zoom meetings with employees at different levels in the hierarchical structure at the manufacturing site of the manufacturing company. All the interview sessions were recorded and saved on a central drive electronically and could only be accessed by the researcher using a password, and they lasted between 35-45minutes. Out of the 15 verbal interviews conducted, 12 audio interview files were transcribed into text using the Otter.ai program, and three remained in an audio form.

To gain comprehensive insights into the employee perceptions on motivation and factors that contributed to employee motivation and how those factors related to the quality of products the employees manufactured, semi-structured interviews using open-ended questions were conducted online via zoom meetings with operators, quality inspectors, production and maintenance supervisors, engineers and managers. Bryman and Bell (2011:237) agree that the interviewing process in qualitative studies help the researcher to gain better perspectives of individuals' perceptions on a particular research subject. Adams (2015:493) states that pre-designed semi-structured open-ended interview questions guide the interview process providing probing queries. According to Moser and Korstjens (2018:12), interviews seek to describe the different meanings of central themes in the life of participants to identify their emotions, feelings, and opinions on the research subject.

A detailed interview schedule is presented as Annexure A

3.6 DATA ANALYSIS

Thematic analysis was selected and used to analyse the collected data to increase the researcher's understanding of the data. Saunders *et al.* (2019:651) state that in the thematic analysis approach, the researcher's main objective is to search for "themes or patterns" brought forth by findings from a set of data. One advantage of the thematic analysis approach mentioned by Saunders *et al.* (2019:651) is the systematic way of analysing qualitative data orderly and logically. In qualitative data analysis, the theory is developed continually as the researcher is analysing the collected data (Nayak & Singh, 2021:152).

Qualitative data is usually in the form of texts. However, it can also include non-textual data such as audio recordings and graphics. For this research, the collected data was in the form of audio. Out of the 15 virtual interviews conducted, 12 audio interview files were transcribed into text using the Otter.ai program, after which the researcher double-checked and reviewed the transcripts manually to ensure accuracy and correctness, and three remained in audio form. A computer-assisted qualitative data analysis software (CAQDAS), specifically Atlas.ti, was the preferred software for data analysis. According to Smit (2002:65), the Atlas.ti software supports the researcher during the data analysis process, where audio and texts are analysed and interpreted using coding and annotating activities to arrive at a proposition. The streamlined codes-to-theory model for qualitative data analysis was used (Saldaña, 2015:13) to code the data and create themes, categories, and sub-categories using Atlas.ti.

3.7 ETHICAL CONSIDERATIONS

The research study was subjected to strict ethical considerations. CIRT (2019) defines ethics in research as the norms and standards that help the researcher determine the difference between what is acceptable and unacceptable behaviours. Additional to the ethical considerations, the study also adhered to research policies guided by the North-West University's Institutional Research Ethics Regulatory Committee (IRERC).

All participants accepted to voluntarily participate in the research study through a signed Ethics-approved Informed Consent form. The main purpose of the informed consent form was to assure participants of their voluntary participation, confidentiality, and anonymity. Participants were free to opt-out of the study without any repercussions whatsoever.

Participants were also informed about the study's objectives, assured of the confidentiality of their responses, and that only the combined responses were used. Participants were not forced to participate in the study, and they were not abused in any form during the study. All Covid-19 protocols were observed.

3.8 SUMMARY

This chapter introduced and discussed the research methodology. This chapter discussed the study's framework, and owing to the nature of the research, an interpretivist philosophy was employed. A purposive sampling method, non-probability, non-random sampling technique was selected to collect data using semi-structured open-ended interview questions. The sampling units were also defined. Further, the chapter discussed the method employed in analysing the data, the grounded theory, as the constant comparative method was found to be a suitable method for this study. Lastly, the chapter explored the advantages and disadvantages of qualitative and quantitative research approaches.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the interpretation and analysis of data collected to better understand employees' perceptions of motivation and product quality within a selected manufacturing organisation. The main themes discussed are the motivation of employees, product quality, and the influence motivation has on product quality. The collected data was then analysed using the Atlas.ti software, a computer-assisted qualitative data analysis software (CAQDAS).

4.2 METHODS

The methods include the participants' responses, data collection and analysis procedures, trustworthiness and the researcher's experiences with the data collection tool.

4.2.1 Participants

Participants' (eleven males and four females) perceptions on motivation and product quality were obtained by conducting online semi-structured interviews via zoom meetings with fifteen employees (N = 15) employed within different departments within a selected manufacturing organisation.

The participants' backgrounds were from production, quality assurance, process engineering and maintenance. The participants held various roles in their respective departments, including production operators, quality technicians, production and maintenance supervisors, quality and process engineers, and managers. The participants' working experience ranged between five to twenty years and they were within the age group of twenty-six and forty-five years. Participants for the research study were selected by making use of the purposive sampling method, which is in the non-probability, non-random category of sampling techniques, which according to Saunders *et al.* (2019:315) this method has a range to select sampling units with the majority including an element of subjective judgement. According to Saunders *et al.* (2019:317), for a qualitative research study, particularly where participants are from the same organisation, the sample size norm is 15 – 30. Saunders *et al.* (2019:317) also state that for a homogenous group, the sample size can be between 4 and 12 and data collection can continue until saturation is reached. The researcher reached the data saturation point after the eighth interview for this study. However, researcher continued to interview all 15 participants who were selected to participate based on their homogeneous representation within the study context.

4.2.2 Organisation

The organisation is a global player of note in the automotive industry and a leading international systems provider for security technology and listed on the stock exchange in Europe. The organisation generated around €6 billion in sales from its global operations in 2020. With 129 global operations in South Africa, the organisation has four sites, including the Boksburg site, the selected site for the study. The South African operations, particularly the Boksburg site, falls within the metal and engineering sector and the other three sites in the chemicals sector. The Boksburg site supplies its final products to one of its sister sites for further processing. The final products are shipped locally and internationally, with more than 60% of its products exported to the Middle East region.

Globally, the organisation employs more than 25 000 employees and more than 2 000 in South Africa. At the time of the study, the Boksburg site employed about 350 people, made up of 220 direct and 130 indirect. Each site consists of the following departments; Production, Maintenance and Pre-setting, Process Engineering, Planning, Logistics, Quality Control and Assurance and Safety, Health and Environment, Security. Other departments such as Sales, Marketing, Supply Chain, Human Resources, IT, Finance, Projects and Product Development are centralised and managed locally in South Africa.

4.2.3 Data collection tool

The questions used in this descriptive study were developed by reviewing literature relating to motivation and product quality in manufacturing organisations. The questions that prompted the understanding of employees' perceptions of motivation and product quality were:

- How would you describe motivation?
- What are your biggest motivators?
- What are your biggest demotivators?
- What would you propose to improve employee motivation?
- How would you describe a good quality product?
- How would you describe a poor quality product?
- What are your perceptions on what destroys quality?
- What would you propose to improve product quality in manufacturing organisations?
- What is your perception of the influence of motivation on product quality?

4.2.4 Data Collection Procedure

The semi-structured interview approach was selected and guided by pre-designed open-ended questions, where more than a few questions led to follow-up queries (Adams, 2015:493). The study leaders evaluated the semi-structured interview schedule that was developed and a mock interview run was conducted to evaluate and ensure that the questions were understandable before the actual interviews were conducted with participants.

An informed ethics consent was sent to the participants before commencing with the interviews to inform participants of the confidentiality, anonymity and voluntary participation in the research study. The interviews were conducted via zoom meetings, and each interview session was recorded. Each interview session lasted between 35 - 45 minutes.

Out of the fifteen interviews conducted, twelve audio interview files were transcribed into text format using the Otter.ai program, and three remained in audio format.

4.2.5 Data Analysis Procedure

Thematic analysis Terry *et al.* (2017:9) was used for data analysis, where the audio and text data files were uploaded onto Atlas.ti software for analysis. Thematic analysis is a flexible method that can be applicable to a wide range of data (Terry *et al.*, 2017:9). The thematic analysis was adapted to this research study and followed the six-step process: familiarisation, coding, generating themes, reviewing themes, defining and naming themes, and writing up. According to Saunders *et al.* (2019:651) in thematic analysis, the researcher codes the collected qualitative data to create themes or patterns for analysis to answer the research questions. The streamlined codes-to-theory model for qualitative data analysis presented by Saldaña (2015:13) to code the data create themes, categories and sub-categories on Atlas.ti software was used in conjunction with the thematic analysis approach. The streamlined codes-to-theory model is more of an overarching theoretical depiction of qualitative data analysis techniques and not a data analysis technique. The themes, categories and sub-categories from the interviews with participants are included and described in the results section.

4.2.6 Trustworthiness

In proposing methods of assessing the quality and rigour of qualitative research, Bryman and Bell (2011:395) suggest two criteria, namely, trustworthiness and authenticity. The quality assessment categories for trustworthiness used in this study are credibility, transferability, dependability and confirmability (Bryman & Bell, 2011:395). Verbatim quotes are included to ensure the trustworthiness of the data and results.

(a) Credibility

The researcher ensured that the study adhered to good research practices. The research findings will be shared with the study participants to ensure that their views were articulated correctly; this approach is consistent with Byrman and Bell's (2011:396) approach of ensuring credibility.

- **Prolonged engagement:** The researcher has spent time in the research environment of the research participants and has gained a better understanding of the participants; this approach is supported by Bitsch (2005:82). This has enabled the researcher to gain trust with the participants and extract rich data.
- **Debriefing:** Guidance was sought from the study leaders and professional work colleagues and peers to improve the quality of the findings. According to debriefing is a useful tool in establishing credibility. However, the researcher still needed to apply themselves not to be discouraged by the debriefers' influence and feedback.

(b) Transferability:

Since the research study was descriptive in nature, the findings represent the perspective of the participants' life in the selected manufacturing organisation. Therefore, according to Sandelowski (cited by Krefting, 1991:220) the applicability of the transferability criteria is not an issue. However, the learnings from this study can be used for further research and the development of theories.

(c) Dependability:

Audit trail: The research material used in conducting the research, such as data collection and analysis tools and procedures, can be produced for audit purposes (Korstjens & Moser, 2018:121).

(d) Confirmability:

The research findings can be confirmed, linked and supported by actual data collected through semi-structured interviews with participants. The collected data is archived in a well-organised and retrievable form and can be made available for auditing through the audit trail process (Korstjens & Moser, 2018:122).

4.2.7 Researcher's experiences with data collection using the zoom meetings platform

Traditionally, the interview sessions with participants would have been held face to face. However, online zoom meetings were used to comply with the Covid-19 protocols and minimise physical contact. Interview sessions were scheduled on zoom meetings, and the meeting link details were

sent to the participants via WhatsApp or email. Listed below are some of the challenges experienced with the zoom meetings interview sessions with participants.

- Internet connectivity problems from the researcher's or participant's side or both the researcher's and participant's sides,
- Lack of knowledge on how online meetings (zoom) work from participants,
- Data depleting, power supply cuts, devices failure, poor sound in the middle of an interview resulting in interviews being cancelled and rescheduled,
- Lack of adequate space to hold online meetings, resulting in background noise recorded in the interview audio,
- Challenges with transcription of recorded audio files to text for participants with heavy accent and stammering,
- Interviews not starting on time,
- Rescheduling of interviews to different times due to unavailability of participants for different reasons,

These challenges have contributed positively to the researcher's knowledge and growth in widening the available options for conducting interview sessions for future research studies.

