

**UNIVERSITY OF KWAZULU-NATAL**

**MOTIVATION AND ITS IMPACT ON THE PERFORMANCE OF THE  
SUPPLY CHAIN DEPARTMENT AT SCOTT BADER**

**By**

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## DECLARATION

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## **ABSTRACT**

This study was conducted in an organisation within the chemical composite industry of South Africa. The nature of business, demands leaders to ensure their value chain is highly efficient and competitive. Core to the value chain is an organisation's supply chain. Agility in supply chains has a direct influence on organisations competitive advantage position in the industry they operate in. Superior human capital that are motivated and high performers are required to execute company's supply chain strategies flawlessly, as these companies operate in a global village surrounded by scarcity of raw material, increasing global competition and costs, while concurrently satisfying customers and stakeholders ever changing demands. The objective of the study was to identify factors of motivation and performance, and correlate their impacts between them within the supply chain department at Scott Bader. This was supported by the notion that the current supply chain strategies did not incorporate the employee motivational element into them.

A qualitative research approach and purposive sampling was employed, which included respondents from the Supply Chain department of the company under study. Data was collected through eleven semi- structured interviews and thematic analysis was used for analysing the data. Key findings of the study identified factors of motivation and performance. The finding was able to significantly correlate motivation and its impact on performance. The findings also revealed that respondents were motivated and that certain factors of motivation identified lead to low motivation levels and hence affecting performance levels.

Recommendations proposed were from gaps identified between research findings and empirical evidence as well as comments from respondents. Scott Bader's leaders are more insightful on the phenomenon of motivation and performance. Leadership are now in a credent position to incorporate the proposed recommendations into all future supply chain's strategies at Scott Bader.

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# CHAPTER 1: INTRODUCTION

## 1.1 Background of the Study

The characteristic of a superior human capital resembles a motivated and high performing workforce which will execute the company's goals and targets flawlessly. A high performing supply chain is a core contributor to an organisations value chain. This ultimately positions an organisation into a competitive advantage within the environment that it operates in. Scott Bader's leadership are of the notion that the company's supply chain is the key driver on achieving exceptional service delivery and reducing cost. The company developed supply chain strategies that required substantial amounts of capital investment into technology and manufacturing assets. The desired results of a high performing supply chain are not being achieved. Huo, Zhao and Shou (2016) are of the notion that the significance of human capital in the accomplishment of competitive performance is broadly recognized in literature.

### Research Background

This study was conducted in an organisation that operates within the South African chemical composite industry. Companies that operate in the chemical composite industry are manufactures of a comprehensive product range of unsaturated polyester resins, gelcoats, compounds and reinforcements that service various industries in South Africa. These business products are used in the automotive, construction and Pipe and Tank industries. The current growth rate for the composite industry is between 5.2% per annum (Statistics, 2017). The industry is highly specialised and requires providing technical support to the market. The driving force of change in the composite industry is the constant change in research and development that impacts on new innovative product ranges being produced (Scott Bader-South-Africa, 2017). The companies operate in a volatile global environment that are exposed to scarcity of global raw materials and the fluctuating strength of the South African currency that impacts on crude oil price, which is the core component of the critical raw material styrene. Styrene constitutes to eighty percent of the

finished product. Therefore innovative supply chain strategies drive cost down in these organisations.

Scott Bader South Africa (Pty) Ltd (SBPTY) established since 1920 is a global consortium with divisions across America, Europe, Middle East and South Africa. The company has a distinguishing and self-governing business structure known as 'The Commonwealth' (Scott Bader-South-Africa, 2017). In brief, the philosophy around the commonwealth principles of Scott Bader is that all employees are owners of the company and have a democratic right on how the company is managed. The company has no external shareholders and all assets are in a commonwealth trust. The global employee count of 600 people worldwide with 12 manufacturing sites has a turnover of 220 million Euros. The Crystic® brand has a strong presence in South Africa for over 50 years. SBPTY has its footprint in the Sub-Saharan African market for over 30 years. The SBPTY production plant is situated in Hammarsdale, Kwa-Zulu Natal (Scott Bader-South-Africa, 2017).

The company has a distinctive competence in its product range of Pigmented gelcoats supplied to the automotive industry in South Africa. SBPTY manufactures the product line with its unique state of the art equipment to the highest quality and tightest spec. This Pigmented gelcoat product range is used in the critical application in the automotive industry. The biggest player in the South African market is NCS Resin a division of Ferro a global chemical manufacturing company which has 65% market share in SA, followed by Scott Bader's 20% market share. The smaller local companies are KZN resin and Atlin Chemicals securing 5% composites market share. Competitive jockeying is prevalent in the composite industry in 2014; the industry had a total of five major players with the fifth rivalry Arkema which was acquired by NCS. However the economy of scale is not balanced, companies that have more market share tend to have greater buying power over the critical raw materials. The price of crude oil directly impacts on the cost of products being produced.

## **The rationale of the study:**

- The justification of the research study was to provide empirical evidence to leaders at Scott Bader, in validating that there is more than one facet of employee motivation which impacts on positive performance.
- To ensure that all employees within the Supply chain department are constantly motivated thereby enhancing their performance levels to reach greater heights in order to achieve a competitive advantage in the supply chain.
- During the design phase of supply chain strategies, leaders are in a better stance of understanding motivation and performance of employees and will include employee motivation as core in their strategy design to achieve a high performing supply chain.

## **1.2 Motivation for the study**

A survey on customer satisfaction was conducted in 2014 by the commercial team of Scott Bader. The results revealed that Scott Bader ranked poorly on service delivery and product price amongst competitors. The impact of the negative rating, created a negative spin off on sales of their specialised pigmented gelcoats supplied to their target market. The leadership validated the claim from its past financial performance and took immediate actions to overcome the negative perception in the composite market place.

The executive team have identified the company's supply chain as key on improving service delivery and cost saving. The leadership developed and implemented supply chain strategies that incorporated substantial amounts of capital investment in technology and manufacturing. The objective was to deliver an agile and responsive supply chain. The company implemented upgrades into its ERP (enterprise resource system) system converting it to a state of the art web based ERP system that linked into a Data analysing system that revolved around the key performance indicators of the supply chain. The financial results in 2016 and 2017 failed to meet the desired ROI (return on investment) objectives. The current feedback from the commercial

team by customers revealed that service delivery and product price still remains a challenge to Scott Bader. The researcher has observed from these changes made that the human element in driving these strategies was not fully explored or incorporated into these strategies.

Leadership are of the opinion that all employees are motivated due to Scott Bader's unique common wealth structure. However there is not enough validation or empirical evidence to prove this. Empirical and research literature links motivated employees with positive performance. Bergendahl, Magnusson, and Bjork (2015, p.363) states that "That motivation is important for performance has been known for a long time, ..... people with more motivation were, indeed, found to be more successful in their achievements than people with less motivation." Therefore the researcher would want to validate from empirical evidence that there are many facets of employee motivation that affect performance.

### **1.3 Focus of the Study**

The focus of the study was centred around the concepts of motivation and its impact on performance, within the supply chain at Scott Bader. This was triggered by the leaders not considering motivational strategies as part of their objective in improving the performance within the supply chain department.

### **1.4 Problem Statement**

Employee motivation is an essential element of strategy to enhance effective performance in organizations. Supply chains in the Chemical Industry operate in a VUCA (volatility, uncertainty, complexity and ambiguity) environment. These supply chains are prone to scarcity of raw materials, growing restrictions with legislation and increasing fierce competition to reduce cost and lead time while at the same time increasing service delivery and agility within its supply chain. It is vital during the challenges to ensure that employees remain motivated and energetic in order to achieve maximum performance levels. It is therefore important to explore factors of motivation and performance that establishes correlation between these variables. The study will provide information to be understood and used by leadership in order to drive behaviour and strategy.

## **1.5 Research Questions**

This study focused on answering the questions below: Research Questions

1. What are the factors influencing motivation in the supply chain Department at Scott Bader?
2. What are the factors that influence supply chain performance in the supply chain Department at Scott Bader?
3. Does motivation have an impact on performance in the supply chain Department at Scott Bader?
4. What changes/actions can the supply chain department management implement in order to motivate employees?

## **1.6 Objectives of the Study**

The objectives of the study are to determine:

1. The factors influencing motivation in the supply chain department at Scott Bader.
2. The factors influencing performance in the supply chain department at Scott Bader.
3. Whether motivation has an impact on performance in the supply chain department at Scott Bader.
4. To provide recommendations to the Scott Bader supply chain department management on how to motivate employees.

## **1.7 Structure of the Dissertation**

### **Chapter One – Introduction**

Chapter one introduced the study by, the focus and the motivation of the study, followed by the problem statement, and research questions that are to be answered. The chapter concluded by providing background information onto the chemical composite industry and introduction to Scott Bader.

### **Chapter Two – Literature Review**

This chapter will start a review of the literature on motivation and performance. Numerous literature journal articles, books and web resources will be reviewed. This objective of this chapter is to provide supporting evidence to research findings to fulfil research objective.

### **Chapter Three – Research Methodology**

Chapter Three discusses the advantages and reasons for the chosen research methodology that will be used to conduct this study. The aim and objectives of the study will provide the setting for the type of methodology that is selected for this research. The research population will be identified and the data collection method and instrument will be discussed.

### **Chapter Four – Results**

This chapter will present the interview results of the study and summarise themes.

### **Chapter Five – Discussion and Recommendations**

This chapter will discuss the key findings from themes in conjunction with the empirical literature aligned and fulfil all four research objectives.

### **Chapter Six – Conclusion**

This chapter will deliver a high level overview of the study, answer the research problem, identify limitations to the study as well as proposed future research studies and end with a conclusion.

## **1.8 Summary**

This chapter provides an overview of the topic chosen and the reason for the study. The focus area of the study is highlighted in order to provide an understanding of the course of the study. Objective and Problem statement that identifies the problem solved by this study and the research questions posed present the areas of research that were addressed.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Over the past half-century studies carried out by researchers and psychologists have explored different success factors that motivate human behaviour to contribute to a positive work performance. This chapter unpacks theoretical and empirical literature on motivation and performance. The significance of the literature review is to create positive links between motivation and performance. The aim of the literature review is to provide factual evidence that motivation has a positive impact on performance. The study will be used by the Scott Bader management team to enable them to incorporate motivation aspects into strategies designed for the Supply chain department, which will enable them to create a competitive advantage. According to Sekaran and Bougie (2014, p.35) a literature review is a step by step process that involves the identification of published and unpublished work from secondary data sources on the topic of interest, the evaluation of the work in relation to the problem and the documentation of this work. Creswell (2014) further explains that a literature review creates a structure to identify the importance of the study as well as creating a stage for associating results with other findings.

### **Theoretical framework**

The structure of the literature study discusses definitions, concepts, characteristics and theories of motivation and performance respectively.

### **2.2. Motivational Concepts and Definition**

Authors Pandza, Deri, Galambos and Galambos (2015, p.101) study associated motivation with the concept hedonism- were people prefer desire and wellbeing rather than pain and discomfort; wellbeing is in relation to the ultimate goal which is important to individuals' drive. Maharaj (2014) defines motivation as the force that starts, energises and endures behaviour in a particular direction which eventually drives individuals to preserve and achieve against all obstacles. Murtedjo and Suharningsih (2016) define work motivation as a process that determines the

intensity of work, the direction of the work and the power of individuals in carrying out the work.

According to Kanfer and Chen (2016, p.7) modern views of motivation can be described as a time-linked set of recursive and reciprocal affective, behavioural, and cognitive processes and actions that are organized around an individual's goals. A similar view is held by Robbins (2013) that defines motivations as the processes that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. Robbins (2013) further observes that the three key elements in his definition are intensity, direction, and persistence. Intensity describes how hard a person tries. This is the element most of us focus on when we talk about motivation. However, high intensity is unlikely to lead to favourable job performance outcomes unless the effort is channelled in a direction that benefits the organization. Therefore, we consider the quality of effort as well as its intensity. Effort directed toward, and consistent with, the organization's goals is the kind of effort we should be seeking. Finally, motivation has a persistence dimension. This measures how long a person can maintain effort. Motivated individuals stay with a task long enough to achieve their goal.

### **2.2.1 The Characteristics of Motivation**

According to Kondalkar (2007 cited in Maharaj, 2014) describes the characteristics of motivation are:

- Psychological phenomenon through which the inner desire of an individual wants to achieve thereby creating a void that leads to an action of work. The more an individual is motivated the better the performance and organizational relationship.
- Motivation is a continuous process in individuals creating a continuous cycle of satisfied and emerging needs.
- Motivation is the result of an anticipated perceived value from an action. Perceived value is the probability or the expectancy. Therefore  $\text{motivation} = \text{valance (value)} \times \text{expectancy}$ .

- There are unsatisfied needs. A person remains disturbed till they are satisfied. This disturbance or tension causes disequilibria in human behaviour. More the motivation level the higher will be efforts to get over the tension and in the process job accomplishment would take place.
- Individuals are motivated by positive motivation. It refers to intrinsic and extrinsic benefits offered by the organization to achieve efficiency.

Osabiya (2015) concurs and describes the characteristics of motivation as being an individual phenomenon through which every person is different and all the major theories of motivation allow for this uniqueness to be demonstrated in. The author further explains that motivation is usually intentional it assumes to be under the control of the individuals that are influenced by motivation, such as effort expended are seen as choices of action Osabiya (2015). The author concludes by stating that motivation is multidimensional i.e. what gets individuals activated and the force of an individual to engage in desired behaviour one way or the other Osabiya (2015, p.63).

Authors Owens, McDaniel and Cameron (2016) further added to characteristics of motivation. The study revealed that high energy level increases employees' performance and motivation, enabling them to do their work and attain their goals. Similarly Braine and Roodt (2014) describes the term vigour has high energy levels found in employees, the high energy levels is associated with individuals being enthusiastic, inspired, engaged and challenged with their job activity. Herbers (2014) is of the notion that happy employees are highly productive at their organisations and concur that they are highly energised hence motivated, Herbers further observes that these employees exhibit the same happy state of feelings in their social sphere (Herbers, 2014). According to Wright (2016) the hedonic treadmill model related happiness as central to human motivation.

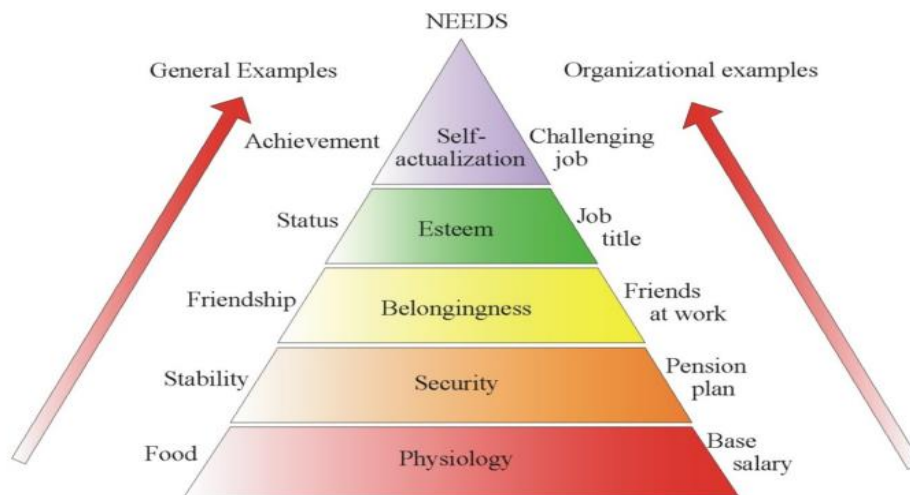
### **2.3 Motivational Theories**

The objective of Motivational Theories is to align individuals' behaviour to already established research studies. Researchers have classified work motivation theories into two distinct areas namely content and process theories. Content theories indicate emphasising factors and requirements that inspire employees' behaviour

and performance (Vaisanen, 2017). Seedat-Moola (2014) further explains that factors arising from content theories are internal drivers that energise and direct working behaviour hence driving employees towards their fulfilment. Vaisanen (2017) describes process theories as the process by which employees' expectations, needs and values contribute to meeting their job activities to reach a state of motivation. Process theories also explain how individual behaviour is motivated and upheld in self-directed human cognitive processes (Seedat-Moola, 2014). In summary Vaisanen (2017) and Seedat-Moola (2014), concur that all content theories assume that all employees in an organisation have the same set of needs therefore; organisations can predict the characteristics that should be present in the job while process theories share the notion that employees' diverse needs and cognitive process should be given attention.

### 2.3.1 Maslow's Hierarchy of needs

Figure 2.3.1 illustrates Maslow's Hierarchy of Needs arranged in ascending order on a pyramid structure with lower order needs (physiological) at the base of the pyramid and higher order needs (self-actualisation) at the apex of the pyramid, supported by general and organizational examples.



**Figure 2.3.1: Maslow's Hierarchy of Needs**

Adapted from Jugmohan (2013, p.12)

Figure 2.3.1 illustrates the Maslow's hierarchy of five basic needs, namely physiological needs, safety and security needs, belongingness, love needs, self-esteem, and self-actualization. Jugmohan (2013) describes each of the basic needs as:

- Physiological needs being food, water, shelter and sleep.
- Safety and security needs relates to security of income like salary and employment, a place to live, health facilities, and well-being.
- Belongingness and love needs consist of relationships with family members, friends, colleagues, team members at work place and other members of the community and society.
- Self-esteem needs are status, respect, promotions, good grades, and prizes.
- Self-actualization needs consist of the realisation of potentials, abilities, and fulfilment of capacities.

Maslow's theory states that individuals pursue to fulfil needs that are not met in a hierarchical approach, seeking to satisfy lower-order "lack" needs before satisfying unmet higher-level "growth" needs (Kanfer and Chen, 2016, p.8). This is supported by Vaisanen (2017) that describes Maslow's hierarchy of needs as a popular forerunner theory of job satisfaction and motivation, revolving around the fulfilment of lower-level and higher-level needs.

