

Research article

Employee Job Satisfaction and Motivation: A Case Study of Mbabane Government Hospital and Satellite Clinics' Art Program, Swaziland

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ABSTRACT

This study sought to assess the level of the Mbabane ART program employees' job satisfaction and motivation, to examine the factors that influence employee satisfaction and motivation and to determine the relationship between job satisfaction, motivation and performance. The study employed a survey method to collect data from staff working in Mbabane government hospital and the satellite clinics' ART program. A total of 80 health workers were sampled out of a population of 204 employees. The findings were analysed using descriptive and inferential statistical methods.

The study revealed that the Mbabane ART program employees are generally motivated to work. However, they are dissatisfied in a number of areas. Improvement in motivation and satisfaction would be obtained should the organisation address issues such as advancement and promotion, job security, salary, working conditions and working environment.

Key Words: Job Satisfaction; Employee's; Motivation; Hospital; ART Programme; Performance; Dissatisfaction; Satellite Clinics; Health Workers

INTRODUCTION

The human component in an organisation stands out today as one of the most important assets. Managing human resources in the current global environment is an increasingly challenging task for managers. The key to performing this task successfully resides in finding out the factors that motivate employees to perform well towards achieving the organisation's goals. Swaziland is among the countries highly affected by HIV and AIDS related morbidity and mortality. With an HIV prevalence rate of 31% among men and women between 18 – 49 years of age (SHIMS, 2012) and a population of 1,231,000 (World Bank, 2012), the number of people living with HIV and AIDS is estimated to amount to approximately 380 000.

Swaziland National ART program has successfully been able to implement programs aiming at HIV eligible patients as per the WHO guidelines, which recommends antiretroviral therapy to either HIV infected patients with a WHO stage 3 or 4 status, or patients with an absolute CD4 count of less than 350 cells per mm³ of blood. Thanks to this effort, around 80 000 patients are currently receiving antiretroviral therapy in the country (Swaziland country report on monitoring the political declaration on HIV and AIDS, 2012).

However, the Swaziland HIV Incidence Measurement Survey (SHIMS), which was conducted with the primary objective of assessing change in HIV incidence following expanded HIV prevention and treatment programs in Swaziland, showed that HIV prevalence and incidence are still high in Swaziland. In 2011, HIV prevalence was measured at 31% among individuals between the ages of 18 and 49 and the HIV incidence rate was 2.4% (Shims, 2012). Therefore, new approaches to HIV care and treatment should be investigated in order to reduce HIV incidence and prevalence.

The HPTN 052 randomised control trial, which was a study on the benefit of immediate versus delayed initiation of antiretroviral therapy among sero-discordant couples, found evidence to suggest that earlier treatment can have an impact on HIV prevention. Within the group randomised to immediate ART, which was comprised of 886 discordant couples, there was only one linked transmission. This finding highlighted a 96% reduction in HIV transmission.

This is the reason why the program is currently investigating the feasibility of a new approach to treating people with HIV, which is referred to as “Treatment as Prevention” (TASP). The rationale behind TASP is that offering HIV treatment to every HIV infected patient will result in reducing the transmission rate in the general population, an inference based on the findings in the HPTN 052 study.

Several studies are currently being conducted in the country with the aim of assessing feasibility, accessibility and cost effectiveness of the “treat all” approach (e.g. MaxART in the Hhohho region, Option B+ in Manzini and Shiselweni region. These studies are evidence of both the country and the programs’ willingness and commitment to implement “Treatment as Prevention”.

Objectives of the Study

The following are the objectives of the study:

1. To assess employees’ job satisfaction and motivation levels.
2. To examine the factors that influence employees’ satisfaction and motivation.
3. To determine the relationship between job satisfaction, motivation and performance.

LITERATURE REVIEW

As the backbone of the health system, health workers usually account for the largest share of public expenditure on health (WHO, 2006). The presence of high quality motivated staff is a key aspect of health system performance, but also one of the most difficult inputs to ensure. Health workers’ job satisfaction, which is defined as “the attitude towards one’s work and the complex interactions between on-the-job experience, organisational environment and motivation”, is inextricably linked to motivation and involves cognitive, affective, and behavioural processes. Neither job satisfaction nor motivation is directly observable, but both have been identified as critical to the retention and performance of health workers. Some authors have even contended that the main determinant of health sector performance is health worker motivation (Peters et al., 2010).

The importance of motivation in the workplace and its impact on productivity and performance has inspired many studies. It will, therefore, be important to go through body of the literature accumulated so far in order to have a broad view on what previous studies have formulated relative to motivation and job satisfaction.

The Concept of Motivation

Motivation Defined

The word motivation comes from the Latin word “movere”, which means to move (Kretiner, 1998, cited in Lin, 2007:15). Motivation can be defined as a set of forces that cause people to behave in certain ways (Griffin, 2002:488). Jones and Georges propose another definition, which is very close to Griffins; “motivation may be defined as psychological forces that determine the direction of a person’s behaviour in an organisation, a person’s level of effort, and a person’s level of persistence in the face of obstacles (Jones and Georges, 2010).

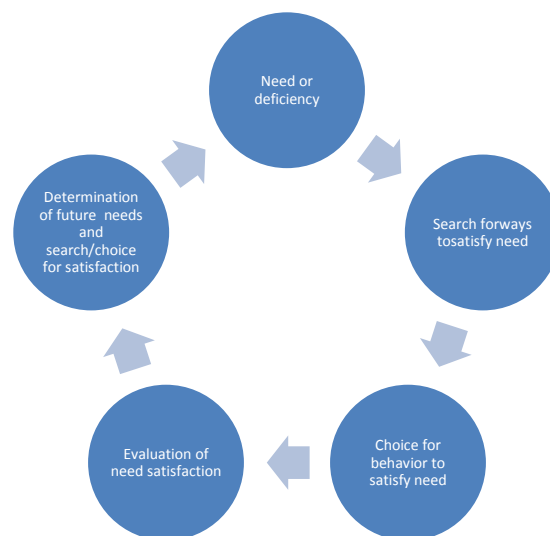
The following consider motivation as a process. For Robbins (cited in Lin, 2007), motivation is the processes that accounts for an individual's intensity and persistent effort toward attaining a goal. Locke and Latham (2004, cited in Babandako, 2011) view motivation as the psychological process that causes the arousal, direction, intensity and persistence of behaviour. Bennett (1995, cited in Snr, 2011) defines motivation as all the drives, forces and influences, conscious or unconscious, which causes the employee to want to achieve certain aims.

For Walker (1980, cited in Ross, 2005), it appears that motivation might account for the link between job satisfaction and performance. Therefore, he views motivation as a summary factor, which Campbell and Pritchard (1976, cited in Ross, 2005) have defined as "a label for the determinants of the choice to initiate effort on a certain task, the choice to expend a certain amount of effort, and the choice to persist in expending effort over a period of time."

Motivation is actually self-motivation, because it ultimately comes from within a person (Freemantle 2001, cited in Lin, 2007). Lynette Finlay, CEO of Finlay Commercial Real Estate Company in South Africa, pointed out that motivation is when employees are able to see the purpose and reason for the direction in which the company is heading and recognise their roles in the business process (Lin, 2007).

The motivation framework in Figure 2.1 is useful for understanding how motivated behaviour occurs (Griffin, 2002:489).

Figure 2.1: The motivation framework.



Source: Griffin (2002:489).

The motivation process begins with a need deficiency. For example, when a worker feels that she is underpaid, she experiences a need for more income. In response, the worker searches for ways to satisfy the need, such as working harder to try to earn a raise or seeking a new job. Next, she chooses an option to pursue. After carrying out the chosen option like working harder and putting in more hours for a reasonable period of time, she then evaluates the success of the selected option. If her hard work resulted in a pay raise, she may probably feel good about her situation and continue to work hard. However, if no raise has been provided, she may be likely to try another option (Griffin, 2002:488).

The Importance of Motivation in the Workplace

At an organisational level, motivation can be considered as the willingness to achieve organisational objectives (Luissier, 1997), and it accounts greatly for organisational achievements. It is a very important determinant of job performance, and, therefore, deserves sufficient attention from managers.

On any given day, an employee may choose to work as hard as possible in their job, to work just hard enough to avoid being reprimanded or do as little as possible. The goal for a manager is to maximise the likelihood of the first behaviour and to minimise the likelihood of the latter behaviour.

Three things generally determine an individual's performance: motivation (the desire to do the job), ability (the capability to do the job) and the work environment (the resources needed to do the job). An employee's lack of ability may be corrected by training or replacement. If there is a resource problem, the manager can also easily correct it. But if motivation is the problem, the task for the manager is more challenging. Individual behaviour is a complex phenomenon, and the manager may find it difficult to determine the precise nature of the problem and how to solve it. Thus, motivation is important because of its significance as a determinant of performance and because of its intangible nature (Griffin, 2002:488).

Robbins (cited in Lin, 2007) points out that when today's managers complain about lack of employee motivation, the problem usually lies not in the employees but in management and organisational practices. The causes of employees' lack of motivation should be investigated in the following areas:

- Poor selection.
- Unclear goals.
- Inadequate performance-appraisal system.
- Unsatisfactory reward systems.
- The manager's inability to communicate the appraisal and reward systems to the employees properly.

A lack of motivation occurs when employees see a weakness in one of three following relationships. The first is the relationship between employees' effort and performance. Managers must make sure that employees believe that if they exert maximum effort in performing their jobs, it is going to be recognised in their performance appraisal.

Secondly, the relationship between performance and organisational rewards is important. Managers must make sure that employees believe that if they get a performance appraisal it will lead to organisational rewards.

The third important relationship is one between the rewards received and the rewards desired. Some employees might want a promotion, but, instead, get a pay raise. Sometimes, the managers assume that all employees want the same rewards and fail to notice the motivational effect of individualising rewards.

Therefore, to keep employees motivated, managers must strengthen these three relationships. Motivation needs to be long lasting and reinforced by rewards and praise. Motivation needs to be maintained by managers to ensure a high level of performance and productivity and to create a working environment where employees will have positive attitudes, commitment toward their work, and, most importantly, the belief that they are not only valued but of crucial interest to the company (Sutherland and Canvell, 2004, cited in Lin, 2007).

Process Perspectives

Process perspectives are concerned with how motivation occurs. Rather than attempting to identify motivational stimuli, they focus on why people choose certain behaviour options to satisfy their needs and how they evaluate their satisfaction after they have attained these goals. Three useful process perspectives to motivation are the *expectancy*, *equity*, and *goal setting theories*.

Vroom's Expectancy theory suggests that motivation depends on two things: how much one wants something and how likely one thinks one will get it. It argues that motivation occurs when employees believe that their efforts will result in high performance and that this performance will result in the desired outcomes. It also points out that the three following factors are important to an employee's motivation:

- Expectancy, which is the belief that a certain level of effort will result in performance.
- Instrumentality, which refers to the belief that a certain level of performance will result in the attainment of outcomes.
- Valence, which refers to the value of the outcomes to the individual.

