

UNIVERSITY OF KWA-ZULU NATAL

**JOB-RELATED FACTORS IMPACTING MOTIVATION OF
OFFICE WORKERS AT ETHEKWINI MUNICIPALITY'S
WATER AND SANITATION UNIT**

By

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**A dissertation submitted in partial fulfilment of the
requirements for the degree of
Master of Public Administration**

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Year: 2016

DECLARATION

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4th November 2016

ACKNOWLEDGEMENTS

I wish to extend my heartfelt gratitude to the following individuals for their support, assistance and encouragement which resulted in the timeous completion of this work:

His Holiness Bhakti Charu Swami, my spiritual master, with whose blessings a blind man can see and a lame man can cross mountains.

My wife Haripriya, and daughters Sandhini and Aditi, for their support and patience throughout the period of my studies.

My supervisor, Dr M Subban, for her expert academic advice and guidance through the dissertation journey.

My colleague and fellow student, Mr Mandla Malakoana, for his invaluable advice, assistance and encouragement throughout the period of my studies.

The eThekweni Municipality for granting me permission to undertake the study and funding the costs of my studies.

The staff of the eThekweni Water and Sanitation unit for participating in this study.

My parents, Mr and Mrs I D Singh, for giving us a solid foundation in high quality values and principles and always encouraging us in all our endeavours.

Mr D Singh for his assistance with the statistical analysis.

Mr T Reddy for his assistance with language and writing style.

Ms Angela Pearce, the Post Graduate Administrator at UKZN for all her assistance.

ABSTRACT

Perceptions of the public sector world-wide, and especially in South Africa remains that it is bureaucratic, lazy and corrupt. A highly motivated workforce that is committed to effective and efficient service delivery is a key requirement to address the service delivery backlogs within the country at large. The eThekweni Water and Sanitation unit has been acclaimed the world-over for innovation and service delivery. In light thereof, this study seeks to identify the factors that motivate workers within the public sector, using the eThekweni Water and Sanitation unit as a case study. The literature identified many factors that drive worker motivation ranging from extrinsic to intrinsic factors. Utilising the rationale of Public Choice and Self-Determination Theories, the study seeks to identify the extent to which various motivational factors exist within the environment and the relative importance of those factors to workers. Job involvement is used as a key indicator of levels of worker motivation in this study. A mixed methods approach was used to survey 100 respondents using questionnaires and interviews based on Post-Positivism and Constructivist worldviews. The study identified that the unit has a relatively highly motivated workforce with most motivational factors extant. The study identified some key constraints and challenges to be addressed in order to further improve levels of motivation within the organisation. It recommended a review of the rewards system within the organisation and further research to establish the exact causes of the low levels of confidence in the leadership. The study concludes that these specific interventions would serve to significantly enhance the already high levels of motivation of workers.

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CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE RESEARCH STUDY

1.1 Introduction

South Africa has three types of municipalities that make up local government *viz.* local, district and metropolitan municipalities. Metropolitan municipalities govern all the metropolitan areas. The rest of the country is divided into district municipalities, each of which consists of multiple local municipalities. In this context, eThekweni Municipality is one of eight metropolitan municipalities in South Africa.

According to the eThekweni Municipality's Integrated Development Plan (IDP) 2016/17 review, the Municipality services a population of close to 3.5 million citizens and covers an area of almost 2300 square kilometres with an annual budget of close to R40 billion for the 2015/16 financial year (eThekweni Municipality (a), 2016:78). The Municipality has a staff complement of over 20 000 (eThekweni Municipality (c), 2016:1).

The Water and Sanitation unit of the Municipality employs close to 3300 staff (eThekweni Municipality (c), 2016:1). According to the IDP, water backlogs are currently at 24 to 29 years. Sanitation backlogs currently sit at 16 to 20 years. (eThekweni Municipality (a), 2016:69). The unit is experiencing challenges in dealing with water losses of close to 40% which is attributed to the ageing reticulation system, water theft and Supply Chain Management process delays, according to the Audit-General's report of 2012 (eThekweni Municipality (a), 2016:303). Despite these challenges, the Unit has received multiple national and international awards as a utility. In 2014, the Water and Sanitation unit of eThekweni Municipality won the Stockholm Industry Water Award (Stockholm International Water Institute, 2014:1).

Despite the enormously challenging local government environment regarding service delivery and massive backlogs from the apartheid era, the unit is still able to obtain the attention of the world water community. These achievements in such an environment would require an enabling environment and a highly effective workforce. This study has focussed on the motivation factors within the Water and Sanitation unit of the Municipality. Office workers refer to all skilled staff and office-bound staff. Of the 3300

workers within the unit, around 2000 staff members are unskilled general workers. The remaining 1300 staff members are office-based or skilled field workers.

1.2 Background to the Research Problem

This study aimed to identify the work-related factors within the eThekweni Water and Sanitation unit that impacts on the motivation of workers. Maslow (1943:371) asserts that motivation is one class of determinants of behaviour *amongst others*, like biological, cultural and situational influences. Behaviours in the workplace are key to productivity and in the public sector context, service delivery.

The work of authors like Mayo (1933) have identified the important role that psychological, social and environmental factors play in influencing productivity. There is an ever-increasing need for organisations to improve productivity, efficiency and effectiveness in order to meet their measurable objectives. Due to the large dependence on workers to achieve these goals, the factors that influence various behaviours of workers and specifically motivation factors become an even more important influence in an organisation's ability to meet its goals and fulfil its strategic vision and mission.

This warrants further exploration of the normative and cultural cognitive influences within the public sector. The motivators of public sector workers is a key component in understanding the underlying reasons for various types of behaviours observed within the public sector. By understanding these motivators more clearly, one could gain greater insights into the changes that need to be made to improve the motivation of public sector workers. This would bring greater alignment between the workers' and organisational values and objectives resulting in enhanced service delivery.

1.3 Outline of the Research Problem

Houston (2000:713) confirms that improvement of public sector performance depends at least in part on the motivation of public workers. Perry & Wise (1990:372) concluded that even though there is a widely recognised crisis in the public sector, understanding of motivation in the public sector is at a preliminary stage. The IDP has a strategic focus area of "Healthy and Productive Employees". Programme 5.11 of the IDP is entitled "Improve productivity, efficiency and effectiveness throughout the Municipality", focusses on the implementation of Human Resource practices that

improves employee productivity and efficiency. Programme 5.9 of the IDP entitled “Human Capital Empowerment” also focusses on improving worker productivity and retention. A clear understanding of worker motivation, and more specifically within the Municipality, would contribute to the objectives of this programme (eThekweni Municipality (a), 2016:334-336).

The Municipality has identified attraction and retention of critical skills as the top risk amongst nineteen enterprise risks (eThekweni Municipality, 2011:4). The talent management strategy of the Municipality notes multiples challenges that the organisation is facing which that constrain the organisation’s ability to achieve its objectives. These include:

- Increased competition and turbulence;
- Requirement for high performance to improve project management and service delivery;
- Strong unions, entrenched culture and leadership styles that lead to slow response to change;
- Ageing workforce;
- Limited opportunities for job enlargement, mobility and broadening of experience; and
- Lack of differentiation for key players and high performers (eThekweni, 2011:4-5).

These factors, amongst others, inhibit the ability of the Municipality to attract and retain talented and scarce skills which in turn impacts of its service delivery mandate.

In South Africa, the main point of service delivery to citizens is at the local government sphere. Local government is responsible for key basic services like the supply of water, sanitation, electricity and refuse collection. As such, local government is generally at the coalface of dealing with challenges of service delivery and protests in South Africa. Hence, the need for greater productivity, effectiveness and efficiencies at local government sphere is critical for South Africa. Provision of life sustaining services like water and highly sensitive sanitation-related services remains a focal point of service delivery within the South African context. As such, the Water and

Sanitation Unit is a unit that provides an essential service of significant necessity to a large population as a prioritised need at the Municipality (Author's perspective).

Hanekom, Rowland & Bain (1996:215) refer to motivation as an internal effectiveness and efficiency and the aspect of action that directly relates to human behaviour. Given the multiple challenges of service delivery backlogs, increasing demand for accountability and transparency and negative public perception, there is a need within the public sector for highly motivated and committed individuals.

1.4 Research Questions and Objectives

The key questions underpinning the study are:

1. What are the main theories relating to worker motivation?
2. How does the work environment at eThekwini Water and Sanitation impact on worker motivation?
3. What effect do job characteristics have on motivation of workers at eThekwini Water and Sanitation?
4. What factors do workers at eThekwini Water and Sanitation consider important for their motivation?
5. What is the extent to which eThekwini Water and Sanitation workers involved with their jobs?
6. What impact does the increased levels of governance have on worker motivation within the eThekwini Water and Sanitation Unit?
7. What changes can be unit make to improve worker motivation?

The primary objectives of the study are to:

1. Identify the key theories that relate to worker motivation;
2. Examine the factors within the work environment at eThekwini Water and Sanitation that impact on worker motivation;
3. Identify the job related factors that impact on the motivation of eThekwini Water and Sanitation workers;
4. Determine the factors that eThekwini Water and Sanitation workers consider important for their motivation;
5. Identify the level of job involvement of eThekwini Water and Sanitation workers;

6. Analyse the impact of the increased levels of governance on worker motivation within eThekweni Municipality; and
7. Propose recommendations to the unit to improve worker motivation.

1.5 Theories on which the study is based

The study is based primarily on the following theories:

- Maslow's hierarchy of basic needs which proposes that there is a hierarchy of human needs which motivates their behaviour;
- Public Choice Theory which proposes that human beings are self-serving and self-maximising and that given a choice of options to act, they would choose the single option that maximises their benefit; and
- Self-Determination Theory which proposes that motivation is impacted by feelings of autonomy, relatedness and competence and that there is continuum from extrinsic to intrinsic motivation that is impacted by various factors.

A discussion and contextualisation of these theories is expounded in the chapter that follows.

1.6 Research Methodology Adopted

The study is premised on Post-Positivism and Constructivist worldviews using a case study research design. The research process included the following six stages:

Stage 1: Research question;

Stage 2: Research proposal;

Stage 3: Research design;

Stage 4: Collection of data;

Stage 5: Analysis of data and interpretation; and

Stage 6: Reporting of results

Cronbach's Alpha was used to determine the validity and reliability of findings. The Likert Scale was used to assess the questionnaires. Bartlett's Test and Factor Analysis was used to verify the significance of the statistical data.

The population for the study is 1300 and the sample size 100. Surveys were conducted on the staff, supervisor and management strata of the sample and interviews conducted with the executive strata. Data collected from the questionnaires were analysed using the Statistical Package for Social Sciences (SPSS) software package. Thematic analysis of interviews was conducted and integrated with relevance into the study.

1.7 Outline of Chapters

The study is organised in the chapters as detailed in the table below to present a logical sequence of the processes.

Table 1.1 Outline of Chapters

Chapter	Title	Outline
1	Introduction and Overview of the Research Study	Chapter provides a background and overview of the study and gives a brief discussion of the research in context.
2	Conceptualising Worker Motivation	Chapter provides information on public governance, the developmental agenda of South Africa, the state of the public sector in South Africa and the various theories on which the study is based.
3	Examining Worker Motivation Dynamics	Chapter examines challenges in motivating workers and looks specifically at motivation within the public sector. The effects of goals and procedural constraints on motivation are also explored and factors impacting motivation identified.
4	Research Methodology	Chapter provides the theory behind the methodology used to gather and analyse data for the study. It describes the research approach, research design, collection instruments, analysis methods, ethical considerations and limitations of the study.
5	Statement of Findings, Interpretation and Discussion of Data	Chapter presents the results of the study graphically and in tabular form together with analysis and discussion in relation to the empirical analysis.
6	Conclusion and Recommendations	Based on the analysis of the data and findings, chapter presents conclusions in relation to the objectives of the study. Recommendations are also presented based on the issues uncovered during the study.

1.8 Summary

This chapter introduced the study by first presenting the background and outlining the research problem. The key research questions and objectives were presented followed by a brief overview of the theories on which the study is based. The research methodology adopted for the study was also briefly described. Finally, an outline of each of the chapters of the study was presented. The chapter that follows will deal with the conceptualisation of worker motivation within the South African context.

CHAPTER TWO

CONCEPTUALISING WORKER MOTIVATION WITHIN SOUTH AFRICA'S DEVELOPMENTAL AGENDA

2.1 Introduction

This chapter explores the developmental agenda of South Africa, as well as the impact of the country's history on the state of the public sector. In addition, the behavioural and motivational theories underpinning the study are described. A brief description of the evolution of the study of Public Administration is provided in order to contextualise the study.

2.2 The Trajectory of Public Governance

The study of Public Administration has for decades focussed on the mechanism to extract the most value from public servants. Various theories and paradigms have existed since the early 1900s. The public sector developed to become quite bloated in many developed countries in the mid-20th century. Over time, the need arose to improve productivity and decrease costs in what was perceived as an inefficient and overly bureaucratic system of government (Wright: 2001:59).

As dissatisfaction arose with the performance of government services, the traditional model of Public Administration moved to what was described as the New Public Management. The bureaucracy of government led to reform in the public sector starting from the 1980s for government to become more responsive to the needs of citizens (Louw, 2012:92-93). Hughes (2003:1-5) notes that concepts from the private sector were borrowed by the public sector. The need for a more effective and efficient public sector became more pronounced resulting in various initiatives, placing emphasis on improved productivity and performance-oriented organisations and workers. The focus on performance management within the public sector is identified as a concept borrowed from the private sector by authors Thornhill & van Dijk (2010:104). Doorgapersad (2011:240) additionally notes that reforms in pay and grading systems, and the use of information and communication technologies in service delivery as influences of the private sector.

More recently, due to the realisation that government is more than a company and citizens are regarded beyond being mere clients, in that they both have duties which go beyond these definitions, as proffered by Thornhill & van Dijk (2010:104), the concept of governance within the public sector has become more prominent and is still evolving in many respects.

The World Bank, as quoted by Adejemboi (1998:26) describes governance as “consisting of public accountability, transparency in government procedures, abiding by the Rule of Law and efficient and effective public sector leadership and management”. This model of governance places more information in the hands of the public and allows greater interrogation of government decision-making. This arises from the need by citizens for more effective service delivery and a greater need for accountability of public servants.

These changes within the Public Administration field have brought with it refinements and changing expectations on public sector workers. *From* demands for greater efficiency and effectiveness *to* increased accountability, these changes place differing degrees of pressure and bureaucracy on workers. Unlike private sector organisations motivated primarily by profit, public organisations have varying drivers that are evolving and sometimes conflicting. These types of environments have the potential to impact negatively on worker motivation (Author’s perspective).

2.3 Exploring the Developmental State Concept

A developmental state is one in which the state “purposefully guides and structures the market in order to control and influence the pace and direction of development” (Penderis, 2012:4-5). Japan and other states in South East Asia are typically referred to as following this model where the centralised state actively pursues policies of intervention in order to achieve economic growth and mechanisation. (Penderis, 2012:4-5). This is opposed to the neo-liberal model which allows the market forces to direct the economy. Mkandawire (2001:291) expands this further to include the deliberate locating of administrative and political state resources to promote economic development. This development expands to include human-centred development through the improvement of the human condition of the population, as maintained by Edigheji (2010:10). Due to the imbalance in ownership of resources in South Africa, the developmental agenda includes the redistribution of resources and equal access

to important resources for all people (Penderis, 2012:5). The discussion briefly focuses on the South African developmental agenda in relation to a skilled workforce for enhanced service delivery.

2.4 Developmental Agenda of South Africa

The typical examples of developmental states in Asia generally refer to authoritarian regimes where there was a large degree of exclusion. However, more democratic and inclusive developmental states can pursue the developmental agenda by incorporating democratic practices which takes on a transformative and redistributive role (Penderis, 2012:6). Fritz & Menocal (2007:536) advise that in a democratic state, there are additional challenges that the state faces and if it lacks the required skills and capacity, there is likely to be growing public dissatisfaction. South Africa appears to be experiencing this growing dissatisfaction with increased service delivery protests (Subban & Wissink, 2015:34).

Although a state is generally identified as one focusing on development after achieving specific developmental goals, South Africa's declared commitment to be developmental is commended, given its current focus on socio-economic issues, maintains Penderis (2012:6). In addition to the electoral democracy, South Africa's democracy should ensure that citizens participate actively at all levels in development and governance processes, holds Edigheji (2005:5).

The South African context is especially challenging due to the ill-effects of its apartheid past that needs to be redressed in addition to the increased global demands of its citizens, asserts Minaar (2006:188). Therefore, South Africa as a developmental state, more than most other countries, requires a public sector that is highly effective and efficient, with the ability to provide innovative solutions and be highly productive.

One of the key challenges noted in the National Development Plan 2030 (NDP), in building a capable state, is the "uneven" performance of the public sector which is driven by a complex set of factors which includes low worker morale (National Planning Commission, 2011: 364). In addition, the NDP recommends that skills, professional ethics and motivation be valued at all levels of local government and the public service, as is emphasised in the National Planning Commission (2011:376). A skilled, motivated and professional public sector workforce will go a long way in

improving the delivery of services in South Africa, as well as the experience of the citizens when dealing with government at various spheres.

The main contact point for most citizens when interacting with government is at the local sphere due to the fact that most basic services are provided to communities through this sphere of government. Such services include the reticulation of water and electricity, sanitation services and refuse removal, as some of the primary services that municipalities are meant to provide to the citizenry (Author's perspective).

Accordingly, in the South African White Paper on Human Resource Management in the Public Service (1997:27) a key goal of performance management is to improve an worker's individual performance and their contribution to the wider organisational objectives. It is therefore, integral for workers to understand the job functions in relation to the services that the organisation provides, commit to their jobs and align to the values of the organisation in order to optimise worker productivity and work motivation in relation to service delivery. It is within this context, that a brief historical background of the South African public sector follows.

2.5 Historical Background of the SA Public Sector

From a past of tragedy and world-wide condemnation, the negotiated political settlement that South Africa underwent made it a global icon of creative leadership and compromise, is the view held by Brent (1996:126). Notwithstanding this remarkable achievement, sufficient realisation of the challenges that lay ahead may not have been fully realised at the dawn of South Africa's democracy.

The African National Congress (ANC) had championed the liberation cause of South Africans and succeeded in achieving its liberation goals over many decades. In contrast, taking the role of government was a new experience for the ANC (Clapham, 2012:4). The organisation would have to take on the new role of government as well as face many challenges. Franks (2015:234) outlines the various challenges that faced the new South African government within its administration as follows:

- Members of the ANC were suspicious of senior public servants who were mainly white and had historically excluded others from the public sector whom they felt they could not trust.

- South Africa consisted of public administration for the country, as well as public administration departments for each homeland which were very differently run and financed from the South African public administration. The various departments had to be consolidated and merged into a single coherent and greatly expanded administration for the country.
- The government had to simultaneously develop policies and practices to remove the long term effects of apartheid which proved quite challenging as the ANC is a broad collection of various ideologies converging in the Tripartite Alliance representing diverse values and interests.
- As dramatic policy changes were made in the 1990s, public servants exploited loopholes and interpreted legislation for their own purposes during this time of upheaval.
- Although the new government was cautious in its initial deployments, as more experienced public servants left the service with the offering of voluntary service packages from 1996, more evidence of unqualified deployment became prevalent.
- Incompetent managers were hiring less competent workers to protect their interests.
- The combination of cadre deployment and unrestricted affirmative action without the necessary support, monitoring and management resulted in mere favouritism or nepotism.