### **Criticisms of Maslow's hierarchy of needs theory**

Jugmohan's (2013, p.15) literature review highlighted the following criticisms of Maslow's hierarchy of needs theory:

- "In any work environment, it is also very difficult to determine the level of needs at which an individual is motivated at a certain point in time.
- The extent to which employees are motivated to pursue recognition, status, money or other need satisfiers differs from one individual to the next.

- People tend to reorder the levels of hierarchy in their personal lives at certain points in their lives.”

### **Management prospective view of Maslow’s hierarchy of needs**

Vaisanen (2017) and Robbins (2013) concurs that there has been several opposing views on Maslow’s needs hierarchy theory on the basis of empirical confirmation as well as several studies identified not in support for it. However despite the opposing views his theory is still widely referenced to in an organisational context due to its simplicity. Jugmohan (2013) study observes two significant managerial implications. Firstly management needs to ensure that employee’s upper needs are fulfilled as this creates employee job satisfaction in relation to accomplishment that in turn increases performance. Secondly according to theory, once needs are met new needs begin to emerge hence management needs to take into account during planning their motivational strategies to accommodate unsatisfied needs. Robbins (2013) further explains that Maslow’s hierarchy of needs is aligned with US culture and countries with different characteristics that will depict different needs on the hierarchy pillar.

According to Founder of the Joie de Vivre hotel chain, Chip Conley (2010) reveals that managers have struggled to understand the notion of self-actualization and tend to focus on lower levels of the pyramid instead. However Conley focused on the higher-level needs by helping his employees to understand the meaning of their roles in the hospitality industry thereby increasing customer service levels (Conley, 2010). Research also reveals that generation Y employees in the manufacturing facility brought needs such as recognition, fulfilment, and personal growth to the platform, which correspond to the higher level of needs (Vaisanen, 2017, p.211).

### **2.3.2. Alderfer’s ERG Theory**

Clayton Alderfer’s theory is closely related to Maslow need theory. The underlining difference is that the hierarchy of needs process from lower to upper is absent in ERG theory (Maharaj, 2014). Similarly Maharaj N (2011, p.8) state that Alderfer’s three needs theory corresponds to Maslow’s existence needs, and is similar to Maslow’s physiological and safety needs. Seedat-Moola (2014) states that Alderfer’s theory allows many needs to be satisfied simultaneously. Existence needs entail

physiological and safety needs, relatedness needs comprise love and belongingness, and growth needs consist of self-esteem and self-actualization needs (ERG) (Seedat-Moola, 2014). Kanfer and Chen (2016) study explains that ERG theory does not have the element of rigid hierarchical style on fulfilling needs, but proposes two main instruments for movement across need categories and tested a system in which satisfaction of higher-order needs would increase the desire of growth needs. Alderfer theory's focal points revolve around fringe benefits, the relatedness needs from co-workers and line managers at work and, the desire for growth in the workplace, hence, its core element is focused on motivation within the workplace (Kanfer and Chen, 2016). Seedat-Moola (2014, p.13) concludes by stating that the theory also acknowledges the relationship between satisfied and unsatisfied needs termed the frustration regression hypothesis. In a work environment, an employee that is not satisfied with his/her relationship (relatedness need), he/she might demand higher pay or more benefits (existence need) (Seedat-Moola, 2014).

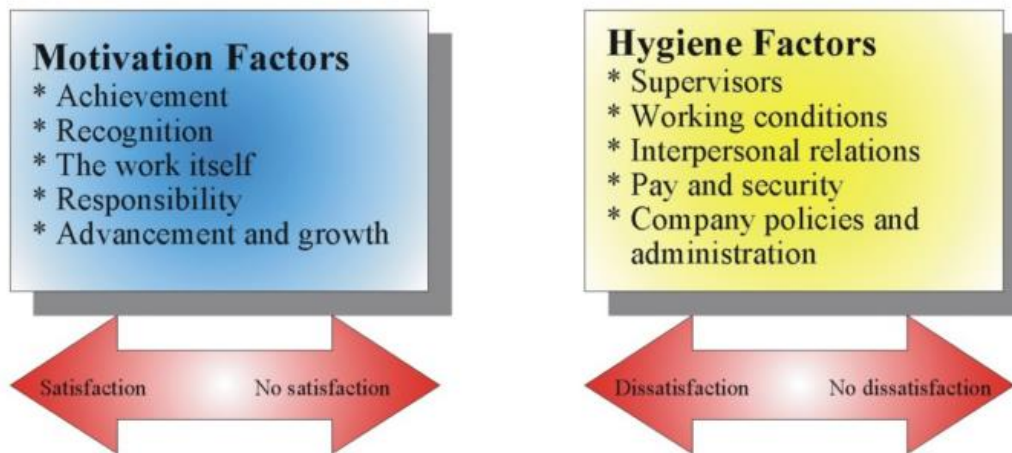
### **2.3.3. Herzberg's Motivation-Hygiene Theory**

Herzberg's two-factor theory comprises of intrinsic job content factors and extrinsic job context factors. Intrinsic factors can be describe as job satisfiers or motivators, and extrinsic factors can be describe as dissatisfies or hygiene factors (Vaisanen, 2017).

Herzberg's two categories of factors:

- **Motivational factors** comprises of elements of realizations, achievements, recognition, responsibility, actual work, personal development, promotion at work.
- **Hygiene factors** comprises of work environments, relations with others, status, job security, personal life, salary, control (Zlate and Cucui, 2015).

Figure 2.3.3 illustrates Herzberg's Two Factor Theory of Motivation depicting motivation and hygiene factors.



**Figure 2.3.3: Herzberg's Two Factor Theory of Motivation**

**Adapted from: Jugmohan (2013, p.17)**

According to Robbins (2013) the factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Zlate and Cucui (2015) concur with Robbins stating that satisfaction and dissatisfaction are not opposed; they are not situated along the same continuum but along separate and distinct continuums. The opposite of dissatisfaction is not satisfaction but the lack of dissatisfaction (Zlate and Cucui, 2015).

Additionally, hygiene factors, or dissatisfiers, maintain the health, comfort, and social wellbeing of employees, so the absence of hygiene factors leads to dissatisfaction of the employees in the organisation, these include company policies, interpersonal relations, working conditions, salary, and job security (Vaisanen, 2017). Therefore motivation factors should be personalised for every employee rather than for all employees because employees perform at their highest levels after becoming motivated and inspired (Zlate and Cucui, 2015).

#### **2.3.4. David McClelland Socially Acquired Needs Theory**

Maharaj (2014) explains that McClelland's Acquired Needs Theory on motivation suggests that certain types of needs are learned and socially acquired as the individual interacts with the environment. Maharaj further explains that individuals are not innate with those needs, but may learn them through their life experiences and

are motivated by these needs, each of which can be associated with individual work predilections (Maharaj, 2014).

Khurana and Joshi (2017, p.111) states that McClelland's theory focuses on three needs:

- Need for Achievement (n-Ach): The desire for efficiency and to reach desirable goals. It is the desire to perform in terms of standard of excellence, to do something better or more efficiently, to resolve problems, leading to a competitive advantage.
- Need for Affiliation (n-Aff): The desire to establish and uphold sociable and warm interpersonal relations with others; avoid conflicts.
- Need for Power (n-Pow): The desire to control individuals, to influence their behaviour, or to be responsible for them, and have authority over them or to make an impact. It includes the need to coach, teach or encourage others to achieve. McClelland classifies two types of power – positive and negative. Positive use of power is important if a line supervisor or team leader is to effectively achieve results through the efforts of others. Negative power is demonstrated when an individual seeks power for their own personal benefit, which may prove unfavourable to the organization.

The theory encourages managers and team leaders to absorb how to identify the presence of n-Ach, n-Aff, and n-Pow in themselves and individuals and to be able to generate work environments that are responsive to the respective need profiles (Maharaj, 2014). Khurana and Joshi (2017) concur by stating that employees with a need for achievement achieve well in challenging job activities they can either work individually or in teams. A similar view is held by Seedat-Moola (2014) study that emphasises the success of line managers' ability to motivate their staff, is dependent on how conscious they are in understanding which need intensely motivates each individual employee.

According to Seedat-Moola (2014), McClelland's theory describes characteristics of individuals who are motivated by the need to achieve as creative, desire their

jobs to be challenging, an element of autonomy to enhance performance, unambiguous feedback. Vaisanen (2017) concurs stating that individuals who take responsibility, pursue challenges and desire to pursue to find a solution to problems and acquire their ultimate goals are considered to have a high need for achievement. This approach leads them towards faster promotions, professional development and success (Vaisanen, 2017).

### **2.3.5 Theory X and Theory Y**

Douglas McGregor proposed two distinct views of human beings: one basically negative, labelled Theory X, and the other basically positive, labelled Theory Y (Maharaj, 2014). McGregor concluded from his study on managers and employees interactions, that their judgments on individuals are based on certain expectations that mould their behaviour (Robbins, 2013). Theory X, managers believe employees inherently displease work and must therefore be directed or even compelled into performing it while Theory Y, in contrast managers assume employees can view work as being as natural as rest or play, and therefore the employees can learn to accept, and even seek, accountability (Robbins, 2013). Robbins (2013) further explains that Theory Y adopts higher-order needs that dominate individuals drawing similarity to Maslow's higher-order needs. McGregor is of the notion that Theory Y expectations were more valid than Theory X, therefore, proposing ideas such as participative decision making, responsible and challenging jobs, and team work relations to enhance employee's job motivation (Robbins, 2013). Authors Lawter, Kopelman and Prottas (2015) further contribute to the notion by explaining that, Y-type behaviours displayed by managers, increases employee levels of encouragement, levels, delegation, autonomy, responsibility.

In a similar view Seedat-Moola (2014, p.15) states that Theory Y attempts to harmonise the relationship between management and employees, this relate to Maslow's self-actualisation and esteem needs, leaders who encourage self-actualisation and esteem needs will enhance workplace elements of creativity and innovation thereby enhancing satisfaction and performance of employees. Seedat-Moola study concluded that employees were intrinsically motivated and achieved a

level of self-actualization as a result of leaders displaying transformational leadership style, which embrace clearly communication channels and visions.

### **2.3.6 Equity Theory**

Fairness, equity and justice play a critical role within the workplace and leaders that do not account for these concepts, often reap negative consequences (Seedat-Moola, 2014). Osabiya, (2015) explains that the equity theory emphasizes the perception individuals have about how they are treated in relation with others; it involves feelings, perceptions and comparative process. Equity theory states that individuals are motivated if they are treated equitably, an inequity emotion causes unpleasant tension which demotivates the individuals and causes them to take action to eliminate the level of tension and perceived inequity (Osabiya, 2015). Equity theory is closely related to Expectancy Theory on the significance of the underlying cognitive processes prevailing an individual's decision about whether or not to apply effort for a specific activity (Maharaj, 2014). Osabiya (2015) explains that equity theory further proposed two forms of equity namely; Distributive equity this describes the fairness with which individuals feel they are rewarded in accordance with their efforts in comparison with others and Procedural equity / procedural justice that associate the perception of co-workers have about the fairness. Procedural fairness is associated with consistent and unbiased decision making supported with accurate information as well as open to appeal.

Seedat-Moola (2014) concurs with procedural and Distributive equity in stating that leaders and managers need to be knowledgeable of how employees perceive and identify fairness, they also need to consider employees' involvement when deciding on work outcomes and allowing them the opportunity to appeal decisions, and also matters that affect their well-being. Any organisational or departmental changes need to be implemented in accordance with procedural and distributive equity to ensure the support and buy in of employees; this in turn will contribute to an atmosphere of teamwork with employees as the perception of fairness has been achieved (Seedat-Moola, 2014).

### **2.3.7 Expectancy Theory**

According to Robbins (2013) Expectancy theory argues that, employees will be motivated to apply a high level of effort when they believe it will lead to a good organizational reward; such as bonuses, salary increases, or promotions; and that the rewards will satisfy the employees' personal goals.

Robins (2013, p.202) describes the three relationships of expectancy as being:

- Firstly performance relationship, is when employees apply a given effort will lead to performance relationship.
- Reward relationship relates to the perceived level of performance exerted by employees for the desired outcome.
- Personal goals relationship related to the alignment of organizational rewards satisfy an individual's personal goals or needs.

Vaisanen (2017) further explains that the theory comprises of "three factors that make up motivation and is expressed in a formula:  $Motivation = Valence \times Expectancy \times Instrumentality$  ( $V \times E \times I$ ). Valence is strength, personal value and person's preference for an outcome that the rewards can be received based on performance, as high valence is a guarantee of high motivation. Zlate and Cuci (2015) are of a similar notion and state that motivation in the expectancy theory is the result of the interaction of the two factors generating it: probability of achievement of a task and value attributed to the achievement.

### **2.3.8 Locke's Goal-Setting Theory**

According to Vaisanen (2017) Locke's goal-setting theory is similar to expectancy theory the key determinants of motivation are, setting a challenging performance, commitment to goals and their attainment. Vaisanen explains further that these elements drive the behaviour that leads to achievement and accomplishment, of highly motivated and performing individuals (Vaisanen, 2017). Maharaj (2014) concur and states that the goal-setting theory of motivation accentuates the relationship

between goals and performance, improved performance can be seen when goals are specific and challenging, and are used to evaluate performance through feedback and create commitment and acceptance. Employees' positive behaviour and performance can be attributed to leaders in organisations that accept and support goal-setting theory to improve and sustain the importance of employees (Vaisanen, 2017).

### **2.3.9 Self-Efficacy Theory**

Robbins (2013, p.216), states that "Self-efficacy (also known as social cognitive theory or social learning theory) refers to an individual's belief of them performing a task. The higher your self-efficacy, the more confidence you have in your ability to succeed. In difficult situations, individuals with low self-efficacy are more likely to lessen their effort or give up altogether, while those with high self-efficacy will try harder to master the challenge."

According to Maharaj (2014) self-efficacy amongst employees can be increased in following ways:

- Gaining job experience known as enactive mastery.
- Vicarious modelling i.e. when employees' confident levels increase as they see their co-workers doing the task or job.
- Verbal persuasion-occurs when co-workers convinces workers that they have the necessary to be successful hence building the level of confidence.
- Arousal is when employees feel energized this tension enable them to perform.

### **2.3.10 Porter and Lawler Motivation model**

Lyman Porter and Edward Lawler motivation model incorporates components from Vroom's theory of motivation hence creating a multi-variate model explaining the relationship between job attitudes and job performance (Maharaj, 2014). According Kondalkar (2007) Porter and Lawler models centres around four assumptions of human behaviour, namely:

- Individual behaviours are determined by a combination of factors that exist in the individual and are present in the environment.
- Individuals are considered to be rational people who make conscious and logical decisions about their behaviour when they interact with other people in the organization.
- Every individual has different needs, desires, and their goals are of varied nature.
- On the basis of their expectations, individuals decide between alternate behaviours. The outcome of the efforts is related to the pattern of behaviours an individual displays.

### **2.3.11 Intrinsic and Extrinsic Motivation Self-determination Theory**

Evangelina and Gopal (2016, p.1) describes “intrinsic motivation as the behaviour which is exercised when performing an activity for an inner desire rather than external desire of getting a reward or any benefits.” Kanfer and Chen (2016) is of the notion that Self-determination theory (SDT) allows for a range of outcomes associated with the application of extrinsic rewards, they also propose that extrinsic rewards does not always exert a negative effect on intrinsic employee motivation and performance. Dybowski, Sehner and Harendza (2017) study propose that (SDT) is associated with more self-regulated types of motivation and impacts positively on performance.

Kanfer and Chen (2016, p.8) breakdown of six distinct types of motivation in the SDT:  
 - “Amotivation (in which there is no self-regulation), self-determined motivation (intrinsic motivation), external, introjected, identified, and integrated (i.e. extrinsic motivation).”

## **2.4 Performance**

Performance can be defined from two perspectives, the economic viewpoint relates performance to effectiveness and efficiency of the organization in handling their cost

and outcomes, while process perspective view focuses on transformation from inputs to outputs in order to achieve definite outcomes (Abboh, 2016).Murtedjo and Suharningsih (2016) carried out a study on performance of teachers in Indonesia, they describe performance as an undertaking of an assigned job activity. The results achieved from the activity of the assigned job links positively into the organization's strategic objectives, customer satisfaction and economic contribution. The authors conclude that performance is multidimensional construct that is influence by many factors (Murtedjo and Suharningsih, 2016). Amirkhanyan, Kim and Lambright (2014) concur by describing performance as a complex phenomenon with a range of different dimensions, they further propose that organizations can perform well in terms of some dimensions but poorly in others. Murtedjo and Suharningsih (2016) outline the dimension of performance as:

- Personal factors relates to employees knowledge, skills, confidence, motivation, and commitment.
- Factors of leadership i.e. the ability of leaders to motivate, encourage, guide and support.
- Team factor, i.e. the support and encouragement given by co-workers, trust in the team, the cohesiveness and the closeness of the team.
- Factor system technology comprise of working system, working environment, the infrastructure provided by the organization, organizational processes and work culture in the organization.
- Contextual factors relate to pressures and changes in the external and internal environment.

## **2.5 Employee Performance Definitions and Concepts**

Employee performance is associated with employee's activities, these results can be monitored, evaluated and measured against individual's level of achievement that can contribute positively to organisation objective (Abboh, 2016, p.3).Muchhal (2014) study on HR Practices and Job Performance in the Steel & Power manufacturing industries of Chhattisgarh – India, state that organizations need highly performing

individuals in order to meet their goals, in order to deliver their products and services they are specialized in as well as achieving a competitive advantage in the market place. In a similar view Rusua, Avasilcaia and Huțua (2016, p.57) states that “increased employee performance represents an important objective for companies in order to maintain their business success.” Muchhal (2014) concludes by stating that accomplishing tasks and performing at a high level can be a source of satisfaction with feelings of mastery and pride while performing at low levels and not achieving the goals might be experienced as dissatisfying or even as a personal failure.

Zate and Cucui (2015) study on motivation and performance in higher education, highlights the strong correlation between motivation and the performance of university managers in a service related environment. The authors further explain that performance motivates us to move forward to achieve and managed clear targets set (Zlate and Cucui, 2015, p.469) . Zate and Cucui (2015) conclude by stating that motivating university managers is one of the main elements to improve the service levels at the university.