Adams' Equity theory contends that people are motivated to seek social equity in the rewards they receive for performance. Equity is an individual's belief that the treatment he or she receives is fair relative to the treatment received by others. Employees are believed to make comparisons about their job inputs (education, experience, time, effort, competence and commitment) and outputs (salary, recognition and promotion) with the inputs and outputs of

the other employees. When they perceive inequities, they are likely to react by changing and their work behaviours in an attempt to restore perceived fairness.

Locke's Goal-Setting theory assumes that behaviour is a result of conscious goals and intentions. Therefore, by setting goals for people in the organisation, a manager should be able to influence their behaviour. Given this premise, the challenge is to develop a thorough understanding of the processes through which people set goals and then work to reach them. In the original version of goal-setting theory, two specific goal characteristics, namely *goal difficulty* and *goal specificity*, were expected to shape performance.

Locke (in RBS, 2007) identifies four mechanisms through which goal-setting produces motivation:

- Goals direct attention, focusing employee's attention on what is important and relevant.
- Goals regulate effort, where the level of effort is relative to the difficulty of the goal.
- Goals increase persistence.
- Goals encourage the development of goal-attainment strategies and courses of action.

Expectancy theory can be useful for managers who are trying to improve the motivation of their subordinates. Since 2011, within the Mbabane government hospital ART clinic, a one-year action plan has been designed and implemented, allowing employees to have specific goals towards which effort is directed. The action plan covers major areas of the activities in the organisation, namely pre ART, family planning, links to care, TB/HIV co-infection, defaulter tracing and the decentralisation of HIV and TB services (see Annexure B).

Recent Development of Work Motivation Approaches or Models

Aside from the theories discussed previously, newer theories have been developed to express novel ideas of motivation among today's employees.

The Belief System of Motivation

According to Green (2000, cited in Lin, 2007), three beliefs are keys to motivating people, and, therefore should be put into effect. The first belief is *confidence*, which deals with the relationship between employee effort and performance. One must believe that the effort one is capable of giving will lead to the expected performance level.

The second belief is *trust*, which deals with the relationship between performance and outcomes. Employees must believe and trust that managers will give them what their performance deserves, for instance, rewards, promotions or personal thanks for jobs well done.

The third belief is *satisfaction*, which deals with the relationship between outcomes and satisfaction. The outcome given by the manager for completion of the job should satisfy the employee. Green also found that the big three

outcomes, *money*, *advancement* and *job security* are not necessarily the most popular motivators. Green's belief system is actually a simplification of Vroom's expectancy theory.

Ten Ways to Motivate Today's Employees

After research and interviews, Nelson proposes the following top ten ways to motivate today's employees (Economy and Nelson, 2003, cited in Lin, 2007):

- Give personal thanks to employees for jobs well done in verbal form, in writing or both, in a timely and sincere manner.
- Be willing to take time to communicate with employees.
- Provide feedback on the performance of each individual employee, the department and the whole organisation.
- Create a work environment that is open, trusting and creative.
- Provide information about the company and how the person fits in the overall plan; in other words, be transparent.
- Encourage decision-making among the employees.
- Create a sense of ownership in the work and in the work environment.
- Provide recognition and rewards, and promote employees based on their performance.
- Create a learning organisation and a partnership with each employee.
- Celebrate the successes of the company, the department and the individuals in it.

Recommendations for the Twenty-first Century

Given that the knowledge of the subject of employee motivation is far from, Locke and Latham (cited in Lin 2007) have proposed six recommendations for increasing the knowledge and understanding of employee motivation in the twenty first century:

- Integrate valid aspect of extant theories.
- Create a boundary-less science of motivation.
- Integrate the general with the specific.
- Include the effect of the subconscious.

Within the Mbabane government hospital ART program, employee empowerment and participation is encouraged. All employees take part to the multidisciplinary team meetings, which provide a platform for discussions and decisions on important issues pertaining to processes, patient flow and standard operating procedures. In addition, people working in a specific department are organised into committees: the pre-ART committee, the outreach committee, the defaulter tracing committee, the data committee, the TB committee, the Paediatric HIV and the PMTCT committee. Committees are responsible for translating the objectives of the annual action plan into strategies and to ensure appropriate implementation. This allows health workers to contribute and find innovative

ways to improve the way their job is done. Flexible work schedules allow some employees to start working as early as 6am and also leave the workplace as early as 2pm. This arrangement allows them to attend to patients who have to rush to work. Workers are also allowed to decide on how they take their tea break and lunchtime in a way that accommodates personal preferences without disturbing the smooth running of operations and patients' flow.

Using Reward Systems to Motivate Performance

Organisational reward systems are the primary mechanisms managers have for managing employees' motivation. Properly designed systems can improve attitudes, motivation, and behaviours. Effective reward systems must provide sufficient rewards on an equitable basis at the individual level. Contemporary reward systems include merit systems and various kinds of incentive systems (Griffin, 2002:512).

The Concept of Job Satisfaction

Job satisfaction or dissatisfaction is an attitude that reflects the extent to which an individual is gratified by or fulfilled in his or her work. Extensive research conducted on job satisfaction has indicated that personal factors such as individual's needs and aspirations determine this attitude, along with group and organisational factors such as relationships with co-workers and supervisors, working conditions, work policies and compensation.

According to Sempene, Rieger and Roodt (2002, cited in Ayub and Rafif, 2011), "job satisfaction relates to people's own evaluation of their jobs against those issues that are important to them." Job satisfaction is regarded as related to important employee and organisational outcomes, ranging from job performance to health and longevity (Spector, 2002, cited in Ayub and Rafif, 2011). The nature of the environment outside the job directly influences a person's feeling and behaviour on the job.

Meginson, Mosley and Petri (1982, cited in Ayub and Rafif 2011) argue that employees experience job satisfaction when they feel good about their jobs, and that this feeling often relates to them doing their jobs well, becoming more proficient in their professions or being recognised for good performance. A satisfied employee tends to be absent less often, makes positive contributions and stays with an organisation. In contrast, a dissatisfied employee may be absent more often, may experience stress that disrupts co-workers and may be continually looking for another job.

Mullins (2010) states that attempting to understand the nature of job satisfaction and its effect on job performance is not easy. Job satisfaction is a complex and multifaceted concept that can mean different things to different people. It is usually linked to motivation, though the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative.

There seems to be consensus around the fact that a distinction should be made between motivation and job satisfaction, although the two concepts are very close. Even Herzberg, who, in his two-factor theory established a

difference between dissatisfied and motivated employees, could not clearly specify which factors would measure only job satisfaction or motivation.

Job Satisfaction, Motivation and Performance

Performance is behaviour exhibited or something done by an employee that can be evaluated in terms of the extent to which it contributes to the organisation's effectiveness (Babandako and Mawoli, 2011). For Hilriegel et al. (cited in Babandako and Mawoli, 2011), job performance is an individual's work achievement after he has exerted effort. Viswesveran and Ones regard it as the behaviour and outcomes that employees engage in or bring about that are linked or contribute to organisational goals. From these definitions, it appears that job performance is related to the extent to which an employee is able to accomplish the task assigned to him or her and how the accomplished task contributes to the realisation of the organisation's goals.

Contrary to what many managers believe, high levels of job satisfaction do not necessarily lead to high levels of performance. One survey has also indicated that Japanese workers are less satisfied with their jobs than their counterparts in the United States (Griffin, 2002:466).

It is often suggested that job satisfaction is necessary in order to achieve a high level of motivation and performance. However, although the level of job satisfaction may well affect the strength of motivation, this is not always the case. The relationship between job satisfaction and performance is an issue of continuing debate and controversy. One view, associated with the early human relations approach, is that satisfaction leads to performance. An alternative view is that performance leads to satisfaction, as suggested by the Porter and Lawler's extension of the expectancy theory (Griffin, 2002).

Human relation perspectives assume that employee satisfaction causes high performance. However, research has not thoroughly supported such a relationship. Porter and Lawler suggest that there may indeed be a relationship between satisfaction and performance, but that it goes in the opposite direction. In other words, high performance may lead to high motivation. Indeed, the Porter-Lawler extension of expectancy theory suggests that if performance results in equitable rewards, people will be more satisfied. Therefore, performance can lead to satisfaction. Managers must then be sure that any system of motivation includes rewards that are fair or equitable for all (Griffin, 2002:498).

Walker (1980, cited in Roos, 2005) also makes the same observation. He states that studies over the years have shown little relationship between measures of job satisfaction and performance outputs. Highly satisfied workers may be poor performers, whereas highly dissatisfied workers may be good performers. It seems like there are several variables that influence the relationship between job satisfaction and performance, although no causal relationships between these have been identified yet. However, it appears that motivation might account for much of the link between an employee's job satisfaction and job performance. In this sense, Walker regarded it as

meaningful to view motivation as a summary factor, or according to Campbell and Pritchard, as a label for determinants of choice. Motivation, therefore, closes the satisfaction performance loop and has to do with a set of interrelated factors that explain an individual's behaviour while holding constant the variables controlled or influenced by management, as well as by individual skills, abilities and knowledge (Roos, 2005).

Consequences of Poor Job Satisfaction

Poor job satisfaction, in general, will lead to mistakes, unresponsiveness, absenteeism, lowered productivity, a willingness to quit, high turnover and migration. In the context of healthcare, this may have adverse consequences to patients. Mistakes may vary from filling patient information in the wrong file, making the wrong prescription to administering the wrong medication. Unresponsive health workers are typically rude and unfriendly to patients. Absenteeism disturbs the normal flow of operations, resulting in lowered productivity levels. High turnover and migration are likely to deprive the organisation of experienced staff, resulting in poor quality of care and weakening of the health system.

Relationship between Demographic Variables, Job Satisfaction and Motivation

A certain number of studies have shown that there is a relationship between job satisfaction and motivation and a number of demographic variables such as age, gender, tenure, education level and seniority. Roos (2005) argues that age appears to impact employee motivation and satisfaction in a similar way. A distinction is to be made between people older than 30 and 40 years and those younger than that. Employees older than 30 and 40 years of age are less motivated by competition and by an achievement drives than their younger colleagues. They are also more interested in job security and support for their personal problems. Younger employees appear to be more competitive, achievement oriented, and motivated by financial rewards. In the case of job satisfaction, a consistent difference is evident between younger workers, and those older than 40, with the latter generally being more satisfied at work.

With respect to gender differences, women seem more highly motivated by achievement on the job, job security and interpersonal communication and relations than men. As a result, women tend to derive more satisfaction from interpersonal relations at work. As for men, they appear to derive more satisfaction from aspects relating to promotion, career advancement and seniority. Women appear to be more highly motivated by aspects relating to their immediate jobs, whereas men seem more pursuant of career matters in their quest for job satisfaction. Using McClelland's model, men may be seen as trying to satisfy the need for achievement and power, whereas, for women, they may be seen as attempting to fulfil the need for affiliation.