These afore-going factors amongst others, affected the ability of the 'new' government to implement policy and maintain a well-functioning public sector focusing on effective and efficient public administration. The current public administration, being plagued by the above challenges, consists of a mixture of workers (both apartheid era and post-apartheid era) with varying degrees of qualification and loyalty to the current government and its policies. This makes for increased complexity in the workplace and hinders building a cohesive workforce and impacts negatively on worker motivation (Author's perspective). Despite various initiatives like the introduction of the *Batho Pele Principles* in October 1997, the Presidential Review Commission, the National Development Plan of 2011 and the Public Administration Management Act 11 of 2014 attempting to address the issues of service delivery within the public sector, dissatisfaction with service delivery continues to the present time. Having

contextualised the state of the public sector, the discussion goes on to focus on the state of local government in the current era as that of developmental local government.

2.6 State of Local Government in the current context

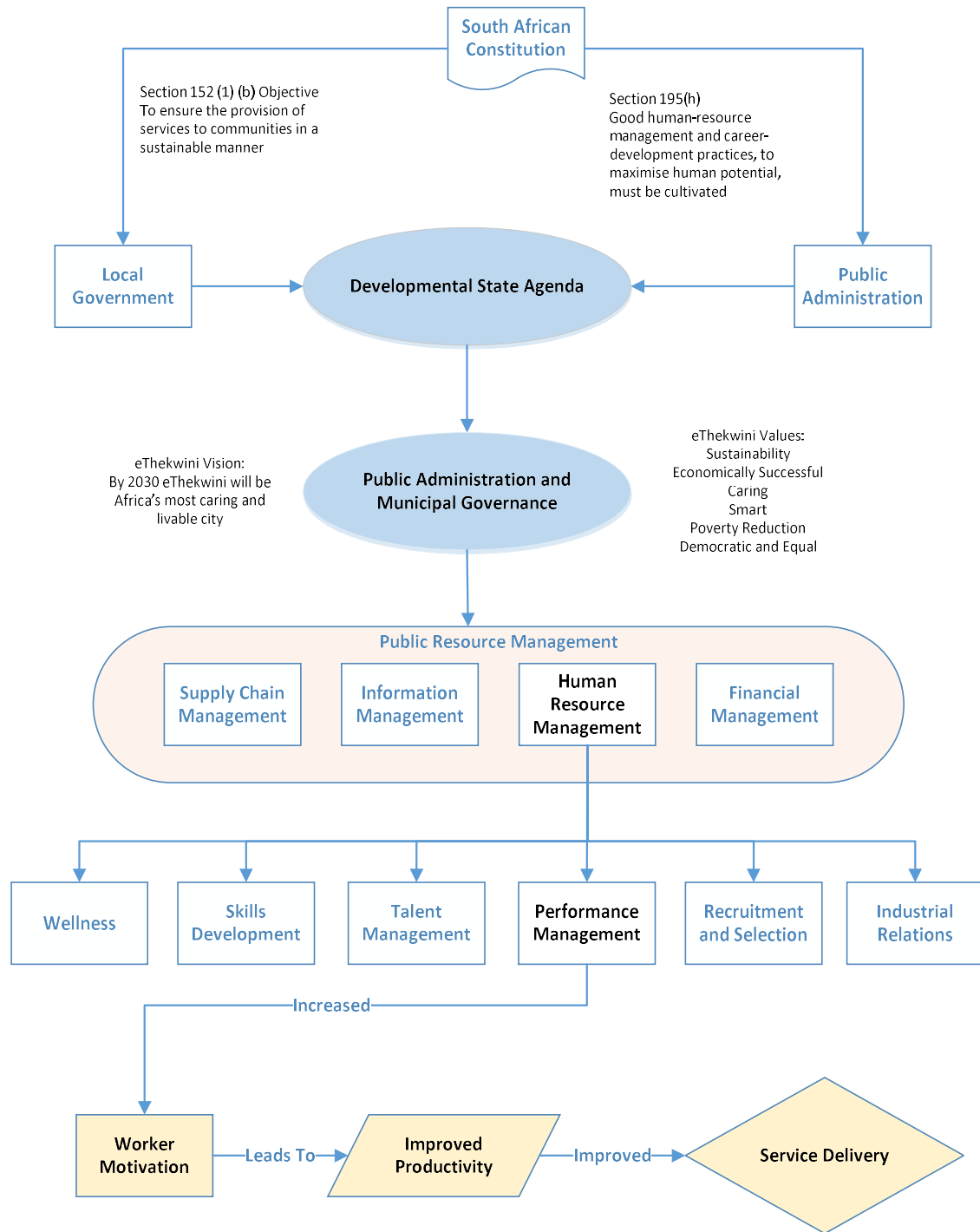
Beyond 21 years of democracy, the pressure on government to deliver services to people has increased substantially as evidenced by the increasing levels of service delivery protests from 2009 onwards (Alexander, 2012:1-2). According to Franks (2015:244), around 30% of all service delivery protests took place in 2012. Research conducted by the University of Johannesburg indicates that even though the number of service delivery protests have been steadily increasing since 2004, most of them have become violent from 2009 (Grant, 2014:1). The research also identifies the essential five grievances to be centred on service delivery in general, housing, water and sanitation, political representation and electricity (Grant, 2014:1).

Other areas of contention include roads, corruption, municipal administration, unemployment, demarcation, land, health and crime which also had some prominence. Many of these services fall within the domain and purview of local government. While the private sector within South Africa is reputed for delivering 'world-class' services, the view is that the public sector is characterised by ineptitude and inadequacy, given the socio-economic challenges and resource constraints, maintains Mafini & Dlodlo (2014:1).

Subban & Wissink (2015:36) identified three key factors affecting local government transformation *viz.* political and policy-related factors, context-related factors, as well as managerial and functional related factors. Corruption Watch (2013:1) identified local government as the area with the highest level of corruption amongst all government spheres which directly impacts on their ability to deliver services. Furthermore, practices of maladministration, mismanagement of funds and abuses by officials are reportedly rife within several municipalities in the South African context. Such behaviour indicates that individual interests are placed above duty for public officials, thus bringing into question motivations and ethics of public officials. Mafini & Dlodlo (2014:1) blame the poor performance of the public sector to the low levels of motivation, as well as life and job satisfaction which has taken the form of labour unrest and expression of dissatisfaction of workers in the current dispensation.

The figure that follows locates worker motivation in the Public Administration domain in terms of its impact on service delivery within the municipal context of the current dispensation of local government.

Figure 2.1 Motivation and Service Delivery



Source: Author's Perspective

The Public Service Act 103 of 1994 together with the New Public Service Regulations of 2016 (in keeping with the Constitution of the Republic of South Africa, 1996) requires that public institutions must employ human resource management practices that maximise human potential to be able to deliver the services required by the people of the country. In local government, the Municipal Systems Act 32 of 2000 (MSA) highlights the code of conduct for local government officials in schedule 2. In this way Public Administration practices will be enhanced by a cohort of individuals with skills and capacity. Emanating from the Republic of South African Constitution, 1996 is the three spheres of government, of which local government is a key sphere which is tasked with delivering municipal services in a sustainable manner. Furthermore, addressing the challenges of poverty and inequality are a key focus of the endeavours of the South African government, as emphasised in the National Planning Commission (2011:5). Amidst this strategic focus, is the developmental agenda of South Africa. In order to achieve the objectives of the NDP and the vision of the Municipality, it is essential that public resources are effectively, efficiently and economically managed.

This study is therefore, focused on maximising the potential of the human resources capacity in the local context by increasing motivation, which in turn leads to increased productivity and ultimately improved service delivery to the local citizenry at large.

Human resource management is a key component of any public sector organisation. Essop (2015:1) states that in a three year period, R1.8 trillion of the total government spend of R4.4 trillion will be spent on public sector wages. This represents around 40 percent of the total expenditure of government. Essop (2015:1) also points out that this is significantly higher than other emerging nations like Brazil, Russia, India and China where the budget on the public sector wage bill is around 25 percent.

At local government sphere, the percentage spent on salaries and wages is substantially lower due to the purchases of bulk items like water and electricity that municipalities engage in as reflected in the table below.

Table 2.1 Major items of eThekwini's operating expenditure for the 2016/17 financial year

Details	2016/17 R'm	% of Total Budget
Bulk Purchases	10 425.2	29.8
Salaries and Allowances	8 764.6	25.1
Repairs and Maintenance	4 353.9	12.5
Depreciation	1 976.7	5.7
Interest on Loans	1 421.7	4.1

Source: eThekwini (2016:43)

It is apparent that there is significant investment into human resources of local government. Given the historical context of South Africa, coupled with the developmental agenda, there is a substantial requirement for an effective and efficient public sector that is able to rise to the complex challenges facing it. A key necessity in rising to this challenge is a highly motivated and committed workforce which ensures that no effort is spared in providing services to the people of South Africa (Author's perspective). The government, being the largest employer in the country, needs to leverage its investment into its workforce to provide the best possible value for the resources expended on them (Khuzwayo, 2015:1).

Hughes (2012:228-229) argues that the change from personnel administration to human resource management has brought significant changes to the staffing arrangements in the public sector. The author points to concepts such as performance management, leadership, closer monitoring and loss of the historical unusual conditions of service as some of the key changes impacting the public sector. Ingraham (1995:11) identifies the administration as the neutral public sector worker applying the right rule at the right time and management carrying considerable authority and discretion to achieve desired outcomes. The eThekwini municipality, like many other local government organisations in South Africa, has embraced many of the principles of human resources management, which includes performance management. Nealer (2014:189) contends that the change in human resource function at municipalities has become more closely connected to helping municipalities perform better by "down- and rightsizing" and the way jobs are structured. Human Resource Management needs to become more strategic in nature (Van der Waldt, 2007:14). Evidence of this is seen within the eThekwini Municipality through initiatives like talent

management strategy whose objectives include closing gaps between business strategy and people capacity, whilst addressing critical skills shortages (eThekweni, 2011:5).

Leadership is another feature that further asserts the move to human resource management where an individual is specifically responsible for achievement of outcomes (Hughes, 2012:233-234). Behn (1998:220) further states that in addition to assisting an organisation reach its goals, enterprising leadership also creates new capacity and helps build the reputation of government. The legal mandate within the public sector however, serves to constrain leadership which restricts the freedom of public sector leadership when compared to the private sector (Hughes, 2012:239). Increased governance within local government further stifles leadership and limits the ability of senior managers within the municipality to motivate and inspire their teams (Author's perspective).

It is within this context that the discussion moves to the exploration of human behaviour in terms of work motivation.

2.7 Work Motivation Definition

Vroom (1964:6) defines motivation as “a process governing choice made by persons among alternative forms of voluntary activity”. Although Vrooms writings are dated, the rationale for using it in context, is significant for the study at large. The research does however, take cognizance of more contemporary readings of other leading authors in the field so as to bring relevancy to the study. Pareek (1974:16) defines work motivation to mean “work satisfaction, commitment to work, involvement in work”. Campbell & Pritchard (1976: 63-130) describe work motivation as psychological processes that target and invigorate, as well as maintain actions towards an assignment or project. Perry & Porter (1982:89) describe motivation as that which “energises, directs and sustains behaviour.”

Motivation according to Locke & Latham (2014:388) refers to both internal factors that drive one to particular action, and external factors prompting individuals to action. Motivation related to work generally falls into two main types of theories *viz.* endogenous process theories and exogenous cause theories (Katzell & Thompson, 1990:148). According to Grant & Shin (2011:3) endogenous process theories refer

mainly to the psychological processes that occur within the mind of an worker whereas exogenous cause theories contextualises influences which can be altered. Two types of motivators are defined in motivational theory viz. intrinsic and extrinsic motivators. Intrinsic motivators are generally based on values and beliefs of the individual while extrinsic motivators are based on environmental factors or rewards external to the person (Grant & Shin, 2011:3). Motivation has the ability to impact three areas of activity viz. direction, intensity and persistence (Locke & Latham, 2014:388). The discussion leads to Maslow's hierarchy of basic needs.

2.8 Maslow's Hierarchy of Basic Needs

Maslow (1943:372-383) asserts that there is a hierarchy of basic needs that human beings have that motivates their behaviour, which is generally needed to be satisfied at varying levels. These needs include the following:

Physiological needs include the basic needs for food, warmth and clothing which a human being requires to sustain life;

Safety needs are focussed on after physiological needs are met to some degree and includes needs to feel secure and protected;

Esteem needs include the individual's evaluation of themselves, confidence in the world and independence and freedom; and

The need for self-actualisation involves the need for an individual to maximise their potential in a specific field of interest and is intimately connected with the desire for self-fulfilment.

Although these preceding needs function in a specific hierarchy where newer needs develop as existing needs are fulfilled. Maslow (1943:386-388) points out that there are a number of exceptions to this, like in the instance where an innately creative person will have creative needs that may appear in spite of lack of satisfaction of basic needs.

The work situation has a significant role to play in the fulfilment of the basic needs of human beings. Jonas (2016:114-115) proposes that generally physiological needs would equate in the work environment to remuneration while safety needs could encompass job security, safe working environment, medical benefits and other items

like safety gear. The author further argues that social needs within the work environment could be fulfilled by friendly supervisor, promotion of developing good interpersonal relationships at work and corporate identity. Self-esteem needs could be met by promotion based on merit while self-actualisation needs can be fulfilled by workers being provided the opportunity to utilise all their skills and abilities to the maximum extent and finding solutions to challenging problems (Jonas, 2016:116). As such, Maslow's hierarchy of basic needs is applicable to maximising motivation of workers.

2.9 Public Choice Theory

Public Choice is founded upon the economic model of rational choice and facilitates the exchange of work and ideas at the intersection of the areas of sociology, economics and political science, is the view held by Hill (1999:1). Hughes (2012:69) states that Public Choice Theory argues that Public Choice assumes that individuals will try to maximise their utility by increasing their power, prestige, security and income.

Ostrom & Ostrom (1971:205) identify four assumptions relating to individual behaviour that are made in the Public Choice Theory, highlighted as follows:

- Individuals are self-interested (distinguished from selfish) which implies that they have their own preferences which influence their decision-making (preferences need to be aligned with the organisational principles and objectives for maximum benefit to the organisation);
- Individuals are rational, indicating given a list of alternatives, they are able to rank them in a transitive manner in order of preference. Transitive would imply that if alternative A is preferable to alternative B, and alternative B is preferable to alternative C, then alternative A is preferable to alternative C (the rationality applied needs to be informed by business objectives and outcomes);
- Individuals will adopt maximising strategies where their choice will be determined by the option that offers the greatest nett benefit based on the individuals preferences (should the above principles be aligned, the maximising strategy will ensure efficiencies and effectiveness); and
- Individuals would know all available strategies, each strategy would lead to only one outcome and the individual knows their own preferences for a particular

outcome (workers needs to be sufficiently knowledgeable in their field to choose the best course of action).

The decision-making implications of the Public Choice Theory applies to all actors within the public sector including voters, legislators and public officials. Assuming all the above conditions exist, voters would vote using the above decision-making process, legislators would act according to that same decision-making model, and so would public officials in deciding amongst various courses of actions to implement public programmes. The study focussed on the impact of the theory on public officials in relation to the context of the research. As greater alignment is achieved between competing factors of an individual in a job situation, there is a greater probability that the individual will act for the benefit of the organisation. This alignment is discussed later in the Self-Determination Theory which examines the continuum of the types of motivators from extrinsic to intrinsic factors.

The Public Choice Theory intersects with Maslow's hierarchy of basic needs in that both explain the needs of the individual to meet various needs which are important to that individual. The basic human needs described by Maslow would drive the individual to attempt to fulfil these needs according to Public Choice Theory. The work situation provides ample opportunities for individuals to attempt to fulfil their specific needs based on the opportunities available in their job roles. However, Public Choice Theory differs from Maslow's hierarchy of basic needs in that the former is a process theory where the behaviour is as a result of choice of an individual, while the latter takes the view that motivation is subconscious and instinctive (Oosthuizen, 2001:21).

The greater the level of alignment between the individual's and organisation's needs, the more likely the effect of fulfilment. For example, an individual may have needs of esteem which means being recognised. Should that individual consider their managers' opinion important and use recognition from their manager to fulfil their esteem needs, the chances of that person acting to gain that recognition from their manager is increased. This could have a two-fold impact of either enabling manipulation by the manager to exploit the individual for their own needs, or enable the manager to get the worker to align to the needs of the organisation and invest themselves in their jobs accordingly.

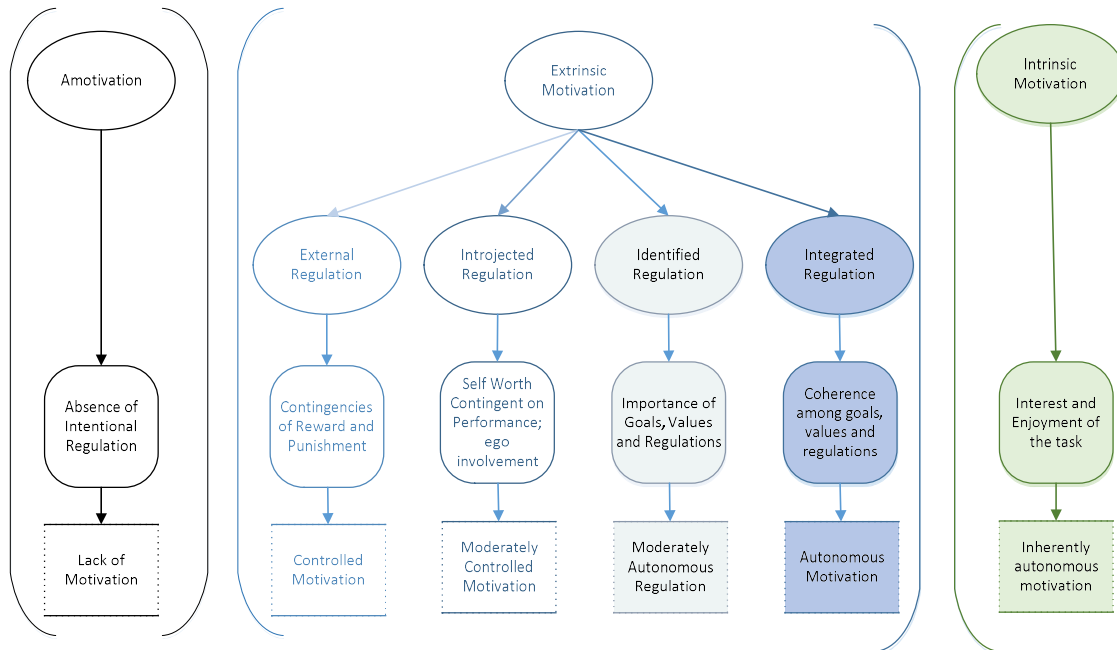
Public Choice challenges Weber's model that bureaucrats are disinterested individually and motivated by higher ideals of public sector, maintains Hughes (2012:69) with the introduction of the self-interested bureaucrat. Examples of high levels of corruption in the public sector show that this theory has some relevance and context for the research study to be undertaken.