4.3 RESULTS AND DISCUSSION

Through the thematic analysis process presented by Terry *et al.* (2017:9) and the use of the streamlined codes-to-theory model presented by Saldaña (2015:13) for qualitative data analysis using Atlas.ti, brought out the following results of the semi-structured interviews divided into motivation, product quality and influence of motivation on product quality.

The researcher predetermined these four main categories of motivation:

- Participants' perceptions of what motivation is, identified eight sub-categories (see Table 4-1).
- Participants' perceptions of biggest motivators in the workplace brought out fourteen sub-categories (Table 4-2).
- Participants' perceptions of the biggest demotivators in the workplace brought out six sub-categories (Table 4-3).
- Participants' perceptions of improving employee motivation in manufacturing organisations identified ten sub-categories (Table 4-4).

The researcher predetermined these three main categories of product quality:

- Participants' perceptions of good quality products identified seven sub-categories (Table 4-5).
- Participants' perceptions of poor quality products identified four sub-categories (Table 4-6).
- Participants' perceptions of product quality destroyers identified five sub-categories (Table 4-7).
- Participants' perceptions of improving product quality in manufacturing organisations identified fifteen sub-categories (Table 4-8).

The researcher predetermined this main category of the influence of motivation on product quality:

- Participants' perceptions of the influence of motivation on product quality identified three sub-categories (Table 4-9).

The discussion will focus on the relationship between current literature on the motivation of employees and product quality, and the perceptions of participants regarding the motivation of employees, product quality and the influence of motivation on product quality and will then conclude with proposed guidelines for improving both motivation of employees and product quality in manufacturing organisations.

4.3.1 Motivation

In analysing the participants' responses to the question relating to their perceptions of employee motivation in the workplace, four main categories emerged, will be discussed in this section. These main categories are participants' perceptions of what motivation is (Table 4-1), participants' perceptions of biggest motivators in the workplace (Table 4-2), participants' perceptions of biggest demotivators in the workplace (Table 4-3) and participants' perceptions of improving employee motivation in manufacturing organisations (Table 4-4). These main categories are supported by sub-categories and applicable verbatim quotations from the participants.

4.3.1.1 How would you describe motivation?

The results of the data analysis of this question brought out one main category, namely the participants' perceptions of what motivation is. This main category will be discussed along with the sub-categories.

4.3.1.1.1 Participants' perceptions of what motivation is

The main category is supported by eight sub-categories which give a good perspective to what participants perceive as motivation to be in the workplace. Table 4-1 below presents the verbatim

quotations of participants' perceptions of what motivation is, and reference is made to this table on discussions below.

Table 4-1: Participants' perceptions of what motivation is

Main category: Participants' perceptions of what motivation is	
Sub-category	Quotations from responses
Viewed as a drive from within an employee	"Motivation to me is like being passionate about what you're doing" "that is what motivation stems from, like having that drive within yourself to do the best that you can in whatever position" "that drive or something that drives a person to wake up every morning, and to come back to work" "they are willing to go an extra mile" "entails feeling good about what you're doing, wanting to go an extra mile without being asked" "'drive to go beyond expectation" "the thing that keeps you going, no matter the circumstances you are in"
As management provides resources	"Giving people all the resources they need" "give them enough resources"
Management giving assurance	"is assuring people of a good future ahead. Giving people hope"
Management support	"Equipping your people or individual to achieve with the knowledge they need to achieve their goals" "in manufacturing or work environment, your manager is there to guide you as well, maybe top management you know, it starts with them as well supporting" "motivation comes from management" "it is getting the best out of each person, through encouragement"
As providing a conducive working environment	"entails a friendly work environment in which everyone's opinions, suggestions are valued"
As a management style	"motivation is setting a target, explain the expectation to the workforce" "process of enhancing an employee from one level to a level of growth, that is from one level to the other"
Effective communication	"hold one-on-one feedback sessions for the commendation of good work done or closing gaps" "when an employee has done well, give feedback to the employee"
As a form of appreciation by management	"a token of appreciation from management to encourage employees on doing whatever they do in that way"

As presented in Table 4-1 above, the participants' perceptions of motivation identified eight sub-categories using the Atlas.ti coding. These eight sub-categories consist of two main groups; intrinsic and extrinsic motivation or motivating factors.

The participants perceive motivation as a drive coming from within an individual employee which falls within the intrinsic motivating factors, and externally, as influenced by management actions towards achieving particular objectives which fall within the extrinsic motivating factors.

- **Intrinsic**

Herzberg (cited by Alshmemri *et al.* (2017:13) described motivation or motivating factors as intrinsic to the job, and positively contributing to the employees' approach towards their jobs. According to Joo *et al.* (cited by Klopotan *et al.*, 2018:152), intrinsic motivation is a more efficient form of motivation as employees achieve more tasks without utilising more. This description of motivation or motivating factors is witnessed in the sub-category of what motivation is. Participants described motivation as the drive from within employees to do what is expected of them and more.

- **Extrinsic**

The participants' responses revealed that management is central to external motivation or motivating factors. In support, Nurun Nabi and Dip TM (2017:1) defined motivation as managers giving employees guidance, direction, resources and rewards to stimulate employees' desire, enthusiasm and willingness to give their best performance and commit their skills and services for a longer-term in an organisation. According to Jerry (cited by Klopotan *et al.* (2018:152), research studies emphasise the role of leadership in organisations as crucial, stating that organisations possessing human assets need good leaders to lead employees to effectively function. According to Li *et al.* (2015:90), extrinsic motivation or motivating factors can undermine intrinsic motivation and employee creativity if not properly managed or implemented.

(a) Management support

According to the responses, motivation is viewed as management support towards employees through guidance, encouragement and equipping them with requisite skills and knowledge to achieve their goals. Yang *et al.* (2014:42) support this perception by emphasising the importance of employee training and development for organisations to have "effective followers" through effective leadership.

(b) As management provides resources

Participants' responses perceive resources as contributing to their motivation in the workplace. Resources are perceived as "tools of the trade" required by employees to perform their tasks. The presence of resources improves the motivation of employees.

(c) As management provides a conducive working environment

Participants' responses highlight managers' role in creating a working environment where employees are encouraged to contribute their suggestions to make the organisation a better environment to work in. Sedarmayanti (cited by Riyanto *et al.*, 2017:343) describes the attributes of a good working environment that motivates employees to want to improve their performance.

(d) Management style

Buble and Matic (2014:162) support the notion that leadership styles influence motivation and are among the main psychosocial work environment concerns for employee well-being. This notion is evident in the participants' responses in how they perceive motivation to be relating to how management functions are discharged.

According to Sparks (cited by Erskine & Georgiou, 2018:31), negative leadership styles have an impact on increased stress and burnout in the workplace. According to the literature, the stress and burnout are also focused on the leaders themselves and not only employees (Zopiatis & Constanti, 2010:301), which exacerbate the matter. West *et al.* (2018:520) list some of the factors that have been identified as contributors associated with increased stress levels in the workplace. These include a lack of autonomy, role ambiguity, difficult interpersonal relationships, excessive workload, lack of work support, lack of work-home life balance and loss of meaning from work. Erskine and Georgiou (2018:28:34) state that relationships and transformational leadership styles have shown consistent benefits to leaders and employees in increasing their stress levels tolerance in the workplace compared to other leadership styles.

(e) Effective communication

Participants perceive effective communication as part of describing motivation where managers give feedback to employees regarding their performance. In a study to evaluate the effectiveness of communication on motivation, Rajhans (2012:148) found that two-way communication between employees and management allows a good flow of information from managers to employees and from employees to managers.

(f) As a form of appreciation

From the participants' responses, management's perception of motivation as a form of appreciation came out strongly. It is perceived as encouragement by managers towards enhancing employees' efforts. This notion is supported by Chapman and White (cited by White, 2017:197), who revealed that "words of affirmation" is one of the five languages of appreciation, and this language is verbal praise that can be communicated orally or in writing.

4.3.1.1.2 Summary of the participants' perceptions of what motivation is

A summary of the participants' perceptions of motivation revealed that motivation is multi-dimensional and can either be intrinsic or extrinsic. Intrinsically, the drive for employees to go beyond what is expected, namely to learn, to want to improve their organisations or departments, to do their best, to want to excel in what they do, to want to do things willingly, and keep them going no matter the circumstance, came out strongly. Extrinsically, the role of management has come out strongly as the central point in employees' motivation.

This perception was evident in the participants' responses as stated by participant 8, *"a token of appreciation to encourage employees to perform, getting the best out of employees through encouragement, enhancing employees' growth to move from one level to another, feeling good about what they do and assuring employees of their future in the organisation"*. These sentiments are supported by Kirstein (2010:1) when stressing the role of managers in identifying motivating factors needed to improve the motivation of their teams.

4.3.1.2 What are your biggest motivators?

The results of the data analysis of this question brought out one main category, namely the participants' perceptions of the biggest motivators in the workplace. This main category will be discussed along with the sub-categories.

4.3.1.2.1 Participants' perceptions of biggest motivators in the workplace

The main category is supported by fourteen sub-categories which give a good perspective to what participants perceive biggest motivators to be in the workplace. Table 4-2 below presents the verbatim quotations of participants' perceptions of what motivates them in the workplace, and reference is made to this table on discussions below.

Table 4-2: Participants' perceptions of biggest motivators in the workplace

Main category: Participants' perceptions of biggest motivators in the workplace	
Sub-category	Quotations from responses
Job security	"The time I felt so motivated in the organisation, is when my former manager. She made me permanent" "What I noticed where I work, most of the employees are contractors. The first biggest motivation is permanent employment. Employees want stability"
Best leaders	"is a leader who is open to, you know, solutions from everyone" "a leader who involves each and every person from especially people on the shop floor" "A leader who is willing to understand" "Giving people hope"

Care	<p>"taking care of the employees emotionally"</p> <p>"taking care of the employees not in terms of money, not in terms of material things"</p> <p>"happy employee is a productive employee"</p> <p>"Being valued and respected as a member of the team who makes a difference towards the overall goal that you're trying to achieve"</p>
Resources	<p>"I was given the resources to do whatever that I wanted to do"</p> <p>"You need resources for you to run in an organisation"</p> <p>"Giving people all the resources they need"</p>
Management support	<p>"management offer support for their employees, especially operators"</p> <p>"give them enough resources"</p>
Management style	<p>"Showcasing of talent is very important"</p> <p>"knowing that they can rely on me to get a job done"</p> <p>"autonomy, basically. You know, I think that is, that is necessary"</p> <p>"management to set direction"</p>
Growth	<p>"I always look at the challenge as an opportunity to grow"</p> <p>"Equipping your people or individual to achieve with knowledge they need to achieve their goals"</p> <p>"Is to uplift people"</p> <p>"I was given the opportunity to explore"</p>
Work culture	<p>"You know, it motivates me to be able to do my work smoothly"</p> <p>"it would be if I can say, knowing that the job that I've done is to the best of my ability, and like that I am actually providing a service to the organisation or my colleagues that I am working with"</p>
Work environment	<p>"it is a healthy environment"</p> <p>"working conducive environment to play, win and achieve results"</p> <p>"a friendly work environment in which everyone's opinions, suggestions are valued"</p> <p>"And the environment that you're in, when you're in a workspace, the environment that you're in"</p>
Family	<p>"from a family perspective, my kids motivate me, I cannot let them go hungry"</p> <p>"It is family. To wake up in the morning to go to work"</p> <p>"I think the most important thing to any human being the most fundamental thing is a person's family"</p> <p>"And from a family perspective, everybody wants their family to actually thrive"</p>
Achievement of targets	<p>"Employees need to know the targets"</p> <p>"to always want to do more, to improve the system"</p> <p>"setting targets and saying, if you guys achieved this, I am going to do this for you, you know, such is needed"</p> <p>"driving will to achieve your targets or responsibility of your role"</p>
Appreciation	<p>"recognise their efforts, and you appreciate it"</p> <p>"Well-done"</p> <p>"a token of appreciation from management to encourage employees"</p> <p>"one of the most important things to a person is feeling self-worth"</p> <p>"just to say thank you to the employees"</p>

	"like, just going to a person and telling them that you, you're grateful for the work that they put in"
Learning	"Give employees an opportunity to learn" "Equip employees with training and make them responsible for their own work" "So through learning, that is where I grew, basically" "actually learning new things, opening my mind to new ideas" "It could be learning about my work, it could be learning about a new way of looking at life" "the more I learn, the more I absorb information is, the more I see growth in myself"
Effective communication	"giving them feedback" "Make sure that they hear the employees' complaints" "listening to their employees" "you understand your operator, you listen to what he has to say" "needs to have the ability to listen" "Training should be done on how to listen to somebody" "Always communicate with them" "hold one-on-one feedback sessions for commendation of good work done or closing gaps" "to have monthly, weekly meetings, where we meet and then he, he, we discuss on what did we do right? What did we do wrong?"