Job tenure or the amount of time spent in the job or career seems to affect motivation. Less tenured employees tend to be more motivated by financial rewards and less by praise and recognition, as in the case of higher tenured employees. Job tenure doesn't seem to affect job satisfaction on its own, but only when related to job experience. Satisfaction levels start off generally quite high in careers, when employees have little experience. Satisfaction

declines the more they get experience and then rises again towards mid and late career periods as people reach higher levels of job mastery due to experience.

With respect to education, more educated people are more strongly motivated by intrinsic rewards as opposed to less educated people who are motivated by extrinsic rewards. More educated employees are generally less satisfied than their less educated colleagues, which are reflected in their greater expectations for personal fulfilment.

Roos (2005) points out that seniority has a clear and consistent impact on job satisfaction. More senior personnel experience higher levels of job satisfaction. Seniority also has an impact on motivation. Middle and higher-level employees tend to value higher order aspects, such as recognition, authority and responsibility more than lower order aspects, such as pay and other extrinsic rewards. Junior employees tend to value the latter more highly. More senior employees are in a better position to satisfy both their higher and lower order needs, which then impacts their level of job satisfaction.

Factors Affecting Job Satisfaction and Motivation

The body of literature presents several factors that affect job satisfaction and motivation, which can therefore be used to designing effective tools to measure employees' motivation.

Herzberg's two-factor theory has been used to measure employees' job satisfaction and motivation. Herzberg distinguishes two sets of factors. One set of factors are those which, if absent, cause dissatisfaction. These factors are related to job context and are concerned with job environment and are extrinsic to the job itself. These factors are called "*hygiene*" or "*maintenance factors*". They serve to prevent dissatisfaction. These factors are:

- *Salary;*
- *Job security;*
- *Working conditions;*
- *Level of quality of supervision;*
- *Company policy and administration; and*
- *Interpersonal relations.*

The other set of factors are those that, if present, serve to motivate the individual to superior effort and performance. These factors are related to the content of the work itself. They are the motivators or growth factors. The strength of these factors affects feelings of satisfaction or lack of satisfaction, but not dissatisfaction. The opposite of dissatisfaction is not satisfaction but, simply, no dissatisfaction. Motivators are:

- *Sense of achievement;*
- *Recognition;*
- *Responsibility;*

- *Nature of the work; and*
- *Personal growth and advancement.*

Mullins (2010) points out that hygiene factors can roughly be related to Maslow's lower level needs and the motivators to Maslow's higher level needs. To motivate workers to give their best, a manager must give proper attention to the motivators or growth factors. Herzberg emphasises that hygiene factors are not a second-class citizen system. They are as important as the motivators, but for different reasons. Hygiene factors are necessary to avoid unpleasantness at work and to deny unfair treatment. Management should never deny people proper treatment at work. The motivators relate to what people are allowed to do and the quality of human experience at work. They are the variables that actually motivate people. The work of Herzberg indicates that it is more likely good performance that leads to job satisfaction rather than the reverse.

Van Wyk (2011:52), after conducting an analysis of different theories of motivation, came up with thirteen factors that were identified as having an impact on employee motivation:

1. *Rewards* – The rewards should be linked to performance and valued by employee.
2. *Goal-setting* – Goals that are challenging but achievable.
3. *Feedback* – Inform employee of their level of performance and progress towards achieving their goals.
4. *Job characteristics* – A job that is interesting and challenging.
5. *Salary* – Use or provide a salary as a motivator.
6. *Advancement and growth opportunities within the organisation.*
7. *Working conditions* – Quality of equipment and friendly working environment.
8. *Recognition and appreciation* – Provide opportunities for recognition for employee performance and achievements.
9. *Training and development* – To enhance the skills and ability to improve performance.
10. *Job responsibility* – Responsible for own work.
11. *Job security* – Sense of security about future within the organisation.
12. *Performance appraisals* – Objective and accurately measure an employee's level of performance.
13. *Leadership* – A trustworthy and respectful leader who leads by example.

After conducting this analysis, Van Wyk (2011:53) indicated that the extent to which these factors are provided for in the organisation would suffice as an accurate tool to evaluate the extent to which employees in the organisation are motivated.

In 2009, the Office of Manpower economics (OME) in the UK commissioned GFK (Growth from Knowledge) Business to conduct a study aimed at providing authoritative guidance on and a suite of standard questions on employee motivation (OME, 2011:4). The main objective of the study was to provide an agreed, concise set of

questions with the potential to improve the quality of employee motivation evidence. The issues or factors that the research identified as having an impact on motivation are as follows:

1. Work-life balance;
2. Being treated with respect in the workplace;
3. Colleagues/Team;
4. Pride in working for the organisation;
5. Being valued in the work place;
6. Pays and benefits;
7. Being allowed to work flexibly;
8. Line manager;
9. The extent to which the work make a difference to people;
10. Prospects for promotion and progression;
11. Status in the workplace;
12. Challenging work;
13. Relationship between work and personal values;
14. Level of variety in the work;
15. The extent to which work is enjoyed;
16. Being treated fairly and equally in the workplace;
17. Exercising authority;
18. Job security;
19. Being able to develop new skills on the job;
20. Opportunities for training and development; and
21. Communication in the workplace.

RESEARCH METHODOLOGY

Introduction

Research is a quest for knowledge through diligent search, investigation or experimentation aimed at the discovery of new knowledge. Research methodology or scientific methodology is a systematic body of procedures and techniques applied in carrying out investigations or experimentations targeted at obtaining new knowledge (WHO, 2001).

Target Population

The target population is the group about which one wants to gather information and draw conclusions about (Joubert et al., 2007). The population comprised all health workers working for the Mbabane government hospital ART clinic and nine outreach clinics under the Mbabane government hospital coverage. The focus was on doctors, nurses, expert clients, pharmacists, phlebotomists and laboratory technologists involved in HIV patients' management and ART therapy. The population included 204 health workers categorised into the following: 3 doctors, 84 nurses, 28 expert clients, 59 laboratory technologists, 9 pharmacists, 8 data clerks, 9 cough officers and 3 counsellors.

Limitation of the Study

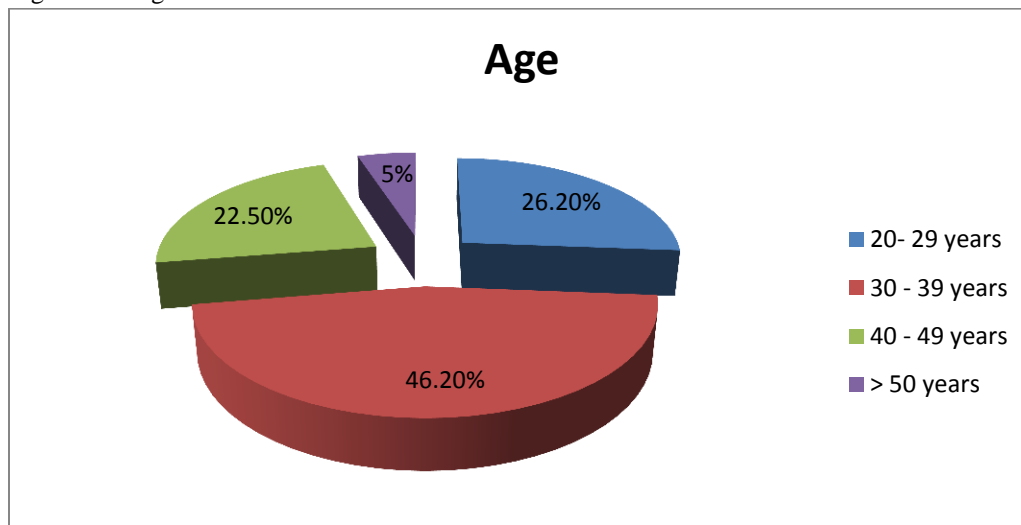
The questionnaire investigated staff personal perceptions of their level of motivation, of factors affecting their motivation and of their personal experience in the workplace with respect to the presence of motivational factors. Answers to these questions require subjective assessment and analysis, which limits their objectivity and generalizability.

RESULTS, DISCUSSION AND INTERPRETATION OF FINDINGS

Participants' Demographics

Age

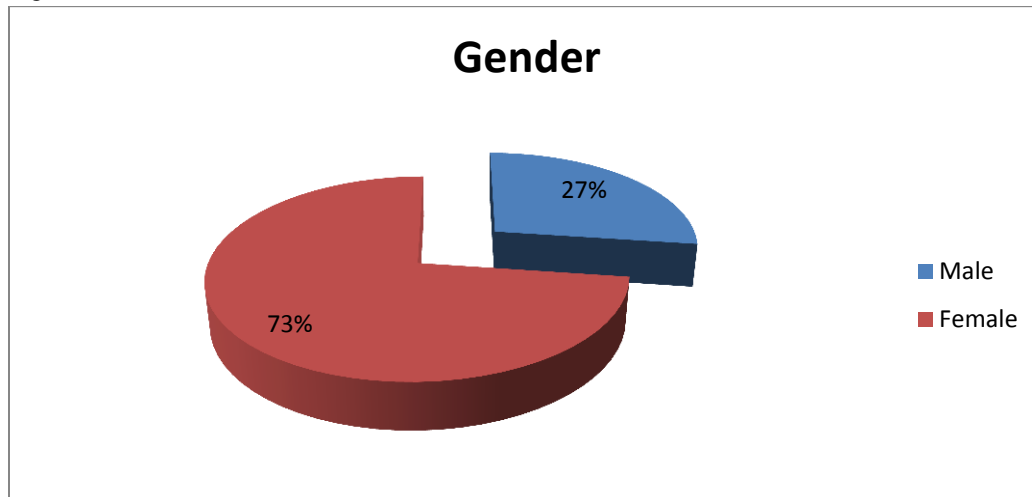
Figure 4.1: Age.



The study revealed that the majority of participants (72.4%) are between 20 and 39 years old, which suggest a relatively young workforce. This is in line with Mavuru's (2013) findings in a previous study done in the Mbabane government hospital, in which the modal age ranged between 27 and 39 years.