The theory has been criticised for its attempt to explain all human behaviour in terms of self-interest, especially where that interest is defined narrowly in terms of wealth maximisation (Hill, 1999:4-7). Although self-interest is definitely a factor motivating human behaviour, it is one factor amongst others.

2.10 Self-Determination Theory

Grant & Shin (2011:16) indicate that Self-Determination Theory has begun assuming a significant role in the understanding of work motivation and has been particularly useful in resolving controversies with other theories. Extrinsic motivators were traditionally seen as external influences. In Self-Determination Theory, extrinsic motivators are viewed in a continuum from being controlled to autonomous contingent on the degree to which the motivator has been internalised (Ryan & Deci, 2000:72-73).

Figure 2.2 Self-Determination continuum from amotivation to intrinsic motivation



Source: Adapted from Gagne & Deci (2005:336)

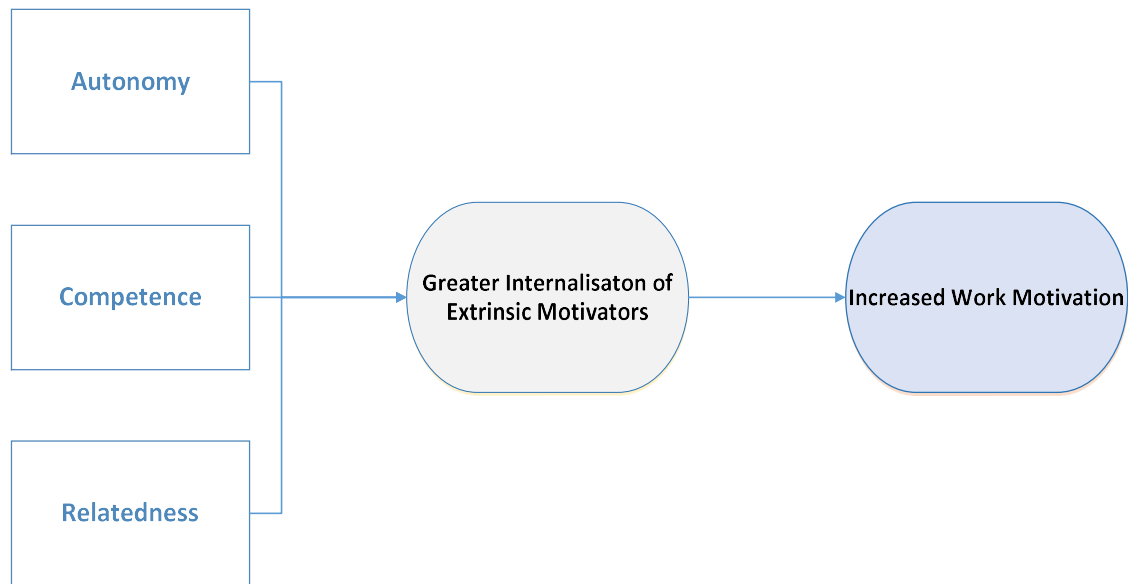
With reference to the previous illustration, four types of extrinsic motivation as described by Gagne & Deci (2005:334-225) are summarised below based on their degree of internalisation:

- External Regulation – controlled extrinsic motivation based on implicit approval or tangible rewards where people act to obtain a desired outcome or prevent an undesired outcome;
- Introjected Regulation – moderately controlled extrinsic motivation where a regulation is taken in by a person, but is not accepted as their own and it appears as if the regulation is controlling the person;
- Identified Regulation – moderately autonomous extrinsic motivation where the regulation is internalised to an extent that the person identifies with it and where the regulation reflects an aspect of themselves; and
- Integrated Regulation – autonomous extrinsic motivation where the regulation is identified with other aspects of one-self and becomes fully identified with and integrated causing the person to feel that they are acting with full volition.

It therefore follows that, extrinsic motivators must move from controlled to autonomous states, in order for the individual to personally identify with their work functions in order to ensure maximum effort in achieving their job objectives.

The basic elements that facilitate internalisation of extrinsic motivators are presented in the diagram that follows by Ryan & Deci (2000:73-74) in the figure on constructs of the theory of Self-Determination.

Figure 2.3 Constructs of the theory of Self-Determination



Source: Author's Perspective

The theory provides three important constructs in description as follows:

1st Construct: Autonomy - related to the feeling of having a choice and some discretion available to the worker (increases sense of ownership);

2nd Construct: Competence - the feeling of being able to carry out tasks (encourages workers to attempt more challenging tasks and increases confidence); and

3rd Construct: Relatedness - the feeling of belonging and being connected to others (social context improves connection with greater organisation and has implications for reputational and ego).

These constructs are key for motivators traversing the continuum from external to integrated regulation. Such movement serves to align the individuals and organisational needs and goals. From the Public Choice Theory, it is clear then that human beings are motivated in their behaviours by their interests. The key to using that motivation to the interest of the organisation lies in aligning the needs of the organisation and the individual. Self-Determination Theory provides a continuum to identify the varying degrees of alignment between the individuals own values and those of the organisation. Thus, as regulation moves from external to integrated, the motivation alignment of the worker and organisation correlates more closely resulting

in a more highly motivated worker, is the view held by Gagné & Deci (2005: 335-336). The constructs of the Self-Determination Theory were utilised to inform the questions that comprised the survey. Through the responses that were provided by the respondents, the analysis took into consideration the applicability and context of the theories.

Self-Determination Theory therefore aligns with the self-interest motivator of Public Choice Theory. Greater degrees of autonomy of the motivator would imply a greater degree of identified self-interest of the worker in terms of alignment of the person's goals with their job goals. As a result, integrated regulation of extrinsic motivators act almost like intrinsic motivators and thus both facilitate the self-interest of the individual as well as their jobs, if aligned.

2.11 Summary

This chapter reviewed the developmental nature of South Africa and also looked at the historical context of the South African Public Administration domain, and the current state of the South African Local government. Work motivation definitions were examined and the key theories informing this study that were explored, include Public Choice Theory and Self-Determination Theory.

It is evident that work motivation is a complex topic that deserves further exploration. The next chapter of this study will examine worker motivation dynamics more closely based on a review of key literature in the field.

CHAPTER THREE

EXAMINING WORKER MOTIVATION DYNAMICS

3.1 Introduction

Work motivation has been of interest of various industrial and organisational psychologies since the early 20th century. The effect of the Hawthorne studies in the 1930s resulted in more focussed research into this topic within a contemporary perspective thus directed at the working environment, inducements and supervision. Vroom (1964) provided the first overarching model of work motivation called the “valence-instrumentality-expectancy model”. To reiterate, Vroom’s theory is justified for its applicability as mentioned in Chapter Two. In Vrooms model, the effort expended by an individual is a function of three beliefs which are:

- Effort will have effect on performance (expectancy);
- Performance will lead to outcomes (valence); and
- The outcomes achieved are valuable (instrumentality).

Multiple studies have since been conducted, and multiple theories and models developed to explore work motivation. Locke & Latham (2004:388-389) identify the following contributions to the study of worker motivation in that:

- Relating individuals’ needs to organisational demands;
- Impact job design has in making work performed more stimulating and challenging;
- Automatic impact of feedback and rewards on motivation;
- Linking the effect of self-efficacy on work motivation; and
- Effect of worker satisfaction linked to the processes followed by which decisions impacting on workers are made within the organisation.

It must be noted that motivation research has progressed in multiple directions. Many researchers have identified the need to integrate the various contrasting theories in order to provide a comprehensive theory on work motivation (Steel & Konig, 2006:890). Selden & Brewer (2000:531-532) offer some reasons that development of an over-arching theory on worker motivation has been elusive in that:

- Studies very often fail to confirm researchers' intuitive sense of what motivates workers and results in further studies;
 - Motivation is a challenging concept to define and operationalise in the real world due to the complexity of capturing human behaviour; and
- Historically, research has depicted work motivation too simplistically resulting in focus on one or more values when in reality these models may work in concert.

From the above discussion, it is apparent that the study of motivation of workers is multi-dimensional with no single approach being found to be all encompassing. This study, is based on identifying the factors that are important to workers at the Water and Sanitation Unit of the municipality and the extent to which these factors are prevalent within the unit.

3.2 Challenges in Motivating Workers

Arnolds, Boschhoff, Mazibuko & Klemz (2010:87) postulate that challenges in motivation of workers exist mainly due to the limited understanding of managers of the subject of motivation, and the gap between the expectations of workers and managers' understanding of these expectations. This gap results in managers providing opportunities which are meant to motivate staff, but which staff do not consider to be motivational.

Arnolds *et al.* (2010:88) also note that it is very likely that different factors may motivate different workers. Workers of different age groups, gender, educational backgrounds and social position would have different values, and therefore place varying degrees of priority on work and family.

These personal traits of individuals with different preferences coupled with a work environment which could be challenging in itself, add to the complexity of the topic of worker motivation. The discussion that follows will more specifically consider the topic of worker motivation in the public sector.

3.3 Work Motivation in the Public Sector

Wright (2001:559) is of the view that work motivation research tends to focus more on business and industrial organisation with very little research being conducted within the public sector, despite the strong pressure to improve productivity and reduce costs.

In considering the potential differences between public and private sector workers in terms of work motivation, Wright (2001:563-564) further indicates that there is no real evidence to differentiate public and private sector motivational variables. In addition, one has to consider whether the worker entered the public sector out of choice. Key considerations would include whether the worker values help determine the type of organisation they joined, or whether their values became shaped by the organisation and potentially how their characteristics may change with time as an worker remains within an organisation. Wright (2001:566) follows on that although there is some evidence to support sector differences in worker motivation, it is not consistent and must be used cautiously.

For relevance of this study, a distinction is drawn between public and private sector motivations by Houston (2000:714-716) who indicates the following potential differences:

- Public sector workers should have a sense of duty more than just a job;
- Public sector workers should be characterised by more of a sense of service to the public;
- They should be motivated by a concern for the community;
- They should be less motivated by financial rewards than their private sector counterparts; and
- Public sector workers should place more value on intrinsic rewards and public interest.

Following on, Perry & Wise (1990:368) define public sector motivation of a person as their pre-disposition to responding to motivation “grounded primarily or uniquely in public institutions and organisations”. The authors divide these motives into three categories:

- Rational – grounded in the individual maximising utility;
- Norm-Based – actions generated by a need to conform to norms; and
- Affective – refers to behaviour triggered by emotional responses to various social contexts.

The rational motive can be linked to public policy formation which can re-inforce an individual’s image of self-importance in the guise of “devoted exercises of social

duties". In addition, public servants may personally identify with a specific programme and their commitment to the public program is actually based on their personal identification with the program. The norm-based motives are based on the altruistic principle of attempting to serve the public interest, a sense of loyalty to government and nationalism. Affective motives refer to where a person may identify with a program due to a belief in its social importance. These motives are characterised by a human response of willingness to sacrifice for others (Perry & Wise, 1990:368).

Since the early 1970s, the need to get "more for less" from the public sector has been a major issue, holds Perry & Porter (1982:89). According to Wright (2001: 560), the public sector specifically, has generally been stereotyped for being lazy, inefficient and misdirected with a poor attitude and work ethic. Throughout the world, governments are attempting to provide services to its people with greater efficiency and effectiveness in order to satisfy the ever-increasing demands of its citizens. Limited resources are used by governments to satisfy the unlimited needs of citizens, is the view held by Mafunisa (2004:300).

3.4 Goals and Motivation

Perry & Porter (1982:90-91) initially related goals to motivation, and how goal clarity positively impacts on motivation of workers. They also noted that public organisations generally have either scattered or conflicting goals or face a situation where the performance criteria cannot be clearly defined.

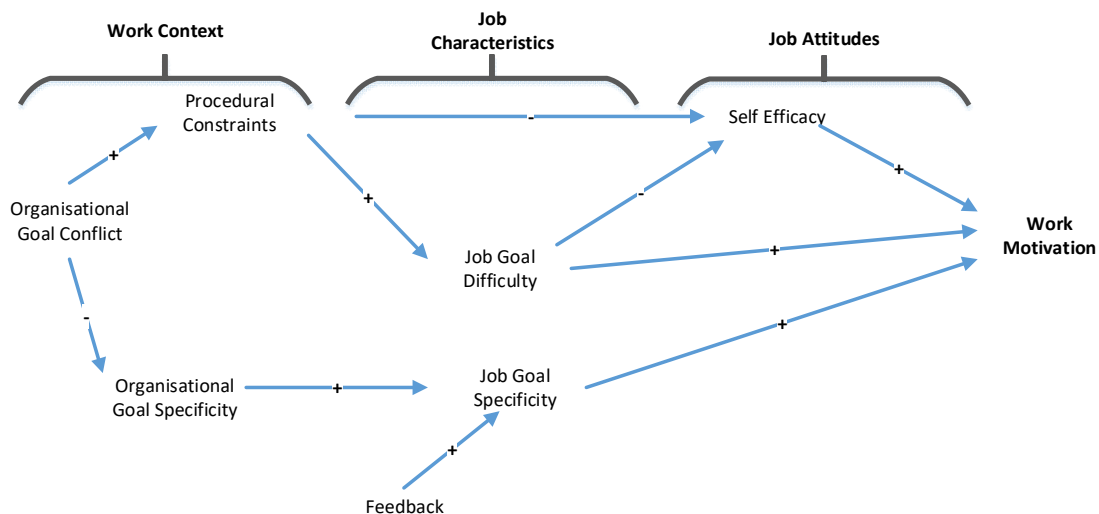
Wright (2007:55) identifies two ways in which goals can impact on motivation *viz.* goal content and goal commitment. Goal content refers to the characteristics of goals like their specificity and difficulty which help direct and energize behaviour. Goal commitment on the other hand, refers to the perseverance of the worker in goal-related behaviour which centres on whether the individual accepts the goal and remains committed to reaching it despite obstacles. Wright (2004:70-71) found the following variables that explain the majority of the variance in work motivation of public variables as:

- The clarity of the job goal which helps focus the workers attention and energy towards the task; and

- Job goal difficulty which require greater effort from workers in order to gain greater self-value.

It is apparent that there is a multitude of factors that impacts on work motivation. These factors work in concert or independently of each other, and impact work motivation both positively and negatively. The model that follows attempts to illustrate how some of the key factors impact work motivation.

Figure 3.1 Model of Work Motivation



Source: Adapted from Wright (2004:61)

With reflection to the preceding model of worker motivation, it can be argued that organisational goal conflict which is prominent in public organisations severely impact on worker motivation negatively in two key way viz. by creating procedural constraints and decreasing organisational goal specificity. Procedural constraints have a negative effect in self-efficacy by having a tendency to cause a worker to feel powerless. It also increases job goal difficulty (Author’s perspective). Wright (2004:72) argues that procedural constraints serve to make goals appear unachievable despite whatever effort the worker puts in, which impacts on self-efficacy and job goal achievability. Job goal difficulty can increase work motivation if the goals are achievable. However, when they are not achievable by either being unreasonably difficult or by the constraints within the organisation, they serve to negatively impact on self-efficacy and work motivation.

Therefore, functioning in an organisation which has clear goals helps improve the specificity of goals that workers have in their job, which when coupled with appropriate feedback, can help workers direct their energies and improve work motivation. Job goal clarity is impacted by supervisor feedback, organisational mission clarity (or lack of ambiguity) and procedural constraints (Author's perspective). Selden & Brewer (2000:562) contend that goals provide purpose and feedback enables the individuals to monitor progress in achieving goals. It follows then that the authors assert that challenging and specific goals and feedback are more important than either one, alone.

Private organisations have much clearer goals like improved profitability which would form a more fertile environment for increasing work motivation. Public organisations which are driven by varying agendas, policies and challenges generally make for a more challenging environment for goal clarity, self-efficacy and ultimately work motivation. Workers could end up feeling powerless or unable to make a difference in large public organisations which tend to be highly bureaucratic.

Public workers are more motivated at their jobs when the tasks they need to perform are clearly understood, challenging, important and attainable (Wright, 2007:60). However, Wright (2007:60) also found that organisational mission provided greater intrinsic value in goal importance than external rewards.

Lunenburg (2011:3-4) adds the additional dimensions of goal acceptance and the importance of group goals. The author argues that goals will not as a matter of course, necessarily be accepted because they are set. Strategies like getting workers to participate in goal setting need to be employed to facilitate the process of goal acceptance. As organisations adopt models of project work and group work, group goal setting also becomes an important tool which enables team building by persuading members of the group to share their own goals.

Lunenburg (2011:5) also points out some limitations of goal setting being manipulated for greater rewards especially where they are linked to financial incentives. The potential exists that goals chosen between supervisor and staff member may already have been realised. Achievement of goals of staff members also reflect on the supervisor which would possibly lead to increase in the risks of goal setting manipulation. There are additionally, multiple aspects of a job that cannot be placed

directly into goals. This may result in goal focussing on narrow aspects of a job function. These risks are especially high in public organisation where goals are relatively diverse, and possibly conflict with each other resulting in increased difficulty reflecting the entire job function as goals.

3.5 Conflict between procedural and performance values

Behn (1995:316) explains the relationship of distrust and micro-management between the legislative and executive branches of government which results in high levels of bureaucracy and constraints within public organisations. This never-ending cycle starts with the legislative branch being dissatisfied with a specific organisation and imposing some rules to get them to perform as expected. These rules then have the effect of inhibiting the organisation from achieving its goals by devoting some of its limited resources to complying with these rules or the rules may directly prevent the organisation from fulfilling its objective. These challenges can serve to make the legislative branch even more dissatisfied with the performance of the organisation and impose further rules which serve to further constrain it. These rules can cause goal conflicts and ambiguity in the organisation which can serve to hinder motivation. With the call for increased accountability and improved governance, the South African context presents a prime opportunity for the introduction of constraints being introduced due to high levels of corruption and irregular expenditure within government.

Within the South African local government, the Municipal Finance Management Act 56 of 2003 (MFMA) is an example of comprehensive legislation promulgated by national government for municipal finance governance. It is justified by the high levels of non-compliance to basic principles of accountability and controls practised within local government. In terms of legislation, it provides very clear directives to local governments on how they need to conduct themselves. It however, places onerous burdens on the administrations especially of smaller municipalities. Large amounts of resources need to be spent just to ensure compliance and reporting requirements are met. As a result, more focus is given to compliance rather than focussing on actual service delivery. This can be seen within the eThekweni Municipality where the motto of “Compliance before service delivery” is used to emphasise the requirement that compliance reigns supreme (Author’s perspective).

Goodnow, as quoted by Behn (1995:317) defined the division of labour between the legislative and executive branches as “Politics has to do with policies or expressions of the state will. Administration has to do with the execution of these policies.” However, one sees that in practice, the implementation thereof becomes a challenge. Behn argues that generally agencies have limited resources and literally cannot execute all policies, and must therefore choose which policies to devote resources to in terms of prioritisation of the real needs and expectations of the public at large.