The participants' perceptions of the biggest motivators in the workplace, as presented in Table 4-2 above, brought forth fourteen sub-categories.

Legault (2020:2417) states that while intrinsic motivation advanced by natural human tendencies such as personal choices is important, the role of external environmental factors defined as extrinsic cannot be neglected as they enhance intrinsic motivation. In the absence of extrinsic motivating factors, the intrinsic factors are undermined.

(a) Job security

Participants' perceptions are that many of the organisation's employees are employed as contractors. It is perceived that securing permanent contract employment creates security, which improves workplace motivation. This perception is supported by Malsow's hierarchy of needs which placed security at a level where it is one of the basic needs to be fulfilled before the preceding needs can be achieved. Greenhalgh and Rosenblatt (cited by Noble, 2008:247) support the notion that job security fears as a nonfinancial reward can lead to unintended consequences such as reduced satisfaction levels and even the propensity for employees to leave the organisation.

(b) Best leaders

In this context, best leaders are perceived to be open to listening to solutions provided by all employees, "*especially from the shop floor employees*", transparent in how they do things and assure employees about the company's future. According to Siyal *et al.* (2021:4) best leaders provide a conducive work environment where employees are motivated to develop innovative and creative ways of doing things in their workstations. Also stated by participant 9 that a best leader "*is a leader who is open to, you know, solutions from everyone*".

(c) Care

Employees want leaders who care about them. Care is perceived to include respect demonstrated by leaders towards employees, emotional support and appropriate monetary recognition. Participants perceive that those employees who are taken care of become happy and productive and thus increasing their confidence in what they do.

(d) Resources

Responses indicate that employees need to be given enough resources needed to perform their tasks successfully. Resources are linked to management support and care in that those leaders who care provide resources and support for their teams. As stated by participant 6 that "*Giving people all the resources they need*" and participant 7 that "*you need resources for you to run in an organisation*" emphasise the sentiment that resources are important to employees' successful execution of their tasks in organisations.

(e) Management support

Responses indicate that employees who are excelling/ doing well in their roles need to be showcased for others to see their talents. Khuong and Hoan (2015:211) identified the ability of leadership or management to recognise the needs of employees as one of the factors contributing to employees feeling motivating in the workplace. It is perceived that management need to guide and support employees to succeed and do well. It is further perceived that management support builds teams to support each other as team members.

(f) Management style

Participants' responses highlighted that employees' success is based on how employees are managed. The responses further highlighted that managers need to equip employees with the knowledge to achieve their individual and organisations' goals. Khuong and Hoang (2015:210-211) agree that within the management function, motivating employees present a challenging

task that requires managers to adapt to this ever-changing task. An adaptive management style will empower employees to act autonomously and make decisions about their work areas that are favourable to the organisation.

(g) Growth

From the participants' perceptions, it became clear that employees need to be given opportunities to grow skills that will uplift them and give them the autonomy to make improvement decisions in their work areas. According to Ali and Anwar (2021:24), one form of incentive is moral benefits (not related to monetary benefits) which include, amongst others, the opportunity afforded employees to participate in decision-making, specifically in their work areas.

(h) Work culture

Participants highlighted work culture as a contributor to motivation in the workplace. They believe that work culture is about promoting interdependency among team members to support each other to contribute their best to the team's success. Nohria *et al.* (2008:81) identified culture (work) as means to nurture mutual dependence and relationships among team members, which support the perception by participants.

(i) Work environment

From the participants' responses, a work environment that promotes employee motivation is perceived to be healthy when there are good leaders who know their teams' strengths and weaknesses. The leaders support their teams to get the best out of the employees' strengths and support their employees to improve their weaknesses. Participant 7 described a work environment as a big motivator that needs to be a "conducive environment to play, win and achieve results". Another participant stated that there is "a friendly work environment in which everyone's opinions and *suggestions are valued*".

(j) Family

According to the participant's responses, family is one of the reasons for employees to get the motivation to wake up every morning and go to work. They are driven by the need to see their families succeed and be better. According to Menges *et al.* (2017:5-6), family is one fundamental reason people work, and it is one thing that remains when moving from one organisation to another. Also, what came up from the responses is that employees want to see themselves reach new milestones, achieve more than what their family members have achieved.

(k) Achievement of targets

From the participants' responses, a work environment that presents challenges for employees to achieve goals and targets that the organisation has set for them motivates them. Responses indicated that every employee desires to do well in their jobs. Participant 7 pointed out that "*employees need to know the targets*" and "*always to want to do more, to improve the system*" are the biggest motivators. According to Lunenburg (2011a:1-3), employees tend to perform better and excel in their tasks when they are given challenging, specific, measurable, achievable, realistic and time-based (SMART) targets than employees given easy, non-specific or no goals at all.

(l) Appreciation

Participants' perception of appreciation is when management recognises their efforts and contributions to the organisation. The recognition of employees come in many forms, for example, maybe an email from the manager recognising what the employee(s) has done or remarks such as *well done* and *thank you* from the manager for a job well done. Appreciated employees feel valued, and their self-worth increases. According to Hafiza *et al.* (2011:329), organisations depend on a motivated workforce to succeed, and appreciation or recognition plays a role in employees feeling motivated.

(m) Incentives

Another form of appreciating employees according to the participants' perceptions is through incentives, which according to Ali and Anwar (2021:24), incentives include both material and moral benefits. One form of material incentive that is perceived to be a big motivator is bonuses paid when goals or targets have been reached or exceeded. Organisations may structure and include incentive programs onto the employees' total cost to company salary packages and can be paid quarterly or annually. Participant 14 stated, "*Incentives also link to employees' ability to support their families and make them better*".

(n) Learning

Responses indicated that opportunities to explore and make mistakes to grow in their roles motivate employees. Formal courses and on-the-job training will allow employees to grow in their roles and have autonomy. This will improve their confidence to make decisions without consulting with management. Hafiza *et al.* (2011:328) support the notion that employee training provides a positive stimulus for employees to feel cared for and important in organisations, thereby motivating them.

(o) Effective communication

The power of effective communication lies in the ability of managers to listen to their subordinates' views and thoughts, give consistent feedback, give clear instructions, and share information (Baldoni, 2019:6). The responses revealed that management fails to communicate effectively with their teams. This disempowers employees, they lose their sense of belongingness, and it could even lead to demotivation.

4.3.1.2.2 Summary of the participants' perceptions of biggest motivators in the workplace

From the results and discussion of the biggest motivators for employees in the workplace as perceived by the participants and the relevant literature supporting their perceptions, participants believe that their families are the primary source of motivation to "*wake up every morning and go to work. In the workplace*". They believe that a healthy working environment needs to be created by management to perform their duties. Participants also believe that creating a healthy working environment means; "*listening to their input and management considering their inputs when making decisions about their work areas, making resources available, giving them challenging tasks, creating opportunities for them to grow, recognising and rewarding them when they meet or exceed targets or achieve good results*". They perceive that management needs to demonstrate good leadership by creating effective communication channels both from the employees to management, and from management to the employees, for an effective flow of information. In practice this means giving employees clear instructions about what is expected of them, giving constant feedback on their performance and issues they raise, giving them assurance about the future of the organisation and giving clear direction about where the organisation is heading.

4.3.1.3 What are your biggest demotivators?

One main category emerged through the participants' responses to the question relating to what they perceive as the biggest demotivators in the workplace. The main category is the participants' perceptions of the biggest demotivators in the workplace, and sub-categories support it.

4.3.1.3.1 Participants' perceptions of biggest demotivators in the workplace

The main category is supported by six sub-categories which give a good perspective to what participants perceive the biggest demotivators to be in the workplace. Table 4-3 below presents the verbatim quotations of participants' perceptions of what demotivates them in the workplace, and reference is made to this table on discussions below.

Table 4-3: Participants' perceptions of biggest demotivators in the workplace

Main category: Participants' perceptions of biggest demotivators in the workplace	
Sub-category	Quotations from responses
Lack of management support	"from the management side that they're not doing what they're supposed to be doing, when management criticizes" "disrespect, I think, at the end of the day, the most important thing is, you know, we come from different backgrounds, and we have different positions and all those things. But at the end of the day, we need to speak to each other with respect" "high expectations without improved support the support system"
Management style	"I would say what demotivates me is, like, not being able to run with my ideas within my department, you know" "not providing me a platform to be accountable or like, responsible for my section" "Thing is that a lot of that comes from micromanagement" "What demotivates me, there's a few things but top of the list would be someone who micromanage" "someone who always focuses on the negatives and never acknowledges the positives that I do or contribute towards the team"
Work environment	"I feel like there is no change in quality" "others taking credit for my work" "witch hunting from superiors"
Lack of effective communication	"The opposite of what I've just said, Now, if you don't communicate, if you expect me to do things on my own without being given the authority, if you do give me the instruction" "leaders that don't listen and leaders that they take sides"
Lack of growth	"I am not getting any new knowledge. There is no growth anymore"
Lack of appreciation	"someone, actually, someone who doesn't value my input, suggestions as a professional in the workplace" "Lack of recognition and appreciation" "to be looked down upon" "One not being appreciated or not being valued"

Participants' responses brought forward six sub-categories which are divided into three groups, all identified as extrinsic motivating factors. The groups are summarised as "lack of", management style and work environment.