Gender

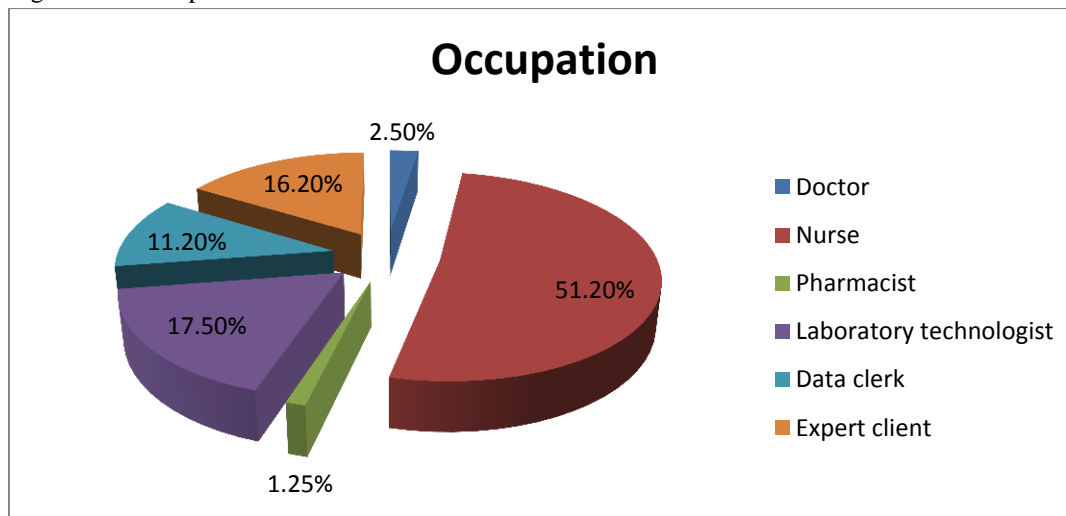
Figure 4.2: Gender.



The gender distribution of the respondents is predominantly female (73%). As Figure 4.3 shows, nurses account for the majority of participants and the nursing profession is usually dominated by females.

Occupation

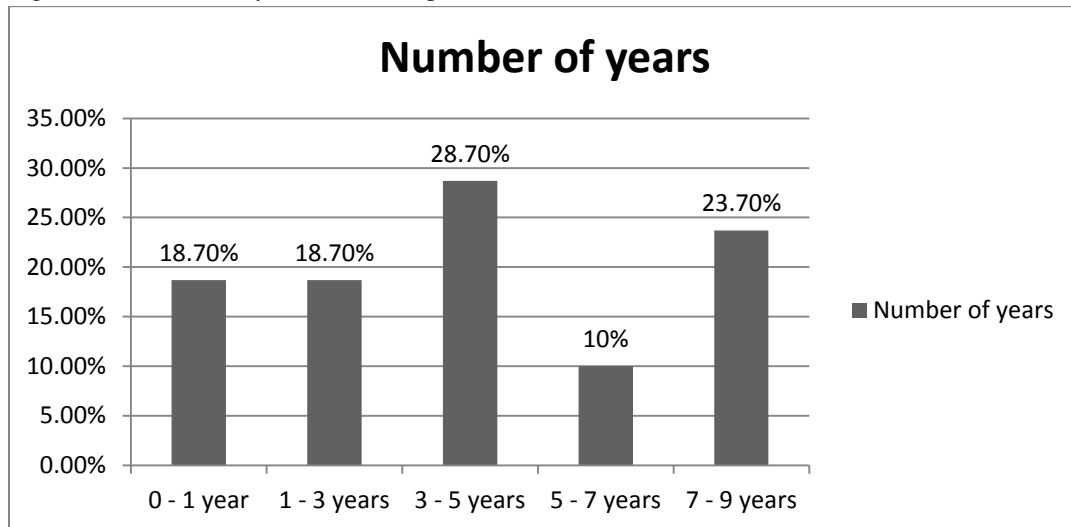
Figure 4.3: Occupation.



The majority of the research participants' were nurses (51.2%), followed by laboratory technologists (17.5%) and expert clients (16.2%).

Tenure

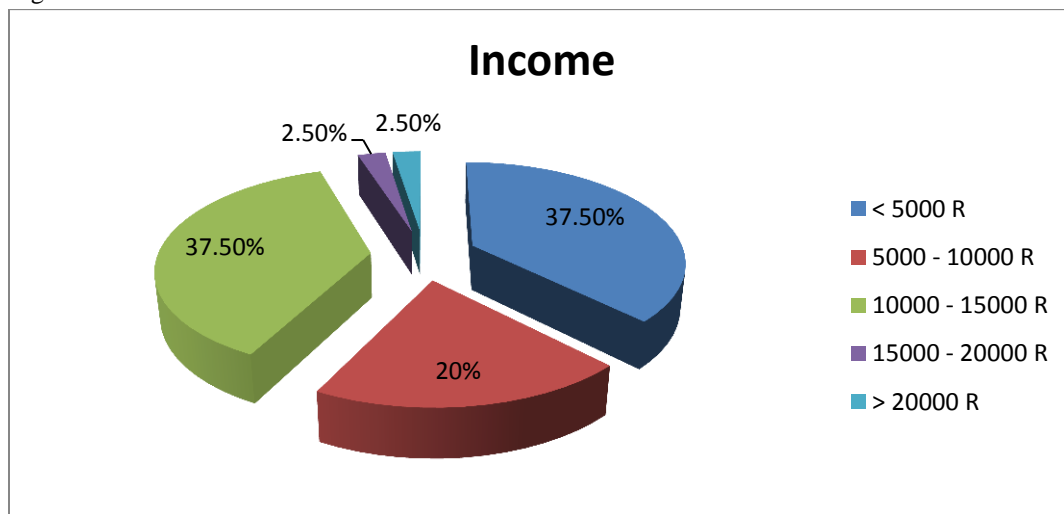
Figure 4.4: Number of years in current position.



The majority of the participants have been working in their current positions for 3 years or more (62.4%).

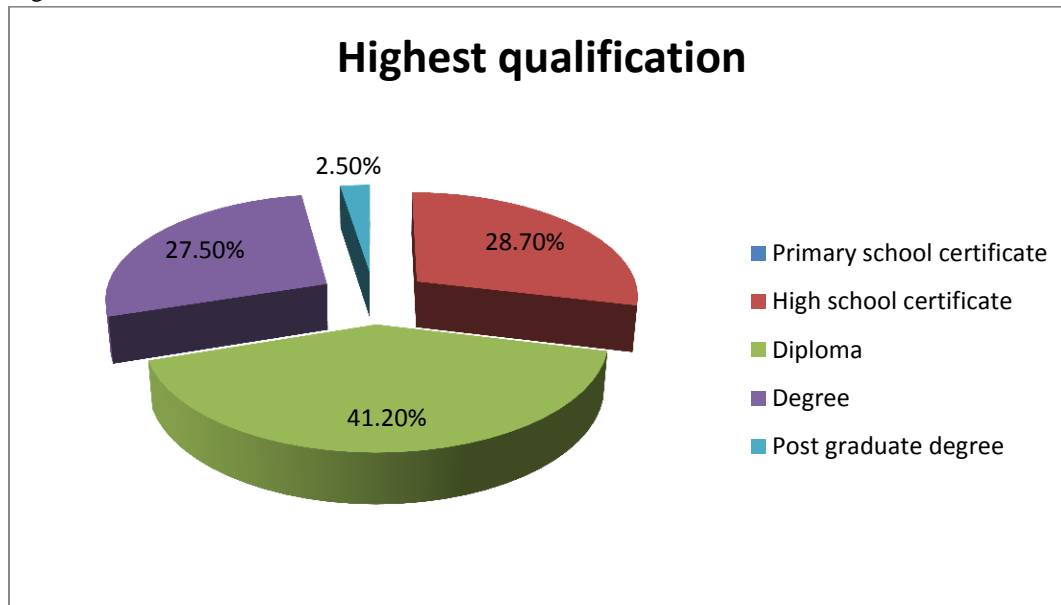
Income

Figure 4.5: Income.



A third of the respondents are earning less than R5 000. Close to 60% of the respondents are within the R5 000 to R15 000 salary bracket.

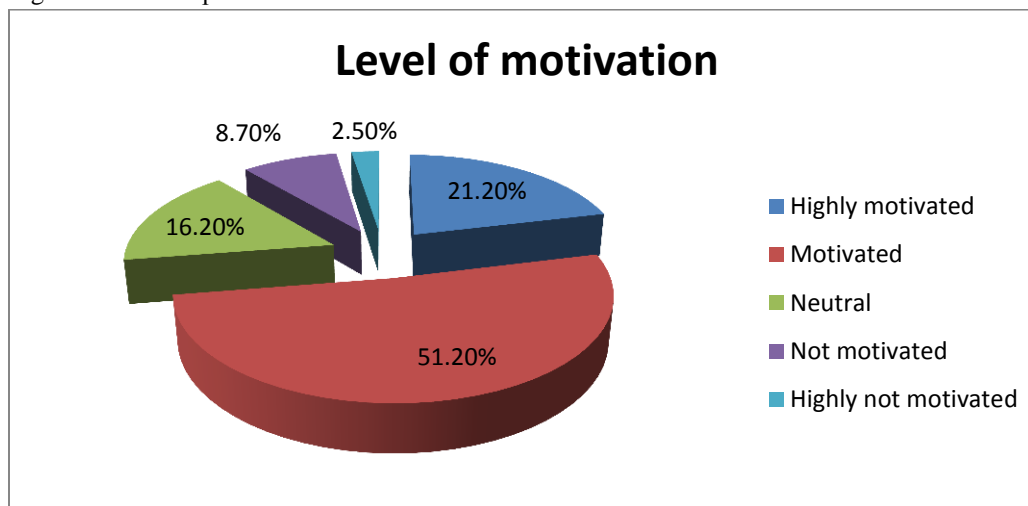
Figure 4.6: Level of education.



Holders of a diploma made up 41.2% of the population, followed by holders of high school certificate (28.7%). Nurses should mainly account for the number diploma holders since the basic qualification in nursing is a diploma. Phlebotomists and expert clients should account for the number of high school certificate holders.

Participants Level of Motivation and Job Satisfaction

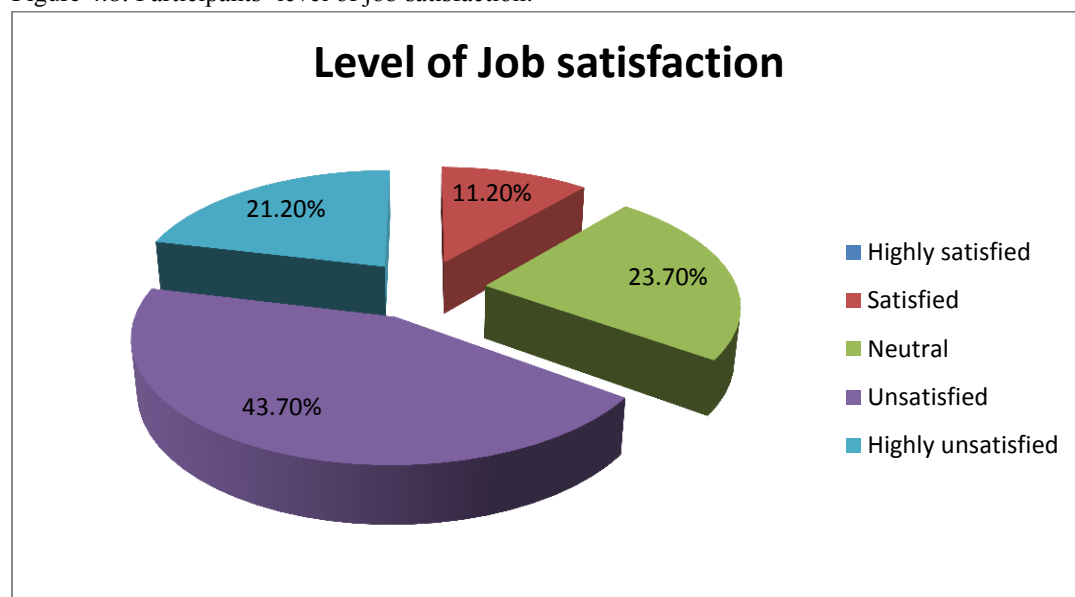
Figure 4.7: Participants' level of motivation.