Leadership is also impacted by this phenomenon. Kark & van Dijk (2007:501) identify two types of leaders viz. transformational or charismatic leadership and transactional or monitoring leadership. Transactional and monitoring leadership focusses on compliance and rewards which would naturally become the basis of a highly legislatively controlled organisation. Transformational and charismatic leadership which is characterised by the effects of “inspirational motivation, idealised influence, individualised consideration and intellectual stimulation.” Such leadership styles become stifled within organisations where leaders are simply meant to apply rules given by higher structures. As such, leaders’ ability to motivate and inspire their teams is limited.

The improved procedural quality with the renewed focus on improved governance, have the potential to stunt effectiveness and efficiency if such governance is not effectively implemented. The potential conflict between the values of procedural values and performance values could become pronounced if governance initiatives are not effectively implemented (Graaf & Paanakker, 2014:1-2). Improper governance implementation therefore has the potential to undermine feelings of autonomy and competence, which in turn, would impact motivation.

Multiple governance initiatives have been undertaken within eThekweni Municipality. Translated it means that according to the 2013/2014 Annual report, the following have been implemented:

- Audit Committees;
- Committees required by section 79 and 80 of the Municipal Structures Act 117 of 1998;
- Statutory Committees (Appeals Committee, Civilian Oversight Committee and Ethics Committee); and

- Various Administrative Committees.

The Municipality appears to have progressed in fulfilling its obligations as required by the MSA and the MFMA in terms of ensuring that various governance and oversight structures are currently in place (eThekweni Municipality, 2014:14-17).

However, Sebola (2014:1005) argues that governance in Africa is illusive for a number of reasons which include, amongst others:

- Governance principles that are based on developed countries values that African leaders do not internalise; and
- Leaders are elected and supported by local people although they don't follow their own constitutions, since the Euro-centric values of governance based on the developed world do not resonate with the Afro-centric values of local contexts.

As a result, the chances of having a properly implemented and abided by governance mechanisms is challenging until a proper African context for public governance is developed. Current governance models are based on principles of developed countries which developing countries adopt with the intent of securing aid and funding (Sebola, 2014:997). As a result, leaders within African countries are often seen violating their own constitutions with little or no repercussions (Sebola, 2014:998-999). Hence, even when attempts are made within Africa to implement governance principles, there is an increased risk of improper implementations which has a direct negative impact on worker motivation.

3.6 Factors Affecting Worker Motivation

Mafini & Dlodlo (2014:10) found in a study within the South African public sector, that compensation, work life quality, supervision and collaboration correlated positively to job satisfaction. Govender & Parumasur (2010:237) argue that as workers' motivation increases, the chances of them becoming more involved in their jobs, increases greatly. Job involvement refers to the extent to which workers are pre-occupied and absorbed in their work. Govender & Parumasur (2010:239) identify workers who are more job involved as being more responsive to work, thinking about work even when not physically doing it, having an increased sense of duty to work and having greater levels of guilt relating to unfinished work or absenteeism.

Perry & Porter (1982:89) identify four categories of variables that impact worker motivation *viz.* individual characteristics, job characteristics, work environment characteristics and external environmental factors. The table below lists the main motivational variables identified within these categories.

Table 3.1 Characteristics affecting worker motivation

Individual	Job	Work Environment	External Environment
Need for Achievement	Performance Measurability	Peer Group	Socio-normative
Need for Affiliation	Goal Clarity	Quality of Supervision	Political
Need for Power	Job Challenge	System Rewards	Demographic
	Job Content	Individual Rewards	Economical
		Organisational Climate	Technological
		Personal Significance Reinforcement	
		Stability of Expectations	

Source: Adapted from Perry & Porter (1982:89-97)

Of these categories depicted in Table 3.1, job and work environment characteristics can be more directly influenced by steps taken within the organisation. The individual and external influences are more challenging to adjust in relation to work. The discussion that follows will more closely examine these factors within the context of the public sector.

The characteristics in Table 3.1 are mapped in relation to the constructs of the Self-Determination Theory as follows:

Table 3.2 Characteristics affecting worker motivation to constructs of Self-Determination Theory

Autonomy	Competence	Relatedness
Need for Power	Need for Achievement	Need for Affiliation
Goal Clarity	Performance Measurability	Peer Group
Economical	Job Challenge	Quality of Supervision
	System Rewards	Organisational Climate
	Individual Rewards	Socio-normative
	Technological	Political
	Personal Significance Reinforcement	Demographic
	Job Content	
	Stability of Expectation	

Source: Author's Perspective

Mullins (1996) as quoted by Govender & Parumasur (2010:238), identify three sub-dimensions of worker motivators as follows:

- Economic rewards – includes factors like salary, leave, job security;
- Intrinsic Satisfaction – includes interest in the job function, growth and development; and
- Social Relationships – includes teamwork, friendships, socialisation in terms of peers, subordinates and supervisors.

Motivational factors are also impacted by industries and the current economic and social circumstances various workers find themselves in. Arnolds *et al.* (2010:98) found that amongst areas where unemployment was high, job security ranked as highly important and various types of workers placed emphasis on different aspects of their work environment depending on these contexts.

3.7 Summary

It is evident from this chapter regarding worker motivation that despite the topic of worker motivation being well researched, there are a number of dynamics that impact worker motivation. This chapter examined the key challenges in worker motivation in general and the specific considerations relating to worker motivation within the public

sector. The impact of procedural constraints were also closely examined as the public sector is well-known for its bureaucracy which is sometimes seen to hamper service delivery. The impact of goals on worker motivation was also explored, culminating in the identification of the key factors that impact worker motivation.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

This chapter presents the research methodology used in the study covering the research design, research approach, study site, target population, sampling method, sample size, data collection instruments, data analysis, ethical considerations and limitations of the study.

4.2 Research Design

This study used a case study research design. Robson (1993:40) defines a case study as the “detailed, intensive knowledge about a single case or a small number of cases”. Saunders, Lewis & Thornhill (2000:94) indicate that a case study approach may be a worthwhile way of exploring and testing existing theory. The case research design was adopted because of its suitability in providing a rich understanding of the area of research and its ability to answer the questions “why” as well as the “what” and “how” (Robson, 1993:44). The research demands rich contextual understanding and detailed knowledge of a single case which makes the case study research design suitable for the research.

4.3 Research Approaches / Paradigms

There are several research approaches and paradigms that inform the various types of research conducted. In this regard, Creswell (2014:5-10) describes four main worldviews or paradigms in research as follows:

- Post-Positivists – Follows a deterministic philosophy and is reductionist in nature and follows a scientific method usually based on a theory and generally associated with quantitative research;
- Constructivist – Based on the idea that individuals seek to understand the world they live in resulting in subjective meanings to experiences. The meanings derived can be varied and complex and relies heavily on the views of the participants;

- Transformative – This view holds that research inquiry needs to be intermingled with an agenda for political change to confront social oppression. The research contains an action agenda for change; and
- Pragmatic – Focus is on the research problem with a pluralistic approach used to derive knowledge about the problem.

Due to motivation being a subject affected by perceptions and psychological influences as well as external factors, this study was informed by Post-Positivism and Constructivist worldviews.

There are two broad types of research approaches; quantitative and qualitative. According to Creswell (2014:4) quantitative research is typically used for examining the relationship amongst variables, which can be measured on instruments with typically numbered data that can then be statistically analysed. Creswell further states that qualitative research is used to explore and understand the meaning that people or groups of people ascribe to a certain phenomenon where the researcher then interprets the data.

Mixed methods approach combines or mixes the quantitative and qualitative approaches in a single study (Johnson & Onwuegbuzie, 2004:17) . It is noted that the mixed methods involves both qualitative and quantitative approaches with a combination of interviews and questionnaires.

This study therefore, utilised a mixed methods approach where according to Johnson & Onwuegbuzie, (2004:18) the researcher collects both quantitative and qualitative in a way that provides complementary strengths and non-intersecting weaknesses making is superior to any one of the methods of properly applied.

In this study, the researcher used a quantitative method to collect data about the various levels of motivation within the units of the sample and derive general factors that influence motivation. This data was analysed to establish statistical significance, emergent themes and align the findings with the theoretical constructs set out in this study.

This research approach helps provide a good overview of the general factors affecting motivation, and subsequently collect rich contextual information from the sample.

4.4 Study Site

According to Simons (2009:32) the study site is the physical location where the study will be conducted to collect the data required. This study was conducted at the eThekweni Water and Sanitation head office, which is located in Prior Road, Durban, in the central business district. eThekweni is the largest Municipality within the KwaZulu-Natal Province and includes a harbour and an international airport (eThekweni Municipality (a), 2016:48)

4.5 Target Population

Kitchenham & Pfleeger (2002:17) define the target population as the group or persons to whom the survey applies. The eThekweni Water and Sanitation unit consists of 3622 full-time workers. The grading system for staff utilises the task grading system where TK refers to the task level as shown in table 4.1 below. The target population of this study was office workers which is defined as staff who are office based (as opposed to field workers) and with a grading of TK6 or greater. This distinction would limit the influence of unskilled workers on the population whose motivation factors may be very different from skilled or semi-skilled workers. The targeted population consists of 1278 workers ranging from general staff, supervisors, management and executives.

4.6 Sampling Methods

This study used probability sampling due to the fact that mixed methods research approach is used. With probability sampling the chance of each unit being selected from the sample is known (Saunders *et al.*, 2000:152). Probability sampling enabled greater inferences to be made about the population from the sample (Saunders *et al.*, 2000:153). This study employed stratified random sampling. Stratified random sampling consists of dividing the target population into strata or categories. In this study, the strata was determined by the grading of workers as follows:

Table 4.1 Sample Strata

Strata	Description	Grade Range
Executives	Head, Deputy Head, Project Executives	>17
Managers	Managers and Senior Managers	13 to 17
Supervisors	Senior Staff – responsible for supervising staff	9 to 12
Staff	General staff – with no supervisory responsibility	6 to 8

Based on the proportion of workers at each of these levels, a random selection of workers was made. In this way, various levels of workers were properly represented in the sample.

4.7 Sample Size and Sample

A valid sample is a representative-subset of the target population (Kitchenham & Pfleeger, 2002:17). In the sample, workers were selected from grade 6 upwards to include general staff, supervisors, managers and executives with a sample size of 110 illustrated in the table that follows.

Table 4.2 Sample Size by Strata

Strata	Population Size	Percentage in Sample	Number in Sample
Executives	8	5%	5
Total Interviews			5
Managers	41	5%	5
Supervisors	155	20%	20
Staff	1110	70%	70
Total Surveys			95
Total	1314	100%	100

In order to gather qualitative data, interviews were setup with executives within the unit to gain additional perspectives on the research. This ensured that data from all areas of the sample were collected.

4.8 Data Collection Instruments

This study used self-administered survey questionnaires for the first phase of data collection to understand the different levels of motivation amongst the sample. These questionnaires were sent to the manager, supervisor and staff strata. The second phase used in-depth interviews of executives. These research instruments were relevant for the research methodology and design and enabled the researcher to effectively gather the empirical information required.

4.8.1 Self-Administered Questionnaire

Self-administered questionnaires are typically completed by the respondents and consist of a fixed set of questions usually delivered and returned *via* email or online *via* the internet (Saunders *et al.*, 2000:280). In this study, structured self-administered questionnaires were sent to the sample to collect information about the level of motivation and generate a basic understanding of the factors that affect their motivation.

4.8.2 Interviews

According to Kahn & Cannell (1957:12), an interview is a purposeful dialogue between two or more people. Semi-structured in-depth interviews were used to gain additional insight into worker motivation from the executives of the unit.

4.8.2.1 Semi-Structured Interviews

In semi-structured interviews, the researcher focuses on themes and questions (Saunders *et al.*, 2000:243-244). Semi-structured interviews were used to collect data regarding the underlying factors impacting on executives' work motivation and their teams'. Semi-structured interviews were used to enable the collection of data from participants. A complement of five respondents were interviewed regarding their perspectives on worker motivation within the Water and Sanitation Unit. In order to make the interviews more effective, the questions to be covered in the interview were circulated to participants a week prior to the interviews to provide time for them to reflect on the subjects that were discussed. The executive strata of the sample was selected for the semi-structured interviews due to their being able to offer broader perspectives on the organisation as a whole and potentially provide deeper insight into motivational dynamics within the organisation.

4.9 Data Analysis

Data analysis is the process of analysing the raw data to identify trends and patterns as well as summarising of data utilising statistical methods (Cooper & Schindler, 2008:93).

During the first phase, the quantitative data related to the levels of motivation, was analysed using inferential analysis where information about the population was inferred from the data gathered from the sample. Data was captured using Microsoft

Excel and analysed through SPSS. The data was analysed for reliability with Cronbach's Alpha and the use of Factor Analysis. Krushkal Wallis p-values were analysed to determine whether scoring amongst the strata of staff, supervisors and managers, was similar. This test was used to identify whether significant relationships between and amongst key variables exist. In the second phase, the in-depth interviews were recorded and transcribed, and thematic analysis was used to ascertain significant deductions from the statements made.

4.10 Ethical Considerations

An ethical clearance form was submitted via the supervisor and chair of higher degrees within the School of Management: IT and Governance. It was then submitted to the university ethics committee. Final approval was obtained in accordance with the universities procedure for post graduate study with ethical clearance number HSS/0377/016M (Annexure 1). Surveys only commenced after receipt of the ethical clearance letter.

A gate-keeper's letter from eThekweni Municipality was also sought. All participants signed informed consent letters (Annexures 3 and 4) prior to their voluntary participation in the surveys, and an orientation was given as to the requirements for completion of the questionnaires. In addition, all respondents' identities are kept confidential to maintain their privacy. Respondents remain anonymous. These efforts were undertaken to ensure human dignity and protection of the privacy and confidentiality of the respondents' identities in accordance with the University's requirements for postgraduate research.

4.11 Limitations of the Study

Given that the researcher is an worker in the Water and Sanitation Unit of the Municipality, no workers that report to the researcher were included in the study to ensure that objectivity was maintained. This minimised any influence on the participants and maintained the integrity of the study.

4.12 Summary

This chapter presented the research methodology used in data collection. The research design and approach were presented. Informed by a Post-Positivism and

Constructivist worldview, a mixed methods approach in the study details of the study site, target population, sampling methods and sample were provided. The chapter also expanded on the data collection instruments and data analysis principles. Quantitative analysis was undertaken on responses to the questionnaires and thematic analysis of the interviews was conducted. Ethical considerations and limitations of the study were also revealed.

The next chapter presents the data collected in the empirical research, the analysis thereof and discussion on identified findings for due consideration.

CHAPTER FIVE

STATEMENT OF FINDINGS, INTERPRETATION AND DISCUSSION OF DATA

5.1 Introduction

This chapter presents the results and discusses the findings obtained from the questionnaires and interviews in this study. The questionnaire was the principal tool that was used to gather data. It was distributed to 95 workers of various levels. Additionally, 5 semi-structured interviews were conducted with the executive tier of the organisation. The data collected from the responses to the questionnaires was analysed with SPSS version 24.0. The results deliver the descriptive statistics by utilising cross tabulations, graphs and other figures for the quantitative data that was gathered. Correlations and Chi Square Test values which are interpreted using the p-values were utilised as inferential techniques.

5.2 Results from the Data

5.2.1 The Sample

In total, 95 questionnaires were despatched and 95 were returned which gave a 100% response rate overall. All 5 of the planned interviews with the executive strata were undertaken.

5.2.2 The Research Instrument

The research instrument consisted of 45 items, with a level of measurement at a nominal or an ordinal level. The questionnaire was divided into 22 questions for staff and 23 for supervisors and managers which measured 9 themes as listed below:

Theme 1: Biographical Data;

Theme 2: Job Involvement;

Theme 3: Peer Group and Leadership;

Theme 4: Rewards;

Theme 5: Physical Environment;

Theme 6: Goals;

Theme 7: Job Content;

Theme 8: Governance; and

Theme 9: Importance of Factors.

5.2.3 Reliability Statistics

Reliability and validity are the two most important aspects of precision. Reliability is computed by taking multiple measurements on the same subjects. A reliability coefficient of 0.60 or higher is considered “acceptable”.

The Cronbach’s Alpha score for all the items that comprised the questionnaire is reflected in the table below.

Table 5.1 Cronbach's Alpha score

	Number of Items	Cronbach's Alpha
Peer Group and Leadership	5 of 5	0.823
Rewards	4 of 4	0.795
Physical Environment	2 of 2	0.793
Goals	3 of 3	0.609
Job Content	3 of 3	0.622
Governance	3 of 3	0.685

The reliability scores exceed the recommended Cronbach’s alpha value of 0.600 for a newly developed construct for all sections. This indicates a degree of acceptable, consistent scoring for all sections of the research.

5.2.4 Factor Analysis

Ramdas (2012:103) describes Factor Analysis as a statistical technique used for data reduction. The author further explains that Factor Analysis is used in survey research to represent multiple questions with a limited number of hypothetical factors. As an example, in a national survey of opinions on energy policy, participants could answer three different questions regarding energy policy at national, provincial and local spheres. Each question on its own may be inadequate to measure attitudes towards energy policy, but together, may be able to provide the required measure. If they do, they can be combined to create an additional variable which is denoted as the factor score for each respondent.

A summarised table that reflects the results of KMO and Bartlett’s Test, precedes the matrix tables. The pre-conditions for the Factor Analysis procedure is that Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be greater than 0.50 and

Bartlett's Test of Sphericity less than 0.05. Those requirements were satisfied in all cases which allows for the Factor Analysis procedure.

Factor Analysis is done only for the Likert scale items. Some components are divided into finer components as explained below in the rotated component matrix.

Table 5.2 KMO and Barlett's Test

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
		Approx. Chi-Square	df	Sig.
Job Involvement	0.500	4.396	1	0.036
Peer Group and Leadership	0.803	178.907	10	0.000
Rewards	0.761	113.370	6	0.000
Physical Environment	0.500	52.872	1	0.000
Goals	0.582	34.122	3	0.000
Job Content	0.524	48.794	3	0.000
Governance	0.557	16.080	3	0.001

All of the conditions above are satisfied for Factor Analysis. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value should be greater than 0.500 and the Bartlett's Test of Sphericity sig. value should be less than 0.05.