(a) Lack of: management support, effective communication, appreciation and growth

Participants' perceptions are that it is the responsibility of management to ensure that there is support, effective communication, appreciation and growth in the workplace. According to Herzberg *et al.* (as cited by Alshmemri *et al.*, 2017:13), the presence of these motivation factors yields employee job satisfaction. According to Ali and Anwar (2021:22), there exists a relationship between motivation and job satisfaction. However, it must be rightly pointed out that these two

terms are not synonyms. The absence of these motivation factors does not cause job dissatisfaction, leading to demotivation. However, their absence can lead to job dissatisfaction which contributes to employees feeling demotivated in the workplace, resulting in employees manufacturing poor quality products (Shields, 2007:71). Describing laissez-faire leaders, Burbuto (2005:27) states that this type of leadership offers less to no support to their teams. Hunt (cited by Dinibutun 2012:135) points out that managers' need to pay close attention to the motivating factors as presented by Herzberg in his two-factor theory.

(b) Management style

A central demotivating factor in the workplace is micromanagement. The participants' perceptions show that micromanagement in a manager's style creates a deficiency of trust in the employee-manager relationship. This perception is evident in the participants' responses regarding micromanagement and trust.

"I would say what demotivates me is, like, not being able to run with my ideas within my department, you know". This perception indicates a lack of trust from management.

"What demotivates me, there's a few things but top of the list would be someone who micromanage". This perception highlights the micromanagement factor.

According to Baldoni (2019:3), leadership is built on two factors, "trust and results" and respect complements the trust factor in the relationship, is both earned. In an environment where trust does not exist, micromanagement erupts. One of the characteristics that distinguish ethical leadership is the involvement of people and allowing them to do things themselves their way (Van Dierendonck, 2011:1236).

(c) Work environment

Participants' responses indicate a lack of provision for a healthy working environment that inspires performance by management. Rather, they perceive the work environment as toxic where management "witch hunts", wait for employees to make mistakes, take punitive actions, and not give credit for their efforts. This perception is consistent with Barbuto's description of laissez-faire leadership that *"leaders who practice management by exception routinely provide negative feedback because they only initiate contact with subordinates when failures occur"* (Barbuto, 2005:27).

4.3.1.3.2 Summary of the participants’ perceptions of biggest demotivators in the workplace

The participants’ responses to employees being demotivated in the workplace is management. The responses indicate that management's lack of support, effective communication, appreciation, and growth contributes to the employees feeling demotivated. The responses further highlighted management style and work environment as contributors to employees feeling demotivated, which are also attributed to management.

4.3.1.4 What would you propose to improve employee motivation in manufacturing organisations?

Through the participants’ responses to the question relating to what they perceive as needed to be done to improve employee motivation in manufacturing organisations, one main category was identified. This main category is supported by several sub-categories.

4.3.1.4.1 Participants’ perceptions of improving employee motivation in manufacturing organisations

The main category is supported by ten sub-categories which give a good perspective to what participants perceive to improve employee motivation in manufacturing organisations. The findings of the participants’ responses are discussed below in reference to Table 4-4.

Table 4-4: Participants’ perceptions of improving employee motivation in manufacturing organisations

Main category: Participants’ perceptions of improving employee motivation in manufacturing organisations	
Sub-category	Quotations from responses
Effective communication	"you understand your operator, you listen to what he has to say, you make him part of the solution" "Training should be done on how to listen to somebody" "give employees continuous feedback on the ideas employees raise"
Appreciation	"a token of appreciation from management to encourage employees" "just to say thank you to the employee" "top management, to go down to the floor to greet employees, motivates them"
Care	"So, the sense of togetherness or feeling like you are being part of a family or being taken care of all your family matters" "put people to enjoy what they do" "drill down to what is it that is close to their heart? What is it that triggers them? And how do I bring that out?" "they need to prioritise personnel, amongst other things"

	<p>"If you prioritise personnel, you make sure that they are motivated at all times they happy you give them the support that they need, they'll go above and beyond the call of duty"</p> <p>"employees should not fee treated the same the machines"</p>
Work environment	<p>"So autonomy, basically"</p> <p>"it is obviously the work culture. You know, it motivates me to be able to do my work smoothly"</p>
Management support	<p>"I look at the passion of the individual basic, and support them towards their drive"</p> <p>"management spending time with their employees"</p> <p>"management listening to the views of their employees"</p> <p>"I look at the passion of the individual basic, and support them towards the drive"</p> <p>"it is an encouragement and support that comes from management to the people who you're working with"</p>
Management style	<p>"showcasing of talent, okay. Showcasing of talent is very important. You know, people think that what they have to offer is not good enough"</p> <p>"knowing that they can rely on me to get a job done"</p>
Trust from management	<p>"the support that I get from the teams that I am involved in"</p> <p>"Knowing that you have people that back you up knowing that you have people that you can always run to, if you want to ask something"</p> <p>"there has to be trust and within the department or within the structures"</p>
Growth	<p>"organisational structure that promotes growth"</p> <p>"Give employees an opportunity to learn"</p>
Incentives	<p>"Is to look at the incentives plan. When we achieve certain targets, give incentives"</p> <p>"by monetary means; pay employees what they deserve. Look at the market, and do a comparison in terms of salary."</p> <p>"Yes, employees should be rewarded. It can be through incentives, can be through promotion can be through bonuses"</p>
Training of employees	<p>"Equip employees with training and make them responsible for their own work"</p> <p>"provide training of operators, motivate the operators"</p> <p>"You need competent employees, meaning conduct training"</p> <p>"has the operators trained?"</p> <p>"Training and development and then making use of that training to allow, the employees to make some autonomous decisions based on what you have developed"</p> <p>"The aim is that you train that that operator or that employee and then and then let him stay with the skills and then make use of the skills to make decision."</p>

The participants' perceptions of proposed ways of improving motivation in manufacturing organisations and the supporting sub-categories presented in Table 4.4 brought forth topics similar to those that emerged under the "biggest motivators" category.

(a) Effective communication

Baldoni (2019:21-53) states that effective communication is necessary and used by the leaders to communicate the organisation's vision, mission, and values and craft and maintain healthy relationships between them and their teams.

(b) Appreciation

The responses bring forth the importance of managers appreciating their teams through meaningful engagement. Appreciation according to their perceptions means coming down to the employees' level and engaging with them not just about work but also about simple issues, for example, "*managers going down to the floor to greet employees, to thank them and encourage them*".

(c) Care

From the participants' responses, care is perceived as feeling a sense of belonging and an environment where employees are free and happy. Responses show that when the employees feel a sense of belonging in organisations, they feel cared for, they become motivated to achieve their goals or even exceed them.

(d) Work environment

Participants' responses brought out autonomy to describe a healthy working environment as an important factor in improving motivation in the workplace. This notion is important in building the employees' confidence in conducting their tasks as they will have the freedom to demonstrate their abilities without fear of reprisal. The notion of autonomy is supported by Raziq and Maulabakhsh (2015:718), who described it as a factor determining a good or healthy working environment.

(e) Management support

The participants' responses highlighted the need for managers to understand what their teams are doing on the floor or their roles to know the type of support their teams need to be successful in their roles. According to Siyal *et al.* (2021:4), the support of leadership or management is crucial for stimulating innovation and creativity in organisations to strengthen the workplace environment.

(f) Management style (Leadership style)

One particular response highlighted the need for trust from managers to rely on their teams to complete tasks assigned to them. This notion is supported by research study trends that point

towards the emergence and need of servant leadership style that is specifically oriented towards the needs of employees (Van Dierendonck, 2014:544). Two central characteristics of servant leadership are empowerment and people development. These characteristics are important because they give employees a sense of “personal power”, and contribute to employees feeling trusted and relied upon to complete their tasks (Van Dierendonck, 2011:1233).

(g) Trust from management

From the participants’ responses, trust from management strengthens the relationship between managers and employees. Their perceptions also show that when managers trust employees, the trust factor filters down to the teams, and trust grows amongst team members. The trust factor can also be linked to the work environment sub-category, which gave autonomy to describe a healthy working environment.

(h) Growth

Participants’ responses have brought forth growth to be an important factor in employees feeling motivated. Their responses indicate that growth in organisations needs to be structured. This thinking is supported by literature that has revealed that employee development plans can be structured. Ozkeser (2019:806) mentions that it can be included in the employee’s performance appraisal so that it can be managed closely.

(i) Incentives

Participants perceive incentives as a factor in improving motivation. Incentives have also come up under the “biggest motivators category, which underscores their importance in the concept of motivation”. According to Ali and Anwar (2021:24), incentives come in material and moral benefits. However, in this instance, responses highlight the material benefits, which include money as an important form of motivation. However, incentives need to be linked to performance, and according to Nohria *et al.* (2008:80), they may discriminate between good and poor performers. If administered incorrectly, incentives can demotivate poor performing employees.

(j) Training of employees

From the participants’ responses, training of employees is highlighted as important to improving the motivation of employees. Responses indicated benefits of trained employees, including employees working autonomously, making decisions favourable to the organisation, and organisations holding employees accountable.

In investigating the impact of training on employee motivation, Ozkeser (2019:803) identified training as the means for employees to adapt to new work environments, increase employees' decision-making and problem-solving competencies. Ozkeser (2019:803) further identified training as a means for organisations to emphasise their seriousness about their investment in human capital. In turn, employees feel important to be part of those organisations and therefore approach their tasks with high motivation levels.

4.3.1.4.2 Summary of the participants' perceptions of improving employee motivation in manufacturing organisations

From the results and discussions of proposed ways to improve employee motivation as perceived by the participants and the relevant literature supporting their perceptions, the following came to light:

Employees need a good work environment that promotes employee growth. A good work environment is perceived to be an environment with appreciation, care, effective communication, trust, training and growth. These work environment factors result from the deliberate and purposeful actions of management to their employees. These assertions further emphasise management's positive or negative contribution to employee motivation in the workplace.

4.3.2 Product Quality

The participants' responses to the question relating to their perceptions of product quality revealed four main categories. These main categories are participants' perceptions of good quality products (Table 4-5), participants' perceptions of poor quality products (Table 4-6), participants' perceptions of quality destroyers (Table 4-7) and participants' perceptions of improving product quality in manufacturing organisations (Table 4-8). These main categories are supported by sub-categories and applicable verbatim quotations from the participants.

4.3.2.1 How would you describe a good quality product?

The results of the data analysis of this question brought out one main category, namely the participants' perceptions of what a good quality product is. This main category will be discussed along with the sub-categories.

4.3.2.1.1 Participants' perceptions of good quality products

The main category is supported by seven sub-categories that give a good perspective on what participants perceive as good quality products. Table 4-5 below presents the verbatim quotations

of participants' perceptions of good quality products, and reference is made to this table on discussions below.

