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**SKILLS DEVELOPMENT AS A CATALYST TOWARDS EMPLOYEE
MOTIVATION, PERCEPTION OF ORGANISATIONAL CLIMATE AND
INDIVIDUAL PERFORMANCE, A SOUTH AFRICAN SMME
CASE-STUDY****Abstract:**

The aim of this paper is multi-fold; firstly, to determine differences between employee motivation/satisfaction and organisational climate levels of various demographic groups with the SMME sector in South. Secondly, assess the relationship between the three variables namely, motivation/satisfaction, organisational climate and effectiveness of training; and lastly, determine whether effectiveness of training can predict employee motivation/satisfaction and perception of organisational climate. A pre-post longitudinal study in a form of quasi-experimental research comparable pre-test post-test one group design with a random sample of (N = 604 pre-; and N = 526 post-) of lower level employees in five selected SMME companies across sectors in South Africa was used. Employing validated measuring instruments namely, (i) Job Description Index Questionnaire (JDI); (ii) Litwin and Stringer's (1968) Organisational Climate Questionnaire (LSOCQ); and (iii) Self-rated Performance (SELPERF) based on Kirkpatrick's framework.

Amongst many findings, results of this paper revealed significant relationships between the constructs of motivation/job satisfaction, organisational climate and effectiveness of training amongst SMME sector. A few interesting regression models were also developed. The first and second models respectively showed that effectiveness of training was strongly influenced by motivation/job satisfaction and in the case of the second model by organizational climate. A third model also revealed that motivation/job satisfaction could be well modelled by the independent variables of self performance, organizational climate and effectiveness of training and a forth showed that organizational climate could be well modelled from the independent variables of self performance, motivation/job satisfaction and effectiveness of training.

Keywords:

SMME; skills transfer; job satisfaction; organisational climate; lower level employees; South Africa