Table 5.3 Rotated Component Matrix

Component Matrix^a	
Job Involvement	Component
	1
Identify the statement which most closely reflects your identification with your job	0.780
Put forth best efforts to yield best results in the job, irrespective of difficulties	0.780
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Component Matrix^a	
Peer Group and Leadership	Component
	1
My relationship with members of my work group / team are professional and friendly	0.677
I have established the relationships that I require to properly perform my job function	0.601
Faith in the quality of the leadership of my superiors	0.848
Receive positive feedback on the quality of my work from my superiors	0.806
Receive the required level of support from my team and superiors	0.869
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Component Matrix^a	
Rewards	Component
	1
I am happy with the payment I receive for the work I do	0.717
I feel recognized and rewarded for the effort I put in	0.834
I have sufficient opportunity for advancement in my job	0.806
Performance management systems within the organisation are effective	0.791
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Component Matrix^a	
Physical Environment	Component
	1
Physical environment within which I work is suitable to perform my job function	0.911
I have all the tools and equipment required to perform my job function effectively	0.911
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Component Matrix^a	
Goals	Component
	1
I feel that my job is important in meeting the goals of the Municipality	0.663
I clearly understand the goals of the Municipality	0.836
I clearly understand what I need to do to be effective at my job	0.741
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Component Matrix^a	
Job Content	Component
	1
I use all my skills and capabilities in performing my job	0.742
I feel adequately challenged by my job	0.882
I have sufficient opportunities for growth and development within my job	0.656
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Component Matrix^a	
Governance	Component
	1
I have sufficient discretionary power to be effective in my job function	0.595
Increased levels of controls and governance within the municipality assist me in being more effective in my job	0.892
Increased levels of governance and controls improve the municipality's ability to deliver services	0.838
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

Factor Analysis is a statistical technique whose objective is data reduction. Factor Analysis is typically used in survey research by a researcher to represent a number of questions with a few hypothetical factors. With reference to the tables above:

- The principle component analysis was used as the extraction method, and the rotation method was Varimax with Kaiser Normalization. This is an orthogonal rotation method that reduces the number of variables that have high loadings on each factor. It streamlines the interpretation of the factors;
- Factor Analysis/Loading show inter-correlations between variables; and
- Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and

using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the various components.

It is noted that the variables that constituted all of the sections loaded flawlessly along a single component. This means that the statements that comprised these sections perfectly measured what it set out to measure, with a discussion of significant aspects in this chapter.

5.2.5 Biographical Data

This section summarises the biographical characteristics of the respondents.

The table that follows describes the overall gender distribution by age.

Table 5.4 Overall Gender Distribution by Age

Group				Gender		Total
				Male	Female	
Total	Age (years)	20 - 29	Count	7	18	25
			% within Age	28.0%	72.0%	100.0%
			% within Gender	21.2%	32.7%	28.4%
			% of Total	8.0%	20.5%	28.4%
		30 - 39	Count	12	21	33
			% within Age	36.4%	63.6%	100.0%
			% within Gender	36.4%	38.2%	37.5%
			% of Total	13.6%	23.9%	37.5%
		40 - 49	Count	7	7	14
			% within Age	50.0%	50.0%	100.0%
			% within Gender	21.2%	12.7%	15.9%
			% of Total	8.0%	8.0%	15.9%
		50 - 59	Count	6	7	13
			% within Age	46.2%	53.8%	100.0%
			% within Gender	18.2%	12.7%	14.8%
			% of Total	6.8%	8.0%	14.8%
	60 - 69	Count	1	2	3	
		% within Age	33.3%	66.7%	100.0%	
		% within Gender	3.0%	3.6%	3.4%	
		% of Total	1.1%	2.3%	3.4%	
Total	Count	33	55	88		
	% within Age	37.5%	62.5%	100.0%		
	% within Gender	100.0%	100.0%	100.0%		
	% of Total	37.5%	62.5%	100.0%		

Overall, the ratio of males to females is approximately 1:2 (37.5%: 62.5%).

The 30 to 39 years age category was the largest comprising 37.5% of the sample. The age category consisted of 36.4% males and 63.6% females. Males within this age category comprised 36.4% of the sample of the gender and 13.6% of the total sample.

Females within this age category comprised 38.2% of the sample of the gender and 23.9% of the total sample.

The 20 to 29 years age category was the second largest comprising 28.4% of the sample. The age category consisted of 28.0% males and 72.0% females. Males within this age category comprised 21.2% of the sample of the gender and 8.0% of the total sample. Females within this age category comprised 32.7% of the sample of the gender and 20.5% of the total sample.

The 30 to 39 year age category combined with the 20 to 29 years age category comprise 65.9% of the sample. Seven respondents to the questionnaires did not disclose their ages. The sample, therefore, contains a wide distribution of the age groups with both genders being adequately presented at all the age groups typically found within the organisation.

The table below indicates the mean ages of the respondents.

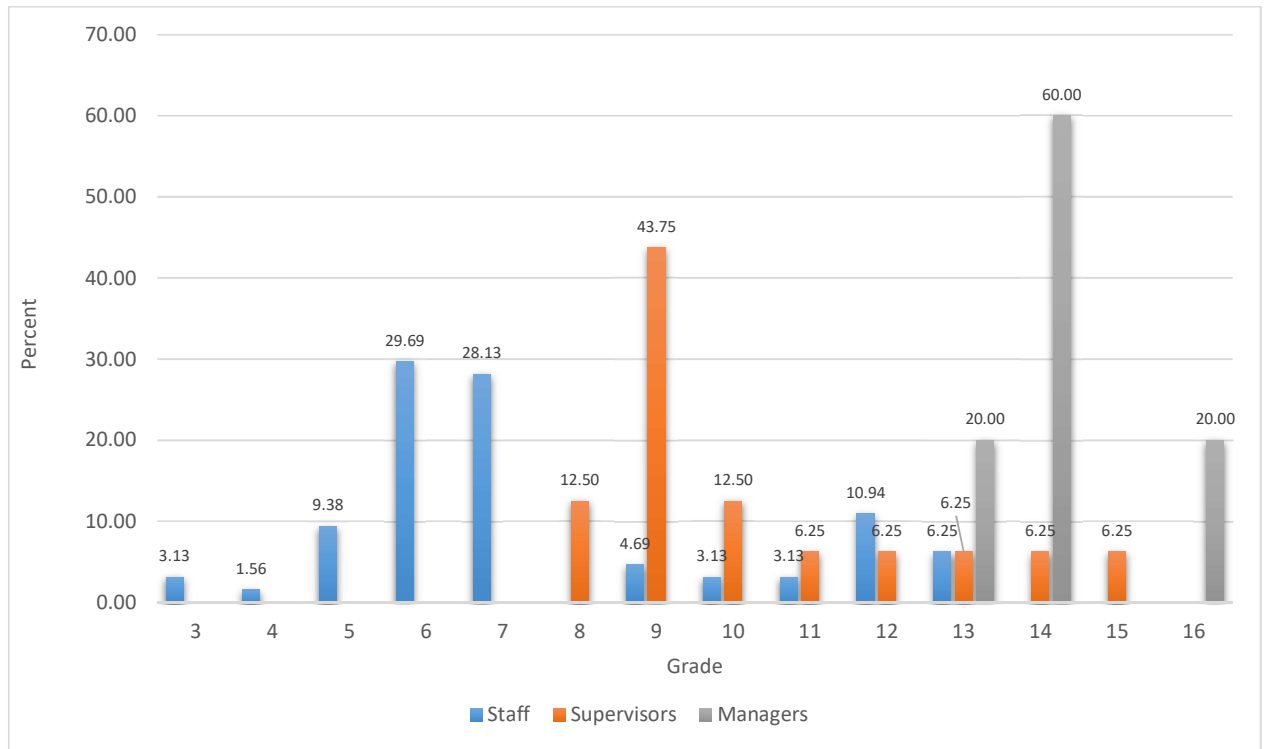
Table 5.5 Respondent Mean Ages

Group	N	Mean	Std. Deviation	Minimum	Maximum
Staff	67	34.5821	9.08904	23.00	62.00
Supervisors	16	42.1250	9.03973	28.00	61.00
Managers	5	58.2000	2.28035	55.00	61.00
Total	88	37.2955	10.58644	23.00	62.00

It is noted that age increases with seniority within the organisation. Although the maximum ages are similar, older respondents are found at the senior levels as a result of career progression in the workplace.

The figure that follows indicates the grade of the respondents.

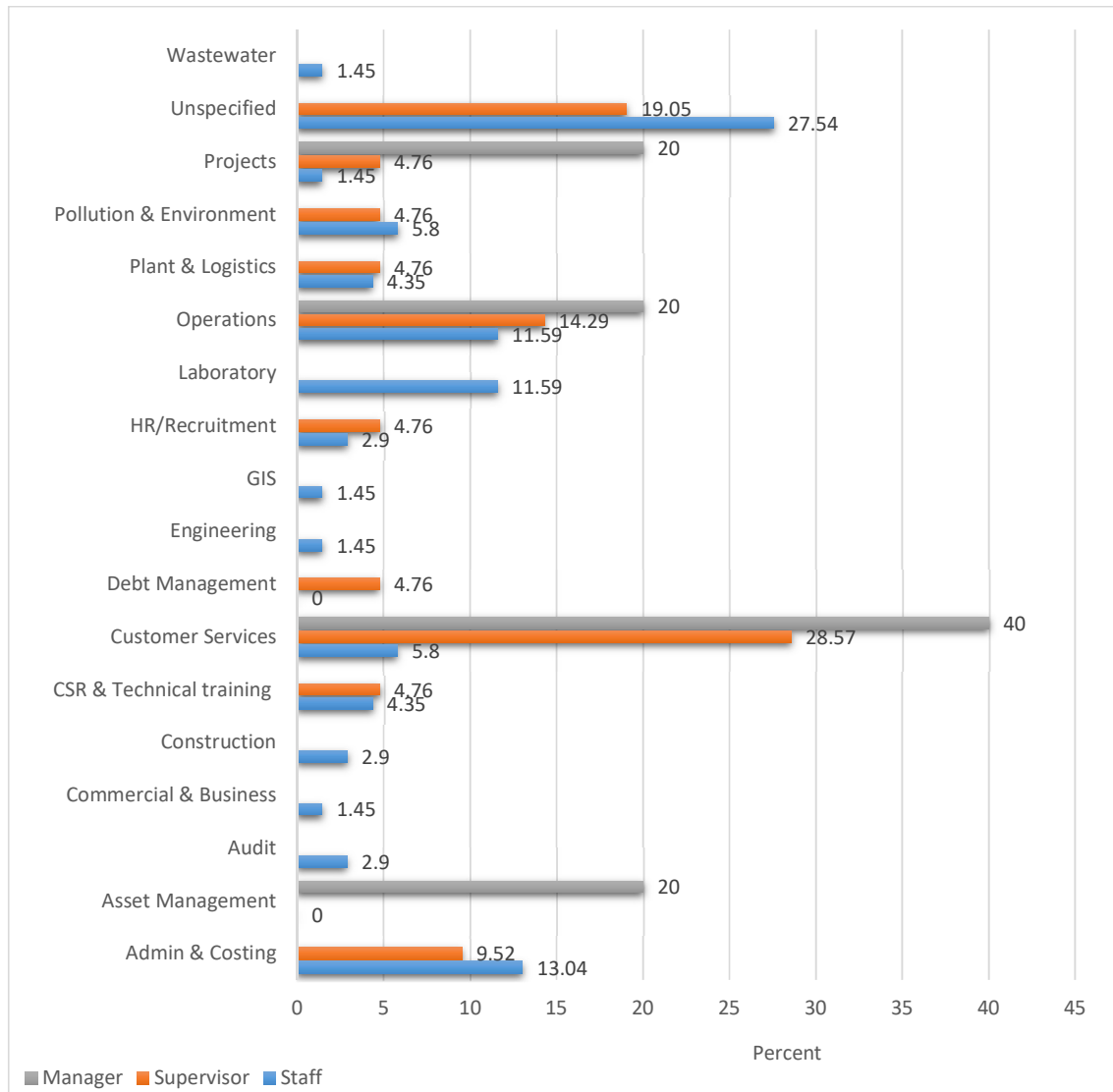
Figure 5.1 Respondent Grade



Staff respondents were between grades 3 and 13 with over 57% of respondents from this strata being either of grade 6 or grade 7. Respondents who were supervisors were between grades 8 and 15 with over 43% of them being of grade 9. Managers range from grades 13 to 16 with 60% of them being of grade 14. This distribution of grades in the sample indicate that a significant portion of the staff and managers are from the middle range of grades. The supervisor concentration is at the lower end of the grade spectrum. This concentration could be attributed to the concentration of grades in the population. Despite there being some areas of concentration in terms of grades, there is still wide representation at all grade levels surveyed which helps ensure that the sample consists of a broad spectrum of input in terms of grades.

The figure that follows indicates the branch / department that the respondent belongs to.

Figure 5.2 Respondent Branches



Given the large number of branches within the unit, the sample drew from at least 16 of the 35 branches within the unit. A significant proportion of respondents (19% of supervisors and 27% of supervisors) did not specify their branches. Therefore, it is very likely that additional branches are presented in the sample. Significant proportions of workers responded from larger branches like Admin & Costing (13.04%), Laboratory (11.59%) and Operations (11.59%). This gives further credibility to the spread of the sample across branches. Technical branches like GIS, Engineering, Laboratory and Pollution & Environment are also reasonably represented in the sample even though they generally have fewer workers. Due to the limited number of managers that could be drawn, it was not envisaged that managers would

represent many branches. Supervisors from a minimum of 10 branches are represented in the sample. It is noted that there are supervisor respondents in only one branch where there are no staff respondents. The respondents, therefore, was well spread across the organisation including supervisors and staff from the majority of branches. Opinions of both supervisors and staff were gathered from members of the same branch, thus enabling assessment of the same environment from different perspectives.

5.2.6 Section Analysis

The following section analyses the scoring patterns of the respondents per variable per section. Where applicable, levels of agreement (positive statements) were collapsed to show a single category of “Agree”. A similar procedure was followed for the levels of disagreement (negative statements).

Summarised percentages for the variables that constitute each section are first presented. These results are then analysed further based on the importance of the statements.

5.2.6.1 Job Involvement

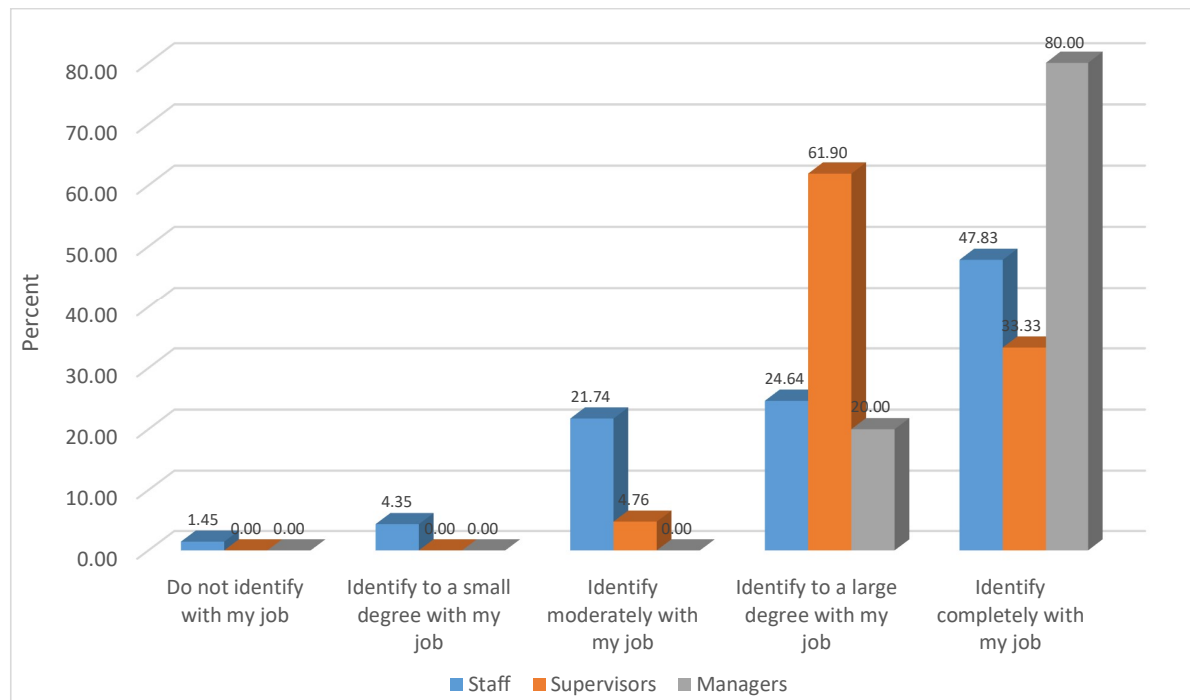
This section deals with the level of job involvement of workers and is an indicator of the level of motivation.

The table below summarises the scoring patterns for the statement which most closely reflects the respondents’ identification with their job.

Table 5.6 Job Involvement

	Staff	Supervisors	Managers	Kruskal-Wallis p-value
Do not identify with my job	1.45	0.00	0.00	0.270
Identify to a small degree with my job	4.35	0.00	0.00	
Identify moderately with my job	21.74	4.76	0.00	
Identify to a large degree with my job	24.64	61.90	20.00	
Identify completely with my job	47.83	33.33	80.00	

Figure 5.3 Job Involvement



Govender & Parumasur (2010:239) argue that job involvement is a complex concept of cognition which covers the extent to which individuals identify with their jobs, actively participate in their jobs and consider job performance to be an important aspect of self-worth. Hence job involvement is a key identifier of motivation of an individual towards their job.

The Kruskal Wallis p-value ($p = 0.270$) indicates that the scoring patterns amongst the groups were similar. For the most part, all respondents (groups) identified with their jobs to a large degree or more. Over 70% of staff, over 90% of supervisors and 100% of managers responded that they identified largely or completely with their jobs. According to Govender & Parumasur (2010:248-249), job involvement indicates the extent to which workers “eat, live and breathe their jobs” and as such is a very strong indicator of work motivation. As such, the results of job involvement indicate that across all levels, workers within the unit are most probably highly motivated.

It is also significant to note increased levels of job involvement in more senior workers. This type of result is expected as greater levels of responsibility is placed on more senior workers which would demand greater levels of job involvement.

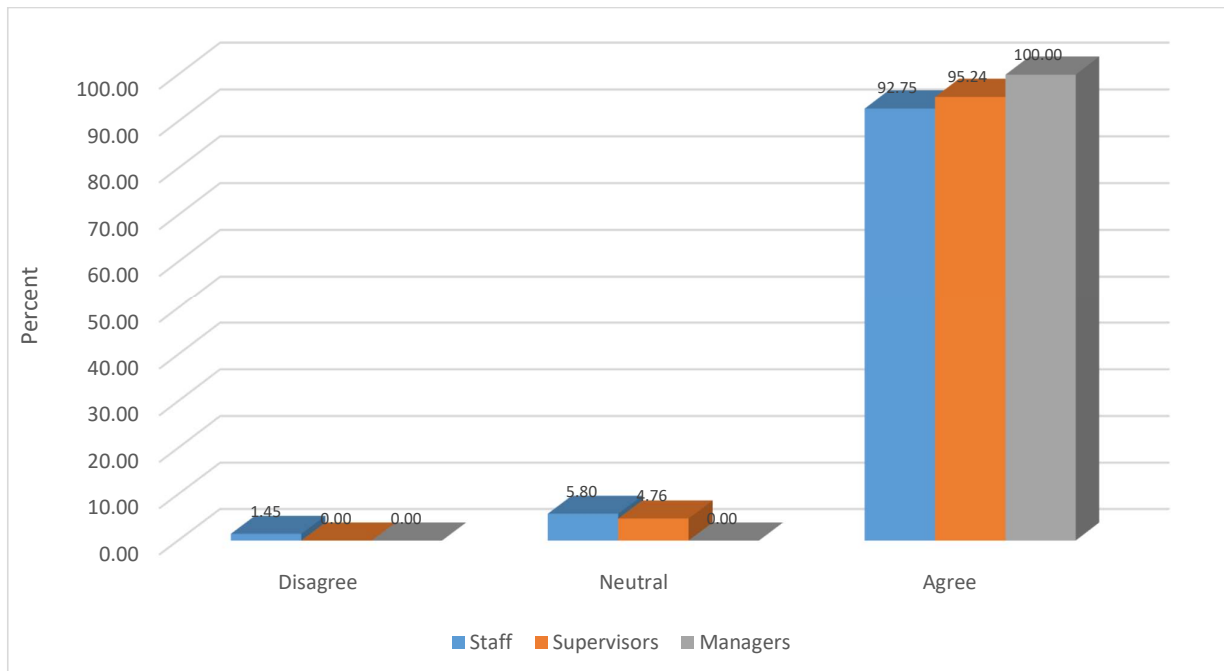
Most of the executives interviewed concurred that motivation levels are high within the organisation. The exceptions were respondent 4 who commented, “Levels are very low for various factors. We’ve got quite a number of vacant posts in the system that on its own creates a situation where you find one person is doing work for more than one people and that is a challenge.”