The participants' reported above average levels of motivation. Indeed, highly motivated and motivated respondents made up 72.4% of the sample. In a study done in Mbabane Government Hospital, Mavuru (2013) found 43% of the staff reporting above average level of motivation. In addition, 63.3% of the staff interviewed by Mavuru (2013) considered that the level of motivation among hospital employees was low. This shows that the Mbabane employees

working in the ART program are more motivated than their colleagues working in the main hospital. This suggests that some characteristics of the ART program may act as motivators.

Figure 4.8: Participants' level of job satisfaction.



Unlike motivation, the majority of the health workers within the Mbabane cluster were unsatisfied with salary, working conditions and working environment. Indeed, 64.9% reported below average levels of job satisfaction.

Motivation and Job Satisfaction in the Workplace

Table 4.1: Average score of motivation factor presence in the workplace.

Factors	Average score	Std dev
<i>Sense of achievement</i>	3.915	0.81
<i>Recognition at work</i>	3.3	0.94
<i>Interesting and challenging work</i>	4.0375	0.99
<i>Responsibility for my own work</i>	3.675	0.88
<i>Advancement (i.e. promotion)</i>	2.6	1.08
<i>Personal growth (i.e. skills acquired through training and development)</i>	3.5625	1.21
<i>Grand mean</i>	3.515	

The study revealed that there was a consensus amongst staff around two motivation factors that they agreed were prevalent in the workplace. "Interesting and challenging work" and "sense of achievement" came up with scores of 4.0 and 3.9, respectively. In the Likert scale, these scores correspond to "I agree" as an answer. Indeed, working in the field of HIV and AIDS can be quite interesting. New guidelines are always being developed and bring a lot of

opportunities for training and acquiring new knowledge. The participants also seemed to agree, with an average score of 3.5, that there is opportunity for personal growth and skills acquisition within the ART program through training and development. Having the opportunity to attend to almost the same patients over time from the moment they are very sick until they recover and become stable on treatment should certainly account for the sense of achievement that most employees agree to be prevalent in the workplace. Overall, employees' agreed that motivation factors were present in the workplace with a grand mean = 3.515. This grand mean in terms of the Likert scale lies between "neutral" and "agree".

Table 4.2: Average score of job satisfaction factors in the workplace

Factors	Average score	Std dev
<i>Workplace policies and administration</i>	3.3625	1.02
<i>Quality of supervision</i>	3.3625	1.05
<i>Relationship with my supervisor</i>	3.95	0.89
<i>Working conditions and environment</i>	2.675	1.00
<i>Salary</i>	2.0875	0.95
<i>Relationship with my colleagues</i>	4.0375	0.87
<i>Status</i>	3.1875	1.10
<i>Job security</i>	3.075	1.39
<i>Grand mean</i>	3.217188	

In general, all job satisfaction factors are prevalent within the Mbabane cluster, apart from working conditions and environment and salary. Health workers agreed that they were satisfied with their relationships with their colleagues (score = 4) and with their relationships with their supervisors (score = 3.9). However, they appear unsatisfied with their working conditions (score= 2.6) and their salary (score = 2). Salary is, therefore, recognised as the main driver of employees' job dissatisfaction in the Mbabane cluster. Overall, employees were neutral with respect to the presence of job satisfaction factors in the workplace (grand mean = 3.217188).

Motivation Factor Rankings

Top Three Most Important Factors

Table 4.3: Top three most important factors.

Rank	Motivation factor	Number of respondents	%
Number 1	Job security	21	26.2%
Number 2	Salary	14	17.5%
Number 3	Interesting and challenging work	14	17.5%

The Mbabane ART program employees consider job security as the most important motivation factor. Salary was ranked number 2, which was followed by interesting and challenging work. The age distribution of the respondents may explain this ranking. Indeed, Figure 4.1 shows that the modal age class of participants is 30 to 39 years, which makes up 42.6% of the respondents. This age group is comprised of young adults already settled in a family life. At this stage of life, with family responsibilities, job security needs to be guaranteed.

Top three Second Most Important Factors

Table 4.4: Top three second most important factors.

Rank	Motivation factor	Number of respondents	%
Number 1	Salary	17	21.2%
Number 2	Working conditions	12	15%
Number 3	Personal growth	11	13.7%

The respondents consider salary, working conditions and environment and personal growth as the second most important motivation factors.

Top Three Third Most Important Factors

Table 4.5: Top three third most important factors

Rank	Motivation factor	Number of respondents	%
Number 1	Interesting and challenging work	12	15%
	Personal growth	12	15%
	Working conditions and environment	12	15%
Number 2	Relationships with colleagues	9	11.2
Number 3	Salary	8	10%

Table 4.5 shows that interesting and challenging work, personal growth, working conditions, relationships with colleagues and salary as the five third most important motivation factors. Altogether, job security, salary, interesting and challenging work, working conditions and environment, personal growth and relationships with colleagues were ranked the most important motivation factors. A study done amongst bank managers in Pakistan (Ayub et al., 2011) evidenced similar results. In fact, good work environment with colleagues, interesting assignments, feedback, and monetary compensation money and need for recognition was reported the study.

Categories and Ranking

Gender and Ranking

Table 4.6: Gender and ranking.

Motivation factors	Males		Females	
	Number	% of all males	Number	% of all females
Job security	5	22.7	16	27.5
Salary	3	13.6	11	5.1
Interesting and challenging work	4	18.2	6	10.3
Personal growth	2	9.1	5	8.6
Relationships with colleagues	1	4.5	5	8.6
Working conditions and environment	2	9.1	2	3.4

Table 4.6 shows a gender difference in motivation and job satisfaction factors ranking in favour of women with regard to job security (27.5% versus 22.7%) and relationships with colleagues (8.6% versus 4.5%). A gender difference in favour of men was found with salary (13.6% versus 5.1%), interesting and challenging work (18.2% versus 10.3%) and working conditions and environment (9.1% versus 3.4%). These findings are consistent with previous research conducted by Ross (2005), who argued that women seem more highly motivated by achievement on the job, job security and interpersonal communication and relations than men. Women tend to derive more satisfaction from interpersonal relations at work. Men appear to derive more satisfaction from aspects relating to promotion, career advancement and seniority. Women appear to be more highly motivated by aspects relating to their immediate jobs, whereas men seem more pursuant of career matters in their quest for job satisfaction. Using McClelland's model, men should be seen to be trying to satisfy the needs for achievement and power, whereas women strive to achieve the need for affiliation.

Age and Ranking

Table 4.7: Age and ranking.

Motivation factors	20- 29		30 – 39		40 -49		>50	
	N	% total	N	% of total	N	% of total	N	% of total
Job security	2	0.1	7	18.4	9	50.0	2	50.0
Salary	0	0.0	7	18.4	6	33.3	1	25.0
Interesting and challenging work	6	30.0	2	6.6	1	5.5	1	25.0
Personal growth	3	15.0	4	10.5	0	0.0	0	0.0
Relationships with colleagues	1	5.0	4	10.5	0	0.0	0	0.0
Working conditions and environment	2	10.0	1	2.6	1	5.5	0	0.0

Table 4.7 shows that younger employees between the ages of 20 and 29 years are more interested in interesting and challenging work and personal growth. Senior employees above 40 years of age showed a preference for job security and salary. Family responsibilities may be one possible reason accounting for this observation.

Occupation and Ranking

Table 4.8: Occupation and ranking

Motivation factors	Doctor		Nurse		Lab tech		Data		Pharm		EC	
	N	%	N	%	N	%	N	%	N	%	N	%
Job security	1	50	12	29.2	3	23.0	1	12.5	0	0.0	4	26.6
Salary	0	0	12	29.2	0	0.0	0	0.0	0	0.0	2	13.3
Interesting and challenging work	1	50	4	9.7	1	7.7	1	12.5	0	0.0	3	20.0
Personal growth	0	0	5	12.1	2	15.4	0	0.0	0	0.0	0	0.0
Relationships with colleagues	0	0	1	2.4	2	15.4	1	12.5	0	0.0	1	6.7
Working conditions and environment	0	0	1	2.4	1	7.7	0	12.5	1	100	1	6.7

Job security is favoured by all occupations. Doctors (50%) have shown a preference for interesting and challenging work, while nurses (29.2%) prefer salary.

Tenure and Ranking

Table 4.9: Tenure and ranking

Motivation factors	0-1 yr		1-3 yrs		3-5yrs		5-7 yrs		7-9 yrs	
	N	%	N	%	N	%	N	%	N	%
Job security	0	0.0	2	14.2	4	18.1	4	44.4	11	55.0
Salary	2	13.3	2	14.2	5	22.7	5	55.5	0	0.0
Interesting and challenging work	4	26.6	2	14.2	1	4.5	1	11.1	2	10.0
Personal growth	2	13.3	3	21.4	0	0.0	1	11.1	1	5.0
Relationships with colleagues	1	6.6	3	21.4	1	4.5	0	0.0	0	0
Working conditions and environment	1	6.6	1	7.1	2	9.0	0	0.0	0	0

Tenure shows a similar distribution with age. Higher tenured employees favour job security and salary more than less tenured employee who, being younger, favour interesting and challenging work first (55.0%) then salary (13.3%) and then personal growth (13.3%).

Income and Ranking

Table 4.10: Income and ranking

Motivation factors	<5000		5000 – 10000		10000 - 15000		15000 to 20000		>20000	
	N	%	N	%	N	%	N	%	N	%
Job security	6	19.3	5	25.0	9	33.3	0	0.0	1	50
Salary	2	6.5	3	15.0	8	29.6	1	100	0	0.0
Interesting and challenging work	5	16.1	2	10.0	2	7.4	0	0.0	1	50
Personal growth	2	6.5	1	5.0	4	14.8	0	0.0	0	0.0
Relationships with colleagues	4	13.0	1	5.0	0	0.0	0	0.0	0	0.0
Working conditions and environment	2	6.5	1	5.0	1	3.7	0	0.0	0	0.0

Salary was not the most important factor amongst the least paid employees who favoured job security (19.3%). This group is mostly comprised of data clerks and expert clients to whom job security currently is a major concern because of issues surrounding contract renewal.