Table 4-5: Participants' perceptions of good quality products

Main category: Participants' perceptions of good quality products	
Sub-category	Quotations from responses
Meets or exceeds customer specifications	<p>"a good product is a product that confirms to all the customer specifications"</p> <p>"If the customer is happy when it comes to the specifications that they gave to the client or the manufacturer, then to me, that is a quality product"</p> <p>"A good product meets or exceeds customer specification"</p> <p>"a good quality product for me is a product that meets the client specifications"</p> <p>"A good quality product is the product that is meeting the expected specification"</p> <p>"meets the specifications, that would include the measurements, the authenticity"</p> <p>"to check every product, if you are supposed to work within tolerance or within customers' designated specification I do that oh we do that as a team"</p>
Customer satisfaction	<p>"If the customer is happy when it comes to the specifications that they gave to the client or the manufacturer,"</p> <p>"quality product is when I give you give the customer what the customer has required or ordered, as per the customer's specification"</p> <p>"it is basically a product that will definitely satisfy the customer"</p>
Meets customer requirements	<p>"It definitely have to meet the customer satisfaction or requirements"</p> <p>"it is 100% in spec or 100% in customer's needs"</p> <p>"that meet the needs of the customer, if I am meeting customer needs, that is good quality product"</p> <p>"It is a product that meets customer requirements or exceed"</p>
Employee pride	<p>"a good product they would actually be proud to say I produced this okay"</p>
Safety	<p>"safety comes first, we need to make sure that the product that we make it is safe"</p> <p>"ensure that we achieve that we need to stick to the safety standards that agreed prior to production to producing the product"</p> <p>"a product that is safe for use, that can be stored over a long period of time without self-destructing or causing any harm to the environment or personnel"</p> <p>"product that satisfies or that meets the customer's requirements and has gone through all the necessary tests for safety regulatory test before it is being or delivered to the customer"</p> <p>"quality for me is actually making sure that at the end of the day, your employees are safe, while doing their job"</p>
Customer interest in the company and products	<p>"because it will help the business. Without the customer there is not business"</p>
Products fit for purpose	<p>"that you can use with ease"</p> <p>"is obviously something that is going to be of good fit and form"</p> <p>"make sure that you use the right material to make the product and the looks are also good"</p> <p>"for example, the door is made in Cape Town and the frame is made in Musina, and delivered in Johannesburg, and work without any adjustments. Whatever is made should be able to fit the other complimentary part"</p>

The participants' responses, as presented in Table 4-5 indicated that customers are the main determinants of good quality products. Interestingly, what was also brought forth was those other features such as safety are important in describing good quality products other than the theoretical concepts.

(a) Customer specification

Participants' perceptions are that customers specify the details they want in their products from their suppliers. The responses highlight the need for manufacturing organisations to work within customer-specified tolerances to achieve what customers want, and the end result is happy customers. Manufacturing organisations aim to deliver products as ordered by customers. According to Armand Feigenbuan, quality is determined by customers, meaning that quality is based on the customers' actual experience with the products or services according to their requirements (Hoyer & Hoyer (2001:56).

(b) Customer satisfaction

Responses indicate that good quality products that meet customers' specifications lead to customer satisfaction. Golder *et al.* (2012:12) define customer satisfaction as a post-consumer product quality experience compared to the design standard that outlines the product specifications. Edwards Deming's definition of quality supports this description of product quality. It can be defined in terms of customer satisfaction, meaning that if customers are satisfied, the product is of good quality (Hoyer & Hoyer, 2001:55). Satisfied customers increase **customers' interest in the organisation and its products**, which is important for the organisation's existence in the market. Cengiz (2010:78) supports this notion and states that customer satisfaction is related to how the customer experiences the organisation and its products. Customer satisfaction is perceived to be about customers feeling that organisations have provided products that meet their needs.

(c) Products fit for purpose

According to the participants' responses, customers define and specify their requirements and the products they need to be manufactured to fit a specific purpose, in the correct form and shape and which can be used with ease. This perception of good quality products is supported by Joseph Juran's definition of quality, who defined quality as fitness for use and associating use with end-users or customers (Hoyer & Hoyer, 2001:58).

(d) Pride

Responses indicate that employees become proud of the products they are manufacturing or producing when the products result in satisfied customers. It is perceived that the more customers are satisfied with the products, the more employees want to improve their work to produce more good quality products. According to Hauser *et al.* (1994:328), there exist a management understanding that employees get satisfied and become more effective when they know that consumers of their products (customers) are satisfied with their products and that satisfied customers are assets that make the organisation profitable.

(e) Safety

Responses brought out an exciting perception of describing good quality products, safety. It is perceived that for products to be considered good quality, the safety of employees manufacturing the products, the safety of customers when they use the products and the safety of the environment are important factors. Summarising the participants' perceptions for this sub-category, good quality products need to be manufactured and used safely without harming the environment.

4.3.2.1.2 Summary of the participants' perceptions of good quality products

Participants' responses showed that good quality products are about customers' experiences with the products. The perceptions are that products need to meet customers' specifications and expectations or requirements, customers need to be able to use the products with ease, the importance of the safety of the manufacturing employees and the safety of the end-users of products. Overall, customers need to be happy about the products, and employees are proud to manufacture the products.

4.3.2.2 How would you describe a poor quality product?

The results of the data analysis of this question brought out one main category, namely the participants' perceptions of what a poor quality product is. This main category will be discussed along with the sub-categories.

4.3.2.2.1 Participants' perceptions of poor quality products

The main category is supported by four sub-categories that give a good perspective on what participants perceive as poor quality products. Table 4-6 below presents the verbatim quotations of participants' perceptions of what poor quality products are and reference is made to this table on discussions below.

Table 4-6: Participants' perceptions of poor quality products

Main category: Participants' perceptions of poor quality products	
Sub-category	Quotations from responses
Not meeting customer specifications	"components which do not meet the specified sizes" "doesn't conform to the specifications of the customer" "it is out of specifications that would for me would be a bad quality product" "it is like quality now is compromised, leading to you spending more money in terms of your operations"
Customer complaints	"poor product is something that is not fit for function or form" "product that does not attract buyers"
Important to business existence	"your reputation in the industry goes down, it is tarnished" "is not being able to sustain your business and not being able to sustain jobs within the organisation"
Lack of quality control processes	"High rejects can be as a result of not having manufacturing instructions, control plans and trained operators" "Specifications, where you control your product, knowing where the product is controlled from the beginning to the end of the process"

The participants' responses presented in Table 4-6 indicated that poor quality products, similar but opposite to good quality products, are described from customers' perspectives. This category highlights the importance of quality as perceived by the customers

(a) Not meeting specification

Responses pointed out that customers specify what suppliers need to comply with to satisfy their product manufacturing requirements. Part of meeting customer specifications is manufacturing reliable products, meaning that products need to be made to fit the purpose of the customers. Organisations manufacturing products that fall short of the specified customer specifications trigger customers to look for alternative suppliers and fail to attract new customers.

(b) Customer requirements

Participants' responses brought forth that second to customer specifications are customer requirements. Participants feel that customers specify the quantities and delivery times amongst other requirements to the supplying organisations that need to be adhered to. Over-production on the requirements is deemed a waste to the manufacturing organisation and scrapped products. Late deliveries to customers lead to organisations paying late delivery penalties. Late deliveries contribute to organisations' failure to meet customer requirements, and over-production results in organisations' loss of revenue and reputational damage.

(c) Customer complaints

The participants' responses have pointed out that products not meeting customer specifications and requirements lead to customer complaints and dissatisfaction. Customers complaints are perceived to be products with manufacturing defects, are not manufactured according to their specifications and are difficult to use. Such products are returned to the suppliers, resulting in high-quality costs to the manufacturing organisations. The highest cost of manufacturing poor quality products and shipping them to customers is the dent they cause to the organisation's reputation in the market.

(d) Important to business existence

Responses highlighted that good quality products and satisfied customers are at the centre of businesses' sustainability in the harsh competitive environment. The absence of good quality products or rather the presence of poor quality products in organisations lead to dissatisfied customers and reputational damage of the organisation in the market, thereby affecting the organisations' ability to generate profits and ensure job security. According to Williams and Naumann (2011), there is a positive relationship between customer satisfaction, loyalty, revenue, and profitability. According to Nilsson *et al.* (2001:4), quality is a strategic component for organisations' competitiveness in the market.

(e) Lack of quality control processes

Participants' perceptions indicated that manufacturing organisations without clearly defined manufacturing processes lead to poor quality products that result in high cost of quality. The responses revealed that defined processes guide the organisation during the different manufacturing stages. At the centre of these processes is the training of employees, particularly operators, control plans and manufacturing instructions, amongst other processes. This perception can be properly explored from effectively implemented quality management systems such as ISO 9001. The main strategic reasons for implementing a quality management system like ISO 9001 is to develop defined and documented procedures that are clear and easy to understand, the constant measurement of quality against the defined specification(s) at different stages of the process and defining procedures for required corrective actions when quality defects occur (Priede, 2012:1468). And one of the benefits of implementing and effectively using a quality management system is that the strategic reasons mentioned above can be audited for continuous improvement.

4.3.2.2 Summary of the participants' perceptions of poor quality products

Participants' perceptions on describing poor quality products revolve around organisations' failure to deliver to customers products that conform to their specifications, fit for purpose, have the potential to retain existing customers and attract new customers. Poor quality products also have high defect rates resulting in customer product returns that cost organisations large amounts of money and cause reputational damages.

4.3.2.3 What is your perception of what destroys product quality?

Responding to the question of what destroys product quality brought out one main category, namely the participants' perceptions of what destroys product quality. This main category will be discussed along with the sub-categories.

4.3.2.3.1 Participants' perceptions of product quality destroyers

The main category is supported by five sub-categories which give a good perspective to what participants perceive to be destroyers of product quality. Table 4.7 below presents the verbatim quotations of participants' perceptions of what destroys product quality, and reference is made to this table on discussions below.

Table 4-7: Participants' perceptions of product quality destroyers

Main category: Participants' perceptions of product quality destroyers	
Sub-category	Quotations from responses
Lack of employee motivation	"So if the person is not motivated, they're not proud of what they doing" "If employees are motivated, then, they take pride in what they do" "if they're not motivated for them, they'll only be focused on the numbers, which is the quantity and not focusing on the quality"
Management prioritising quantity over quality	"optimise your production line to get the quantity that is not realistic" "is the quantity that is affecting the quality" "So, they should look at the quality of the product itself and not the quantity" "don't just look at quantity and not caring that much about your quality" "you will find that because people are pushing quantities, the person is being rushed. quality is not built into that process" "doing things in order to meet the targets and not looking at quality"
Lack of effective communication	"don't communicate your expectation" "They're not listening to their employees"
Lack of quality control processes	"High rejects can be as a result of not having manufacturing instructions, control plans and trained operators"
Not defined process capability	"haven't improved the capability of the machining, you haven't optimised any drawings, but you expecting him to, to manufacture something"

The participants' responses presented in Table 4.7 highlighted employee motivation, the role of management as the main contributors to destroying product quality. The perceptions indicated that quality is destroyed from within organisations by the very stakeholders who should be custodians or champions of quality.

(a) Lack of employee motivation

Participants believe that employees who are not motivated will not take pride in what they do. One of the primary responsibilities of employees, particularly operators in manufacturing organisations, is to manufacture products that meet customers' specifications and requirements. Wilkinson *et al.* (1992:4), describing the principles of Total Quality Management Quality (TQM) states that is quality "*compulsory rather voluntary*" for employees, meaning that it is part of the employees' greater responsibility to their activities than just supplementary activity. Responses indicated that demotivated employees would not care about the products they manufacture. Instead, they will pass products that do not meet the specification to the next stage or even to end-users to make the required quantities.

(b) Management prioritising quantity over quality

Manufacturing organisations that prioritise meeting quantity requirements at the expense of product quality lead to employees developing a culture of over-looking quality and may lead to employees being demotivated by not achieving quality in their work areas. Organisations' price for making such decisions is product reworks, scraps, and customer returns. This may lead to shortages in customer ordered quantities, resulting in penalties for not meeting contractual obligations.