## **2.5.2 Dimensions of Employee Performance**

Dimensions of employee performance comprises of: Task performance; Contextual performance; Organizational citizenship Behaviour (OCB) and adaptive performance.

### **2.5.3 Task Performance**

Task performance relates to individuals core job tasks and how effective and efficient they are on achieving it (Robbins, 2013). Research conducted by Muchhal (2014), describes task performance as a prescribed and established in-role behaviour through which employees apply their ability and work experience to perform activities which contribute to the organization's objective. Kuvaas, Buch, Gagne, Dysvik and Forest (2016) argue that autonomous motivation is a powerful predictor of task performance.

#### **2.5.4 Contextual Performance**

Muchhal (2014) describes contextual performance as activities which do not contribute to the technical core but supports the organizational, social and psychological environment in which organizational goals are achieved. Contextual performance includes not only behaviours such as helping co-workers or being dependable members of the organization, but also making suggestions about how to improve work procedures (Muchhal, 2014, p.19). According to Vosloban (2014) sixty studies carried out between the years 1990 to 2007 have shown that a strong organizational culture has a positive impact over the employee performance. Rusua, Avasilcaia and Huțua (2016) study on organizational context factors influencing employee performance; identified contextual factors such as organization culture and the quality of communications channels between employees and leaders as key to enhanced employee performance.

#### **2.5.5. Organizational Citizenship Behaviour (OCB)**

Organizational citizenship behaviour can be defined as an unrestricted behaviour that is not part of employees formal job requirements, this behaviour also contributes positively to the psychological and social environment of the workplace (Robbins, 2013). Tinti , Venelli-Costa, Vieira and Cappellozza (2017) study identify the characteristics of organizational citizenship behaviour amongst employees as being spontaneous actions benefiting the organisation, job requirements not in job descriptions or in the formal schemes of rewards or agreements provided by the organization. Organizational citizenship behaviour amongst employees also supports innovativeness and creativity within organizations, therefore successful organizations acquire employees that perform more than their usual job activities that ultimately lead to performance beyond expectations (Tinti et al., 2017, p.640). Robins (2013) states that in today's dynamic workplace, tasks are often performed by teams who have an element of flexibility are critical, employees who engage in "good citizenship" behaviours help others in their team, volunteer for extra work, avoid unnecessary conflicts, respect the spirit as well as the letter of rules and regulations, and gracefully tolerate occasional work-related impositions and nuisances. It is a growing need for organizations to acquire employees who will perform tasks that are not in

their job description; evidence indicates organizations that have such employees outperform those that don't (Robbins, 2013).

### **2.5.6. Adaptive Performance**

According to Chang, Patil, Mellers and Tetlock (2017) adaptive performance (AP) describes the ability of employees to regulate to uncertainty, multifaceted and dynamic jobs activities. Adaptive performance requires employees who work in dynamic environments to change between conforming to standard practices during periods of stability and deviating during periods of change (Chang et al., 2017). Chang et al. (2017) proposes that adaptive performance supports the innovation element amongst employees within organisations. In a similar stance Stanczyk (2017, p.41) states that adaptive performance positively impacts on the climate for innovation within organisations.

Authors Jundt, Shoss and Huang (2014) are of the notion that AP is related to externally encouraged changes associated to structure, technology and new job assignments. Jundt et al. (2015) further describes AP as sets of behaviours intended at maintaining performance levels or minimizing performance decrements, as a result of change and can have both anticipatory and reactive elements. Finally, changes on the job may occur to tasks that require primarily cognitive and skill-based adaptation (e.g., when a task becomes more cognitively complex), however interdependencies within organizations mean that employees may also have to adapt to broader interpersonal and organizational changes that have implications for how they achieve their performance objectives (Jundt et al., 2015).

## **2.6 Factors Influencing Employee Performance**

Factors influencing employees' performance are: employee personality, emotional intelligence, organizational commitment, job satisfaction.

### **2.6.1 Employee Personality**

Khanjankhani (2017) study proposes that there is a positive correlation between organizational environment, personality traits and job outcomes. The five personality types can be describes as conscientiousness, extraversion, neuroticism,

agreeableness and openness to experience (Khanjankhani, 2017). Khanjankhani (2017) describes high conscientiousness employees as being logical, reliable and risk averse. Those who are sociable, outgoing, self-confident, energetic and motivated are mainly characterized as extraversion. Neuroticism is defined as a preference to experience unpleasant emotional feelings such as anxiety, depression, embarrassment and lack of confidence more easily (Khanjankhani, 2017, p.1303). Khanjankhani (2017) states that appreciation of emotion; risky situations, new ideas or experience and inquisitiveness are regarded as openness, which imitates the degree of creativity and a preference for innovation and originality. Agreeableness is also about an existence of a tendency to be sympathetic and supportive rather than doubtful and aggressive (Khanjankhani, 2017).

### **2.6.2 Emotional Intelligence**

Goel and Hussein (2015) study explored the link between the factors of emotional intelligence (EI) influencing an employees' service performance and its impact on retaining the customers, the findings proves that the service performance of the employees and their capability to retain the customer is dependent on the following emotional intelligence dimensions namely; social awareness, self-regulation and self-awareness. The authors explain that the five main element of EI are self-awareness, self-regulation, motivation, empathy and social skills. Employees with a high level of emotional intelligence correlates with high power and observation skills to manage their own actions, and are dedicated on achieving their goal in life, these employees overcome their disturbed feelings and build relationship with internal and external customers (Goel and Hussein, 2015). Conversely, employees that have low level of emotional intelligence act in accordance to their feeling, not considering consequences, they are also not too clear about their goal in life, therefore having less skills to manage negative feelings, and to service internal and external customers (Goel and Hussein, 2015).

### **2.6.3 Organizational Commitment**

Organizational commitment is the extent to which an employee identifies himself with the organizational goals and desires to align with organization (Maharaj, 2014). Douangphichit (2015) further proposes that employees who believe in and accept

organizational strategic goals impacts positively on their years of service within the organizations. Huo, Zhao and Shoua (2016) are of the notion that organizational commitment is implicit to organizations because it concerns the attitudes and motivations of the staff. Huo et al. (2016) further explains that organizational commitment is an imperceptible resource, because it is embedded in the histories, cultures, and norms of firms. Rivals could hardly form a similar kind of organizational commitment due to its complex and ambiguous characteristics. Due to its exclusivity organizational commitment cannot be replicated hence organizational commitment acts as a force that keeps human capital unique to organizations (Huo et al., 2016).

#### **2.6.4 Job Satisfaction**

Vosloban (2014) study on the influence of the employee's performance on the company's growth, considers job satisfaction as an important index of performance measurement to determine efficiency and effectiveness of internal strategies of the company. Frederick Herzberg's (1966) motivator-hygiene theory relates job satisfaction with achievement, recognition, characteristics of the work itself, and responsibility, these factors ultimately deliver effort and good performance on tasks (Jugmohan, 2013). Similarly in Murtedjo and Suharningsih (2016) study concur that job satisfaction factors have a direct relationship and significant on performance.

Octaviannan, Pandjaitan and Kuswanto (2017) study was to analyse the effects of job satisfaction and motivation on employee performance on a logistics shipping company in Kuningan, South Jakarta. They have concluded that management or leadership at the logistics company seeking to improve employee motivation and employee job satisfaction ultimately leads to an increase in employee's performance (Octaviannan et al., 2017, p.72).

#### **2.6.5 Autonomy**

Autonomy is associated with freedom that employees have over decision making when performing job activities (Jugmohan, 2013).Seedat-Moola (2014) explains further that autonomy leads to increased job satisfaction because employees perceives that their control over a task resulted in job achievement. Tinti et al. (2017) study further states that employees having autonomy and participating in the

decision-making process of the company is important and causes organizational citizenship behaviour to manifest itself with greater intensity. Burcharth (2017) proposes that implementing employee autonomy allows firms to turn open innovation practices into improved innovation performance. Llopis and Foss (2016) further proposes that job autonomy has also been found to be a direct predictor of cooperative behaviours among employees such as knowledge sharing which will ultimately yield positive results organizational performance.

### **2.6.6 Employee Engagement**

Employee engagement has a dual role in achieving financial performance of companies as well as enhancing employee performance (Adarsh and Kumar, 2017). The high-performing companies deploy employee engagement strategy in order to reap the rewards of increased market share and profits (Evangeline and Gopal, 2016). Demerouti (2008) observed in their study that engaged employees exhibit several creative behaviours that enhance synergetic team efforts toward organizational goals and performance.

### **2.6.7 Open Innovation**

Hatice, Laura and Burak (2017, p.92) define innovation as a new way or a different explanation to resolve a new or an existing problem/need. The authors are of the notion that innovation management enables organisations to reach objectives and improve business performance as well as creating a competitive advantage in the global economy (Hatice et al., 2017). Burcharth (2017) study on employee autonomy for open innovation performance, defines open innovation as the implementation of a wide range of internal practices related to external business knowledge. Open innovation enhances internal development processes and untimely increasing performance by maximising profits from innovation. Similarly Rangus (2017) study on the relation between different open innovation practices and firm's innovation performance reveal that there is a significant relation between employee involvement and firm's innovation performance.

### **2.6.8 Knowledge Sharing**

Stenius, Haukkala and Hankonen (2017, p.872) defines knowledge sharing a set of individual behaviours involving sharing one's work-related knowledge and expertise with other members within one's organization, which can contribute to the ultimate effectiveness of the organization. Ozlen (2017) is of the notion that knowledge sharing practices increases organizational and individual performance as a result of qualified Knowledge Management Systems. Rajput and Talan (2017, p.14) study identifies the benefits of knowledge sharing in organisations as being reduced organisational cost, promotes new product developments, improve group dynamics, and increase organizations' competitive abilities. Their study also review reveals that personality traits as well as extrinsic and intrinsic motivations to be core in supporting knowledge sharing behaviours of employees (Rajput and Talan, 2017). Rajput and Talan (2017) further explain that employees that are extraversion and conscientiousness embrace knowledge sharing, while agreeableness, openness, and conscientiousness enhanced knowledge sharing by increasing trust among co-workers. Extrinsic and intrinsic motivation relate differently to knowledge sharing. Extrinsic motivation focuses on the reasons justifying the achievement of goals in terms of benefits or rewards received from sharing a particular knowledge set while intrinsic motivation focuses on the inherent gratification and satisfaction derived from sharing a unique knowledge (Rajput and Talan, 2017).

### **2.7 Overview of Scott Bader's and existence and unique culture**

Employees who are commonwealth members are very passionate about organisation. They display a sense of pride and patriotism when explaining the "Scott Bader" story. The culture of common wealth culture is infused with their personality which creates organisational commitment. In 1951 founder and owner Ernest Bader effectively gave the company to its employees securing its future in a unique and democratic new business structure known as 'The Commonwealth' He was born in Switzerland in 1890 and the most important thing to note about his early life was his understanding, at a very early age, that Christianity meant loving one another, loving the poor and loving one's neighbour as Jesus had taught. This is crucial in understanding the ethos of Scott Bader (Scottbader, 2017).

“A world which is only run by ‘Haves’ is not a right one. The ‘Have Nots’ are suffering and they are second class citizens at best”- Ernest Bader (Scottbader, 2017). To counter this and strive to secure global peace, Ernest Bader objective was to bring people together, in business, to work as one family, each person equal to any other, no matter what creed, colour, language, nationality, background or position. Ernest Bader and his family gave the business to its employees believing it was not just about profit, rapid expansion or personal gain but putting an end to exploitation of workers to be able to share wealth creates fulfilment of every human being.

Hence Scott Bader was to be run by the employees, who became “Members of the Commonwealth” for the good of the business, now and for future generations. This unique business model created 'Sustainability' with regards to long term planning and customer reliance as the business cannot and will be sold (Scottbader, 2017). This notion is supported by authors Lee, Raschke and Louis (2016) that define organizational culture as a complex set of values, norms, and symbols that define the way in which a firm conducts business. This culture encourages employees to accept and embrace the goals and values of the leaders of the organization while promoting a sense of belonging. When infused with individuals' personalities, a given type of culture sets the tone, expectations, and accomplishments for the employees by way of selective stimuli (Lee et al., 2016).

## **2.8 Conclusion**

Employee motivation is one of the core strategic elements that organisations need to incorporate when creating strategies; this will enhance effective job performance among workers in organizations. This chapter introduced the definition concept of motivation, thereafter motivation characteristics. The literature further highlighted pertinent motivational theories. Thereafter the concepts and definition of performance was discussed the literature then reviewed the dimension of performance and concluded by reviewing the definition of employee performance the dimension and factors that influence employee performance.

The literature review proposes that there is a positive link between motivation and the independent variable performance. There is limited literature on motivation and

performance within a supply chain department, however since service delivery is pertinent to the success of a supply chain, service delivery related theoretical and empirical literature of motivation and performance was used. The next chapter will present the research methodology used by the researcher to conduct the study.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter covers the salient aspects of research methodology by identifying the research paradigm, research methods, sampling and research population, data collection and data instrument used followed by interview and administration process and data analysis. The chapter ends by highlighting validity, reliability and trustworthiness and bias aspects.

Qualitative research can be described as a set of explanatory actions with the objective to explore the specific meaning behind the actions and behaviours of others, these actions are dependent on the researcher to become a unique interpreter of the data received from the respondents in their research (Alfoldi and Sinkovics, 2012). Several studies conclude that qualitative research is a good tool for exploring the meaning behind what participants reflect on as well as gaining an insight on what they experience in their daily jobs and how they are motivated by their surroundings. A qualitative research methodology will be adopted for conducting the research.

### **3.2 Research Paradigm**

The nature of this study demands that the researcher adopts the interpretivist research paradigm which places emphasis on experience and interpretation. An interpretivist approach is commonly conducted through a qualitative research design (Creswell, 2014). Hence the researcher interest was focused around the interpretations that influenced motivation and the impact it had on performance within the supply department.

### **3.3 Types of research approach: Quantitative and Qualitative Research Methods**

Researchers use quantitative or qualitative methods for different desired outcomes relating to the objectives needed to be achieved in the study. It is crucial the

researcher is knowledgeable of these two types of approaches in order to determine which research methods will be best suited for their study. Quantitative is generally objective in nature seeking to prove theories or answer a set of hypothesis (Creswell, 2014). This type of research is associated with large randomly selected sample. Quantitative data are based on exact measurements using structured and validated data-collection instruments (Christensen, 2010). In a quantitative study observations and data gathering is done under controlled situations on the selected sample. Quantitative findings are revealed in a statistical report.

Qualitative research is subjective in nature with the objective to understand and interpret social interaction. Christensen (2010, p.48) explains “if the population is small in number the entire population can be selected to represent the sample size. Data collection in qualitative research is based on open-ended responses, interviews, participant observations, field notes and reflections. The study and observation is conducted in the participants’ natural environment. The final findings to the study are presented as a narrative report with contextual description and direct quotations from research participants.” Kahlke (2014) states that one of the objectives in qualitative research is to understand the research problem through individuals’ explanations of their experiences. Seedat-Moola (2014) concurs with this view and further states that qualitative research purposes to capture significant particulars within a social setting, by providing detailed descriptions. Zamantuli (2014, p.44) hold the view that “qualitative research is the subjective involvement that brings about complexity in social environments and therefore it is through sufficient and proper engagement that a researcher will decode and attach meaning to the observed phenomena.”

It is evident from research put forward that a qualitative research method needs to be chosen as this will reveal an in-depth understanding of social realities at hand amongst the respondents. A qualitative research was chosen to best determine the facets of motivation and its impact on the performance. The strategy of inquiry is a case study on Scott Bader’s supply chain department. The chosen design will lead the researcher into an in-depth analysis on Scott Bader within a specific time period. The procedure with its open ended questions will reveal and extract highly descriptive and in-depth information required from the respondents. It also provides

flexibility in discovering unknown subtexts to the case study at hand, as opposed to a quantitative research.

### **3.4 Sampling and Research Population**

A sample can be described as a subgroup of the population the objective of a sampling is to achieve significant supposition that ultimately symbolizes the population. Benefits to sampling is reduced cost and time in research, as testing the entire population may lead to inaccuracies in data analysis (Sekaran and Bougie, 2014). The common types of sampling are probability and non-probability, probability sampling is relevant to quantitative research as it is associated with simple random sampling and complex probability sampling (Seedat-Moola, 2014). Random sampling is associated with generalisability, it is least bias as each unit population has an equal chance of been chosen. Complex sampling is more design intense and includes systematic, cluster and double sampling.

Non-probability sampling is associated with convenience and purpose sampling. Convenience sampling is used during exploratory research seeking basic readily available information. Purposive sampling is used to identify specific groups of respondents as they meet the requirement of the researcher and information being sought. Purposive sampling comprise of Judgement and Quota sampling (Poulton, 2014). The characteristics of a qualitative research are related with comprehensive information associated with a small number of people/respondent (Seedat-Moola, 2014). The sample frame to the study is defined as the total population of the supply chain department at Scott Bader South Africa, Hammarsdale, Kwa-Zulu Natal. A nonprobability sampling design was chosen with the objective of seeking in-depth information within the supply chain department of Scott Bader. Purposive judgmental sampling was chosen due to the limited population size of eleven within the supply chain department. The selected sample has the ability to provide research data that strongly impacts the daily functioning of the supply chain department as they are key stakeholders in the department that would contribute considerably to the facets of motivation and performance levels in the department.

### **3.5 Data Collection**

Sekaran and Bougie (2014, p.116) states that “data collection charters the research study it equips the researcher on achieving an effective research project. Data collection can be drawn from two main sources namely primary data original or new data gather from the researcher for study and secondary data are sources of information already researched previously.”

#### **3.5.1 Primary Data**

Is essential data of information waiting to be discovered and does not form part of the current information available. Sekaran and Bougie (2014) states that primary data can be collected through interviews, observations as well as administrated questionnaires. Primary data was gathered through the researcher administrating in-depth interviews with the key stakeholders within the supply department at Scott Bader.