The analysis below is in response to “Put forth best efforts to yield best results in the job, irrespective of difficulties”.

Table 5.7 Effort put forth irrespective of difficulties

	Disagree	Neutral	Agree	Kruskal-Wallis p-value
Staff	1.45	5.80	92.75	0.768
Supervisors	0.00	4.76	95.24	
Managers	0.00	0.00	100.00	

Figure 5.4 Effort put forth irrespective of difficulties



There were high and similar levels of agreement with the statement by all groups which indicates that the results are pervasive across the unit. This is a very positive sign for

motivation, as it reflects that all levels of workers are not simply undertaking their duties as a matter of course but persevere in accomplishing their objectives.

This corroborates with the themes of a highly dedicated and motivated workforce that emerged from the interviews with various respondents. Respondent 1 who, when asked about the levels of motivation within the organisation responded, *“we are one of the few within the local government sector privileged to have a team of very passionate employees in that they have it within themselves to see things happening. In some instances very little is needed from management to push them.”* As an example, respondent 1 provided the following as evidence of the passion of workers to deal with challenges. The respondent stated that *“...we have highly motivated staff, for example recently we’ve had a huge burst in the south after the unfortunate rainfall. Our guys were working 24/7 to make things happen out of their free will, even though we would compensate them with being paid overtime, they wanted to see it happen.”*

With regards to motivation levels, respondent 2 stated, *“I think historically it has always been good. If you look at the things the unit has achieved, awards we have won, it’s not because of the head or the deputy head are performing miracles; its people in their own environment doing the right things, people that are motivated to do, to perform at their best.”*

Respondent 5 commented, *“The level of motivation is at its highest best. The organisation is internationally renowned. It is an internationally recognised institution that receives delegates from all over the globe because people want to come and learn about what we do as an organisation.”*

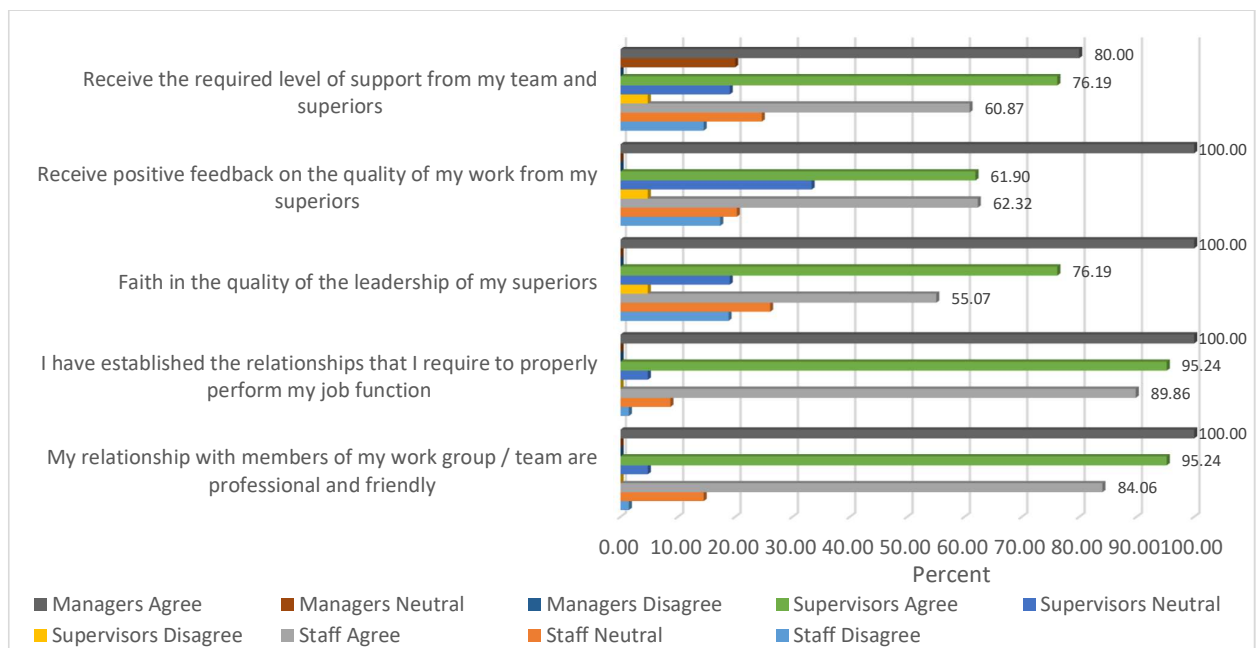
5.2.6.2 Peer Group and Leadership

This section investigates the relationships between the respondents and the people within the organisation that they have to interact with.

Table 5.8 Peer Group and Leadership

	Staff			Supervisors			Managers			Kruskal-Wallis
	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Disagree	Neutral	Agree	p-value
My relationship with members of my work group / team are professional and friendly	1.45	14.49	84.06	0.00	4.76	95.24	0.00	0.00	100.00	0.276
I have established the relationships that I require to properly perform my job function	1.45	8.70	89.86	0.00	4.76	95.24	0.00	0.00	100.00	0.579
Faith in the quality of the leadership of my superiors	18.84	26.09	55.07	4.76	19.05	76.19	0.00	0.00	100.00	0.038
Receive positive feedback on the quality of my work from my superiors	17.39	20.29	62.32	4.76	33.33	61.90	0.00	0.00	100.00	0.235
Receive the required level of support from my team and superiors	14.49	24.64	60.87	4.76	19.05	76.19	0.00	20.00	80.00	0.276
Average	10.72	18.84	70.43	2.86	16.19	80.95	0.00	4.00	96.00	

Figure 5.5 Peer Group and Leadership



This theme is based on the relatedness construct of Self-Determination Theory. Gagne & Deci (2005:336-337) argue that when a person needs to be connected to others, is satisfied, greater internalisation of extrinsic motivator occur. The overall level of agreement was 82.46% with managers averaging 96%. From these scores and the illustration above, the following patterns are observed as follows:

- Some statements show (significantly) greater levels of agreement whilst other levels of agreement are lower (but still higher than levels of disagreement);
- Trend indicates that managers scored highest whilst staff scored lowest; and
- Significance of the differences is tested and shown in Table 5.8.

Regarding the statement: "My relationship with members of my work group / team are professional and friendly", it is noted that this increased through the different strata from staff to managers. All managers agreed with this statement and almost all supervisors agreed. It is highlighted that 14.49% of staff were neutral about the statement while a very small amount disagreed with it. These results are typical amongst the strata as it is expected that there is a higher degree of professionalism and understanding of organisational goals to facilitate stronger support for each other. The results across all strata indicate that there is high degree of cohesion and teamwork. These results are corroborated by respondent 5 who stated, "*So the adaptation of the strategies that we have developed and designed has resulted from the fact that there is that communication and there is that unity between the staff and its management and the leadership of this organisation makes it a point that it communicates with the staff at various levels. And by so doing it's just a way of ensuring that there isn't even a single individual within the entire system who actually says that they don't know as to what is happening within this organisation.*"

An almost identical pattern is observed with the statement "I have established the relationships that I require to properly perform my job function" where all managers agreed with it and almost all supervisors agreed with it. A greater number of staff agreed with it while a smaller number of 8.76% were neutral while the same percentage disagreed.

The statement: "Faith in the quality of the leadership of my superiors" received a broad spread of responses. Managers have only agreed with this statement. Although 76.19% of supervisors have agreed with that they had faith in the quality of their

superiors, a significant proportion of 19.05% were neutral about it and a small number of 4.76% disagreed with it. The pattern for staff showed a significant difference with only 55.07% agreeing with it, 26.09% being neutral and a high 18.84% disagreeing with it. This is the single highest proportion of disagreement by any group in this section and the lowest level of agreement. Levels of faith in leadership progressively decrease for lower levels of workers. There could be various reasons for the spread of the response. Staff are generally exposed to leadership in the form of supervisors and less so managers. Supervisors are generally exposed to leadership in the management strata and less so in the executive. Managers are mainly exposed to leadership in the executive strata. Due to the different levels of qualification, responsibility and expertise experienced by different levels, the results above could indicate that there is room for improvement at the supervisor level and possibly the management level in terms of leadership. It could also imply that the expectations of staff in terms of leadership are quite different from supervisors and managers due to their specific roles in the organisation. The experience of the leadership has more room to be varied as each staff member would associate the leadership of the organisation with their own supervisor and that could be quite varied in different parts of the organisation, as compared to the relatively fewer numbers of managers and executives within the organisation which increases the possibility of having a more unified view of the leadership.

The statement: "Receive positive feedback on the quality of my work from my superiors", received only agreement from managers. The lowest amount of agreement was received from supervisors in this section for this statement at 61.90%. The highest number of neutral responses were received for supervisors in this section for this statement at 33.33% with a minority response being for disagreement. It is noted that 62.32% of staff agreed with the statement while 20.29 were neutral and a significant 17.39% disagreed with it. Levels of positive feedback appear similar for staff and supervisors and different for managers. More senior workers like managers may require lower levels of feedback as they are more autonomous when compared to lower strata. As one goes down the strata to staff, the number of workers increases exponentially. At the higher rung, there are relatively fewer workers involved which makes it significantly easier to provide specific feedback to workers and more regular contact does occur between superiors and sub-ordinates.

The statement: "Receive the required level of support from my team and superiors" has the majority of managers agreeing with a minority neutral and none disagreeing. This is the only statement where all managers did not agree. It is highlighted that 76.19% of supervisors agreed with the statement, while 19.05% were neutral and 4.76% disagreed. 60.87% of staff agreed with the statement while 24.64% were neutral and 14.49% disagreed.

For all statements in this section relating to peer group and leadership, apart from relating to receiving positive feedback from superiors, the most positive feedback was received from managers, followed by supervisors and then staff. This would indicate that executives are performing more highly in this area, followed by managers and then supervisors. Due to the higher levels of responsibility, skill and experience, this finding is in keeping with expectation. A key variance was the statement relating to receiving positive feedback where it would appear that managers perform more poorly than supervisors since the rating of staff is higher than those of supervisors. This is an exception and warrants further investigation to identify the root causes of these perceptions that appear in the workplace.

To determine whether the scoring patterns per statement were significantly different between the groups, a Kruskal Wallis test was done. The null hypothesis claims that there is no difference between the groups. The alternate states that there is a significant difference. The highlighted sig. value (p-values) is less than 0.05 (the level of significance), implying that the group scores were not similar. The p-value (0.038) for "Faith in the quality of the leadership of my superiors" is less than the level of significance ($\alpha = 0.05$). An examination of the scores indicates that management (Managers and Supervisors) scored significantly higher than those of staff. This is significant because it indicates that faith in leadership being significantly varied across the groups. There could be multiple reasons for this which may include age, quality of leadership and expectations from leaders. It does imply that there is significant room to improve the transmission of the factors impacting faith in leadership to the lower strata of the organisation. Perry & Porter (1982:91) identify peer group and supervisor and the two most important factors in a workers environment. Ryan & Deci (2011:73) note that since extrinsically motivated behaviours are typically uninteresting and behaviour is generally prompted or modelled by significant others. As such, they identify with the connectedness construct of the Self-Determination Theory as critical

for internalisation. The results suggest that there are challenges in this area and indicates that opportunities exist to increase levels of motivation *via* internalisation by addressing these factors.

5.2.6.3 Rewards

This section investigates the recognition and rewards systems in place within the unit.

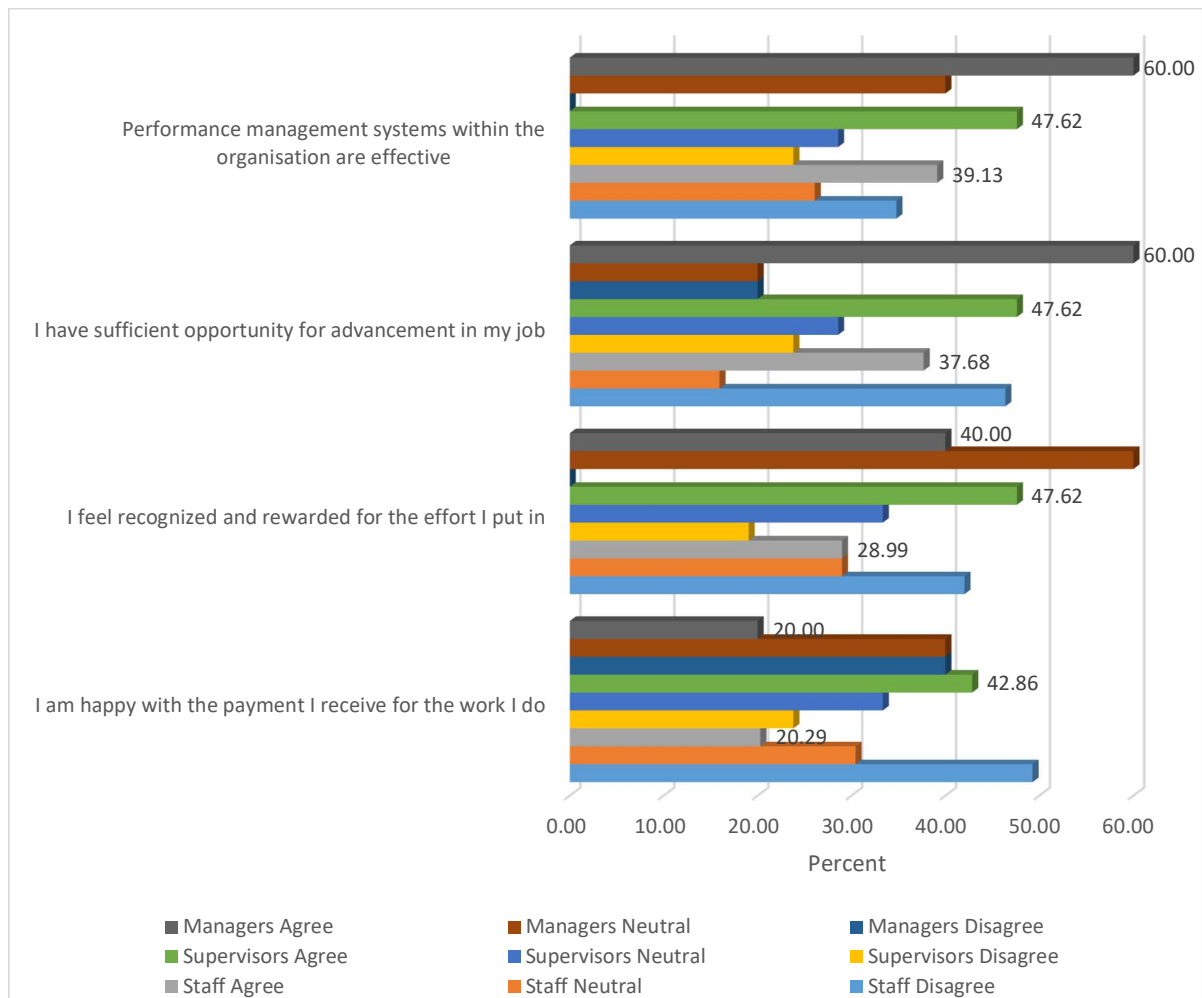
Table 5.9 Rewards

	Staff			Supervisors			Managers			Kruskal-Wallis
	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Disagree	Neutral	Agree	p-value
I am happy with the payment I receive for the work I do	49.28	30.43	20.29	23.81	33.33	42.86	40.00	40.00	20.00	0.062
I feel recognized and rewarded for the effort I put in	42.03	28.99	28.99	19.05	33.33	47.62	0.00	60.00	40.00	0.069
I have sufficient opportunity for advancement in my job	46.38	15.94	37.68	23.81	28.57	47.62	20.00	20.00	60.00	0.219
Performance management systems within the organisation are effective	34.78	26.09	39.13	23.81	28.57	47.62	0.00	40.00	60.00	0.295
Average	43.12	25.36	31.52	22.62	30.95	46.43	15.00	40.00	45.00	

Rewards in the form of remuneration are generally considered to be extrinsic in nature. However, rewards can engender a feeling of competence, which facilitates internalisation of the motivator, according to Self-Determination Theory as upheld by Ryan & Deci (2011:73).

Grant & Shin (2011:7) argue that both under-rewarding and over-rewarding of workers can be detrimental to motivation. They further propose that when workers feel under-rewarded, they may attempt to restore equity by reducing their own endeavours, encouraging co-workers to decrease their input or attempting to sabotage efforts in being productive. This can have a significant impact for the unit and the Municipality as whole, as delivering services with the limited resources available, is key to fulfilling the mandate of municipalities.

Figure 5.6 Rewards



The overall level of agreement was 48.91%, neutral was 31.55% and disagreement 19.53%. The highest overall level of agreement was managers with 60% and the highest level of disagreement was staff with 34.78%. For staff, disagreement levels were highest at 43.12% followed by agreement with 31.52% and neutral with 25.36%. Supervisors had greatest levels of agreement at 46.43% followed by neutral at 30.95% and disagreement at 22.62%. The significant levels of disagreement in this section is noteworthy and has important implications for the unit in terms of rewards systems.

Regarding the statement: “I am happy with the payment I receive for the work I do”, the general pattern is followed for staff and supervisors but managers reflect 40% each for disagreeing and neutral and 20% agreeing. Managers and staff have a similar level of agreement which is somewhat of any exception in this study. Staff have the highest

level of disagreement in this section at 49.28%. This result is expected as staff generally have lower grades and salary when compared to supervisors and managers. Respondent 2 stated that levels of payment based on responsibility levels within local government were poor. The respondent argued payments should be made according to levels of responsibility in terms of the budget and workers they managed. Based on this principle, the respondent felt that local government executives were poorly paid based on that fact they managed a significantly higher budget with larger organisations in terms of workers, but were paid lower salaries than their private sector counterparts.