(c) Lack of effective communication

Top management communicates organisations' objectives and listens to employees' input via a two-way communication channel. One of the main strategic objectives for organisations is quality. Participants highlighted that when managers do not clearly communicate their expectations and open up to feedback from their teams, product quality gets destroyed. According to Baldoni (2019:52), management communication needs to be more about building a relationship with their teams than just sending information about their and organisations' objectives.

(d) Lack of quality control processes

Similar to the participants' responses on describing poor quality products, it is perceived that one of the things that destroy product quality is lack of quality control processes. Juran's model of optimum quality costs described by Priede (2012:1469) states that organisations budgeting and spending on prevention and appraisal costs stand a good chance of preventing product defects. Another outcome of spending on prevention costs is a quality management system that defines the products' procedures and processes. According to the responses, organisations without well-defined procedures and processes tend to destroy the quality of their products.

(e) Not defined process capability

Similar to the responses on prioritising quantity over quality, the participants' responses indicated that if the capabilities of the machines or processes are not defined, optimised or improved to match the required quantities, quality may be compromised while aiming at achieving higher quantities. Wu *et al.* (2009:338) state that process capability studies are important in guiding organisations' quality improvement initiatives, production strategies, and determining the capability of processes or machines to conform to customer specifications and requirements. It is noteworthy that Crosby, in Hoyer and Hoyer (2001:54), defines quality as to conform to customer specification and requirements.

4.3.2.3.2 Summary of the participants' perceptions of product quality destroyers

Participants' responses highlighted the need for organisations to communicate their expectations regarding quality clearly. The participants' perceptions are that prioritising quantity over quality is the biggest cause of quality failures. Prioritising quantity over quality includes management's focus only on targets and disregarding quality, disregarding employees' capabilities to run specific machines, operations or processes, and unrealistic targets that end up compromising quality. Also, contributing to product quality failures is allocating operators who are not trained to operate machines and processes requiring competent personnel. Quality failures can also come from failure by management to improve machine capabilities or planning quantities that are beyond machines' or processes' capabilities.

4.3.2.4 What would you propose to improve product quality in manufacturing organisations?

Participants' responses to the question of improving product quality brought forth one main category, namely the participants' perceptions of improving product quality in manufacturing organisations. This main category will be discussed along with the sub-categories.

4.3.2.4.1 Participants' perceptions of improving product quality in manufacturing organisations

The main category is supported by fifteen sub-categories which give a good perspective to what participants perceive to be proposals for improving product quality in manufacturing organisations. Table 4-8 below presents the verbatim quotations of participants' perceptions of improving product quality in manufacturing organisations about this table on discussions below.

Table 4-8: Participants' perceptions of improving product quality in manufacturing organisations

Main category: Participants' perceptions of improving product quality in manufacturing organisations	
Sub-category	Quotations from responses
Quality control processes	<p>"do Planned Task Observations (PTOs), to make sure what the employees are trained on is understood"</p> <p>"they should also look at their quality parameters"</p> <p>"quality can be built into a product"</p> <p>"Before each product project, have a control plan describing what needs to be done and must be explained to all departments involved in manufacturing the product"</p> <p>"putting systems that actually are more dependent on the process itself than the human element of it"</p> <p>"Review similar or same previous product projects to draw learning to improve the current run"</p> <p>"continuous improvement, to improve the product quality"</p> <p>"Define and improve your processes"</p>
Effective communication	<p>"Give employees details such as the client for that specific product"</p> <p>"understand your operator, you listen to what he has to say, you make him part of the solution"</p> <p>"Employees need to know the targets, the usage of their products. What does the organisation do? Who are the organisation's customers"</p>
Management Support	<p>"support to operators, ensuring that operators have the necessary tools, emotional support, development support"</p>
Create quality culture	<p>"starts from the top"</p>
Technology improvement	<p>"The organisation can change in terms of maybe improving say for instance, the technology. There are organisations that still believe in the old traditional way of, of using or processing maybe the product and which definitely work for them but the main issue would be in line with latest trends because there are competitors"</p>
Involvement of all employees	<p>"Whether it is the maintenance or production operator or whoever it could be everyone is responsible"</p> <p>"work as a team and you look and listen to everyone's idea"</p> <p>"And then also consider team work. And everyone's opinion matter in improving the product quality"</p> <p>"Quality is not a one departments function"</p> <p>"quality will come from when a person works in a team"</p> <p>"Everybody adds value, the solution will come from the people working closest to the problem"</p> <p>"Make them owners of their processes"</p>

Incentives	<p>"You put out a problem and give it to all of the operators and say, this is a problem that we are having. And this is the incentive come forward, tell me how are we going to resolve this, and the person that can" "showcase something that can resolve this issue, there will be an incentive for it"</p> <p>"by monetary means; pay employees what they deserve. Look at the market, and do a comparison in terms of salary"</p>
Employee relationship with the company	<p>"measuring employee engagement, have a feel of how employees are feeling, how they are still engaging with the company"</p> <p>"quality should have a softer aspect that deals with the psychological aspect of employees"</p>
Motivating employees	<p>"a happy employee is everything to the organisation"</p> <p>"to improve product quality, where I am working, you need have motivated employees"</p> <p>"motivation plays a big role in improving quality, in improving how you did things yesterday"</p> <p>"And when they are happy, they will also pick up things in the process that are starting to deviate"</p> <p>"they can stop that process and then actually fix the problem"</p>
Care	<p>"Treat them well"</p> <p>'value their employees. Make them feel important'</p> <p>"taking care of the employees emotionally and making sure that they grow because I believe that a happy employee is everything to the organisation"</p> <p>"taking care of the employees not in terms of money, not in terms of material things"</p>
Meets customer requirements	<p>"understand customer relation"</p> <p>"To me it has to do with following all or every step needed to accept the customer's requirements or a customer's specifications of their product"</p>
Prioritising quantity over quality	<p>"look at the quality of the product itself, not the quantity, okay. Because at the end of the day, it is always about the quality of the product"</p> <p>"don't just look at quantity and not caring that much about your quality"</p>
Training of employees	<p>"you have to consider experience"</p> <p>"train and retrain your staff so that they understand the concept of quality"</p> <p>"Equip employees with training and make them responsible for their own work"</p> <p>"provide training of operators"</p> <p>"You need competent employees, meaning conduct training"</p> <p>"has the operator been trained?"</p>
Benchmarking	<p>"looking at what other successful organisations are doing, what you know, different things are they doing from your organisation?"</p>
Equipment reliability	<p>"Do preventive maintenance, to prevent machine failures"</p> <p>"Invest in your machines to improve machine reliability"</p> <p>"check if the machines we use are in good condition or not"</p> <p>"In the manufacturing industry, I would say, first things first, they need to ensure that the equipment that they using is very "</p>

The participants' responses presented in Table 4-8 brought forth the role of employees, the role of management and manufacturing processes as the central source of producing good or poor quality products in manufacturing organisations. The perceptions also brought forth the notion

that quality improvement requires a systematic approach using ISO 9001 quality management systems (QMS).

(a) Quality control processes

Participants' responses have highlighted quality control processes perceived to improve product quality. The perception is that improving product quality needs to be approached systematically.

Supporting this notion, Golder *et al.* (2012:4) identified three quality control methods used in a quality production process to monitor, maintain or improve the manufacturing process. They are offline methods, online methods and inspection methods. According to Golder *et al.* (2012:4), these methods improve the quality attributes of products at the design phase (offline), monitor and make adjustments to the quality attributes during the production phase (online), and measure final products and rejects products that do not meet the set specifications (inspection).

(b) Effective communication

As has been observed from the participants' perceptions of what motivation is, biggest motivators and demotivators, improving motivation, product quality destroyers and now on improving product quality categories that effective communication is a thread amongst all the categories. The importance of effective communication and the role played by management in creating meaningful two-way communication channels cannot be overstated. Participants have stated that they need to be informed for employees to buy into what the organisation wants to achieve. They perceive that information about the organisation's goals and direction will motivate them to take ownership. It has been established that part of ownership is manufacturing good quality products at each process stage.

(c) Management support

Participants believe that management support is important, particularly to the employees responsible for manufacturing the products, operators. The perceived management support includes emotional support, tools necessary for employees to succeed in their roles, and identifying developmental needs.

(d) Create quality culture

The participants' perception that culture "*starts from the top*" is a very powerful insight into building culture in organisations, especially quality culture. This insight of building an organisational culture as, explored by McGregor and Doshi (2015:7-11), firstly acknowledges that culture affects the motivation of employees and that it is the "operating system" or DNA of an organisation, and

secondly, supports the notion that culture is built from top management down and thirdly that organisations with great cultures have a powerful competitive advantage.

(e) Technology improvement

Responses have brought up technology to be part of quality improvement. It is perceived that technology help organisation transition from old to new methods of manufacturing products. It is further perceived that introducing technology in the organisation will bring the manufacturing organisation in line with industry trends and improve its competitiveness, as stated by participant 5 that *“The organisation can change in terms of maybe improving say, for instance, the technology. There are organisations that still believe in the old traditional way of, of using or processing maybe the product and which definitely work for them but the main issue would be in line with latest trends because there are competitors”*.

(f) Involvement of all employees

According to the participants' responses, all employees in an organisation add value and are responsible for improving product quality because it is perceived that *“the solution comes from the people working closest to the problem”*. This notion is supported by Bergman and Klefsjo (cited by Nilsson *et al.*, 2001:6) that one of the main factors to be considered for a successful quality culture and system is to engage all employees in the quality improvement process.

(g) Incentives

The category of incentives has come up under the biggest motivators and improving motivation categories as both material and non-material benefits. The participants' responses further underscore the importance of well-structured incentives. The perceptions highlighted the importance of linking incentives to reaching performance targets. Martono *et al.* (2018:537) state that a well-defined reward system motivates employees to perform good quality work. However, rewards need to be linked to achieving performance targets (Nohria *et al.*, 2008:80)

(h) Employee relationship with the company

The participant's perceptions highlighted the psychological engagement or relationship employees need to develop with the organisation. Participants feel that organisations need to conduct engagement surveys to determine the extent to which employees are engaged with the organisation. As stated by participant 11 that organisations need to be *“measuring employee engagement, have a feel of how employees are feeling, how they are still engaging with the company”*. It is perceived that they need first to have a psychological relationship with their organisation for quality to improve.

(i) Motivating employees

The motivation of employees as a category has come up from the participants' perception that it plays a role in improving product quality. Participants perceive the motivation of employees to lead to happy employees. As stated by participant 13, the perceptions revealed that "*a happy employee is everything to the organisation*", and happy employees focus on their work areas and identify areas needing attention and attend to them before they become unmanageable.

(j) Care

The perceptions revealed that in the quest to improve the quality of products, management needs to take care of their valuable asset, "people" referred to as the employees. The perceptions further revealed that taking care of employees is not about incentives and rewards only, it also involves the emotional aspect. Employees are the "life-blood" of organisations (Elnaga & Imran, 2013:137). Elnaga and Imran (2013:137) further state that employees can make or break organisations, making their role in organisations crucial.

(k) Meets customer requirements

Participants' responses revealed that meeting customer requirements improve product quality. Huang *et al.* (2011:2414) state that customer requirements are not static. They change over time and are therefore dynamic. The perceptions are that the dynamism of customer requirements brings a challenge to manufacturing organisations that want to keep improving quality to compete in the market. Huang *et al.* (2011:2414) further state that the real opportunity for an organisation to predict customer requirements is through relations and customer experiences.