#### **3.5.2 Secondary Data**

It is essential that researchers are knowledgeable with numerous sources of secondary data available on the topic of study, this saves time and decreases replication of research as well as identifies certain areas of study that is not massively investigated on (Creswell, 2014).The impact of motivation on organisations is an extensively researched topic. The researcher used various case studies and journal articles relating to motivation and performance. However the data related specifically to the performance within departments of organisations for example the supply chain department and how motivation impacted on it was limited therefore primary data collection was conducted.

#### **3.5.3 The Selected Data Instrument**

The researcher has administrated face to face semi-structured interview questions to gather primary data for the study. Seedat-Moola (2014, p.36) states “that open or a semi-structured interview proves to be useful within a sociological and psychological setting.” The semi-structured questions will contribute positively to the study by

providing an in-depth information on the interviewees insights, standpoints and their experiences around study been conducted.

### **3.6 Interview and Administration**

Interviews were conducted once ethical clearance application was approved (Appendix 3) by the ethics committee of University of KwaZulu-Natal's. The chosen key stakeholders received informed consent form (Appendix 1) indicating their acceptance or decline to interview. All stakeholders accepted the interview. The complying of the semi-structured questions (Appendix 2.) for the interview was related to key themes researched in chapter two literature reviews. The flexible nature of these questions allowed the researcher to inquire more information from the respondents.

The researcher made the effort to explain to each respondent the objective of the research and how the finding would contribute successfully to company's vision and strategy. Most of participates where nervous when told that their interviews where going to be recorded. However before commencing every effort was made to ensure that they felt comfortable and free to answer the questions in a safe environment and where assured that the answer given was treated with the strictest confidentiality. Time off was given in advantage to all respondents this allowed the key stakeholders to plan their work activities around the interview times. This also contributed positively to the interview process as respondents were allocated ample time to self-reflect on the topic been researched as well as to voice their opinions and world views.

#### **3.6.1 The Advantages of Face to Face Interview**

The researcher benefited from using face to face interview as this created flexibility to adapt or rephrase questions to understand fully respondents' feedback (Sekaran and Bougie, 2014). A further advantage was non-verbal clues that the researcher identified from interviewees to determine the level of engagement and commitment to the interview, by identifying respondents body language the researcher could also measure the respondents understanding to the questions been asked (Poulton, 2014).

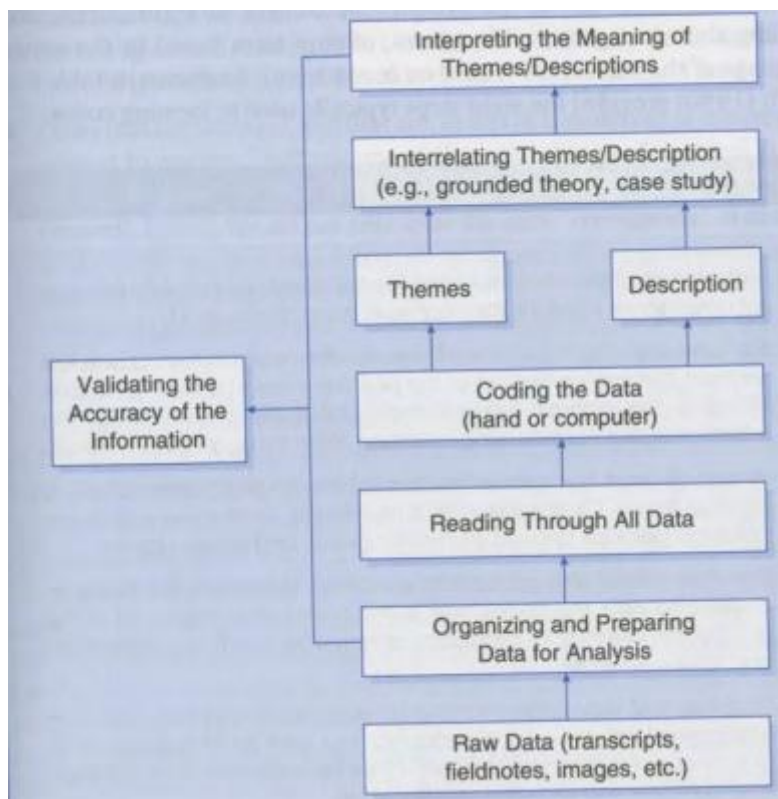
### **3.6.2 The Disadvantages of Face to Face Interview**

Poulton (2014), Sekaran and Bougie (2014) and Seedat-Moola (2014) concur that respondents been interviewed may attempt to overwhelm the interviewer which will result in interviewees not depicting their own sentiments and their word view on the subject at hand. Interview biases can be introduce through the question structure which will lead the respondents to answer in specific direction that is preferred by the researcher (Sekaran and Bougie, 2014).The researcher used opened ended structured questions to overcome this.

### **3.7 Data Analysis**

Data analysis is a process through which data enrich information is firstly segmented and then deconstructed as well as reconstructed to understand the phenomenon being studied (Creswell, 2014). Seedat-Moola (2014) also highlights the importance of rebuilding of data is required to gain reliability to study at hand. The qualitative data that was extracted from interviewees and observations was in large forms. Through the analysis of the data emerged themes representing the views given by the participants on the research topic to ensure validity and that no views were omitted, which may weaken authenticity of the research. The researcher made reference to Creswell's overview of the data analysis as well as Tesch's Eight Steps data analysis to process the data.

Figure 3.7 illustrates an overview of data analysis process.



**Figure 3.7 1:Steps in Data Analysis in Qualitative Research**

**Adapted from Crestwell (2014, p.197)**

According to Zamantuli (2014, pp.51-52) Tesch's Eight Steps to process data where the following steps:

- "Data preparation - where data should be transcribed into text and be studied holistically to get full context.
- Define the unit of analysis – where the researcher will define individual themes representing large amounts of text.
- Develop categories and a coding scheme – where individual topics and themes will be clustered.
- Test your coding scheme on a sample of text – by coding the themes and where a need to revise arises, the recoding must be done.

- Code all the text – where coding of data is done consistently into relevant themes.
- Assess re-coding – where all coding is double checked for consistency.
- Draw conclusions from the coded data – where the research needs to get to a full understanding of the themes represented by the comprehension of the research problem.
- Report your methods and findings – by accurately and openly reporting on the methods used and the truthful findings of the study.”

Data was analysed against phenomenon thereafter coded into themes and sub themes in a summarised table format through which a structured analysis was emerged. This enabled the researcher gather common themes that could be analysed holistically in support of empirical data gathered. Thereafter conclusions were drawn from findings, followed by the formulation of the researcher’s recommendations.

### **3.8 Validity, Reliability and Trustworthiness**

Zamantuli (2014) defines validity of a research study as being a true reflection or accurate presentation of the situation or findings of the researcher. Creswell (2014) concurs that validity forms the foundation of a research study. To achieve validity of the study the researcher asked all eleven participants the identical set of questions to maintain consistency and to mitigate the risk of inconsistency through which validity was gained when analysing the data (Zamantuli, 2014). To further support validity of the study, clarity had to be sought from the researcher’s side by follow-up and probing questions were asked. Sekaran and Bougie (2014) explains that reliability indicates to what extent an instrument is accurate, free from bias, and will consistently give the same results if used by another researcher. The researcher maintained objectivity and consistency in data collection and did not undermine the ethics which would have compromised the validity and reliability of the study at hand. Avoiding ethical guidelines in research, particularly where the human element is involved, as in this study which solicited personal experiences and perceptions from

individual employees, would undermine fundamental ethical research principles and quality (Zamantuli, 2014). Authors Du-Plooy, Davis, and Bezuidenhout (2014) argue that qualitative research aims to gain a deeper understanding of a phenomenon therefore they are of the notion that the concept of trustworthiness is a better measure of the instrument used for a qualitative study. Du-Plooy et al. (2014) explains the different dimensions of trustworthiness below.

### **3.8.1 Credibility**

This refers to how accurately the researcher interpreted the data collected. It is enhanced if the researcher spends significant time with respondents to gain deep understanding of their lives. It can be further enhanced by the use of triangulation, which is the use of more than one research method to collect data. A good test of credibility is if the respondents find the researcher's analysis of the data provided to be believable (Du-Plooy et al., 2014). Triangulation was not used in the study at hand, however the researcher did not rush through the interview process and ensured that all the views and perceptions of participants were captured truthfully to reflect the reality. Respondents will be given the opportunity to read the completed dissertation by which credibility of data analysis would be reiterated.

### **3.8.2 Transferability**

This is the extent to which the findings of a particular qualitative study can be applied to other studies and introduces a measure of generalisation to a research approach that does not focus on generalisability (Du-Plooy et al., 2014). The researcher is confident that the findings can be transferred to other similar environments in supply departments in South Africa, as well as other department within the Scott Bader.

### **3.8.3 Dependability**

Identifies how well the data collection method, the analysis of the data and the findings are integrated (Du-Plooy et al., 2014).

### **3.8.4 Confirmability**

Identifies how well the findings of the study are supported by the data that was collected (Du-Plooy et al., 2014).

In this study, trustworthiness concerns have been addressed by use of open ended questions. The concepts explained in points 3.81 to 3.84 above have been integrated in the study by performing a structured data analysis. The analysis was based on proper familiarisation of data and thematic analysis as discussed in point 3.7 data analysis previously.

### **3.9 Elimination of Bias in Study**

In qualitative research, there are five major areas of bias identified:

- **Researcher bias**

The researcher is part of the supply department of Scott Bader, hence resulting in research bias, to minimize researcher bias reflexivity was applied the researcher had to reflect on how his experience, background and culture that might have influenced his behaviour towards modelling the direction of the research study and so ensure that reliability on the study could be obtained.

- **Biased questions**

To eliminate biasness in questions the researcher asked all the set questions to maintain consistency, these questions were open-ended questions resulting in mitigating the risk of biasness (Zamantuli, 2014).

- **Biased answers**

Inconsistent answers will lead to biases in editing data (Sekaran and Bougie, 2014). In order to eliminate biasness in answers the researcher probe for clarification of answers and allowed ample time for interviewees to respond. The researcher did not interrupt the interviewee during the interview process but allowed the respondent to communicate answers effectively. In some instances questions were rephrased to enhance communication between the respondents and the researcher to ensure the answers were not biased.

- **Biased sample**

Biased sampling was eliminated in this study as the entire population was selected as the sample. The selected sample had the ability to provide research data that strongly impacted on the daily functioning of the supply chain department.

- **Biased in data interpretation**

Although the researcher conducted the interviewee the interpretation of interview recordings was outsourced to a professional interpreter thereby eliminating biases of editing the data but creating validity and reliability in the analysis of the data (Sekaran and Bougie, 2014).

### **3.10 Ethical Considerations**

The researcher undertook to treat the information honestly and to be neutral in the findings, not only as a researcher but also because this is required by the researcher's ethics and conduct as an employee of Scott Bader. Altering the information and results would not have brought any value the Scott Bader which entrusted the researcher to conduct the study nor to participants who took time and availed themselves, trusting that an ethical framework would be observed. The researcher at all times ensured that the study meet validity and reliability objectives by which trustworthiness of the findings was established, this will ensure a worthwhile contribution to the body of knowledge.

### **3.11 Chapter Summary**

This chapter unpacked the research paradigm and methodology. Thereafter justification was made on embarking on a qualitative research. Sampling method and analysis were explained thereafter identifying the research population and sample. The research design and data analysis was highlighted and finally concluding with the concepts Validity, Reliability and Trustworthiness as well as biasness and Ethical Considerations.

The fourth and following chapter will present the findings in a summarized format presenting the data. The chapter will provide an opportunity to validate if the researcher's objectives were addressed during the study.

## CHAPTER 4: RESULTS AND DISCUSSION

### 4.1 Introduction

The preceding chapter summarised the research design used for the purpose of the study. This chapter will focus on identifying the key findings of the research. The findings identified various aspects of motivation and performance and correlations between the two was discovered. During the interviewing and discussion process, themes and sub themes were formulated and summarised.

### 4.2 Demographics

A total of 11 participants were interviewed for this study. The vast majority (i.e. 82%) of the participants were female. The average age of interviewees was 37 years, with the eldest being 50 years old and the youngest aged 25 years. More than half of respondents working experience fell into the range of four to nine years the balance of the respondents were under four years. The majority of the participants were unsure of their employment scale in the company. Of the four that knew their ranking / scale, three were grade 23 and one was grade 26.

Participants hailed from or held the positions tabulated in Table 4.2.

Position	Frequency	Percent	Cumulative Percent
Customer Service Officers	3	27.3	27.3
Dispatch Team leader	1	9.1	36.4
Inventory Controller	1	9.1	45.5
Logistics Inventory Clerk	1	9.1	54.5
National Inventory Supervisor	1	9.1	63.6
Procurement Clerk	1	9.1	72.7
Procurement Officer	1	9.1	81.8
Raw Materials Team leader	1	9.1	90.9
Supply Chain Manager	1	9.1	100.0
Total	11	100.0	

Table 4.2: Positions held at Scott Bader

### 4.3 Motivational Factors

To initially assess the levels of motivation that the participants had, they were asked three questions pertaining specifically to their motivational levels at work. In the first instance they were asked to rank their levels of motivation at work. They were then asked to indicate whether they felt energised at work, either in their personal capacity or as a derivation from the work that they do. Finally, they were asked to indicate whether they were excited about spending time at the organisation. A breakdown of their responses are shown in Table 4.3, with the thematic responses as to why they felt the way that they did at work further explained in the subsequent paragraphs.

Motivation level			Energy levels			Excited at work		
Level	n	%	Level	n	%	Level	n	%
High	8	72.73	Most times	1	9.09	All of the time	8	72.73
Moderate	1	9.09	Sometimes	1	9.09	Most of the time	2	18.18
Variable	2	18.18	Yes	9	81.82	Sometimes	1	9.09
Total	11	100.00	Total	11	100.00	Total	11	100.00

**Table 4.3 Employees' motivational, energy and excitement levels at work**

#### 4.3.1 Motivation Levels

As seen in Table 4.3, the majority (72.73%) of respondents felt that they were very motivated at work. One participant indicated that their level of motivation was moderate, while two reported that their levels of motivation varied from day to day. Most of the respondents with high levels of motivation centred on the contributions that they made (and continue to make) towards the company's success. This involved attaining targets, teamwork, increasing profitability and increasing customer satisfaction. One participant put it this way, *"Because I deal with stock, when I look at the sales and the profit margins we make that drive my motivation-sense of accomplishment. That means that if the guys have the right stock at the right time we can actually make the sales on time, which increases our chances of doubling our margins in a month or in a year. That's what motivates me."*

Yet another said that they felt motivated in seeing the results of the work that they and the supply chain team do. In their words, *“I feel very motivated. Motivation, I think, is seeing the results and getting that feedback from people... It's nice when you make the difference for products to be made sooner and delivered sooner...so the customer gets their stuff in a week instead of 3 weeks and they can continue with their processes and you have a happy customer.”* sense of accomplishment

The two participants who felt that their motivational levels varied based this mainly on the activities and challenges that arose each day. In their words:

*“I do feel motivated, but it is dependent on the day or what transpires during the course of the day.”*

*“I think like anything, it has its cycle. When an organisation does well overall, you consistently feel motivated. However, sometimes when the organisation is doing well and there are certain aspects in the organisation that don't work, your levels deplete. This is based on the workload, the time of the year and the circumstances around cross management.”*

#### **4.3.2 Energy Levels**

The majority of respondents also felt much energised by the work that they did with 9 of the 11 interviewees that responded indicating as much. Of the two remaining participants that did not feel much energised, one felt energised most of the time by their work, while the other participant felt energised some of the time. The reasons for being energised by their work included their being utilised by the company, interacting with people, learning, being kept busy, being hands-on and the act of performing the daily routine. One respondent said that they felt much energised by the impact that their department had on the company and on their customers.

*“It's nice to see when you doing something and the impact it has and when you can actually make a difference. Be it helping the customer getting their product sooner or it could be helping production with planning. Just working together as part of supply chain...is really exciting because you can see from each side what is happening and what is important and so on. So you are really that link.”* Another respondent felt energised by working with and interacting with different people.

*“I am energised by working with different people, speaking to different people and interacting with new customers. That's what we basically do 8 hours of the day.”*

Other responses for what aspects of their work energised them included:

*“Yes, if I am busy. I like to be busy.”*

*“When I come to work, I prepare my work and I go and do my stock control cycle counting, that gives me energy.”*

*“I believe that the knowledge that I am gaining is motivating me to come to work and I am actually willing to learn more from within the department. So, I do feel energised.”*

*“I feel energised. It's enjoyable. Even though there are those challenges, but...I like that if we are short staff at work then I have to be hands-on. So if I give someone an instruction, I am giving someone something that I know, something that I have experience in and something that I do.”*

The respondent who indicated that they felt energised most of the time based the negative aspect of their perception on the failure to meet customer satisfaction. This they said both demotivated them and left them drained of energy. This is part of what they had to say, *“Some days are sluggish when you have people with too many demands. As much as we try not to supply customers on a normally time [but rather] we try to supply quicker to our customers, but on some days we are unable to get stock to customers on time. So it's those days when you know that you cannot get it on time and people have so many demands from you that you really feel not motivated about it.”*

The respondent who felt that they were only sometimes energised had the following reason for saying this:

*“I do feel energised by parts of my work and some parts of my work I am not so energised about. The energised part is obviously the actual nitty gritty negotiations. The not so energised is the all the administration that comes with it.”*

### 4.3.3 Excitement at Spending Time at Work

When asked whether they enjoyed spending time at the organisation, 72.73% of them said that they did so all the time, two (18.18%) said most of the time and the remaining person said that they sometimes enjoyed spending the day at work.