Qualification and Ranking

Table 4.11: Qualification and ranking

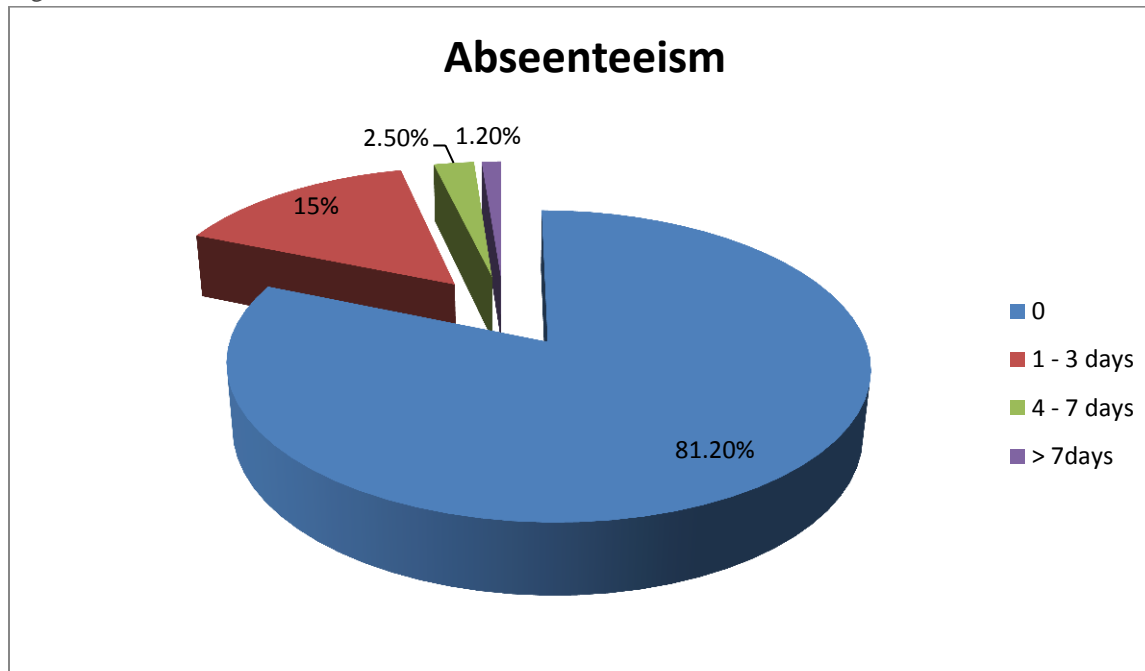
Motivation factors	High school		Diploma		Degree		Post Grad degree	
	N	% of total	N	% of total	N	% of total	N	% of total
Job security	3	12.5	5	16.1	2	8.7	0	0.0
Salary	2	8.3	8	25.8	4	17.4	0	0.0
Interesting and challenging work	3	12.5	5	16.1	2	8.7	0	0.0
Personal growth	0	0.0	3	9.6	2	8.7	2	100.
Relationships with colleagues	3	12.5	1	3.2	1	4.3	0	0.0
Working conditions and environment	2	8.3	1	3.2	1	4.3	0	0.0

All postgraduate degree holders (100%) have shown a preference for personal growth. Diploma holders (25.8%), who are mainly nurses, prefer salary.

Staff Performance

Absenteeism

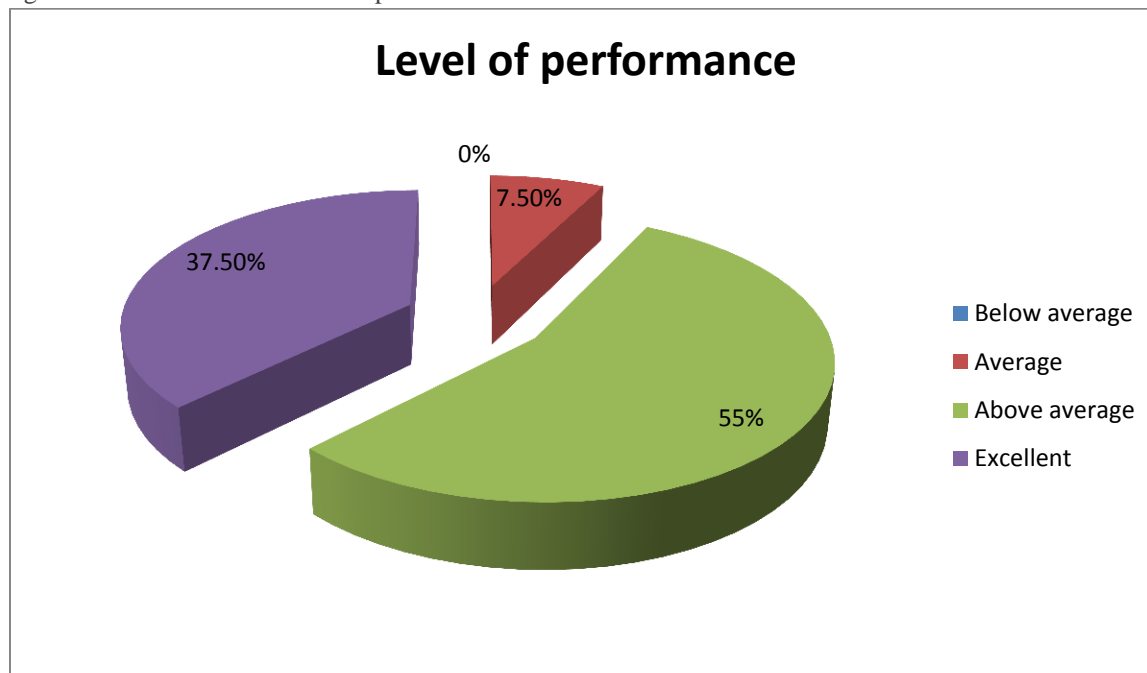
Figure 4.9: Absenteeism.



Absenteeism is not prevalent among health workers in the Mbabane government ART program. Most employees (81.2%) reported not having been absent from work during the past four weeks.

Performance

Figure 4.10: Self-assessed level of performance.



The majority of employees (92.5%) assessed themselves as having above average to excellent levels of performance. Since this is a self-assessment, one must recognise that there is likely to be self-report bias.

Motivation and Performance

Fifty-one of the participants (91%) out of 56 motivated and highly motivated employees reported above average or excellent levels of performance. In addition, 56 employees (76.7%) out of 73 employees with above average or excellent level of performance were motivated or highly motivated. This suggests a positive correlation between motivation and performance. These findings are consistent with other studies, such as Babandako et al. (2011), who found very high levels of motivation among academic staff in Nigeria (score = 4.0394) and very high job performance levels (score = 4.2400).

Inferential Statistics

Test of Independence

It was examined if some of the characteristics of respondents such as gender, age, occupation, qualification, level of income and tenure were associated with or could predict the level of motivation or job satisfaction. A Chi-square test of independence was done with the following results.

Gender and Motivation

Table 4.12: Gender and motivation

Motivation	Gender		Total
	Male	Female	
Highly motivated	6	14	20
Motivated	12	24	36
Neutral	2	13	15
Not motivated	1	6	7
Highly not motivated	1	1	2
Total	22	58	80

$X^2_{\text{calc}} = 3.36$ and $X^2(0.05)(4) = 9.488$.

There is no association between gender and level of motivation at a 0.05 level of significance.

Age and Motivation

Table 4.13: Age and motivation

Motivation	Age				Total
	20 -29 yrs	30 -39 yrs	40 – 49 yrs	>50 yrs	
Highly motivated	8	7	2	0	17

Motivated	8	19	12	2	41
Neutral	2	7	3	1	13
Not motivated	2	4	1	0	7
Highly not motivated	1	0	0	1	2
Total	20	38	18	4	80

X^2 calc = 17.54 and $X^2(0.05)(12) = 21.026$.

There is no association between age and level of motivation at a 0.05 level of significance.

Occupation and Motivation

Table 4.14: Occupation and motivation

Motivation	Occupation						Total
	Doctor	Nurse	Lab	Data clerk	Pharmacist	Expert Client	
Highly motivated	0	7	3	2	1	4	17
Motivated	2	23	5	3	0	8	41
Neutral	0	6	3	1	0	3	13
Not motivated	0	4	1	1	0	0	6
Highly not motivated	0	1	1	1	0	0	3
Total	2	41	13	8	1	15	

X^2 calc = 3.36 and $X^2(0.05)(20) = 31.410$.

There is no association between type of occupation and level of motivation at a 0.05 level of significance.

Income and Motivation

Table 4.15: Income and motivation

Motivation	Income						Total
	>5000	5000 - 100000	- 10000- 150000	15000- 20000	20000 - 25000	-	
Highly motivated	8	6	3	0	0		17
Motivated	13	13	12	0	2		40
Neutral	6	1	6	1	0		14
Not motivated	3	0	4	0	0		7
Highly not motivated	1	0	1	0	0		2

Total	31	20	27	1	2	80
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X^2 calc = 12.042 and $X^2(0.05)(16) = 26.2$.

No association was found between income and motivation at a 0.05 level of significance.

Tenure and Motivation

Table 4.16: Tenure and motivation

Motivation	Tenure					Total
	0-1 yr	1-3 yrs	3-5 yrs	5-7yrs	7-9yrs	
Highly motivated	4	4	5	1	3	17
Motivated	8	6	14	4	9	41
Neutral	1	2	2	3	5	13
Not motivated	1	1	1	1	3	7
Highly not motivated	1	1	0	0	0	2
Total	15	14	22	9	20	80

X^2 calc = 11.571 and $X^2(0.05)(16) = 26.296$.

There is no association between tenure and level of motivation at a 0.05 level of significance.

Qualification and Motivation

Table 4.17: Qualification and motivation

Motivation	Qualification				Total
	High school	Diploma	Degree	PGD	
Highly motivated	7	9	1	0	17
Motivated	12	14	14	0	40
Neutral	5	2	6	1	14
Not motivated	0	4	1	1	6
Highly not motivated	0	2	1	0	3
Total	24	31	23	2	80

X^2 calc = 18.942

$X^2(0.05)(12) = 21.026$

$X^2(0.10)(12) = 18.549$

There is no association between qualification and level of motivation at a 0.05 level of significance. However, at a 0.10 level of significance, there is an association between qualification and level of motivation. In fact, 79.1% of holders of high school certificate were motivated or highly motivated compared to 74% of diploma holders and 65.2% of degree holders. Generally, the postgraduate degree holders did not possess high levels of motivation. This may indicate that the workplace does not provide enough motivators for staff who, after having upgraded their education, are still given the same status, responsibility and remuneration than less qualified staff.