(l) Prioritising quantity over quality

Participants believe that a balance between quality and quantity needs to be struck. The responses highlighted by focusing only on quantity will compromise the quality of the products. They highlighted that process or machine capabilities need to be considered when planning quantities to balance quality and quantity.

(m) Training of employees

Participants' responses highlighted that the training of employees is key to improving product quality. Priede (2012:1469), describing Juran's model of optimum quality costs, mentions training as an element that organisations need to budget for under prevention costs. Organisations include the training of employees in their prevention costs to help organisations prevent costs of product

defects during the manufacturing stages where employees, particularly operators, directly influence the quality of products.

(n) Benchmarking

According to Inglis (2005:3), benchmarking refers to a formal study of comparing a set of performance attributes of products or services against the best relevant industry sector. From a quality improvement perspective, benchmarking is concerned with raising or improving the quality of products from design, production and finished products. Responses highlighted the need for the organisation to benchmark its products against successful organisations in the industry to identify areas needing improvement.

(o) Equipment reliability

Participants' responses highlighted the need for preventive maintenance to ensure equipment availability. This perception is supported by literature highlighting the importance of reliable equipment in achieving product quality and other manufacturing objectives.

According to Mehdi *et al.* (2010:443-444), preventive maintenance and equipment reliability are important in the quest to improve and achieve good quality products. Singh and Ahuja (2015:135) state that correctly timed maintenance will ensure manufacturing organisations meet their product quality targets and have machines available.

4.3.2.4.2 Summary of the participants' perceptions of improving product quality in manufacturing organisations

Participants' perceptions on improving product quality are that quality starts with top management setting direction for the employees on what needs to be achieved, making expectations clear, communicating product-related information such as customers for the product and aligning employees to the organisation's culture. This notion is consistent with Edwards Deming's principle that states that "by adopting appropriate principles of management, organisations can increase quality and simultaneously reduce costs by reducing waste, rework, staff attrition and litigation while increasing customer loyalty" (Deming, 1991:5).

Also highlighted by the participants' responses is the importance of training employees, especially operators, as they have direct interaction with products and can influence what customers receive as final products. All departments must have a responsibility towards manufacturing quality products, and only when all departments work together as one team will all products meet or exceed customers' expectations. Machine and process capability studies need to be conducted to balance quantity targets with quality requirements not compromise the quality of products.

Employees, especially operators, need to be empowered with clearly defined quality procedures and escalation triggers to make quality decisions at their workstations.

4.3.3 What is your perception of the influence of motivation on product quality?

The participants’ responses to the question relating to their perceptions of the influence of motivation on product quality identified one main category. This category is participants’ perceptions of the influence of motivation on product quality (see Table 4-9). The category is supported by three sub-categories and the applicable verbatim quotations from the participants.

Table 4-9: Participants’ perceptions of the influence of motivation on product quality

Main category: Participants' perceptions of the influence of motivation on product quality	
Sub-category	Quotations from responses
Employee pride	"If employees are motivated, they, they take pride in what they do" "they're going to take ownership of the product, knowing that I play a critical role in the production of a certain product makes me want to go above and beyond, makes me want to achieve because I understand that as soon as we achieve that goal, not only is the company benefiting, but I'm also going to benefit knowing that I created that product"
Employee motivation	"I feel like if they're motivated, even if they reach a point where they don't understand something, they don't hesitate to seek help, in order to make sure that the final product is of good quality" "Employees who are motivated, they'll be able to tell you if there's something wrong with their equipment if there's something wrong with the quality of the product coming out of the machine" "if an operator wakes up and not happy to go to work, they will make mistakes that will affect the quality of products that they manufacture, meaning if they are not motivated they give you bad quality product" "I would think if an individual is motivated, for example, an operator is motivated at his specific operation. And, you know, he will, you know, quality comes first from the person operating the machine, you know, they responsible for that is motivated, and he sees that he has a problem, then, you know, he'll raise his hand and say, you know, what, I am having a problem" "a happy employee is everything to the organisation"
Effective communication	"If you can explain the goal to employees, and then make them buy into the goal of the company, then they know that they're going to take ownership of the product, knowing that I play a critical role in the production of a certain product makes me want to go above and beyond, makes me want to achieve because I understand that as soon as we achieve that goal, not only is the company benefiting, but I am also going to benefit knowing that I created that product"

The responses presented in Table 4-9 have indicated that product quality is influenced by employees’ motivation, particularly those who are directly involved in manufacturing the products. Management’s roles influence the employees’ motivation. Bengtsson and Ljungstrom (Cited by Jackson, 2004:714) state that organisational systems, technical systems and people are the main

determinants of the success of implementing quality strategies in organisations. This statement highlights the importance of people in achieving quality in organisations.

(a) Employee pride

Linking employee pride to the motivation of employees, participants indicated that motivated employees are proud to be associated with the products they have produced. Participant 9 stated that *“If employees are motivated, they, they take pride in what they do”*. The participants’ perceptions are that the ultimate employee pride is when products that they have produced reach customers and customers are satisfied with the products.

(b) Employee motivation

Participants believe that quality will become a priority when employees are motivated and take responsibility for the quality of products processed at their workstations. The perceptions are echoed by Jackson (2004:715), who stated that employee commitment lessens the impact of changes in product manufacturing. As stated by participants that motivated employees will identify issues even before they become problems, attempt to resolve them or escalate for assistance to improve their working environment and product quality.

(c) Effective communication

As has been observed from the preceding categories, participants’ responses brought up effective communication to influence motivation, which affects the quality of products. Participants perceive effective communication as a driver of information sharing from manager-to-employee. It is further perceived that full knowledge of goals and products drives accountability from employees and will propel them to want to do better. Participant 11 stated that *“if you can explain the goal to employees, and then make them buy into the goal of the company, then they know that they're going to take ownership of the product, knowing that I play a critical role in the production of a certain product makes me want to go above and beyond, makes me want to achieve because I understand that as soon as we achieve that goal, not only is the company benefiting, but I am also going to benefit knowing that I created that product”*.

4.3.3.1.1 Summary of the participants’ perceptions of the influence of motivation on product quality

Participants’ responses have highlighted that motivation influences product quality and can be linked to either good or poor quality products in manufacturing organisations. This notion is supported by Vroom’s expectancy theory which states that the multiplier relationship between expectancy, instrumentality, valence produce improved motivation (De Simon, 2015:20).

According to Badubi (2017:48-49), demotivated employees pose a risk to organisations regarding their daily engagement with the organisations' operations and equipment, which may lead to safety risks, equipment damage, and poor quality products reputational damage resulting in huge financial losses. Participants' perceptions are that employees, especially operators' work environment, need to be conducive to performing at their best performance levels. If operators are not happy about their working environment, they will pass products that fail the specification or poor quality products to the next processing stages and subsequently to customers. The world outside a manufacturing organisation knows about the organisation through employees' experience working for that organisation (Harris, 2007:113). The opposite is also true that if operators are happy about their workplace environment, they will ensure that products meet the requirements of the product specification at their operating stations and correct (rework) or reject products that do not meet the specification before passing to the next processing stages or customers. Harris (2007:101) states that employees ratify the attributes of products they produce or services they deliver, and customers' experience, whether good or bad, is realised through employees' actions. Since operators are the first and last people in the organisation to interact with the products and alter their dimensions, they are expected to make crucial decisions about the products at their operating stations. However, if they are not motivated, they will not make favourable decisions for the organisation. Operators who in control of the processes, machines or operations, are also expected to make quality improvement suggestions about their areas. If not motivated, they will not make such suggestions. Any other suggestion made that does not come from them, and they are not part of or that they do not support will not be successfully implemented in their areas.

4.4 SUMMARY

This chapter introduced how the data was collected and analysed for the study. Participants' responses were analysed and discussed. The role of management in manufacturing organisations has featured strongly as a central point to participants' perceived understanding of what motivation is, its influence on employee motivation in impacting product quality (positive or negative), and how it can improve employee motivation product quality. This perception is supported by Badubi (2017:48-49) when looking at the impact of employee motivation in the workplace and the role of management in influencing employee motivation.

In the following chapter, a conclusion will be drawn from the results in this chapter. Recommendations will be proposed on improving motivation and quality in manufacturing organisations.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The conclusion in this research study is drawn consistent with the study's primary objective (aimed at generating a deeper understanding of employees' perceptions of motivation and product quality within selected manufacturing organisations). Employees' motivation has been identified as one of the main causes of good or poor quality products in manufacturing organisations. The role of management has been placed at the centre of employees' motivation or the lack thereof (demotivation), which can influence employees to produce good or poor quality products.

5.2 CONCLUSION

Data to arrive at conclusions were drawn from the previous chapter. The conclusions covered the participants' perceptions of what contributes to employees feeling motivated or demotivated in manufacturing organisations and how motivation or lack thereof impacts the quality of products employees produce.

Laissez-faire type of leadership seems to exist in the organisation. This is evident in the participants' responses, which pointed out strongly the negative influence management has on employees feeling demotivated, which impacts product quality. According to Buble *et al.* (2014:162), research studies have confirmed a relationship between leadership styles and employee motivation. Baldoni (2019:4) states that motivation is one element of leadership that all leaders need to possess. It is simply wanting to do what is right for people.

According to Paais and Pattiruhu (2020:281-282) managers are the closest stakeholders representing the organisation's interests to the employees and impact their behaviour to perform favourably to the organisation's interests. Failure by managers to discharge this function leads to employees feeling demotivated and caring less about the outcome of their actions. This behaviour by employees has been found to contribute to poor products that employees produce directly.

Effective communication to relay the organisation's goals and direction, give employees feedback, and listen to employees also came out strong as an attribute of management. This management function featured strongly in improving employee motivation and, subsequently, product quality. Describing the role of leadership, Baldoni (2019:6) highlights effective communication as central to leadership, encompassing the articulation of the organisation's vision and mission, receiving feedback from employees about their understanding and listening to the employees. The absence of effective communication removes the link between manager-to-

employee and employee-to-manager thus building barriers that provide fertile grounds for employees feeling neglected and demotivated. Baldoni (2019:52) further highlights that the relationship built between the manager and the employee through effective communication is more important than just sharing information. The relationship creates confidence in the employees to confidently raise their suggestions and concerns about their processes or machines, and managers can send their expectations to the employees.

Studying the effects of employee motivation on work performance, Kuranchie-Mensah *et al.* (2016:296) concluded that organisations need good strategies to enable employees to perform their tasks with high commitment, enabling them to achieve the organisational goals. One of those goals is producing good quality products. Ganta (2014:221) points out that employees who are not motivated are most likely to spend little or no effort in their jobs, producing substandard or poor quality products. Manufacturing organisations place product quality at the centre of their manufacturing processes and use it to create a competitive advantage. Salawu *et al.* (2018:2381) state that such performance by employees who are not motivated may place the organisation at high risk, resulting in poor market performance and huge financial losses. This sentiment has been noted in the participants' responses to the question of the influence of motivation on product quality, when some participants' responded as follows:

"I feel like if they're motivated, even if they reach a point where they don't understand something, they don't hesitate to seek help, in order to make sure that the final product is of good quality",

"Employees who are motivated, they'll be able to tell you if there's something wrong with their equipment if there's something wrong with the quality of the product coming out of the machine."