Interviewees who enjoyed working at the organisation all of the time based this on the overall organisational culture. This they described as progressive, pleasant, friendly members of staff and great team spirit. In the words of one respondent,

*“First of all I think that it’s a very progressive company. It looks like the company is going places and it is part of an international group. So it’s an exciting company.”* In describing the people dynamics, one interviewee said, *“We’ve got a nice team and people that we work with. It’s nice and exciting to see the people and you develop a relationship with them. You are not just looking at them as employee numbers. That definitely makes a huge difference.”*

In a similar manner, another stated

*“Yes, I am excited because the people in my department are very friendly. So it is nice working with them. I am always happy coming to work at the company.”*

Coming to work for others was something that they looked forward to. In their words:

*“So far I am very happy. I jump out of bed and I get here to work at 08:00 most days and I am happy to be here through the traffic and all.”*

*“I love waking up and coming to work. The best part is with the colleagues that we have. I mean communicating with different departments; your day goes by just by communicating with other people.”*

*“Coming to work isn’t burdensome, so I actually enjoy the time that I spend here until the time that I get to knock off.”*

Finally, one interviewee appreciated being at work and based his view mainly through the lenses of other people that they met from other organisations. Loosely stated, they *“counted their blessings”*. In their words, *“I am because if I meet with other people (from other organisations), the way that they are working and the*

*situations that they are working under is sometimes scary. So I feel that I am lucky to be in this company.”*

Some interviewees enjoyed the work environment most of the time. However, what dampened their excitement levels were the challenges that they encountered at work. These challenges were more a consequence of other departments' failure to perform their tasks amiably. In their words, *“It [i.e. excitement of spending time at work] goes in waves. Eighty percent of the time, yes. Twenty percent of the time you feel that you rather be in bed because of challenges you face, but on a balance of probabilities, most definitely.”*

And another said,

*“Fifty-fifty, but on the whole, yes. The 50% that I don't feel excited is more of a result of other departments that interact and help us to do our job, when they are sort of lacking from their side and then it gets just a bit frustrating.”*

#### **4.3.4 Is the Nature of Your Work Repetitive**

All the participants mentioned that the nature of their work was, to a very large extent, repetitive. This related almost exclusively to the inherent natures of their specialities or core responsibilities. However, each mentioned that variations occurred almost daily with ad hoc challenges arising, which were received with a positive attitude as they caused slight deviations from the norm. In other words, respondents in general enjoyed the temporary breaks from their normal activities that were a result of unforeseen challenges which, in a manner of speaking, made them *“think on their feet”*. This is what some of them had to say in this regard:

*“I think that to a large extent, most jobs are pretty repetitive. But I think in [in our department] you've got so many different curve balls on a daily basis, so your day is never the same. You've got some challenge creeping into the works. So yes, a lot of it is repetitive like any job, but it is also exciting in that you get different challenges and there are always some new scenarios.”*

*“Some of it, yes. You've got your reporting that is always repetitive, your MDW's (mission directed workshops)...that are always repetitive. They obviously become repetitive on a yearly basis because you are always amending your goal posts. Your administrative side of things are always repetitive. But the crisis management changes every day because, for example, we might have a truck that doesn't arrive, so that changes...”*

*“So as much as it is repetitive, it also comes with challenges when you get your customer orders you have to action that on time. Then you need to sort out your DO's (distribution orders) and stock for the branches.”*

*“On a scale of 1 to 10 (i.e. Where 1 is least repetitive and 10 extremely repetitive) I would probably say about a 7. Where it is not repetitive is when you are selling to new customers or when cold-calling. You phoning new people, then it's sort of exciting again.”*

*“But I think that if you look at your job in a way where we try to do things differently all the time. I am fairly new at the company and I think that my predecessors just came in and did things where they were taught how to do it, whereas I come in now and say "How can we make it better and make it easier for people". That makes me very excited and motivated.”*

*“Provided that there are no distractions from somewhere else, daily procedures are set. The difference from day to day is that you meet different customers. Every day is different though because challenges can either come from production, stock not being ready. It can come from different forms. You cannot predict how the day is going to end up.”*

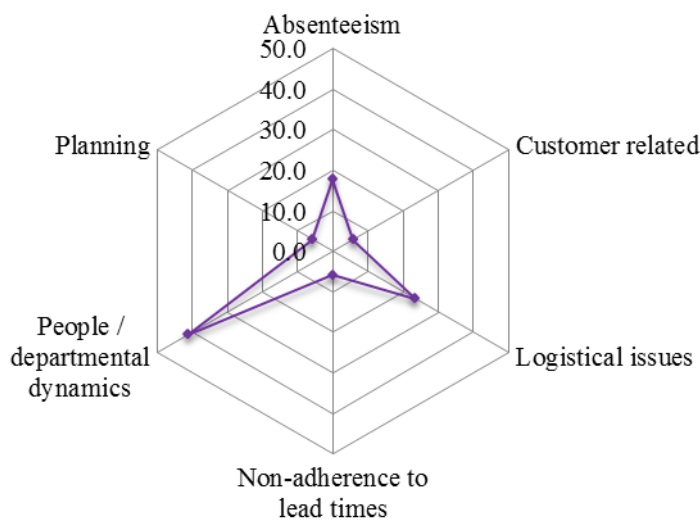
*“Working with the system is repetitive. But the job on its own you get something new and different every day. ... So yes and no. It is repetitive but also there are a lot of different things happening all the time.”*

*“Yes. It is constantly doing the same sort of job. There are some customers that want special requirements and things like that. But even those special requirements or*

*special requests become repetitive over time because it is then the same request ... So, although it is a special request you dealing with it a little differently, it becomes repetitive.”*

#### 4.3.5 What are the Challenges that you Face in Your Work?

When asked to describe and / or elaborate on the challenges that the interviewees encountered while at the workplace, wide spectrums of challenges were mentioned. However, most of the challenges were underpinned by inefficient and / or ineffective communication channels. This ranged from communication between departments, people and customers. Other than that, the specific themes that emerged were grouped and graphically presented in Figure 4.3.5.



**Figure 4.3.5 :Thematic challenges encountered at work**

#### 4.3.6 People / Departmental Dynamics

The predominant challenges faced by interviewees were interdepartmental and people dynamics (both internal and external). Most of the dissatisfaction arose from the lack of effective flow of communication. This ranged from requests for information from other departments, the lack of feedback and the lack of access to information. One interviewee expressed her views in the following manner:

*“[My challenge lies with] certain departments that are streamlined to make my job easier. Accounts, for example, Instead of my order running smoothly, they delay it.*

*You send an email saying please release this order. If they don't send it you have got to follow-up. Then it's the typical "I have got to call customer and will get back to you". They don't get back to you and you get busy and forget, you've missed an order or you've got to phone them to enquire whether the account is still on hold...If they receive a payment, they don't inform me and I don't send out the order...So you are constantly following up on other people's responsibilities."*

In a similar fashion, another interviewee stated that the lack of communication trickled over to potentially harming relationships with the organisation's customers as they had to smooth matters over with customers if some sort of hiccup occurred with regards to their orders. In their words,

*"I've got customers that will call me at least 5 times for the same information that I have already requested 5 times. So just getting that information is a problem. It causes irritation and that causes you to sort of be demotivated because you are trying your best but getting nowhere.... Because I am in customer services I fall under the supply chain, which means that if a customer is requesting some stock, I have to tell them and if they don't have it by when will they have it. So then I have to get advice from production, because they might be waiting for materials and whatever. So they are waiting for communication. Also finance. Some of the customers' accounts are on hold or they have issues with their credit or whatever. So then I have got to wait for the accounts department to reconcile on their side and then get back to me. So there as well it is a waiting period."*

In addition, some of the challenges encountered with individuals from other departments also featured as a stumbling block to some interviewees. More specifically, some individuals and departments lacked in their understanding of how other departments operated and consequently undermined the individuals and the due processes of those departments. Below are what some of the interviewees had to say in this regard.

*"The challenges arise when sometimes people from other departments don't come to me with acquisitions to get the stock that they want. They just go inside and take it without my permission. That stock, which they have taken without my knowledge,*

*stays on the system and causes discrepancies. I am in charge of this and I get into trouble with my line manager over this.”*

*“Communication sometimes internally and there you have to understand that people are in meeting and they've got to do their own duties and whatever. So you have your request, but your request is only attended to once they have the time to attend to that”*

*“Also, other departments don't understand the way that we operate. They think that maybe we are ignoring them. They sometimes want their work done quickly and don't want to follow the queue because we follow certain procedures which they don't understand or don't know.”*

*“Other departments also pose challenges because some colleagues do not understand how we do things e.g. like going into stores and just taking what they want without requisitions. That causes problems because it creates stock discrepancies. So I get into trouble with my line manager who thinks that I am unable to control my stock, whereas I do, but other people don't want to listen. People from other departments that do this include colours department and compound department. So basically, people from production. They don't want to follow procedure to allow me to gather their stock and remove that stock from the system so that the stock balances. They just say that they needed it so they went to fetch it. They are stubborn.”*

*“So all kinds of emergencies that come up, dealing with people issues as well, sometimes. Being part of a group of the whole supply chain you need to make sure that we all work together and pull in the same direction and sometimes you find it frustrating when you don't get the buy-in or engagement from the people that you are put with. You expect the same from other people and that is not always happening and you find it frustrating because even though this company being commonwealth? if we all work together and achieve our targets we'll all benefit from that. It's almost sometimes like people are missing it. People come with wrong attitude. So I think that those are the main things that challenge work.*

### 4.3.7 Logistical Issues

Logistical issues were the second most challenging aspect of interviewees' work. These ranged from suppliers and internal departments not having products / raw materials ready on time for dispatching. This delayed the loading of products for customers, especially since deliveries were only done twice a week. So if products were not loaded on time, customer lead times got extended. It then also became a challenge explaining to customers that their products would be delivered behind schedule. Below are some of the comments that interviewees had to say.

*“Because we have a number of divisions, so logistics is the one big challenge which whenever you've got a vehicle involved on four wheels on a road, you've got a challenge. In procurement you've got a challenge because from one moment to another a forecast or a plan changes, you have to adapt to that. Sometimes the raw materials are coming from China or the UK, so you've got to react quickly...Your third parties, not getting their product to them [i.e. customers] on time. You have got to constantly try to answer for these things or try to fix them with other colleagues.”*

*“Occasionally with stock, like labels not going or someone forgetting to put stock onto the truck, then I have to inform the customer that their stock is on its way, just for them to find that their stock is not on the truck when the truck arrives. Then you have to call the customer or the people that impact on your job when they miss a step, which is quite easy because everyone is human, they aren't the one's calling the customer and dealing with the angry irate customer. Therefore, because you only have trucks 2 days a week, They then have to wait for longer. It is also a bit frustrating. Also maybe sometimes stock not getting picked up, labels not being sent, small things, but it impacts on me and my customer.”*

*“When products are not ready on time and those products got to be dispatched to customers. These products are supplied to us by the production department. So if for whatever reason the product is not ready for dispatching, that causes problems for us as well.”*

*“Sometimes suppliers also contribute towards challenges because sometimes they deliver raw materials late.”*

#### **4.3.8 Absenteeism**

Absenteeism came across as the third greatest challenge that interviewees were faced with. The main problem with absenteeism was that other employees had to take over the duties of the absent parties in addition to executing their own duties. Consequently, this placed an additional work load on them, which was solely their responsibility to complete, as no measures were in place to help them to reduce their work load while they were covering for the absent party /parties. These are some of the concerns that they raised on the matter:

*“Absenteeism is also a challenge because sometimes I have to leave my job to fill that space to help my colleagues. So my job stands still until I get back to it, nobody will help to reduce my load while I am helping others. We sometimes leave late, I go home late and I also have to study, but I can't study because I have to work overtime and I get home tired and just sleep.”*

*“Absenteeism is also a challenge. In our department we are a team of 3. So if one person is not here then it affects the processes in that the 2 people that are left behind have to take over from / for them.”*

*“As a team leader, I sometimes experience absenteeism in my department, which forces me to come out of the office and do the work myself so that the business can operate normally. This also puts me under pressure because I have to perform my job in addition to this. It leads to overtime sometimes...”*

#### **4.3.9 Planning, Lead Times and Customer-Related**

Planning, non-adherence to lead times and customer-related challenges were the least popular challenges faced by participants. Improper planning, specifically production planning, was viewed as a factor that put employees under pressure because of having to balance stock levels with the very short lead times. One of the interviewees put it this way,

*“One of the big things that I struggle with is planning. It’s not so much the procurement planning, but its more to do with the production planning and how it affects my job. I find that the lead times are far too short...and the same time we are trying to keep stocks low. We are not buying excessive stock. We are only buying to fill in an order. When your planning is such a short period, it violates the supply lead times. I find that that is one of the biggest challenges that I have. It can result to running very close to run out or to having run out.... It puts a lot of pressure on the job.”*

Non-adherence to lead times by certain individuals had an adverse effect on other departments as well. Unrealistic demands, in particular, were mentioned as the main causative agents to the pressure felt by other departments in this regard. This is what one interview said around this issue,

*“My challenge is when people don’t want to adhere to the lead time (mainly sales people and some customers). As much as we try to reduce our lead time, to like possibly a week and not the normal lead time which is 3 weeks. So when we try to reduce the lead time, but people’s demands are even far more than that, they will want you to come up with stock immediately. This puts strain on everybody involved after that because it is a supply chain. That means that I will be putting strain on production, production will then put strain on procurement, on stores people and everybody else starts feeling the pressure because one person does not want to follow the procedures.”*

Difficult customers were also cited as a challenge to the work that interviewees performed. Once again, the challenge lay with unrealistic demands in that the customers wanted their requests tended to immediately without consideration of due processes that needed to be followed in getting them their products. This was stated by one interviewee in the following words, *“Dealing with customers alone is a challenge because they are demanding and want their orders on time, in full irrespective of the lead time, irrespective of whether we have stock, irrespective of the costs of getting the product to them sometimes. So that’s a challenge that we face. Our next challenge is then authorising some of those costs with our line manager, ensuring that the customer is happy. Sometimes just ensuring that the*

*customer is happy is a challenge because you have to go through a process of authorisation, a process of cost calculations and making your line manager understand why that cost will be beneficial to the customer. So, yes that's some of the challenges that we face.”*

#### **4.3.6 What are your Thoughts on your Skills and Experience and the Level of your Remuneration**

Here just over half of the interviewees felt that their present remuneration was incongruent with their skill levels and accumulated work experiences. More specifically, they felt inadequately compensated for the value that they added to the organisation. Most of the dissatisfaction with remuneration packages stemmed from the cross-functional duties that they had to perform for which they were not compensated for. In addition, job specifications had changed over the years, but compensation remained based on traditional job titles. This was a matter that interviewees felt that HR and superiors should take into consideration moving forward. This is what some of the interviewees had to say in this regard.

*“I am not too happy with that...and I have said it before to HR, we got so many job functions, but are all those functions entered into that deal or just that basic function. If you look at the Reps they earn good salaries, but yet we are following up on stock, we are ordering the stock, we are phoning customers, we are advising on stock, we are following up on payments, on deliveries, we are entering costs, etc. So that's taken away from them and given to us, but there is nothing forthcoming. I don't think that all our job functions are entered on that scale.”*

*“With regards to my remuneration, I feel that it is quite low for what I am currently doing because over and above, I do exports and various other types of work for the company. So the remuneration part is quite low.”*

*“I think the whole role of this job has changed a little bit from my predecessor and I think that my remuneration has to be re-looked at in terms of what I have accomplished in the last couple of months. That is something that I will have to discuss with superiors.”*

The remaining participants felt that their remuneration was a fairly commensurate with their skills levels and experiences. However, skills levels and experiences were often stated in the context of the present roles which the interviewees held. Some of them had been with the company for several years and shifted job titles and functions over those years. This meant that although they had accumulated many skills, it was the skills that they were presently utilising for which they felt that their remuneration was fair. On that note, some interviewees felt that they were still being underutilised. This is what some of the interviewees had to say:

*“I am still on my learning curve. I have researched my remuneration package and according to that research, it is the standard pay for the kind of work that I am doing at the moment and with the level of experience that I have as well...so I still need to work on my qualifications and learn more in this position, which is different from my other work experience, to review my remuneration package.”*

*“For the job that I am doing, I feel that the remuneration is quite fair. But for the skills that I have I feel sometimes underutilised...For the job that I have it is quite a fair remuneration, but for my skills, no. But then again, my skills are not being used so I can't be compensated because they aren't.”*

*“I think with my experience and years spent in the company, I have also shifted through many positions, I do have a nice overview of what the company does, what is required and how we all link, etc. ...and I feel that my skills and experience levels at this stage are very high. I feel very confident with what I can offer. When it comes to remuneration, I think that I am satisfied. ...I think at this stage it is a fair remuneration.”*

*“I have a lot of work experience gathered from previous employment and at the organisation. The company has also sent me to get more skills which I hope will translate to me getting a higher salary. For now I would say that my level of pay is okay.”*

### **4.3.7 What are your Thoughts on your Relationship with Management and your Co-Workers**

Ten of the eleven interviewees felt that their relationship with managers and co-workers within their department was good. Although they felt that management was always busy, despite this, they were approachable, helpful and had mutual understanding with subordinates. Consequently, management came across as never being too busy in times of crises and were hands on in problem solving. Interviewees also exhibited a profound respect for their managers. This respect also seemed to have been reciprocated to them by their managers. This is what some of their comments were in respect to their relationship with their managers:

*“It is very good. My managers understand me and I understand them.”*

*“It is very good because we understand each other. My line manager is open to us, so we feel free talking to him”*

*“I have also not had any issues with my managers as well. I usually try to be an open and bubbly person. So I don't have any issues and I believe it's all working well.”*

*“I think that this company is one of the only companies that I have worked for where you get to interact with your directors and managers. [rephrased]...There's not that hierarchical structure where only higher levels of management gain access to the executive management e.g. to the CEO, etc. So this is the first company that I have worked for where you can actually interact with your directors and your senior management.”*

*“It's a good relationship because with regard to management I believe that there is communication between me and my manager. For example, if something has gone wrong with regards to deliveries, etc. it's easy for me to communicate with him about it and the he can come up with something that can assist me with correcting that mistake.”*

*“I have an open relationship with my line manager, but she is always really busy. So you try to sort out your problems on your own. Unless it becomes a problem that you*

*have to escalate to her...She is dealing with quite a lot. So at the moment we are kind of giving her her space. Either than that we have quite an open relationship. If I need anything or need to ask anything I know that it is always an open door policy there.”*

Participants generally felt that they had great working relationships with their co-workers within their supply chain department. Despite the daily work challenges, personality clashes and mood swings, they generally enjoyed working with their colleagues. The impression gained was that participants enjoyed their work environment, a major part of which was their working relationships with their colleagues. This is what some of them had to say about their relationships with their co-workers:

*“I get along with all my co-workers regardless of our daily challenges and different thoughts on some of the issues. Either than that we get along very well.”*

*“I get along with everybody pretty well. I enjoy everybody pretty well. I do have a "bitchy" side, but everybody knows that that's just the way I am and well I think that we have a bit of a go with each other, but then it's gone and forgotten. And I generally never say no if somebody asks for help. So I like the people that I work with.”*

*“I think that I get on fairly well with everyone. I have been in big big companies where you become a number and there are a lot of politics. I am not saying that you really don't have it here, but there are less people and I don't feel so affected by internal politics. I don't see a lot of it here. ..I think that generally it is a good team here. So I am pretty happy with the people.”*

*“I think that I seem to have a pretty good relationship with everybody. I am kind of a cordial person and I don't stir up much. You kind of suss out people that you need to stay away from and people that you can trust and not trust.”*

*“With the co-workers as well, it is easy to communicate with them. I can get information if I don't understand something. The members that I work with, I can give them an instruction and there is no back-chatting, there is no body language which shows you that somebody doesn't want to do what you are telling them. So as soon as you tell somebody something, then they can do it.”*

*“I think that I have a very good relationship with my co-workers. I feel that I am the kind of person that you can come and talk to if you have a problem. Again it would be let's try to find a solution.”*

*“In regards to co-workers I am quite good. I am comfortable with everybody. I don't have any issues with anybody at this stage.”*

*“With my work colleagues we have a fairly good work relationship. There are ups and downs, especially working with only females, there's moods and mood swings and whatever. Overall it's a good working relationship.”*

*“Even with my coworkers we understand each other. With co-workers outside my department, the relationship is good but not that good because they don't understand what is happening in our department.”*

*“We do understand each other with co-workers, although they sometimes have moods. These are mainly co-workers from other departments.”*

#### **4.4 Performance Factors**

This section aimed to assess the perceptions that interviewees had with regards to what influences affected their performance. Some of the topics covered in the coming paragraphs include the factors that drove their performance, the factors that hindered their performance, suggestions on overcoming performance hurdles, their present workloads, among other things.