Gender and Job Satisfaction

Table 4.18: Gender and job satisfaction

Job satisfaction	Gender		Total
	Male	Female	
Highly satisfied	0	0	0
Satisfied	3	8	11
Neutral	7	14	21
Unsatisfied	6	18	24
Highly unsatisfied	6	18	24
Total	22	58	80

$$X^2 \text{ calc} = 0.542$$

$$X^2 (0.05) (4) = 9.488$$

There is no association between gender and job satisfaction at a 0.05 level of significance.

Income and Job Satisfaction

Table 4.19: Income and job satisfaction

Job satisfaction	Income						Total
	>5000	5000 – 100000	10000 – 150000	15000 – 20000	20000 – 250000	–	
Highly satisfied	0	0	0	0	0	0	0
Satisfied	3	2	6	0	0	0	12
Neutral	8	5	5	0	1	0	19
Unsatisfied	14	9	9	1	1	0	34
Highly unsatisfied	6	4	6	0	0	0	16
Total	31	20	26	1	2	0	80

$$X^2 \text{ calc} = 5.237$$

$$X^2(0.05)(16) = 9.488$$

No association was found between income and job satisfaction at a 0.05 level of significance.

Age and Job Satisfaction

Table 4.20: Age and job satisfaction

Job satisfaction	Age				Total
	20 -29 yrs	30 -39 yrs	40 – 49 yrs	>50 yrs	
Highly satisfied	0	0	0	0	0
Satisfied	4	6	1	0	11
Neutral	5	9	4	1	19
Unsatisfied	6	18	8	1	33
Highly unsatisfied	5	5	5	2	17
Total	20	38	18	4	80

$$X^2 \text{ calc} = 6.60 \text{ and } X^2(0.05)(12) = 21.026$$

No association exists between age and job satisfaction at a 0.05 level of significance.

Occupation and Job Satisfaction

Table 4.21: Occupation and job satisfaction.

Job satisfaction	Occupation						Total
	Doctor	Nurse	Lab	Data clerk	Pharmacist	Expert Client	
Highly satisfied	0	0	0	0	0	0	0
Satisfied	0	7	1	2	0	1	11
Neutral	1	7	7	1	0	3	19
Unsatisfied	1	16	3	4	1	8	33
Highly unsatisfied	0	11	2	1	0	3	17
Total	2	41	13	8	1	15	80

$$X^2 \text{ calc} = 13.79$$

$$X^2(0.05)(20) = 31.410$$

There is no association between occupation and job satisfaction at a 0.05 level of significance.

Tenure and Job Satisfaction

Table 4.22: Tenure and job satisfaction

Motivation	Tenure					Total
	0-1 yr	1-3 yrs	3-5 yrs	5-7yrs	7-9yrs	
Highly satisfied	0	0	0	0	0	0
Satisfied	3	2	3	1	2	11
Neutral	3	2	9	1	5	20
Unsatisfied	2	9	6	6	9	32
Highly unsatisfied	7	2	3	1	4	17
Total	15	15	21	9	20	80

X^2 calc = 17.48 and X^2 (0.05) (16) = 26.296

There is no association between tenure and job satisfaction at a 0.05 level of significance.

Qualification and Job Satisfaction

Table 4.23: Qualification and job satisfaction.

Motivation	Qualification				Total
	High school	Diploma	Degree	PGD	
Highly satisfied	0	0	0	0	0
Satisfied	1	5	4	1	11
Neutral	8	8	3	0	19
Unsatisfied	11	11	11	0	13
Highly unsatisfied	4	7	5	1	17
Total	24	31	23	2	80

X^2 calc = 8.109

X^2 (0.05) (12) = 21.026

There is no association between qualification and job satisfaction at a 0.05 level of significance.

In summary, the analysis has shown that the gender, the age, the income bracket, the tenure and the occupation of the respondents could not predict the level of motivation and job satisfaction. Only qualification showed an association with motivation at a 0.10 level of significance. This suggests that the level of education could predict the level of motivation. Ross (2005) states that employees with higher education are generally less satisfied than their

less educated colleagues, which reflects their greater expectations for personal fulfilment are possibly not being met. The same argument could apply with regards to the present findings pertaining to qualification and motivation.

Analysis of Variance (ANOVA)

An examination was also conducted to determine if there was any influence or association between participants' categorical variables and their level of satisfaction with respect to job security and salary, which, according to participants', were the first two most important motivation factors. Analysis of variance was used to test the presence of these associations. A special a case of gender was added and relationships with colleagues was added as one more factor to test given that, in the literature, a difference was found between males and females with respect to their satisfaction with relationships in the workplace.

Gender

Table 4.24: Gender and job security

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	102.05	57	1.790351	0.76481	0.793004	1.894683
Within Groups	51.5	22	2.340909			
Total	153.55	79				

There is no difference between males and females with respect to participants' levels of satisfaction with current job security.

Table 4.25: Gender and salary

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	42.8	57	0.750877	0.569631	0.954053	1.894683
Within Groups	29	22	1.318182			
Total	71.8	79				

There is no difference between the genders with respect to the participants' levels of satisfaction with current salary.

Table 4.26: Gender and relationships with colleagues

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>

Between Groups	39.2	57	0.687719	1.260819	0.279507	1.894683
Within Groups	12	22	0.545455			
Total	51.2	79				

Age

Table 4.27: Age and job security

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	62.96667	36	1.749074	0.830287	0.714644	1.689989
Within Groups	90.58333	43	2.106589			
Total	153.55	79				

There is no difference between the age groups with respect to participants' levels of satisfaction with job security in their current jobs.

Table 4.28: Age and salary

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	27.63333	36	0.767593	0.747317	0.813544	1.689989
Within Groups	44.16667	43	1.027132			
Total	71.8	79				

There is no difference between the age groups with respect to participants' level of satisfaction with salary in their current jobs.

Level of Income

Table 4.29: Level of income and job security

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	53.6	30	1.786667	0.875905	0.645387	1.69182
Within Groups	99.95	49	2.039796			
Total	153.55	79				

There is no difference between employees' belonging to different salary brackets with respect to their reported level of satisfaction with their current job security.

Table 4.30: Level of income and salary

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	20.10417	30	0.670139	0.622106	0.916117	1.69182
Within Groups	52.78333	49	1.077211			
Total	72.8875	79				

There is no difference between employees belonging to different salary brackets and their reported levels of satisfaction with their current salary. It is very interesting that the level of satisfaction with salary did not depend on the income bracket of participants. This suggests that the dissatisfaction with salary observed is a general concern among employees, as the majority disagreed that they are satisfied with salary (Table 4.2).

Tenure

Table 4.31: Tenure and job security

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	58.5875	20	2.929375	1.168581	0.312609	1.751037
Within Groups	147.9	59	2.50678			
Total	206.4875	79				

There is no difference between employees of varied tenures relative to their level of satisfaction with job security.

Table 4.32: Tenure and salary

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	19.9	20	0.995	1.136592	0.34037	1.751037
Within Groups	51.65	59	0.875424			
Total	71.55	79				

There is no difference between differently tenured employees in terms of their level of satisfaction with salary.

Qualification

Table 4.33: Qualification and job security

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	76.71667	30	2.557222	1.630853	0.06291	1.69182
Within Groups	76.83333	49	1.568027			
Total	153.55	79				

Table 4.34: Qualification and job security

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	76.71667	30	2.557222	1.630853	0.06291	1.505008
Within Groups	76.83333	49	1.568027			
Total	153.55	79				

There is no difference between those with different qualifications relative to their level of satisfaction with their current job security at a 0.05 significance level. However, Table 4.34 suggests that at a 0.10 level of significance, there is a difference. Further analysis shows that the means of level satisfaction with job security for high school certificate holders, diploma holders, degree holders and postgraduate degree holders are respectively 2.75, 3.03, 3.5 and 2.5. It shows that at a 0.10 level of significance, diploma holders showed higher levels of satisfaction with job security. Most of diploma holders are nurses employed by government on a permanent contract with little concern about job security. However, holders of high school certificate are mostly expert clients, phlebotomists, and data clerks employed on a short-term contract varying from 6 months to 2 years. Therefore, job security is a major cause of dissatisfaction for these groups of people.

Table 4.35: Qualification and salary

ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	27	30	0.9	0.738075	0.810944	1.69182
Within Groups	59.75	49	1.219388			
Total	86.75	79				

There is no difference between the holders of different qualification with respect to their level of satisfaction with their current salaries.

Occupation

Table 4.36: Occupation and job security

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	71.58333	40	1.789583	0.851489	0.692598	1.700385
Within Groups	81.96667	39	2.101709			
Total	153.55	79				

There is no difference between the types of occupation with respect to their levels of satisfaction with current job security.

Table 4.37: Occupation and salary

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	34.75	40	0.86875	0.914474	0.610459	1.700385
Within Groups	37.05	39	0.95			
Total	71.8	79				

There is no difference between the types of occupation with respect to their level of satisfaction with their current salaries.

Association between Place of Work and Motivation and Job Satisfaction

Table 4.38: Cross tabulation of motivation by place of work.

Motivation			Total
	Hospital	Clinic	
Highly motivated	7	10	17
Motivated	21	14	35
Neutral	11	3	14
Not motivated	4	3	7
Highly not motivated	1	1	2
Total	44	36	80

$$X^2 \text{ calc} = 4.28$$

$$X^2 (0.05) (4) = 9.488$$

There is no difference in the reported level of motivation between staff working in the hospital and staff working in the clinics at a 0.05 level of significance.

Table 4.39: Cross tabulation of job satisfaction by place of work.

Job satisfaction	Place of work		Total
	Hospital	Clinic	
Highly satisfied	0	0	0
Satisfied	5	4	11
Neutral	11	7	21
Unsatisfied	18	18	24
Highly unsatisfied	10	7	24
Total	44	36	80

$$X^2 \text{ calc} = 0.7101$$

$$X^2 (0.05) (4) = 9.488$$

Employees working in the hospital are as unsatisfied as their colleagues working in the clinics. There is no difference in their reported level of job satisfaction at a 0.05 level of significance.

The study set out to determine the level of job satisfaction and motivation amongst Mbabane government and satellite clinic ART program employees. The study found that employees in the Mbabane cluster are motivated. With respect to job satisfaction, the study found that employees are dissatisfied. Specific factors such as salary and working conditions and environment were the main areas of dissatisfaction. Mullins (2010) acknowledges that job satisfaction is necessary to achieve higher levels of motivation and performance. However, he also notes that although the level of job satisfaction may affect the strength of motivation, this is not always the case. This should provide an explanation to the present findings in which motivation seems to be thriving amid dissatisfied employees.