The statement: "I feel recognized and rewarded for the effort I put in", received responses in line with the general pattern for this section. The percentage of staff who were neutral and agreed with the statement was identical at 28.99%. Sixty percent of managers were neutral while 40% agreed with the statement. Amongst the staff strata there appears to be significant room to improve the offering of recognition and reward for efforts. This result reflects negatively on the performance management system within the organisation which is meant to address this challenge. An additional perspective offered by Respondent 4 in the interviews cited employment equity quotas as a potential challenge in rewarding workers in the following statement, "*Employment Equity is also a challenge because you've got people who put all in their work but because of demographics it's not always possible to progress them.*" These findings indicate that there are opportunities to improve the recognition of workers for efforts put in and further study of the specific causes of this perception could reveal actions that the unit could take to address this issue.

The statements: "I have sufficient opportunity for advancement in my job" and "Performance management systems within the organisation are effective" received responses in line with the overall spread of this section. None of the p-values < 0.05 which means that there was no significant difference between the groups. The staff strata has the highest level of disagreement with this statement with over 46.3% of staff disagreeing. Multiple factors could affect this perception including the fact that the option for promotion does not exist within local government. All vacancies must be applied for and workers compete with external and other internal candidates no matter how long they have been acting in a position or serving in a role close to the vacancy. This coupled with employment equity requirements could serve as limiting factors in workers advancing in their jobs. Respondent 5 offered the following insights during the

interviews, *“Some staff say that if we occupy a position it becomes onerous for you to climb up the ladder and that can become a demotivation. Do we have opportunities to grow because there is no promotion?”* The respondent further noted that high performers have no opportunity to benefit when it relates to promotion.

There is also a wide spread of responses relating to the effectiveness of the performance management system. Most significant issues were raised by the staff strata where 34.7% felt that the system was ineffective. Significant portions of supervisors and a small number of managers also felt that the performance management system was ineffective. Respondent 3 stated, *“Human Resources may say they have a mechanism but I don’t believe it’s the right mechanism. Performance Management is the incentive to go higher but it’s very vague. It’s administrative. It’s not a real motivation. Things can be manipulated it’s not a real motivation.”* Respondent 1 noted that the performance management system does incentivise workers with financial and leave rewards based on performance and that it applies across the organisation and the unit is compelled to follow that system. Based on these findings, there exists opportunities for refining the implementation of the performance management system within the organisation.

In terms of rewards, in general, there appears to be significant opportunity for improvement. The unit is however, bound by the rewards systems of the Municipality as an organisation and as such, reward systems are not under the control of the unit itself. A review of the reward systems implemented in the organisation, and possibly in local government in general, could have noteworthy implications for motivation of workers in this sector of work.

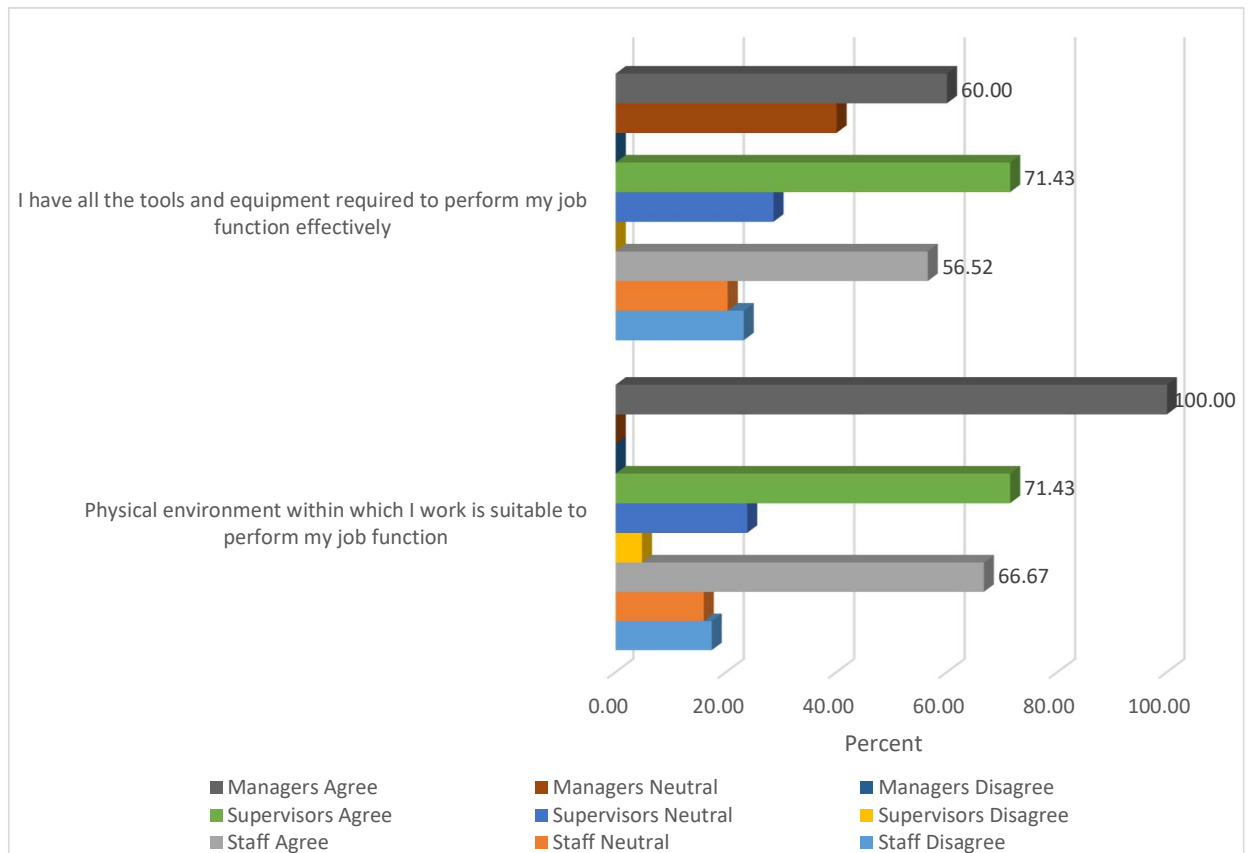
5.2.6.4 Physical Environment

This section investigates the tools and physical environment in terms of facilitating the job function of respondents.

Table 5.10 Physical Environment

	Staff			Supervisors			Managers			Kruskal-Wallis
	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Disagree	Neutral	Agree	p-value
Physical environment within which I work is suitable to perform my job function	17.39	15.94	66.67	4.76	23.81	71.43	0.00	0.00	100.00	0.262
I have all the tools and equipment required to perform my job function effectively	23.19	20.29	56.52	0.00	28.57	71.43	0.00	40.00	60.00	0.221
Average	20.29	18.12	61.59	2.38	26.19	71.43	0.00	20.00	80.00	

Figure 5.7 Physical Environment



From Table 5.10, the overall level of agreement was 71.01%, neutral was 21.44% and disagreement 7.56%. The highest overall level of agreement was managers with 80% and the highest level of disagreement was staff with 20.29%. For staff, agreement levels were highest at 61.59% followed by neutral with 18.12% and disagreement with 20.29%. Supervisors had greatest levels of agreement at 71.43% followed by neutral at 26.19% and disagreement at 2.38%.

Regarding the statement: “Physical environment within which I work is suitable to perform my job function”, all managers agreed. Supervisors and staff had similar levels of agreement, neutrality and disagreement. The statement: “I have all the tools and equipment required to perform my job function effectively” was significant in that the percentage of managers that agreed (60%) was lower than the percentage of supervisors that agreed (71.43%). None of the p-values < 0.05 which means that there was no significant difference between the groups.

Govender & Parumasur (2010:238) state that one’s physical work environment, which includes factors like lighting, ventilation, temperature, noise levels influence job satisfaction and motivation. From the results of the questionnaire, it is apparent that the unit does relatively well in this area, and it is unlikely that motivation is negatively affected by poor physical environments.

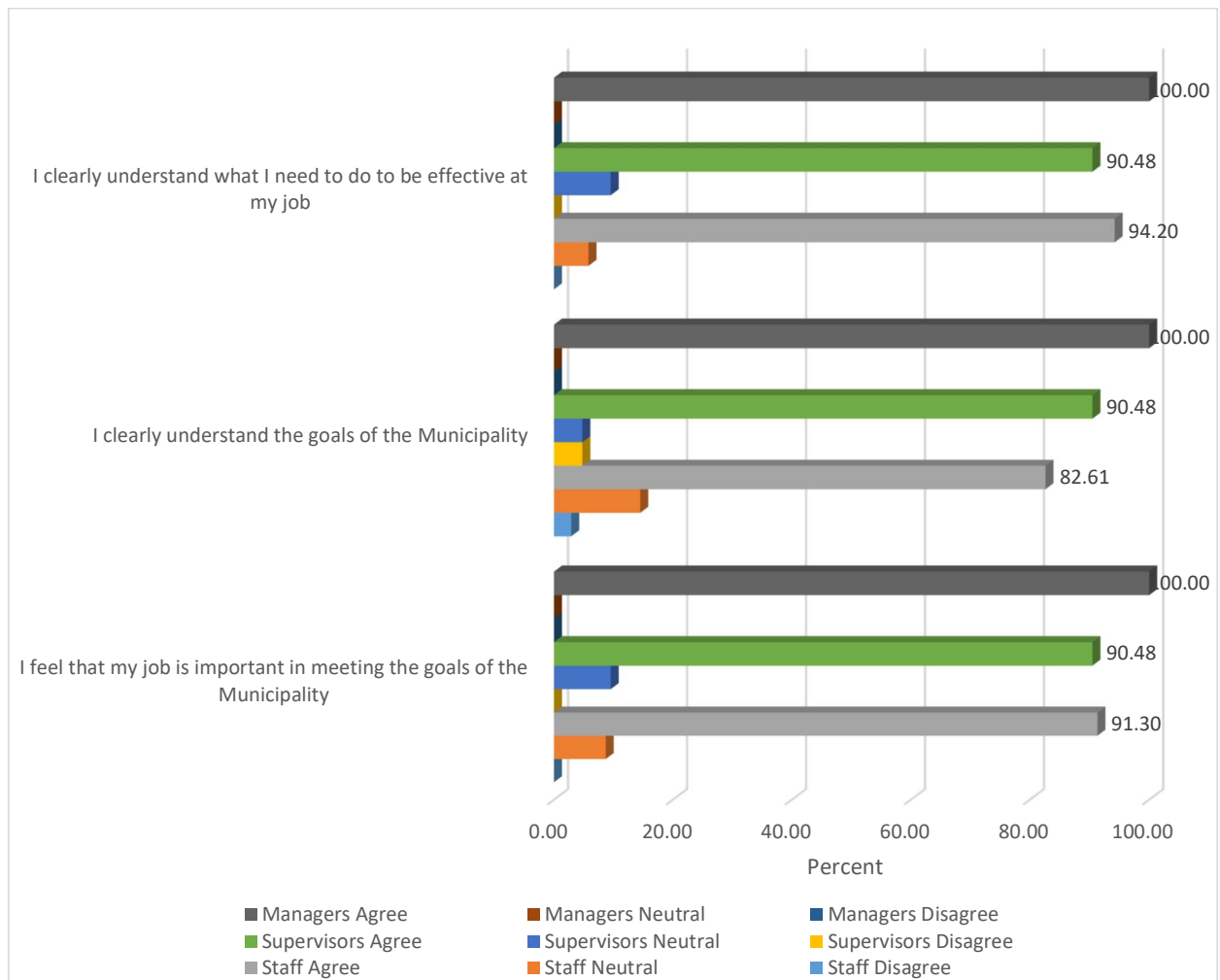
5.2.6.5 Goals

This section investigates the clarity of workers in undertaking their jobs and the relationship of the job in terms of the goals of the organisation.

Table 5.11 Goals

	Staff			Supervisors			Managers			Kruskal -Wallis
	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Disagree	Neutral	Agree	p-value
I feel that my job is important in meeting the goals of the Municipality	0.00	8.70	91.30	0.00	9.52	90.48	0.00	0.00	100.00	0.781
I clearly understand the goals of the Municipality	2.90	14.49	82.61	4.76	4.76	90.48	0.00	0.00	100.00	0.454
I clearly understand what I need to do to be effective at my job	0.00	5.80	94.20	0.00	9.52	90.48	0.00	0.00	100.00	0.696
Average	0.97	9.66	89.37	1.59	7.94	90.48	0.00	0.00	100.00	

Figure 5.8 Goals



The overall level of agreement was 93.28%, neutral was 5.87% and disagreement 0.85%. The only statement that had even minor disagreement was: “I clearly understand the goals of the Municipality” which was 2.90% for staff and 4.76% for supervisors. From the results, all statements are generally agreed with by all staff which indicates that there is a general understanding by all workers surveyed of their goals and its relationship to the overall objectives of the Municipality at large. None of the p-values < 0.05 which means that there was no significant difference between the groups.

Therefore, in all aspects of goals, it appears that most workers are clearly aware of what needs to be done, and how it affects the Municipality. This is very important and is corroborated by respondent 5 in the interviews who stated, “*Everyone within the organisation knows exactly what we stand for and know exactly as to what it is they*

have to communicate and disseminate out to the people. They know their roles. But over and above that the head of our organisation, mixes with staff on a half-yearly basis because we have in place the suggestion boxes where the staff deposit their views and suggestions of how best we can improve on our service delivery standards and also on how best we can ensure that the people on whose behalf we are here, our customers, our citizens are best served. Those suggestions get crystalized, collated and coordinated. They are put together unedited and uncensored, exactly as they are. The answers are provided to the staff. When the head goes to each and every depot to address staff on the input that they make and how they can improve as a unit. This a motivation, and the staff are excited that the head will go out and talk about our vision. Come 2030, this organisation will be a leader within the Water and Sanitation sector.”

The efforts of the unit appear to be yielding the desired results in terms of keeping workers at all levels informed of their plans and goals, as evidenced in the responses to this theme. Ryan & Deci (2011:70) indicate that goals have a tendency to diminish intrinsic motivation due to having an external perceived locus of causality. Grant & Shin (2011:10-13) state that setting of difficult, specific goals are more likely to yield results if workers are committed to them. They further argue that when goals are clear, participation in goal setting has little impact on goal commitment. However, when they are unclear, they do have significant impact. Although the unit has some opportunities for workers to raise issues in a general way, there is very little opportunity for workers to participate in greater goal setting of their departments and unit as a whole. It is doubtful that this affects goal commitment negatively since from the responses received, it appears that goals are clear. Perry & Porter (1982:91) argue that generally governmental organisations generally pursue diffuse and conflicting goals which have a negative effect on motivation. These conflicts don't appear to be prevalent within the unit as there appears to be clear understanding of the organisations goals as well as job goals and how they impact each other.

5.2.6.6 Job Content

This sections investigates the job contents of the respondents to determine whether they are able to utilise their skills appropriately, feel challenged and have opportunities for growth and development.

Table 5.12 Job Content

	Staff			Supervisors			Managers			Kruskal-Wallis
	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Disagree	Neutral	Agree	p-value
I use all my skills and capabilities in performing my job	8.70	7.25	84.06	0.00	0.00	100.00	0.00	0.00	100.00	0.099
I feel adequately challenged by my job	27.54	31.88	40.58	4.76	19.05	76.19	0.00	0.00	100.00	0.001
I have sufficient opportunities for growth and development within my job	44.93	27.54	27.54	19.05	14.29	66.67	0.00	40.00	60.00	0.003
Average	27.05	22.22	50.72	7.94	11.11	80.95	0.00	13.33	86.67	

Figure 5.9 Job Content



The overall level of agreement was 72.78%, neutral was 15.55% and disagreement 11.66%. The highest overall level of agreement was managers with 86.67% and the highest level of disagreement was staff with 27.05%. For staff, agreement levels were highest at 50.72% followed by disagreement with 27.05% and neutral with 22.22%. Supervisors had greatest levels of agreement at 80.95% followed by neutral at 11.11% and disagreement at 7.94%. Managers had agreement at 86.67% and neutral at 13.33%. Due to the higher levels of responsibilities of manager, one would expect that there would be a greater level of challenge in their jobs that would require a broader use of their skills due to the nature of their job functions.

The statement relating to the use of workers' skills and capabilities in performing their job received the highest level of agreement for all groups in this section. It is significant in that all managers and supervisors agree with the statement. In the staff strata, 84% agree, 7.25% are neutral and 8.70% disagree regarding this statement. From these results it is apparent that this statement is overwhelmingly agreed with, by all groups. The p-value of 0.099 indicates that there was no significant difference in the responses of the groups. This indicates that all workers feel that their various skills and abilities are being utilised in their job function which helps minimise monotony and boredom, and promotes value provision by workers.

The statement: "I feel adequately challenged by my job" was agreed to by all managers. Supervisors' responses were in line with averages for this section. 40.58% of staff agreed with the statement, 31.88% were neutral and 27.54% disagreed. The p-value of 0.001 indicates a significant difference in responses of the groups. Being challenged in one's job is an important factor in motivation. Perry & Porter (1982:91) indicate that degree of job challenge, extent to which goals are clear and the measurability of an individuals' performance are three of the important aspects of job characteristics. Hence, workers who feel insufficiently challenged, run the risk of being bored with their tasks and subsequently experience lower levels of motivation in undertaking their job tasks.

The statement: "I have sufficient opportunities for growth and development within my job" received the highest level of disagreement amongst supervisors and staff in this section. A noteworthy 44.93% of staff disagreed with this statement while 19.05% of supervisors disagreed with it. The p-value of 0.003 indicates a significant difference in

responses of the groups. There is a strong indication in the responses to this question that there is limited growth and development opportunities for all categories of workers. Govender & Parumasur (2010:238) argue that intrinsic satisfaction is impacted by three important factors of which personal or professional growth and development, is one. Having insufficient opportunities for growth and development could result in workers becoming less involved in their jobs and ultimately less motivated and productive.