##### **4.4.1 What are the Factors that Drive you to Achieve your Performance?**

Two dominant themes emerged with respect to the drive behind interviewees' performance at work. They were firstly inspired by enhancing the success and growth of the company. In the second instance, they were inspired by being recognised and appreciated for their contributions. These are elaborated on in the following paragraphs.

The most dominant factor that drove interviewees to strive to perform at their peak for the organisation was to see the organisation succeed overall. At times increasing profitability was mentioned as the main motivator. For interviewees, it was the

contribution that they and their department could make towards the organisation's success that inspired them. In the words of one of the interviewees, *"Profit, profit and more profit. As well as dominating the industry and the market because it is such a cut-throat industry. So if we don't perform then obviously we will lose the customer(s) to our competitors. So what drives me is that we give the customer the right product at the right time so that we retain our customers and our position in the market."*

At other times interviewees viewed their contribution(s) towards the organisation's success with a sense of pride and a sense of personal achievement.

Having part ownership of the organisation also drove interviewees to put their best foot forward at work. Their performance translated to better company performance and better profitability and rewards for all stakeholders. In their words, *"I think that this company is one of the few companies that is employee owned. So at the back of my mind I always keep the fact that I own this company. So what I do has an effect on the performance of the company and in turn, that's going to be either cutting into or cutting away from my final reward. I always keep that in mind and I always give 100% in terms of making the right decision. At the end of the day everybody wants satisfaction. When you go home you want to know that you did 100% and for me that's the most important thing because when you go home and you feel that you've given 100% or you did 100% then you feel good about yourself."*

To be recognised and appreciated was the second theme that emerged from interviewee responses. It emerged that this was not done often enough. Sometimes feedback received contributed towards this. However, people most often gave half-compliments or concentrated on the negatives of a job amiably executed. This is what two interviewees had to say in this regard:

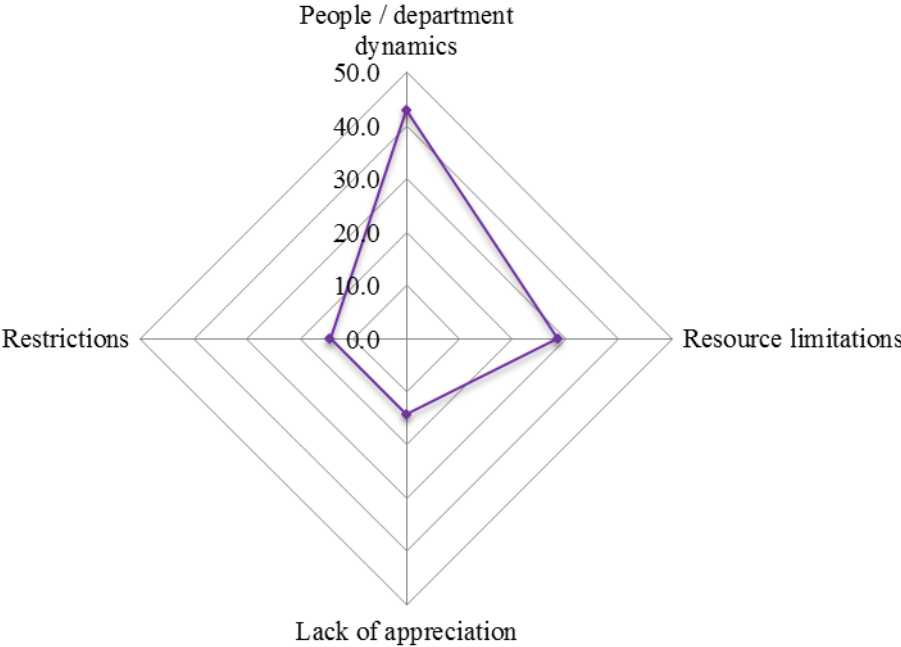
*"I think that everybody likes compliments and likes to hear "well done" and so on and you want to hear that from people and be appreciated....I think that we are doing it to a degree... I believe that we could bring it up a notch. We always tend to concentrate more on the negatives than the positives..."*

*"More appreciation and not always monetary-wise and recognition. It is nice if you have a good month and someone comes and says "Guys, we've had a fantastic*

month. Well done, you've all worked so hard", instead of always picking on the errors that are made....So appreciation and acknowledgement. It would be nice for a greater increase, but that's not all that it's about. You just want to be appreciated, understood and more valued as a worker and as a person.”

**4.4.2 What are the Factors that are Hindering your Performance?**

Four broad themes emerged as the main factors that hindered the participants’ performance. These were people / department dynamics, resource limitations, lack of appreciation and restrictions. The relative frequencies that each was mentioned is reflected in the Figure 4.4.2 below and discussed in the sections that follow.



**Figure 4.4.2: Factors hindering performance**

**4.4.3 People / Departmental Dynamics**

People and departmental dynamics was the most frequently mentioned factor impeding interviewees’ work performance.

A further hindrance to performance was the failure of other departments to have their deliverables ready on time for departments further up the supply chain to perform their duties. This often gave rise to frustrated and demotivated staff that needed to work unscheduled overtime to meet their work obligations. In the words of one of the

interviewees, *“The only thing that affects the dispatch department is when our products are not ready on time for us to dispatch. It goes back to the guys from production. If they do not give us the products to send on time then it causes problems for us, including delays, us finishing work late, working overtime and staff frustrations. When staff are frustrated they can cause mistakes, so it affects their performance. Sometimes you only become aware later during the day that you will be finishing late. Sometimes staff have already planned their day according to normal working hours and then you have got to explain to them why they will be working late and that the work cannot be done if they are not there to assist. Then the person gets upset because you have just diverted their schedule and plans for the day...”*

In contrast, some departments earlier in the production process or supply chain often felt that departments further along the chain sometimes had very unrealistic expectations of them. Sometimes they tried to get their demands met earlier than due process would allow despite giving short notice. One interviewee expressed their frustration over this in saying *“If people from other departments come to us late and expect us to supply them with what they want early is a hindrance.”* Another interviewee blamed people’s attitudes as the main cause for unrealistic expectations. In their words, *“People’s attitude can also hinder one’s performance. Some people will just not understand what your day entails. So they have that expectation that you should be able to do this immediately when they need it and if that doesn’t happen you come across as somebody who is incompetent or something. One they won’t be understanding. Secondly, they mix personal issues with work issues of which that will hinder one’s performance if you kind of like mix the two because they don’t mix.”*

Some departments, e.g. raw materials, were also guilty of taking stock out of warehousing without requisitioning the stock. This failure to not follow procedure led to stock discrepancies and subsequent frustrations. An interviewee put it this way, *“Stock discrepancies caused by other departments when they come and take stock in our warehouse without requisitions because I won’t know where the stock went to.”*

#### **4.4.4 Resource Limitations**

Resource limitations included more staff training, and time constraints. Some interviewees felt that they were keen to learn more and be trained further to enhance

their performance. One interviewee put it in the following manner, *“I basically need more proper learning tools in order for me to grow in this company”*. Sometimes the people in positions to train members of staff did not have the time to do so. This was put forward by an interviewee who was relatively new in the company. In their words, *“I am fairly new and on my learning curve. Perhaps training because there are certain things that I want to do more of...Getting better reporting and being able to do it for myself. It's not that its always related to me not having that time, but also that no one else who can teach me has that time”*.

Another interviewee felt that they were over-swamped with work and that there was not enough time in the day to complete all that they needed to do. As a possible solution they proposed that perhaps having more staff to assist them with their load would improve their performance. They said, *“So the things that are probably hindering my performance would be lack of time to get to everything in a day...So maybe if I have more people working with me and doing certain things and so on. We can do certain things and be proactive and so on, and plan it better whatever it is. I think that at this stage the biggest one would be almost lack of resources, lack of time.”*

#### **4.4.5 Restrictions**

Some interviewees felt that they were restricted in making decisions based on their observations of trends that would increase the organisation's profitability. At times the red tape needed to be overcome to put into action tasks that needed an immediate response also proved to be a hindrance. In other instances it was external restrictions that impeded on performance. This included rules and regulations to be followed with offshore trading. Below are some of their comments:

*“Getting restrictions in the way that I do my work. Restrictions include having a product that is selling in one region and in another region it is not moving faster or anything. Sometimes you will have restrictions from moving that product to another region where the product is being sold often than the other region because you need to elaborate now what is happening. Of which it is still good, but some of the restrictions are like unnecessary on one's performance.”*

*“Sometimes it is the lack of decision making capacity that we have because you have to wait for authorisation. Sometimes there is not time to wait. You just got to act and if you don't act that's it. Sometimes the truck will be leaving that afternoon. If the manager doesn't get back to you, tough, the truck will leave without your order. You don't perform. Sometimes it is the lack of decision making capacity that you have.”*

*“There is a lot of admin to be done and there are a lot of rules and regulations and financial implications and forms to be filled in, but at the end of the day when you have a goal and you kind of get caught up in all of this, that definitely hinders your performance a little bit....There are a lot of procedures to be followed...There are a lot of external factors like the exchange rate and the economic situation of this country, all those things affect our performance. But internally I don't think so.”*

#### **4.4.6 Lack of Appreciation**

Some participants felt that their efforts went unappreciated both internally from other departments and by the company's customers. They basically felt that they put a lot of effort and time to do their best but their efforts went unnoticed or unacknowledged. Appreciation, as one interview put it, did not necessarily need to be financial, but a simple written or verbal acknowledgement would suffice. This is some of what they had to say: *“Also if I do something good for other departments, I need to be praised for it. A simple "well done or thanks " from them will do. This is something that I don't receive. This can be done or communicated via email or face to face.”*

*“Sometimes the job itself because you deal with customers that can be very difficult. So they make you feel sometimes like "Why am I doing this, why am I going over and above, why am I trying to get that product to you because you are just so rude and you don't even appreciate what I am trying to do for you?". So that sometimes can hinder performance....customers don't thank you for your effort...So appreciation is lacking there.”*

#### **4.4.7 Do you have Suggestions on Overcoming these Hindrances to Performance within your Job Profile?**

With regards to overcoming some of the hurdles to performing their duties, two main themes emerged. The first focussed on having better communication lines and better

understanding between the various departments. The other was more geared towards restructuring and / or standardising operations.

Communication between departments was viewed as strained with transparency or the free exchange of relevant information lacking. Rectifying this through regular updates (e.g. weekly or monthly) could have an overall positive impact on the organisation. Specifically, it would put departments who were closely tied to / dependent on each other on the same page in terms of sales. This is what one interviewee had to say, “I think that there ought to be more one on one communication between departments.... Sometimes if we don't see the importance of the customer I won't service the customer as good as you think their potential is to the business. So though you might see them as a big future customer..., but for now they are only ordering a drum...So if there is no open communication between departments, at least once a week or once a month, giving us a breakdown ... so that we know that these are the reasons why the customers are not purchasing from us, how can we get them to purchase from us, how can we service them better, how can we do our jobs better in terms of servicing customers just so that you keep their business and you can grow their business. I mean more business from them means more business for us.”

Hand in hand with communication was the proposal that departments should try to get an understanding of how other departments worked. This, it was proposed, could be achieved by having relevant SOPs and policies to guide other departments in understanding the processes that were adhered to in other departments and to better inform their expectations from departments downstream from them in the supply chain. This is what some of the interviewees had to say:

*“Firstly you need to understand the company's policies and procedures. So everybody can get that first, every employee of the company can understand the procedures and processes of the company, then one will help with all the issues that one will encounter in their day....It goes back to having the SOPs for each department. So if this belongs to me then you know the workflow. If everybody can know the workflow then you might say that it's not your job, but it's actually your department's work...Perhaps have some sort of workflow structure [to follow]*

*because some people don't know those things and they'll always pass the buck and say that this is not for me... so if each employee of the company can go to that structure to guide them.”*

*“I feel that a lot of people either because they are new or people have left and not handed over correctly, who have not had proper training in terms of policies and procedures. Because if you look at it now, sometimes you got this one person and they tell you to do it one way and then you go to another person and they tell you to do it another way, you not exactly sure. We don't have a proper procedural copy to say that you are right and you are wrong and this is what I should follow. I think that we need to sit down as a company; we need to say this is how we operate and do business. This will be different for every department, but every department can refer to another department's workflow or process flow and know exactly how that department works and say that if you have to wait for this document, you are not being difficult, you are just following your procedure. So it doesn't become a clash of personalities, but rather you are following your work procedure and I am following my work procedure. So at the end of the day we accomplish it within the parameters of the company.”*

*“People from other departments should be taught the procedures that we follow in our department...Perhaps they feel that I don't want to work because I don't want to give them what they want or maybe I don't allow them to just take what they want when they want to take it.”*

#### **4.4.8 Restructuring / Standardising Operations**

Some interviewees felt that work processes could be made to run smoother by streamlining processes, eliminating unimportant duties and re-evaluating the resource management or information systems in place. One of the suggestions to make things run smoother was to prepare products to be dispatched at least a day in advance. In this regard, one interview said, *“I know that the company is in the process of assisting us with that. It would be better if the products that are due to be despatched are ready a day before so that when the day to despatch comes you will know what stuff is going to go and you know it's ready. So you pick, pack and you just despatch at that time instead of waiting for the product to be manufactured as*

*this causes delays in stuff being sent out. So if the product can be ready a day before that would be appreciated.”*

Interviewees that mentioned eliminating unnecessary tasks felt that time spent performing these tasks could (and should) be put to better use. One interviewee, however, raised concerns that perhaps employees themselves were not raising these issues with management often enough or were just not questioning the relevance and / or importance of some tasks. In their words, *“I suggest that we look at streamlining the processes of the entire company and try to make it as smooth as possible...is what you doing really important...So some of the reports we prepare, does it really add value. So when you look at the value it brings and the time you spent doing it, was it really necessary. Should we not rather put that time and energy into something different. But then again, it's something that the company wants and do we question it enough.”*

#### **4.4.9 Are you Busy Throughout the day or do you have Additional Capacity to Lessen the Workload of Someone Else?**

Here only one interviewee said that they had additional capacity to help others to reduce their workloads. This they based on how they structured their work day and not procrastinating. This they found freed more time for them to help others. Other interviewees said that it depended on how busy they were. If time and opportunity presented themselves, then they would offer their colleagues assistance in performing their tasks. The majority of respondents, however, felt that they did not have any capacity to help others. This was mainly because their duties kept them occupied throughout the working day. Consequently, finding time to help others was impractical given their commitments. In some instances whatever free time that might have presented itself had been absorbed by additional responsibilities which often left interviewees lagging behind with their current responsibilities and having to work overtime just to cope. Below are some of their comments with regards to additional capacity.

*“I am pretty busy. I always have something to do. I find that a lot of the time I struggle to find time. But there are days where I do find that time and that time I use to catch up on areas where I have fallen behind. So I am pretty much flat out the whole time. There are times where I am snowed under and struggling to go through the day to get everything done. It also depends on what's going on in the factory.”*

*“No, I have no capacity to. I have also taken over a large bit of the portfolio of the former MD with regards to planning, forecasting budgets, sales reporting, customer costing models, etc. So I am literally working at night now to try to just get my workload reduced. Without that I was still at full capacity. So we are always needing assistance from somebody or something. But when there is capacity, I am always trying to say to everybody, “How can I help you somewhere?”.”*

*“There are just two of us in procurement and we are busy throughout the day. The thing with procurement is that during our day part of the job is to meet with suppliers and if you don't meet with them you miss the opportunities. Unfortunately meetings cut into work time. So you have got to make up that time somehow and unfortunately I will not be able to take on anything from anybody else.”*

*“I believe that I am busy throughout the day because if I am not busy learning then I am busy with the local customers. Once I am done with local customers then it's to the long distance customers. Sometimes there are customer collections in between that were not anticipated in the morning.”*

#### **4.4.10 Do you have any Preferences or Recommendations on what would Improve your Motivation Levels at work?**

To improve their motivation levels, interviewees most often opted for better remuneration. In the words of one of the interviewees, *“Money is the obvious motivator”*. Another presented their motivation more subtly saying, *“I also think that more money will do. Being remunerated sometimes for the extra effort that you do or just for the job that you do. Just a little bit more appreciation in that will motivate you.....We do have a bonus system, but that pays out once a year and is based on sales from the previous year and the requirements and stuff. So once you meet with that you get your PPP. But I think that if you are appraised or if you are getting your*

*bonus, probably split it every quarter or something. That will motivate you because you have something to look forward to. You have an extra cheque.*” Other sources of motivation were mentioned transiently and included recognition, team building and better communication between departments.