The study also sought to determine which of Herzberg's factors of motivation and job satisfaction were present and prevalent in the workplace and how they specifically impacted on motivation and job satisfaction. The study found that with respect to job satisfaction, employees were satisfied with their relationships with their colleagues and their relationships with their supervisors. However, any initiative to improve job satisfaction should address employees' salary and working conditions and environment, which were the main drivers of dissatisfaction. With respect to motivation, employees agreed that their current job provided for a "sense of achievement" and "interesting and challenging work". However, the workplace does not provide advancement through promotion.

Employees were also asked to rank specific motivation and job satisfaction factors in order of importance to them. They stated that the most important factors were job security, salary, interesting and challenging work, working conditions and environment, personal growth and relationship with colleagues. Further analysis showed that gender, age and tenure accounted for the main differences in factor preferences. The study showed that salary, interesting and challenging work and working conditions and environment were the most important factors for men, while for female employees, job security and relationships with colleagues were the most important. Younger and less tenured employees preferred interesting and challenging work, salary and personal growth, while older and higher tenured employees favoured job security and salary.

The study investigated the relationship between motivation and performance. Absenteeism was not found to be prevalent among health workers in the Mbabane government ART program and they generally reported an above average and excellent level of performance, as should be expected amongst motivated staff.

The study further investigated an association between, first, employees categorical variables and overall levels of motivation and job satisfaction, and, secondly, between categorical variables and the level of satisfaction with respect to job security and salary in their current jobs. It was found that the level of employee job satisfaction and motivation could not be predicted by employee gender, age, income, tenure, occupation and qualification. However, the study showed that with respect to job security, there were differences in the level of satisfaction amongst holders of different qualifications. Diploma holders who are predominantly nurses showed higher levels of satisfaction, while high school certificate holders who are predominantly data clerks, phlebotomists and expert clients showed lower levels of satisfaction.

The study finally established that there is no difference in the level of motivation and job satisfaction between employees working in the hospital and employees working in the clinics.

The final chapter presents the conclusion and recommendations based on the findings from the study.

CONCLUSIONS AND RECOMMENDATIONS

Findings from the Study

Findings from the Literature Review

Finding what motivates employees to perform well towards achieving organisational goals is a key activity for any manager willing to drive an organisation's performance upwards.

Health workers are the backbone of health systems and the presence of high quality motivated employees is an important determinant of health system performance. Health workers' job satisfaction is inextricably linked to

motivation, and, though both are not directly observable, they respond to a certain number of intrinsic and extrinsic factors and they have been identified as critical to the retention and performance of health workers.

Motivation has been defined as psychological forces that determine the direction of a person's behaviour in an organisation, a person's level of effort and a person's level of persistence in the face of obstacles, whereas job satisfaction has been defined as an attitude that reflects the extent to which an individual is gratified by or fulfilled in his or her work.

There seems to be a consensus around the fact that a distinction should be made between motivation and job satisfaction, although the two concepts are very similar. Even Herzberg, who established a difference between dissatisfied and motivated employees, did not clearly specify the factors that measure only job satisfaction or motivation. Most of the time, studies have used the same factors to measure both satisfaction and motivation. However, Herzberg made a clear distinction between factors affecting motivation, and, therefore, job satisfaction on one side (motivators) and those affecting dissatisfaction on the other side (hygiene factors).

According to Walker (1980, cited in Ross 2005), studies over the years have shown little relationship between measures of job satisfaction and performance outputs. Highly satisfied employees may be poor performers, whereas highly dissatisfied workers may be good performers. He further stated that there seems to be several variables that influence the relationship between job satisfaction and performance, although no causal relationships between them have been established yet. He finally concluded that motivation might account for the relationship between employees' job satisfaction and performance.

Studies have also shown a relationship between job satisfaction and motivation and a number of demographic variables, such as age, gender, tenure level of education and seniority. Employees older than 30 and 40 years are less motivated by competition and achievement, are more motivated by job security and support for their personal problems and are generally more satisfied at work than younger employees. Younger employees, on the other hand, appear to be more competitive, achievement-oriented and motivated by financial rewards.

Women seem more highly motivated by achievement on the job, job security and interpersonal communications and relationships, whereas men derive more satisfaction from aspects relating to promotion, career, advancement and seniority. Less tenured employees tend to be more motivated by financial rewards and less by praise and recognition, as is the case with higher tenured employees.

With respect to the level of education, the literature highlighted that higher educated people are more strongly motivated by intrinsic rewards as opposed to less educated people who are motivated by extrinsic rewards. And

higher educated employees are generally less satisfied than their less educated colleagues, which reflect their greater expectations of personal fulfilment possibly not met.

Herzberg's two-factor theory remains one of the most used frameworks to assess factors affecting motivation and job satisfaction in an organisation. Herzberg identified a set of 13 factors. One group of factors are those that, if absent, cause dissatisfaction. They are related to job context; they are concerned with job environment and are extrinsic to the job itself. These factors are called "hygiene" or "maintenance factors". They serve to prevent dissatisfaction. These factors are:

- Salary;
- Job security;
- Working conditions;
- Level of quality of supervision;
- Company policy and administration; and
- Interpersonal relations.

The other group of factors are those that, if present, serve to motivate the individual to superior effort and performance. These factors relate to the job content and the nature of the work itself. They are the motivators or growth factors. The strength of these factors affects feelings of satisfaction or the absence of satisfaction, but not dissatisfaction. The opposite of dissatisfaction is not satisfaction but, simply, no dissatisfaction. Motivators are:

- Sense of achievement;
- Recognition;
- Responsibility;
- Nature of the work; and
- Personal growth and advancement.

Findings from the Primary Research

This study set out to pursue the following objectives:

1. To assess employees' job satisfaction and motivation levels.
2. To examine the factors that influence employees' satisfaction and motivation.
3. To determine the relationship between job satisfaction, motivation and performance.

The study revealed that, in general, employees in the Mbabane government ART program are motivated. Highly motivated and motivated respondents made up 72.4% of the sample. With respect to satisfaction, the study found that employees are dissatisfied. Indeed, 69.4% reported below average levels of satisfaction. Specific factors, such as salary and working conditions and environment were the main areas of dissatisfaction.

The study sought to assess the prevalence of Herzberg's motivators and hygiene factors within the Mbabane cluster. Two motivators, namely "sense of achievement" and "interesting and challenging work" emerged as the most important. As for hygiene factors, employees were satisfied with their relationships with their colleagues and their relationships with their supervisors. However, employees' salary, working conditions and working environment were the main drivers of dissatisfaction.

Employees provided a ranking of Herzberg's factors in order of importance to them, and, altogether, the most important factors, in order of importance, were job security, salary, interesting and challenging work, working conditions and environment, personal growth and relationships with colleagues.

Gender, age and tenure accounted for the main differences in factor preferences. Salary, interesting and challenging work and working conditions and environment were the most important factors for men while, for female employees, job security and relationship with colleagues were the most important. Younger and less tenured employees preferred interesting and challenging work, salary and personal growth, while older and higher tenured employees favoured job security and salary.

Absenteeism, which was used as a proxy for health workers performance, was not found to be prevalent amid the Mbabane government ART program employees. Absenteeism prevalence was 10.8%. The majority (92.5%) of the employees reported above average and excellent levels of performance, as should be expected amongst motivated staff.

The overall level of employee job satisfaction and motivation could not be predicted by any categorical variable, including employee gender, age, income, tenure, occupation and qualification. However, when considering categorical variables and level of satisfaction with respect to job security and salary in the current job, only job security and qualification showed a statistically significant association. There were differences in levels of satisfaction amongst holders of different qualifications with respect to job security. Diploma holders who are predominantly nurses showed higher levels of satisfaction, while high school certificate holders who are predominantly data clerks, phlebotomists and expert clients showed lower levels of satisfaction with respect to job security.

The study further established that there is no difference in the level of motivation and satisfaction between employees working in the hospital and employees working in the clinics. The study finally investigated the relationship between motivation and performance. Absenteeism was not found to be prevalent among health workers in the Mbabane government ART program and they generally reported above average and excellent levels of performance, as should be expected amongst motivated staff.

Recommendations

Although employee motivation in the Mbabane Government Hospital ART program is relatively high, it still remains important to investigate how the Ministry of Health, Swaziland National Aids program and Mbabane government hospital management could work together to improve employees' advancement and promotion. The workplace offers very limited opportunities for advancement and promotion, which confines employees to the same level of responsibility for many years. Promotion within the public service is more related to seniority than qualifications or performance. Employees who manage to upgrade their level of formal education to a higher qualification are usually unrewarded. However, employees should be encouraged to develop themselves for better job opportunities and higher responsibilities, even in the private sector by being entitled for study leave.

Job security, salary and working conditions and environment have been found to be the main drivers of dissatisfaction among employees. The issue of short-term contracts with a duration ranging from 6 months to 2 years as it applies to foreign employees and a number of posts such as expert clients, data clerks and phlebotomists accounts for the prevalence of job security issues surrounding dissatisfaction. Since most of these posts were donor funded, the national ART program should advocate for an acceleration of the process by absorbing these posts under civil service in order for the holders of these posts to enjoy a permanent contract. As for foreign employees, an extension of their contract from two years to five years would be a significant improvement.

Improving salaries remains a very important item on the government's agenda for all civil servants. Salary being a driver of dissatisfaction among employees in the Mbabane ART program is, therefore, not a surprise. However, the gender disparity in the cluster was in favour of female employees. It is believed that better outcomes in improving dissatisfaction would be achieved if job security were to be prioritised over salary given that it was seen to be the most important factor for female employees.

Finally, an effort should be made by government to improve employees' working conditions and the working environment, which was identified also as a driver of dissatisfaction. This involves upgrading buildings, office furniture, and medical equipment. It also involves insuring the availability of drugs and medical supplies.

Conclusion

This study has indicated that the Mbabane ART program enjoys a relatively motivated though dissatisfied staff complement. Areas of improvement in motivation and satisfaction involve advancement and promotion, job security, salary and working conditions and environment. Generalising the findings from this study to the entire country should consider the fact that this was a case study. Therefore, another study with a sample more representative of the country should be drawn.

Another limitation of this study is the methodology used in assessing performance. The study used absenteeism as a proxy for performance and obtained self-assessed levels of performance. Absenteeism assessment relied on employees' honesty to disclose the number of days off work during the last 4 months. Self-assessed levels of performance are subject to the employees' subjective assessments of his/her own level of performance, and, therefore, lack objectivity. Further studies may consider the use of a presence sheet, if available, and a performance appraisal of the employee done by his supervisor to ensure more rigor and greater validity of the findings.

NOTE: This study was presented by the principal author to the Regent Business School in 2014 for the award of the Master of Business Administration Degree (MBA). The study was supervised by Nadeem Cassim and edited by Professor Anis Mahomed Karodia for purposes of producing a publishable journal article.

Kindly note that the entire bibliography of the study is cited and references applicable to this article are contained within the full bibliography.

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