These responses highlight the importance of understanding the influence that management has on motivation and the subsequent impact that motivation has on product quality.

5.3 RECOMMENDATIONS

The thematic analysis based on participants' responses in the previous chapter revealed that the motivation of employees influences product quality in manufacturing organisations. The recommendations were formulated to cover motivation and product quality with the selected manufacturing organisation consistent with the findings. The recommendations are grouped into motivation and product quality, summarised into strategic objectives.

5.3.1 Motivation

- Develop a strategic management plan that addresses the management's ability to; communicate effectively, apply the right management style suitable for the organisation, and identify employees' support needs.
- Develop policies that define effective rewards systems to reward employees when set targets have been achieved.
- Develop targets consistent with the principles of SMART (Specific, Measurable, Achievable, Realist and Timely) goals.
- Implement a "care and growth" program to develop the management competencies on the principles of caring and growing their teams.

5.3.2 Quality

- Review current quality management system to strengthen the quality control processes.
- Create a quality culture by developing clear volume targets that are aligned to the capabilities of the production processes or machines, aligned to each department's key performance deliverables.
- Develop employee training programs to improve the skills and competencies of employees, with a particular focus on operators of the production processes or machines.
- Develop and adhere to preventive maintenance plans to guarantee the consistency of quality of products produced from the production processes or machines.

5.3.3 Practical, actionable plan to improve motivation and product quality

The purpose of the proposed actionable plan is to assist the organisation implement the recommendations to improve motivation and product quality. The action plan specifies the strategic goal, the initiatives needed to achieve the strategic goal, priority and timeline to implement recommendations successfully.

Table 5-1: Actionable plan to improve motivation and product quality

Strategy Goal		Action Plan				Responsible Person
		Initiatives	Priority	Target	Review	
Motivation	Develop a strategic management plan that addresses the management's ability to communicate effectively, align management style to suit the organisation's needs, provide management support	Develop a culture of morning management walks to meet and greet one-on-one with employees.	High	100%	Daily Management Walkabouts	Site Management
		Develop town hall meetings to communicate site performance and allow feedback from employees effectively.	High	100%	Monthly Site Review	
		Develop an effective individual development plan. Alternatively, review the effective utilization of the performance management system.	Medium	3 Months	Quarterly Performance Reviews	
		Review employee support in their working areas by: <ul style="list-style-type: none"> ▪ identifying tools needed to successfully complete tasks at workstations ▪ defining the escalation procedures for equipment and quality failures 	High	100%	Monthly Site Review	
		Review existing rewards and recognition policies or Develop rewards and recognition policies to reward performance.	High	100%	Monthly Site Review	
		Develop initiatives such as team of the month, employee of the month, "bell-ringing ceremony" to celebrate meeting performance targets.	High	100%	Monthly Site Review	
		Implement a care and growth program to develop management competencies on the principles of caring and growing their teams.	High	100%		
		Set clear volume and quality targets aligned to the process or machine capabilities and review frequently	High	100%	Weekly Site Review	
		Autonomy - based on targets, allow employees to be min-business owners of their work areas.	High	100%	Monthly Site Review	
Product Quality	Review the current quality strategy and quality management system to develop robust quality control processes	Review the existing quality control methods to monitor and improve the manufacturing processes.	High	100%	Monthly Site Quality Review	Site Management
		Develop/ review employee training programs and align to the organisation's quality values and target.	High	100%	Monthly Site Quality Review	
		Develop a quality culture by: <ul style="list-style-type: none"> ▪ creating effective communication of the organisation's quality policy and targets ▪ promote achieving quality at source ▪ empower operators to make decisions without fear of reprisal ▪ review customer complaints and implement action plan ▪ investigate quality failures and institute root cause analyses, and implement corrective and preventive actions 	High	100%	Weekly Site Quality Review	
		Utilize technology to build quality into processes or machines	Medium	12 Months	Quarterly Performance Reviews	
		Develop and adhere to equipment preventive maintenance plans	High	100%	Weekly Site Maintenance Review	
		Identify performance attributes and benchmark against best-performing organisations in the industry	Low	12 Months	Yearly Site Review	

5.4 ACHIEVEMENT OF OBJECTIVES

With the purpose of achieving a noteworthy conclusion for this research, the objectives of the study were addressed as follows:

5.4.1 Primary objectives

The study was guided by the first objective (primary) and subsidiary objectives (secondary) mentioned in chapter 1;

- The study's primary objective is to generate a deeper understanding of employees' perceptions of motivation and product quality within a selected manufacturing organisation.
- To investigate individual employees' perceptions of motivation and product quality within a selected manufacturing organisation.
- To review the current and available literature on motivation and product quality within the manufacturing sector to generate a deeper understanding of the concepts from the literature.
- To propose recommendations for organisations to improve product quality through employee motivation.

The objectives of the study were achieved. The primary objective was to generate an understanding of individual employees' perceptions of motivation and product quality within a selected manufacturing organisation. The extent of the literature reviewed showed that various factors influence employee motivation that subsequently impacts product quality. The study highlighted various factors ranging from effective communication, management support, and management style, amongst others. As such, it highlighted the role that management plays in influencing employees' motivation to act in a particular way towards product quality.

5.5 SUGGESTIONS FOR FURTHER RESEARCH

The results from this study represented the participants' perceptions of the selected manufacturing organisation. Learnings from this study may be used to generate new insights or new theories.

The study will allow manufacturing organisations' managers and researchers to understand what has already been done to contribute to the understanding of employee perceptions of motivation and product quality in manufacturing organisations and use it as a foundation to build on.

5.6 SUMMARY

In conjunction with the participants' responses, nine categories were brought out through a detailed literature review. The categories were discussed, and an understanding of employees' perceptions of motivation and product quality and the influence motivation has on product quality was generated. The research study's conclusions were consistent with the study's primary and subsidiary objectives, which aimed to develop a deeper understanding of employees' perceptions of motivation and product quality within a selected manufacturing organisation and answer the research question.

These nine categories included; what employees perceive motivation to be, biggest motivators, biggest demotivators, proposals to improve motivation, description of good quality products, description of poor quality products, quality destroyers, proposals to improve product quality and the influence of motivation on product quality. Sub-category themes that emerged from these categories supported by literature in the field of the study indicated the existence of influence on motivation by management, which in turn influences product quality. Recommendations were made to improve the motivation of employees and the quality of products within the selected manufacturing organisation.

Lastly, the study settled whether all study objectives were achieved and the need for future research related to this topic.

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ANNEXURE A: INTERVIEW SCHEDULE

Introduction to the interview
Introduce myself to the participant and my study and study focus. Give an indication of what I will be talking about and what my expectation is of them. Also clarify if they have any expectation from me.
Title: Employee perceptions of motivation and product quality within selected manufacturing organisations
Start interview
1. Please can you tell me a little about your organisation?
a. Probe: Can you tell me a little bit more about the department or unit that you are currently working in?
b. Probe: Can you tell me a little bit more about the product/s that your organisation specifically your department/unit manufacture?
2. Considering what you have told me, can you explain to me more about your role and/or responsibility within the organisation?
a. Probe: Can you tell a bit more about your role and/or responsibility in your department/unit?
b. Probe: Can you tell a bit more about your role and/or responsibility toward the manufacturing of the product you mentioned earlier?
Thank you for the background that you have given me regarding your organisation and role. For the next part of the interview I would like to ask you questions relating to your views, opinions and perceptions about motivation and product quality.
3. Considering (thinking about) your personal views, how would you describe motivation?
a. Probe: What would you say is your biggest motivator?
i. What other motivators can you think of?
b. Probe: What would you say is your biggest demotivator?
i. What other demotivators can you think of?
4. Thinking of a time that you truly felt motivated, how would you describe that?
a. Probe: What happened?
b. Probe: How did this make you feel?
5. In your experience and keeping in mind what we have discussed up to now, how would you describe motivation within a manufacturing organisation?
a. Probe: What would you consider as being the biggest motivators in manufacturing organisations? (ask for elaboration, "can you elaborate on why you say that")
b. Probe: What would you consider as being the biggest demotivators in manufacturing organisations? (ask for elaboration, "can you elaborate on why you say that")
6. What other motivators can you think of that you would consider as being important in a manufacturing organisation?
a. Probe: In your opinion, do you consider these motivators as visible and relevant in your current organisation?
i. If yes, please explain
ii. If no, please explain
Thank you for your valuable inputs this far, for the next few questions I would like to focus more on product quality and the organisation, specifically product quality in manufacturing organisations, and please feel free to use your organisation as example.
7. If you think about the product/s your organisation manufactures, can you please from a manufacturing view point, describe to me what is considered;
a. a good product, please elaborate

b. a poor product, please elaborate
8. In your experience, can you maybe think back of a time or incident where you or your department/unit had to deal with a poor product?
i. If yes, please explain
ii. If no, continue to next question
9. In your opinion and experience in manufacturing, do you think motivation has an influence on product quality?
i. If yes, please explain
ii. If no, please explain
Again, thank you for your valuable inputs. Now, let's for a moment consider that you have the opportunity and platform:
10. What advice would you give to management to improve product quality?
11. Would you include motivation of employees in that advice?
a. If yes, what about motivation would you include and why?
b. If no, why not?
Is there maybe something else you would like to include or that we might have missed in our conversation?
Do you have any questions that you would like to ask me?

ANNEXURE B: ETHICS CLEARANCE



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Economic and Management Sciences Research
Ethics Committee (EMS-REC)

25 November 2020

Prof N Mouton
Per e-mail
Dear Prof Mouton,

EMS-REC FEEDBACK: 20112020

Student: Mashabane, S (29530105)(NWU-00936-20-A4)

Applicant: Prof N Mouton - MBA

Your ethics application on, *The relationship between motivation of employees and product quality in manufacturing*, which served on the EMS-REC meeting of 20 November 2020, refers.

Outcome:

Approved as a minimal risk study. A number **NWU-00936-20-A4** is given for one year of ethics clearance.

Due to the Covid-19 lock down ethics clearance for applications that involve data collection or any form of contact with participants are subject to the restrictions imposed by the South African government.

Kind regards,

Mark Rathbone

Digitally signed by Mark Rathbone
DN: cn=Mark Rathbone, o=North-
West University, ou=Business
management,
email=mark.rathbone@nwu.ac.za,
c=ZA
Date: 2020.12.08 09:32:41 +02'00'

Prof Mark Rathbone

**Chairperson: Economic and Management Sciences Research Ethics Committee
(EMS-REC)**

ANNEXURE C: SUMMARY OF TURNITIN REPORT

ANNEXURE D: LANGUAGE EDITOR'S LETTER



Dynamic Language &
Translation Specialists

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Sunday, 05 December 2021

To whom it may concern

Re: Confirmation of language edit, typography and technical precision

The MBA dissertation "**Investigating the relationship between employee motivation and product quality in a manufacturing plant**" by **ES Mashabane** (29530105) was edited for language and technical precision. The referencing and sources were checked to comply with the Harvard guidelines specified by the 2020 NWU Reference guide.

Final, last-minute corrections remain the responsibility of the author.

Antoinette Bisschoff

BA Languages (UPE – now NMU); MBA (PU for CHE – now NWU); Translation and Linguistic Studies (NWU)

Officially approved language editor of the NWU since 1998
Member of SA Translators Institute (no. 100181)

Precision ... to the last letter