#### 4.5 Analysis of the Research Data

The section that follows is a discussion of the themes and sub themes that emerged after analysing the responses received during the interviews. The themes and sub themes have been summarised in Table 4.5 below

Table 4.5: Summary of themes and sub-themes

<b>Motivational Factors</b>			
<b>Theme</b>		<b>Sub-theme</b>	
4.5.1	Motivation level	4.5.1.1	Attaining targets
		4.5.1.2	Increasing profitability
		4.5.1.3	Increasing customer satisfaction
4.5.2	Energy Levels	4.5.2.1	Utilised by company
		4.5.2.2	Interacting with people
		4.5.2.3	Customer satisfaction
		4.5.2.4	Being kept busy
		4.5.2.5	Being hands-on
		4.5.2.6	Act on performing daily routine
		4.5.2.7	Failure to meet customer satisfaction
		4.5.2.8	Monotonous work
4.5.3	Excited at work- Organisational culture	4.5.3.1	Progressive
		4.5.3.2	Friendly members of staff
		4.5.3.3	Pleasant
		4.5.3.4	Great team spirit
4.5.4	Ad hoc and challenging work		
4.5.5	Challenges faced at work –Facets of work	4.5.5.1	Logistics non-deliverables
		4.5.5.2	Planning
		4.5.5.3	Non-Adherence to lead times

		4.5.5.4	Ineffective communications
		4.5.5.5	Unrealistic customer demands
4.5.6	Level of Remuneration		
4.5.7	Leadership style		
<b>Performance Factors</b>			
	<b>Theme</b>		<b>Sub-theme</b>
4.5.8	Performance Drivers	4.5.8.1	Enhancing the success and growth of Scott Bader
		4.5.8.2	To be recognised and appreciated
4.5.9	Departmental Dynamics	4.5.9.1	Relationship with co-workers outside the supply department
		4.5.9.10	Relationship with co-workers within the supply department
4.5.10	Lack of appreciations		
4.5.11	Resource limitations	4.5.11.1	Lack of Training
		4.5.11.2	Limited time
		4.5.11.3	More staff
4.5.12	Restrictions	4.5.12.1	Lack of decisions making power
		4.5.12.2	External Restriction

## 4.6 Summary

In summary, interviewees generally felt motivated at work, enjoyed their work environment and had great relationships with their managers and work colleagues. Their performance was mainly inspired by seeing the company succeed and grow. They also felt motivated by being recognised for their contributions and achievements. However, the main challenges that they encountered were the breakdown of communication between departments and the failure of different departments to understand each other. This was viewed as a major stumbling block and a source of conflict and despondency. In addition, many felt that they extended themselves beyond their job descriptions but were not appropriately remunerated for their efforts

## **CHAPTER 5: DISCUSSION AND RECOMMENDATIONS**

### **5.1 Introduction**

Chapter five presents a discussion of the research findings. The aim of this chapter is to identify factors influencing motivation and performance and to establish if motivation impacts on performance in the supply chain department at Scott Bader. The research findings will be presented in themes and sub-themes aligned with the research objectives. The themes will be compared to literature review from chapter two as well as findings from previous studies to fulfil all research objectives one, two and three. The key findings identified factors that influence motivation and performance as well as to establish whether motivation has an impact on performance. The research revealed significant themes in relation to the factors that influenced motivation in the supply chain department at Scott Bader. The fourth research objective was also achieved by making recommendations from findings.

### **5.2 Key Findings for Research Objective One - Factors of Motivation**

Research Objective one was to determine the factors influencing motivation in the supply chain department at Scott Bader.

#### **5.2.1 Motivation Levels**

The study reveals that majority of the respondents' motivation levels were high, this was the result of respondents' personal sense of accomplishment and contribution towards Scott Bader. The sub-themes related motivation levels were attaining targets, teamwork, increasing profitability and increasing customer satisfaction. These sub-themes correlated to various motivational theories discussed i.e. Maslow's Hierarchy of Needs - self-actualisation as identified by (Vaisanen, 2017); McClelland's theory - the aspiration to achieve in terms of standard of excellence, (Maharaj, 2014); Expectancy theory - motivation is the result of the interaction of the two factors which are probability of achieving a task and value attributed to the achievement, (Zlate and Cucui, 2015). The findings are supported by Evangeline and Gopal (2016) study that states the consequences of organisations leveraging the

right organization culture, employing intrinsic and extrinsic motivational rewards has direct impacts on companies financial performance, retention of employees which ultimately resulting in a competitive advantage. It was evident that respondents enjoyed working in teams this correlates with equity theory - discussed in the literature review by which Seedat-Moola (2014) study concluded team work within departments are the result of employees' perception of being treated fairly. Bonginkosi (2014) is of the notion that expectancy theory impacts positively on team work and organisational cohesion given that goals are achieved in most instances where there is complete alignment between employees and the organisation. Respondents were motivated by contributing to company profit this relates to the expectancy theory through which employees will be motivated to exert a high level of effort as they will benefit from organisation's rewards (Robbins, 2013). Osabiya (2015) concurs and states that employees that favour certain results from their performance over others will be motivated to achieve a desired goal as long as they expect their actions will achieve the goal. The sub-theme fulfilling customer expectation by respondents related to Locke's goal-setting theory (Vaisanen, 2017) through which supports the notion that respondents were commitment to goals and their achievement.

### **5.2.2 Energy Levels**

In the current study nine of the eleven respondents felt energised. The sub themes of energy level were, being utilised by the company, interacting with people, learning, being kept busy, being hands-on and the act of performing daily job activities. Intensity is one of the core concepts of motivation as discussed in the literature review (Robbins, 2013).It is evident that the high intensity energy levels of the respondents are channelled towards Scott Bader's performance. Maharaj N (2011,p.58) findings reveal that ... "motivation are linked, in the sense that being motivated raises a worker's energy levels and alters their behaviour, which then improves job performance." According to Maharaj (2014, p.27) "...when a person is motivated, he is in a state of tension and this generates energy" hence McClelland theory state that "...socialised power which reflects a desire to generate enthusiasm and energy among others to achieve organisational goals." In contra respondents were not energised with monotonous aspect of their job activity. Owens et al. (2016)

study on relational energy at work discussed previously concur that energy and motivation levels are in direct correlation. The respondent that felt energised most of the time was de-energised and demotivated when departmental objective could not be achieved, in this case meetings customer demands. The respondent who sometimes felt energised was as a result of monotonous work, the respondent was not fully engaged at work. These findings relate to Herzberg's Motivation-hygiene theory of job satisfaction discussed previously (Jugmohan, 2013). The notion is supported by Murtedjo and Suharningsih (2016) study which concludes a positive correlation between cultural organization, working motivation and job satisfaction on the performance of primary school teacher.

### **5.2.3 Excited at Work- Organizational Culture**

Majority of the respondents were excited to be at work which was directly related to the organisational culture. These interviewees were intrinsically and extrinsically motivational. The sub-themes identified were progressive, friendly and great team spirit and is supported by Herzberg's motivational and hygiene discussed in literature, Jugmohan (2013) and Zlate and Cucui (2015). Evangeline and Gopal (2016) study revealed that there is a positive correlation between employee motivation, organization culture and employee engagement. Cucu-Ciuhan and Giuta-Alexandru (2014) study identified a positive associating between motivation and desired organisational culture (Cucu-Ciuhan and Giuta-Alexandru, 2014). Herbers (2014) study discussed previously also concur that the level of happiness is related to the productivity of employees. Rusu et al. (2016) study on organizational context factors influencing employee performance, discussed earlier concluded that organizational culture and effective communications channels with employees and leader improves organisational performance. Douangphichit (2015) study into the hospitality industry conclude that employees that embrace organizational culture results in an increase in organizational productivity and the improvement of organizational performance. Respondents further re-iterated that they enjoyed the "great team spirit" which related to equity and expectancy theory where a culture of fairness is in existence that leads to "great team spirit". The notion is also supported by Seedat-Moola (2014) study discussed under motivation level.

#### **5.2.4 Ad hoc and Challenging Work**

Respondents were intrinsically motivated by actual work provided it incorporated elements of ad hoc and challenges that keep them engaged at work. Motivational theories - Herzberg's Motivation factor of actual work relates positively to job satisfaction (Jugmohan, 2013), as well as McClelland Need for Achievement support the findings (Maharaj, 2014). The ad hoc and challenging work is also related to Locke's goal-setting theory as element of theory are specific setting and challenging performance and their successes are key determinants of motivation (Vaisanen, 2017).

#### **5.2.5 Challenges Faced at Work –Facets of Work**

The study identified sub-themes related to facets of work. Respondents identified these facets as challenges faced at work. These challenges impacted directly on the respondents' state of motivation and performance levels.

Sub-themes identified in challenges faced at work were logistics non-deliverables, planning, non-adherence to lead times, ineffective communications, absenteeism that increase work load for the rest of the team, unrealistic customer demands. Respondents felt that these challenges were hurdles that stopped them from achieving their task, this lead them to a state of demotivation. These challenges are related motivational theories and task performance discussed in the literature. The respondents are intrinsically motivated. The notion is supported by Herzberg's motivation factor i.e.-the work itself created job dissatisfaction (Jugmohan, 2013). Respondents desire for achievement is also evident that relates to McClelland's Acquired Needs (Khurana and Joshi, 2017).The desire for achievement created a high levels energy that motivated employees which impacted positively on their task performance. We can conclude through the theory discussed, challenges that respondents faced with their actual work impacted negatively on their motivational levels and their desire to achieve task performances. Similarly Jugmohan (2013, p.81) study concludes that "In terms of communication, 87.4% of respondents believe that improved inter-departmental communications will positively contribute to their motivational levels at work." Pandza et al. (2015) study further contributes to the notion that employees are motivated by social factors, beside financial earnings. In

other words, they respond to their social environment at work. The assumption is that job satisfaction is crucial motive in improving the employee performance. The company goals and the individual needs of employees should be integrated.

### **5.2.6 Level of Remuneration**

More than half of the respondents expressed dissatisfaction towards their present remuneration, they felt it was incongruent with their skill levels, cross functional work carried out and accumulated work experiences. However this did not impact on their motivation and energy levels. This confirms to Herzberg's Two-factor theory, that hygiene factor was unable to motivate employees however it lead to job dissatisfaction (Seedat-Moola, 2014). Pandza et al. (2015) study on of employee motivation in the Traffic department also confirms that the hygiene factor "salary" was rated the lowest factor that did not impact on motivation compared to the motivational factor "Colleagues" which had the highest effect on employee motivation. Job dissatisfaction negatively impact on the performance of organisations, Murtedjo and Suharningsih (2016) study supports this notion by explaining that job dissatisfaction factors have a direct relationship and significant on performance within organisation. Bonginkosi (2014) study conclude that proper management of remuneration systems such as pay or performance and pay for skills and competencies, allows employees to be productive which will enhances the growth and profitability of the company. The rest of the respondent felt that their remuneration was a fairly commensurate. This would indicate respondent have fulfilled their lower-level needs on Maslow's hierarchy of needs, Seedat-Moola (2014) study at the Toyota supports this notion.

### **5.2.7 Leadership Style**

The study identified that ten of the eleven interviewees had highly positive feedback about their leaders. The literature review discusses McGregor' Theory X ( autocratic managers) and Theory Y (trusting managers) (Robbins, 2013).The leadership team at Scott Bader displays Theory Y and transformational leadership style characteristics. This is evident from employees' high excitement & energy levels which resulted in them been intrinsically motivated. Leaders are ultimately responsible in ensuring that employees' work environment and culture of organisations has positive effect on profitability and performance of employees. This

notion is supported by Poulton (2014) study on effective leadership, Poulton concludes that leaders who promote and encourage a culture of employee engagement, develop trust, commitment and drive output levels to their extreme within the work environment, will reap a strong performing and lucrative organisation. It is also pertinent that current leaders at Scott Bader encourage the of common wealth ethos which was establish by the founder Ernest Bader. Seedat-Moola (2014, p.70) study supports the notion “respondents were motivated by line management ..... and that open communication channels significantly improved motivation.”

### **5.2.8 Summary of Research Objective One**

To achieve the first objective one, themes and sub-themes identified were successfully linked or associated to motivational theories and empirical studies that concluded these were factors that influenced motivation.

The first theme indicated that majority of the respondents’ motivation levels were high. The sub-themes attaining targets, increasing profitability and customer satisfaction were associated with motivational theories identified indicated that theses respondents were intrinsically motivated. Respondents that were not part of the majority were also not de-motivated but experienced moderate to variables motivation levels due to their actual work influences. The next theme was energy levels; respondents were highly energised and their energy was used to contribute positively to Scott Bader’s performance. Empirical evidence discussed early indicates correlation with energy, motivation and performance levels. Motivational theories discussed associated energised respondents with socialised power that impacted positively on motivation and performance levels. Intrinsic factors that were not been fulfilled resulted in respondents being de-energised that lead to low job satisfaction and performance. Scott Bader’s culture of, “progressive”, “friendly staff”, “pleasant” and “great team spirit” created an atmosphere of excitement for the majority of the interviewees which kept their intrinsically and extrinsically motivational levels on high. Empirical and theoretically evidence discussed under this theme supported notion of a positive correlation between motivation and organisational culture. It was also evident that organisational context factors one of them been culture influence performance positively. All respondents expressed their dislike their towards

repetitive core job activities. They preferred to have ad hoc and challenging activities incorporated in their normal job activities. McClelland need for achievement and Herzberg's motivation as well As Locke's goal-setting theories featured in the discussion to supported the notion of interviewees being motivated, engaged and satisfied which also impacted positively on performance.

Herzberg's motivation factors supported the sub-themes of the challenges faced by the respondents. The facets of work identified were stumbling blocks that hindered the intrinsically motivated respondents from performing and achieving their job objectives. Empirical evidence relating to social factors and task performance discussed supported the sub-theme of ineffective communication and also identifying the effect on performance. Further dissatisfaction was expressed by just over half of the interviewees regarding the incongruence of skills and work experience against the level of remuneration. The finding did not co-relate with the interviewees' motivation and energy levels, confirming that the hygiene two factor theory was unable to affect motivation but lead to job dissatisfaction. Empirical studies discussed concur and further links performance within organisations to the notion discussed. The rest of the respondents were motivated by their remuneration confirming the theory on Maslow's lower- level needs been meet.

The current leadership team emulates Scott Bader's founder Ernest Bader traits of transformational leadership style. This is evident from McGregor's Theory X and Theory Y motivational theory. The effect of their leadership style can be seen through the motivated respondents' depicting high energy and excitement level as well as the positive ethos of Scott Bader.

### **5.3 Key Findings to Research Objective Two: Factors of Performance**

Research objective two was to determine the factors influencing performance in the supply chain department at Scott Bader.

#### **5.3.1 Performance Drivers**

The first of sub-themes identified that drove performance were enhancing the success and growth of Scott Bader .This term "profits" came across strongly from respondents either directly or indirectly during the interview process. Respondents

felt that their contribution impacted positively on the company's profits. These respondents were motivated by intrinsic and extrinsic motivational rewards displaying Ryan & Deci Self-determination theory (SDT) discussed during the literature review (Kanfer and Chen, 2016). The extrinsic motivation (identified regulation) reward is associated with profit performance pay at Scott Bader, which was of personal importance and conscious valuing. The intrinsic motivation was related to the fact that Scott Bader's respondents were members of common wealth. Zlate and Cucui (2015) are of the notion that SDT relies on the extrinsic motivation corresponding to the desire to have behaviour or an action that is a means of obtaining something good and the intrinsic motivation which assumes a behaviour bringing pleasure, joy, satisfaction. Respondents also displayed a sense of accomplishment that was associated to with Maslow's self-actualisation, McClelland achievement.

It was also evident that respondents displayed a sense of high emotional intelligence that impacted positively on performance discussed in literature (Goel and Hussein, 2015). The notion is also supported by authors Sajjad, Ali, Noraini and Mustafa (2017) and state that emotional intelligence reduces unselfish behaviour which enables employees to display positive moods that relate to a helping behaviour. Employees that feel emotionally strong, demonstrate a positive behaviour to internal and external customers, co-workers and are committed to their organization (Sajjad et al., 2017).

Another driver of performance that was identified was recognition and appreciation the sub-theme was associated to equity as well as the fulfilment of Maslow's social need. Respondents felt that recognition and appreciation was done often enough. Poulton (2014) concurs stating that employees are motivated and satisfied when they feel that they are recognised for their outputs.

### **5.3.2 Departmental Dynamics**

It was evident that departmental dynamics affect performance. The interactions with co-workers outside the supply departments (first sub-theme) impacted negatively on performance levels of the respondents. Co-workers from other departments lack knowledge on procedures and processes within the supply chain departments which

increased the frustration levels of respondents as there were unable to meet their performance objectives hence becoming de-motivated.

However there was consensus amongst all respondents stating that their relationship with co-workers within the supply chain department (second theme) was excellent and created positive energy and motivational levels which contributed positively to performance. Motivational theories previously discussed in literature affirm the need for meaningful relationships within organisations i.e. Herzberg's hygiene factors on work relations (Zlate and Cucui, 2015), Alderfer's Clayton theory on the relatedness needs from peers, Maslow social needs –relationship with colleagues and team members within work place (Vaisanen, 2017) and McClelland's need for affiliation (Maharaj, 2014). The excellent relationships created a "great team spirit" the notion is supported by the equity and expectancy theories. Respondents' perceived fairness existed within the Supply Chain department hence creating healthy team work dynamics leading to positive performance.

The findings also reveal that employees' personality traits and emotional intelligence were aligned to their respective departments and were different from employees within supply chain department. Literature discussed on emotional intelligence (Goel and Hussein, 2015) and employee personality (Khanjankhani, 2017) confirm correlation with performance. Muchhal and Ajay (2017) supports the notion emotional intelligence and performance, with research conducted on the role of emotional intelligence in manufacturing sector in Indian, revealed that job performance in organization are correlated with emotional intelligence and conclude that understanding EI of employees are a success of the organization. Macht and Nembhard (2015) study reveals that personality metrics impacts on team performance, improve organizational performance and reinforces the need for communication in fostering teamwork.

### **5.3.3 Lack of Appreciations**

Respondents felt that their efforts to help co-workers from other departments as well as external customers went unappreciated. This hindered their performance as the element of recognition in relation to job satisfaction was not satisfied. The notion is supported by Herzberg's motivational factor theory (Vaisanen, 2017) and Zlate and

Cucui (2015, p.474) study concluded that “The more recognized the employees’ contributions to the organizational performances within universities are, the more motivated and involved the university employees become .This dual cycle of consolidation of the involvement and of the motivation will lead to the obtaining of high performances.”

#### **5.3.4 Resource Limitations**

Respondents also felt that resource limitations impacted negatively on their performance the sub-themes identified were limited time, lack of training and labour resources. These factors are associated with Herzberg’s hygiene factors that related to working condition. The hygiene factor impacted negatively job satisfaction that has a direct relationship and significance on performance (Murtedjo and Suharningsih, 2016).This is evident from authors Walden, Jung and Westerman (2017) study that state when employees receive support and resources from their organization, they feel obliged to repay the organization by bringing themselves more deeply into their role performances.

#### **5.3.5 Restrictions**

Respondents were limited on making decision and impacted on their contribution towards Scott Bader’s performance. The sub-themes identified were company policies and procedures that related to Herzberg’s Hygiene’s factors discussed previously. The lack of decision making capacity related to autonomy freedom of decision making (Jugmohan, 2013).The notion is supported by Seedat-Moola (2014) study that concluded that employees in the finance department of Toyota lacked decision making power and believed it hampered their quality of work as well as contribution to Toyota.

#### **5.3.6 Summary of Research Objective Two**

To achieve the second objective. The themes identified fell under different dimensions of performance namely team factor, personal factor discussed in the literature review (Murtedjo and Suharningsih, 2016), therefore concluding that these themes are factors that influence performance. Performance drivers the first inevitable theme identified the sub-theme identified were the respondents’ passionate

drive to enhance the success and growth of Scott Bader. Motivational theories are seen featuring in factors influencing performance as respondents displayed a sense of achievement need being infused with Scott Bader's common wealth culture discussed under factors of motivation. Respondents were motivated intrinsically and extrinsically, the self-determination theory supported this notion. However there was a strong presence of empirical and theoretical literature discussed relating to performance. Respondents displayed high emotional intelligence that impacted positively on performance and reduce unselfish behaviour that created positive moods. The second sub-theme identified was recognition and appreciation; interviewees felt that this was not done often enough.

The second theme identified was departmental dynamics which had two sub themes firstly relationship with co-worker outside the supply chain department affected performance negatively and secondly relationship with co-workers within the supply chain department affected performance positively. Empirical and theoretical literature discussed were motivational theories affirming the need for meaningful relationship. The notion was associated with literature on performance correlating employees' emotional intelligence and personality traits to their respective departments and not as an organisation as a whole which hindered communications departmental dynamics for Scott Bader. This notion interlinked with the theme; lack of appreciation from co-workers from other departments as well as external customer this impacted on job satisfaction negatively and hindered interviewees' performance levels. Herzberg's motivation factors supported the notion of job dissatisfaction.

The themes resource limitations and restrictions related to performance dimensions of personal factor i.e. that relates to knowledge, skills, confidence, motivation, commitment (Murtedjo and Suharningsih, 2016). These teams are supported by Herzberg's Two Factor theory that was significant in relation to job satisfaction and performance. Respondents felt resources limitations relating to time, lack of training and labours resources hindered their performance. Finally interviewees also felt limited in decision making that related to their autonomy of freedom.

#### **5.4 Key Findings on Research Objective Three: Correlation of Motivation and Performance**

To achieve the third objective. Though identifying the research objectives pertaining to factors of motivation and performance, supporting theoretical and empirical findings discussed for each factor were entwined. This notion concludes that motivation influences performance. During the findings there was a direct correlation between respondents' state of motivation and performance, concluding that motivation does impact on performance in the supply chain department of Scott Bader.

#### **5.5 Summary**

The concluding chapter presented themes and sub-themes identified from the research findings in the previous chapter four. These themes and sub-themes discussed in the current chapter were supported by theoretical and empirical literature identifying factors of motivation and performance, therefore satisfying research objective one and two. Research objective three has also been achieved based on the findings of research objective one and two. The fourth and final objective of the study provided recommendations to Scott Bader's Leadership on how to increase motivation and performance within the supply chain department. Chapter six tie up the study with final recommendation and conclusion.

## CHAPTER SIX: CONCLUSION

### 6.1 Introduction

The previous chapter presented discussion of the finding and fulfilled all four research objectives. Recommendations were also addressed through research object four. The concluding chapter provides a high level overview of the study at hand, answering the research problem and will conclude with limitations of study as well as recommendations for further research followed by the summary.

Constant change and volatility in a global village surrounded by scarcity of raw materials and increasing global competition and costs, satisfying customers and stakeholders ever changing demands, is what awaits organisations' supply chains. Supply Chains are the heart of every organisation's value chain. To keep the heart beating through these forces of volatility will require motivated and agile employees who remain loyal to their organisations and will steer the organisation to their desired success. The emphasis of the study was positioned around the concepts of motivation and its impact on performance within the supply chain at Scott Bader. This was supported by the notion that current supply chain strategies did not incorporate the employee motivational element into them.

#### **The objectives of the study were to determine:**

1. The factors influencing motivation in the supply chain department at Scott Bader.
2. The factors influencing performance in the supply chain department at Scott Bader.
3. Whether motivation has an impact on performance in the supply chain department at Scott Bader.
4. To provide recommendations to the Scott Bader supply chain department management on how to motivate employees.

The literature review identified theories and concepts of motivation and performance, along with empirical studies to support the phenomenon. The research problem was supported by a qualitative approach, as descriptive data will unfold a comprehensive understanding of perceptions of respondents. In-depth interviews were conducted to establish the factors of motivation and performance that were pertinent to the Scott Bader's supply chain department. Thereafter correlation between motivation and performance were established. The interview processes comprised of an element of inter-activeness with respondents. This led to the identification of aspects around motivation and performance that were significant to the respondents and were further explored. Eleven interviews were conducted and thematic analysis was used to analyse the data. The analysis involved identifying recurring themes and these were used in conjunction with empirical data to support and fulfil the research objectives.

## **6.2 Answering the Research Problem**

The researcher was able to fully satisfy all four research objectives by linking the findings of the study with supporting empirical evidence. Research objectives one through to four was answered in the preceding chapter five. The researcher is also confident that through the current study Scott Bader's leaders are more insightful on the different facets of employee motivation and performance available to take employee performance to a higher level. The study also revealed that respondents were not completely de-motivated and that certain factors of motivation lead to low motivation levels and hence affected performance levels. The findings also confirmed through the interview process, that the leader's assumption that all employees were motivated due to the company's commonwealth structure was partially correct as this was only one facet that contributed to some of the employees' motivation level. The gap identified between research findings and empirical evidence created opportunities and proposals in the form of recommendations to further increase employee motivation and performance levels. These recommendations need to be included in the design phase of supply chain strategies by the leaders of Scott Bader. The result would be a high performing motivated workforce within the supply chain department. These employees will not only drive the strategy but come up with innovative and creative ways on achieving a competitively advantaged supply chain.

### **6.3 Implications and Recommendations of the Study**

The sources of recommendations were derived from respondents' feedback, and gaps between literature review and research findings. The recommendations derived from respondents will also be an intrinsic motivator when implemented by management.

#### **6.3.1. Recommendation One: Improving inter-departmental dynamics through overcoming communication barriers.**

Communications breakdown between departments was one of the root causes for the lack of cohesion between departments at Scott Bader. This led to low motivation & performance levels within the supply chain department. Leadership should consider the following salient factors in order to overcome communication barriers. Review or implement communication instruments at Scott Bader that will convey current information amongst departments more effectively, transparently and accurately. This will reduce ambiguity and lack of understanding in information thereby improving communication. Leadership needs to consider inter-departmental team building activities, to enable employees to become more emotionally intelligent and aware of different personality traits of co-workers from other departments. The team building efforts will enable Scott Bader employees to better understand and appreciate co-workers.

#### **6.3.2 Recommendation Two: Management to review and restructure supply chains standard operating procedures (SOP).**

Leaders and HR should review and optimise supply chain's standard operating procedures to improve efficiencies and reduce monotony in job activities to enable respondents to be more engaged resulting in increased energy levels. Leaders should ensure cohesion and alignment of standard operating procedures amongst all departments of Scott Bader.

#### **6.3.3 Recommendation Three: Human Resources (HR) and management to conduct due diligence on supply chain department.**

## **Review of remuneration and structure**

Human resource (HR) management should conduct a due-diligence on employees' remuneration within the supply chain department. Respondents remuneration should be reviewed and benchmark against industry standard and openly share with respondents. Gaps and alignments of remuneration should be addressed and understood between HR and respondents. Explore new opportunities to structure new benefits into respondents' remuneration for additional or valid task performances that will impact positively on performance of the organisation. All these recommendation changes should align with HR's group policy to ensure fairness trait of Scott Bader is upheld.

## **Review training and human resource needs**

During the research findings some interviewees indicated that "limited time" hindered their performance, short time management course will assist these respondents on overcoming their hurdle. Training needs to be assisted in order in relation to respondent's careers paths as part of Scott Bader's talent management. HR should also conduct training and development of Supply Chain's Leadership in motivational practices to further enhance their positive traits.

### **6.3.4 Recommendation Four: Organisations Citizenship Behaviour (OCB)**

Leaders should implement Organizational citizenship behaviour within the supply chain department as well as company as a whole to ultimately gaining competitive advantage within the industry. OCB (Tinti et al., 2017) will be easily infused into respondents' and employees' due to Scott Bader's culture of common wealth principles and some of OCB characteristics are already been practiced.

### **6.3.5 Recommendation Five: Innovation**

By implementing OCB paves the way for the next recommendation call innovation. Based on literature and findings respondents did not demonstrate innovation within their current roles. By respondents displaying innovation in their jobs activities will lead to open innovation (Burcharth, 2017). At this stage leaders should proceed with caution on implementing process as employee autonomy will also need to be

address in order to support open innovation. Open innovation will increase their motivation levels as well as increasing organisational performance (Rangus, 2017).

### **6.3.6 Recommendation Six: Adaptive Performance (AP)**

Scott Bader's supply chain operates in a "VUCA" environment and requires the supply chain to be agile and responsive. IT technology support is in place; however the respondents will need to embrace "adaptive performance" characteristics (Chang et al., 2017). AP will also support the previous recommendation innovation (Stanczyk, 2017). AP will impact positively on respondents' intrinsic motivational factor i.e. the actual job, thereby increasing motivation and performance in the supply chain.

### **6.3.7 Recommendation Seven: Knowledge Sharing**

The demographics from chapter four revealed that more than half the respondents working experience ranges from four to nine years. Leaders should view this as an opportunity to implement knowledge sharing (Stenius et al., 2017) within the supply chain department. Ozlen (2017) is of the notion that knowledge sharing practices increases organizational and individual performance as a result of "qualified Knowledge Management Systems.

### **6.3.8 Summary of Research Objective Four:**

To achieve the fourth objective. Several recommendations have been proposed to Scott Bader's leadership team to incorporate into future supply chains strategies for further enhancing motivation and performance levels of respondents in the supply chain department.

## **6. 4 Limitations of Study**

Limitations of the study were:

- The Supply chain structure at Scott Bader can be described as flat in nature therefore making the department very lean in its operations. Although time was allocated for the interviews there was still a sense of distraction as

respondents were still required to complete their required tasks for the day. This could have impacted adversely on the respondents' interview as there were under time constraints.

- The research was limited to the supply chain department only at Scott Bader other departments within Scott Bader were excluded.
- Respondents felt a bit intimidated in expressing their views on the basis of the recorded information being leaked out to senior management. However this was immediately addressed at the start of the interview by going through consent form 3c. It was clearly stated that all recordings are stored at the university and can only be accessed by supervisor and academic.
- A sense of anxiety was felt at the start of the Interview as respondents were last interviewed at the start of their career at SBPTY. This was overcome by making the atmosphere in the interview room to be pleasant and light hearted. The result of which was that the respondents were able to speak from their inner self.

## **6.5 Areas of the Future Research**

There exists opportunity for future research stemming from the current study: Future research can be conducted taking into account the following:

- Motivation and performance of Scott Bader employees of South Africa.
- Knowledge management and its impact on organisations.
- The common wealth culture and its impacts on employee and customer satisfaction.
- Employee open innovation and its impact on organisation supply chains.

## **6.6 Conclusion**

Research objectives one through to four have clearly identified factors of motivation and performance and through empirical evidence established the impact motivation has on performance. Through this notion, Scott Bader's Leadership are now in a better stance on understanding the phenomenon of motivation and performance. With the knowledge enriched information revealed through the study, leadership are now in a credent position to incorporate the proposed recommendations into all future supply chain's strategies at Scott Bader. This will further enhance the already motivated respondents to maximise their performance level within the supply chain enabling a competitive advantage for Scott Bader.

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## LIST OF APPENDICES

### Appendix 1: Informed Consent

Informed Consent Letter 3c
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#### UNIVERSITY OF KWAZULU-NATAL

#### GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Dear Respondent,

#### **MBA Research Project**

**Researcher:** A Govender (071 686 72 72)

**Supervisor:** Mr C Chikandiwa (031 260 8882)

**Research Office:** Ms P Ximba 031-2603587

I, Anbanathan Govender an MBA student, at the Graduate School of Business and Leadership, of

the University of KwaZulu Natal. You are invited to participate in a research project entitled

**Motivation and its impact on the performance of the supply chain Department at Scott Bader.**

The aim of this study is to: Determine the following

- The factors influencing motivation in the supply chain department at Scott Bader
- The factors influencing performance in the supply chain department at Scott Bader
- Whether motivation has an impact on performance in the supply chain department at Scott Bader

- To provide recommendations to Scott Bader supply chain department management on how to motivate employees.

Through your participation I hope to understand what motivates Scott Bader's supply chain department employees and whether this has an impact on performance in the supply chain will provide valuable insight to Scott Bader's executive team in charting out their supply chain strategy to support their 2020 vision and goal.

The results of the focus group are intended to contribute to management decision making. Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this interview. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

If you have any questions or concerns about completing participating in this study/ interview, you may contact me or my supervisor at the numbers listed above.

The interview should take you about 45 minutes to complete. I hope you will take the time to participate in the interview.

Sincerely

Investigator's signature \_\_\_\_\_

Date \_\_\_\_\_

**This page is to be retained by participant**

**UNIVERSITY OF KWAZULU-NATAL**  
**GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

**MBA Research Project**

**Researcher:** A Govender (071 686 72 72)

**Supervisor:** C Chikandiwa (031 260 8882 )

**Research Office:** Ms P Ximba 031-2603587

**CONSENT**

I..... (full names of participant) hereby confirm that I understand the contents of this document and the nature

of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT DATE

.....

This page is to be retained by researcher

## **Appendix 2: Interview Questions**

**UNIVERSITY OF KWAZULU-NATAL**

**GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP**

### **MBA Research Project**

**Researcher:** A Govender (071 686 72 72)

**Supervisor:** C Chikandiwa (031 260 8882 )

**Research Office:** Ms P Ximba 031-2603587

Motivation and its impact on the performance of the supply chain Department at Scott  
Bader (Pty) Ltd

### **Interview Schedule**

#### **Demographic information**

1. Please indicate your age and gender.
2. Please indicate your level in the organization.
3. How long have you worked at Scott Bader ?

#### **Motivational Factors**

4. Describe your level of motivation at work? Do you feel energised by your work?

Are you excited about spending time at Scott Bader?

5. Is the nature of your work repetitive?
6. What are the challenges that you face in your work?
7. What are your thoughts on?

- a. Your skills and experience and the level of your remuneration
- b. Your work environment
- c. Your relationship with management and your co-workers
- d. Communication between yourself and management
- e. Growth opportunities within the company for yourself
- f. Your decision making capacity
- g. The motivational capacity of your immediate superior
- h. Your future in the company
- i. Your value to the company

### **Performance Factors**

8. After consideration of the discussion so far, how would you describe your overall performance in your job?

9. How would you rate your average performance? Are you busy throughout the day or do you have additional capacity to lessen the workload of someone else?

Do you have suggestions on improving performance within your job profile?

What hindrances are there to achieving this?

10. Do you have any preferences or recommendations on what would improve your motivation levels at work?

## Appendix 3: Ethical Clearance

Protocol reference number: HSS/1784/016M



27 October 2016

Mr Arbanathan Govender (214580476)  
Graduate School of Business & Leadership  
Westville Campus

Dear Mr Govender,

Protocol reference number: HSS/1784/016M

Project title: Motivation and its impact on the performance of the Supply Chain Department at Scott Bader

### Full Approval – Expedited Application

In response to your application received on 19 October 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

**PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 3 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Dr Shenika Singh (Chair)

/ms

Cc Supervisor: Mr Christopher Chikandwa  
Cc Academic Leader Research: Dr Muhammad Hoque  
Cc School Administrator: Ms Zarina Bullyra

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Humanities & Social Sciences Research Ethics Committee

Dr Shenika Singh (Chair)

Westville Campus, Govan Mbeki Building

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Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