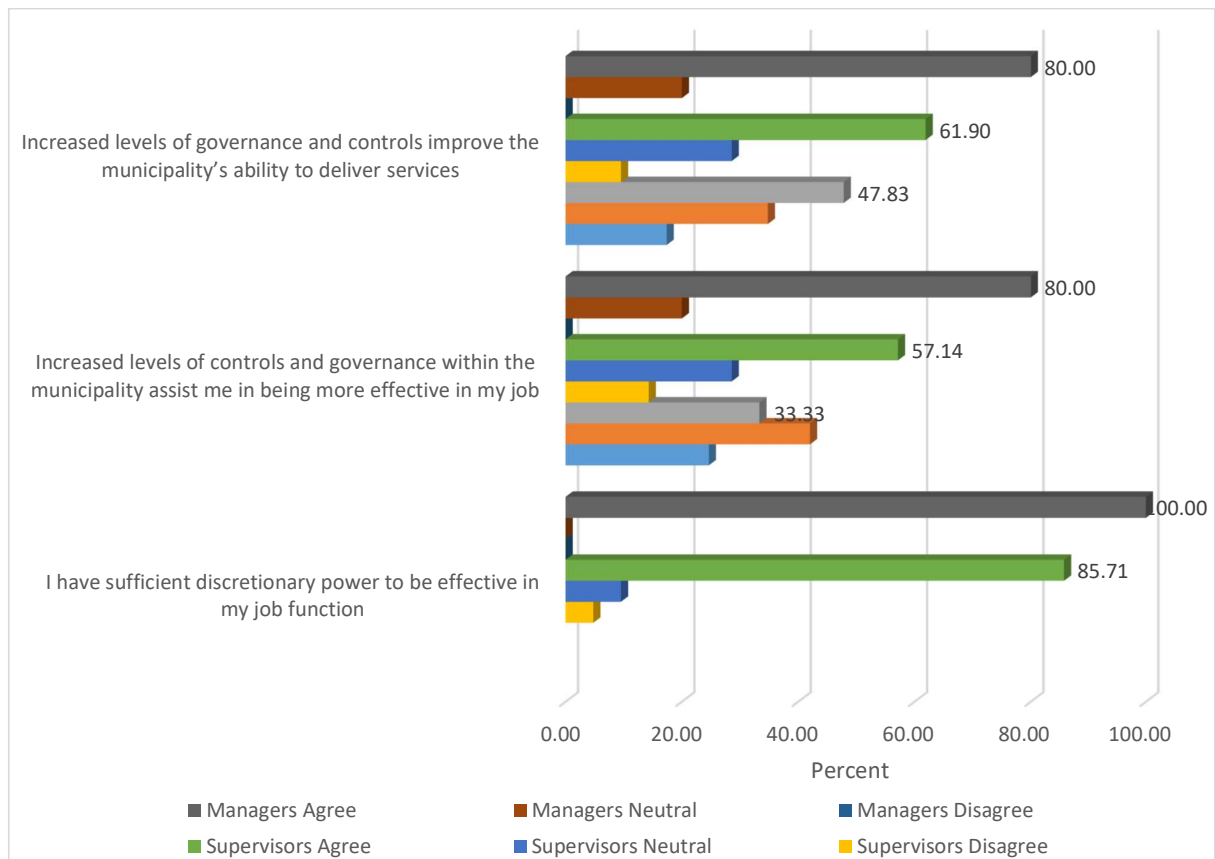
5.2.6.7 Governance

The section investigates the effects of governance and controls impact on workers' ability to perform.

Table 5.13 Governance

	Staff			Supervisors			Managers			Kruskal-Wallis
	Disagree	Neutral	Agree	Disagree	Neutral	Agree	Disagree	Neutral	Agree	p-value
I have sufficient discretionary power to be effective in my job function				4.76	9.52	85.71	0.00	0.00	100.00	0.379
Increased levels of controls and governance within the municipality assist me in being more effective in my job	24.64	42.03	33.33	14.29	28.57	57.14	0.00	20.00	80.00	0.034
Increased levels of governance and controls improve the municipality's ability to deliver services	17.39	34.78	47.83	9.52	28.57	61.90	0.00	20.00	80.00	0.201
Average	21.01	38.41	40.58	9.52	22.22	68.25	0.00	13.33	86.67	

Figure 5.10 Governance



The overall level of agreement was 65.17%, neutral was 24.65% and disagreement 10.18%. The highest overall level of agreement was managers with 86.67% and the highest level of disagreement was staff with 21.01%. For staff, agreement levels were highest at 40.58% followed by neutral with 38.41% and disagreement with 21.01%. Supervisors had greatest levels of agreement at 68.25% followed by neutral at 22.22% and disagreement at 9.52%. Managers had agreement at 86.67% and neutrality at 13.33%.

The statement: "I have sufficient discretionary power to be effective in my job function", was agreed to by 80% of managers and neutral for 20%. The question was only put to managers and supervisors. All managers agreed with the statement. 85.71% of supervisors agreed and 9.52% were neutral. 4.76% of supervisors disagreed with the statement. The p-value of 0.379 indicates that there was no a significant difference in the responses of the groups. Respondent 2 noted, "Look at HR, its centralised but I look after those people. I have to get my work done. They see me more than they see the head of HR. So to me this doesn't work, I don't agree with it. They don't take the

responsibility but they take the control. The head of skills don't even know. Maybe he gets involved if somebody does something wrong. I don't know what the need was for it. So I will definitely reduce that. To buy my own fleet, I have to convince another head and say I need that. So he makes that decision whether I need them or not. You hold me accountable for the cost of running. You don't tell me buy 5 vehicles or buy 2. That's micromanaging. So more authority to the heads." Although all managers felt they had sufficient discretionary powers, some supervisors felt that they did not. It appears from the interviews that the limited discretionary powers is most pronounced at the executive strata. This has a large negative impact on motivation at the executive level especially.

The statement: "Increased levels of controls and governance within the Municipality assist me in being more effective in my job" was agreed to by all managers. 57.14% of supervisors agreed with the statement, while 28.57% were neutral and 14.29% disagreed with it. More staff were neutral about the statement than agreed with it. 33.33% of staff agreed with the statement, 42.03% were neutral and 24.64% disagreed. Staff were relatively evenly spread across all the responses. The p-value of 0.034 indicates a significant difference in responses of the groups. Respondent 1 noted, *"...that this organisation is huge and the nature of the business is complex, the environment within which we operate is bureaucratic so to speak. Somehow even the passion we are talking about hits the snag with regards to some of the processes."* Later the respondent noted, *"A simple thing becomes a tedious process in order for you to get to the bottom of it let alone resolving it."* From the above comment, it appears that there is a significant amount of bureaucracy and challenges with the controls within the organisation at executive level. It is unusual that the manager strata did not have much challenge on this specific question. All other strata appeared to have significant challenges in this area.

The statement: "Increased levels of governance and controls improve the Municipality's ability to deliver services" had 80% agreement from managers and 20% neutral. In all groups, agreed was highest, followed by neutral and then disagreed. The percentage agreement dropped for lower groups. Neutrality and disagreement increased for lower groups. The p-value of 0.201 indicates that there is no significant difference in responses of the groups. Public governance is a central area of focus currently with an attempt to hold public officials accountable. This is especially

significant in the South African public sector where distrust has grown significantly and corruption is rampant. Graaf & Paanaker (2014:2-4) argue that in the quest for improved governance, the value of performance is compromised. It appears to be apparent within the unit that these constraints have a direct impact on performance which in turn impacts on motivation.

Although the responses to the questionnaires did not reveal significant challenges from governance and control, multiple respondents in the interviews note key challenges arising from limited authority, centralisation and excessive controls.

Respondent 5 noted, *“The unfortunate part of being with local government is that we work with overly centralised environment. So as a unit we are not given an independence to come up with our own ideas and views and implement them without having to go via the structures that are there.”* Respondent 2 reported, *“...that comes to mind is bureaucracy. It’s always a problem in government. The decision making is slow. Let’s say a guy has an idea of a project but from the time of the idea to the implementation takes a year or 2 years. So when you started you are very motivated, but by the time we hit the ground, your motivation is low.”* Respondents also noted delays in recruiting workers and processes to be followed, impacts of unions and insufficient powers within the unit as key challenges related to governance. There was a strong perception amongst the executive strata that the processes within the organisation outside the control of the unit, serve to impede delivery of services, innovation and motivation of workers.

5.2.6.8 Importance of Factors

This section investigates the importance of the various factors of the research to respondents. The scale used for respondents in terms of factor importance is shown in the table that follows:

Table 5.14 Importance of Ratings

	Rating
No Significance	0
Minimally Significant	1
Slightly Significant	2
Moderately Significant	3
Largely Significant	4
Extremely Significant	5

The table below is a summary of the scoring patterns of the means.

Table 5.15 Importance of Factors

	Staff	Supervisors	Managers	Kruskal Wallis p-value
Relationship I have with team members and peers	3.7	4.2	4.4	0.051
Relationship with my supervisor or manager	3.8	4.3	3.8	0.255
Quality of leadership in the organisation	3.7	4.0	4.4	0.395
Receiving positive feedback from my supervisor or manager	3.5	3.9	4.0	0.704
Receiving support from my supervisor or manager	3.5	4.3	4.2	0.083
Remuneration and reward package	3.1	3.9	4.2	0.055
Recognition for effort put in	3.3	4.1	4.2	0.046
Opportunities to advance or be promoted	3.2	3.8	3.8	0.294
Effectiveness of performance management system	3.3	3.9	4.0	0.218
Physical work environment	3.2	3.6	4.0	0.183
Tools to perform job function	3.8	4.1	4.0	0.465
Importance of job in meeting organizational goals	3.8	4.1	4.2	0.347
Understanding the goals of the organisation	4.0	4.6	4.2	0.018
Clearly understanding the goals of my job	4.2	4.7	4.4	0.021
Utilising my skills and capabilities in my job	4.0	4.4	4.4	0.411
Being challenged in my job	3.4	4.0	4.2	0.195
Having opportunities for growth and development	3.5	3.9	4.0	0.931
Discretionary Powers		3.7	4.0	0.630
Less bureaucracy	3.2	3.7	3.6	0.436
Average	3.57	4.06	4.10	

The average rating of all factors considered for staff was 3.57, for supervisors 4.06 and for managers 4.10. This indicates that the factors selected moderately to largely significant for all respondents across all groups.

For staff the most significant factors were: “Understanding the goals of the organisation” which was rated 4, “Utilising my skills and capabilities in my job” which was also rated at 4 and “Clearly understanding the goals of my job” which was rated 4.2. In responding to the questions that they “Clearly understand the goals of the Municipality”, staff responded that 82.61% agreed, 14.49% were neutral and 2.90% disagreed. In this instance we note that in this factor which is part of the top three most important factors for staff, the unit is doing relatively well. In terms of utilising all their skills and capabilities in their jobs, 84.06% agreed, 7.25% were neutral and 8.70% disagreed. The level of disagreement is slightly higher in this instance but, it still appears that, in this important factor, the unit is performing relatively well. For the staff strata, a clear understanding of the goals of their job was rated the most important factor. For this factor, a large complement (94.20%) of staff agreed that they understood what they had to do to be effective in their jobs, 5.80% were neutral and 0% disagreed. This indicates that in the factor that staff rated as most important, the unit is doing exceedingly well.

For supervisors, the most important factors were “Utilising my skills and capabilities in my job” which was rated at 4.4, “Understanding the goals of the organisation” which was rated at 4.6 and “Clearly understanding the goals of my job” which was rated at 4.7. In terms of utilising their skills and capabilities in their jobs, 100% of supervisors agreed with this statement. This indicates that in this respect the unit has achieved its objective. In terms of understanding the goals of the Municipality, 90.48% of supervisors agreed with the statement, 4.76% were neutral and 4.76% disagreed. In this regard, the unit is also doing exceedingly well. In terms of clearly understanding the goals of their job, 90.48% agreed, 9.52% were neutral and 0% disagreed. For the most important factors to supervisors, the unit is doing exceedingly well.

For managers, the following four factors all received a rating of 4.4 viz. “Quality of leadership in the organisation”, “Relationship I have with team members and peers”, “Utilising my skills and capabilities in my job” and “Clearly understanding the goals of my job”. One hundred percent of manager agreed that they have faith in the quality of

the leadership in the organisation, that they have professional and friendly relationships with their peers and team and that they clearly understand what they need to do to be effective in their jobs. Thus, in terms of the management strata, the unit has reached its objective in terms of the most important factors to managers.

The factor of clearly understanding the goals of one's job received the highest rating amongst all three groups in terms of importance. The average rating of this factor was 4.43 across the groups which places it almost midway between largely and critically significant. The themes of the questions raised in the various questions in the questionnaire were extracted from the various theories and research and selected due to the researcher's perception that these specific factors would be relevant to the study. The average ratings across all groups and the minimum ratings given, indicate that all factors were significant for all worker strata. This confirms that the factors raised are in fact the ones that matter to workers within the unit. It therefore provides surety that all questions rated were on aspects that workers consider important.

The following factors were rated least significant for staff *viz.* "Remuneration and reward package" rated 3.1, "Less bureaucracy rated", "Opportunities to Advance or be promoted" and Physical Work Environment" all rated 3.2. For supervisors the least significant factors were "Physical work environment" rated 3.6, "Less bureaucracy" and "Discretionary Powers" both rated 3.7. Amongst managers, the following factors had the lowest rating *viz.* "Less bureaucracy" rated 3.6, "Opportunities to advance or be promoted" and "Relationship with my supervisor or manager" both rated 3.8. Only 40.58% of staff felt that they were sufficiently challenged in their jobs and this factor was rated 3.4.

In reviewing the factors that were rated most negatively in terms of their impact on motivation, identifying items where less than 60% of the group agreed with the statement, 18.84% of staff disagreed and 26.04% were neutral about faith in the quality of their leadership. This factor received a rating of 3.7 amongst staff which is above the average rating of 3.57. All questions in the rewards theme had less than 50% agree and this factor was rated 3.1 which is the lowest level of importance in terms of factors rated by staff. Only 27.54% of staff agreed that they had sufficient opportunities to advance and develop in their job. This factor was rated 3.5 in terms of important which is slightly below the average. Less than half of the staff sampled felt

that the increased levels of controls assist in their jobs and service delivery. This factor was rated 3.2 in terms of importance to staff members in their motivation. Although this factor had a relatively low rating in terms of importance, the rating of 3.2 indicates that the factor was considered slightly more than moderately significant by staff. As such, it is still an important factor, although not nearly as important as other factors. The high levels of disagreement coupled with a moderately significant level of importance indicates that, although this is not the most critical issue to address, it does have an important role to play in improving motivation of the workers.

Less than half of the supervisors sampled felt that they were adequately rewarded and this factor received a rating of 3.9 which is slightly below the average of 4.06. The only other rating where less than 60% of supervisors agreed was that increased levels of controls and governance improve their effectiveness in their jobs. This factor was rated 3.9.

The only area where less than 60% of managers agreed with the questions was in terms of rewards. The rewards factor was rated 4.2 in terms of importance to managers which is above the average rating of 4.1 for all factors.

It is noted that in general, staff ratings were generally lower than those of managers and supervisors in terms of importance of factors to them. It is also interesting to note that none of the factors had an average rating of below moderately significant by any group which indicates that all the factors chosen were relevant to all groups of workers.

The ratings were similar for all factors across the group except for the following three viz. "Recognition for effort put in" where the rating was significantly lower for staff resulting in a p-value of 0.046, "Understanding the goals of the organisation" which was significantly higher for managers resulting in a p-value of 0.018 and "Clearly understanding the goals of my job" which was very highly rated by managers resulting in a p-value of 0.021.

5.2.7 Hypothesis Testing

The traditional approach to reporting a result requires a statement of statistical significance. A **p-value** is generated from a **test statistic**. A significant result is indicated with " $p < 0.05$ ". These values are highlighted with a *. A second Chi Square Test was performed to establish whether there was a statistically significant relationship between the variables (rows vs columns).

The null hypothesis states that there is no association between the two. The alternate hypothesis indicates that there is an association. The Chi square test revealed p-value of less than 0.05 for three statements. Below is a discussion of these results. The statements use the questions posed against the group variable and indicate that the group did play a significant role in how respondents responded.

The p-value between “I feel adequately challenged by my job’ and “Group” is 0.013. This means that there is a significant relationship between the variables. The cross-tabulation is shown below.

Table 5.16 Cross-tabulation of I feel adequately challenged in my job * Group

			Group			Total	
			Staff	Supervisors	Managers		
I feel adequately challenged by my job	Strongly Disagree	Count	2	1	0	3	
		% within Group	2.9%	4.8%	0.0%	3.2%	
	Disagree	Count	17	0	0	17	
		% within Group	24.6%	0.0%	0.0%	17.9%	
	Neutral	Count	22	4	0	26	
		% within Group	31.9%	19.0%	0.0%	27.4%	
	Agree	Count	22	12	4	38	
		% within Group	31.9%	57.1%	80.0%	40.0%	
	Strongly Agree	Count	6	4	1	11	
		% within Group	8.7%	19.0%	20.0%	11.6%	
	Total		Count	69	21	5	95
			% within Group	100.0%	100.0%	100.0%	100.0%

It is observed that staff and management (Managers and Supervisors) have different levels of agreement on this issue. There is a progressive level of agreement with the statement as we move from staff to supervisors and finally to managers. It is expected that workers with greater levels of responsibility will be increasingly challenged and as such is not an unusual finding. The p-value between “Relationship with my supervisor or manager’ and “Group” is 0.017 in terms of rating the importance of this factor to the worker. The cross-tabulation regarding the relationship with the supervisor follows:

**Table 5.17 Cross tabulation of relationship with my supervisor or manager *
Group**

Crosstab							
			Group			Total	
			Staff	Supervisors	Managers		
Relationship with my supervisor or manager	No Impact	Count	1	0	0	1	
		% within Group	1.4%	0.0%	0.0%	1.1%	
	Minimal Impact	Count	3	0	0	3	
		% within Group	4.3%	0.0%	0.0%	3.2%	
	Small Impact	Count	5	0	0	5	
		% within Group	7.2%	0.0%	0.0%	5.3%	
	Moderate Impact	Count	15	0	1	16	
		% within Group	21.7%	0.0%	20.0%	16.8%	
	Large Impact	Count	19	14	4	37	
		% within Group	27.5%	66.7%	80.0%	38.9%	
	Critical Impact	Count	26	7	0	33	
		% within Group	37.7%	33.3%	0.0%	34.7%	
	Total		Count	69	21	5	95
			% within Group	100.0%	100.0%	100.0%	100.0%

It is observed that in terms of the impact of the relationship with the manager or supervisor, most managers indicated that it had a large impact and some a moderate impact. One-third of all supervisors, however, felt that the impact was critical, and two-thirds felt that it had a large impact. It was found that amongst staff, 37.5% felt that the impact of the relationship was critical, 27.5% large, 21.7% moderate 12.9% split between small, minimal and no impact. It is noteworthy that supervisors feel the impact so significantly. Managers generally have more authority and flexibility whereas it appears that supervisors work much more closely with their superiors and therefore, the impact of the relationship is much more significant.

The p-value between “I have sufficient opportunities for growth and development within my job’ and “Group” is 0.030. The cross-tabulation focussing on opportunities for growth and development follows:

Table 5.18 Cross tabulation of I have sufficient opportunities for growth and development within my job * Group

Crosstab							
			Group			Total	
			Staff	Supervisors	Managers		
I have sufficient opportunities for growth and development within my job	Strongly Disagree	Count	16	1	0	17	
		% within Group	23.2%	4.8%	0.0%	17.9%	
	Disagree	Count	15	3	0	18	
		% within Group	21.7%	14.3%	0.0%	18.9%	
	Neutral	Count	19	3	2	24	
		% within Group	27.5%	14.3%	40.0%	25.3%	
	Agree	Count	16	11	2	29	
		% within Group	23.2%	52.4%	40.0%	30.5%	
	Strongly Agree	Count	3	3	1	7	
		% within Group	4.3%	14.3%	20.0%	7.4%	
	Total		Count	69	21	5	95
			% within Group	100.0%	100.0%	100.0%	100.0%

Staff responded most negatively to this statement as compared to supervisors who were moderately negative and managers whose responses ranged from neutral to positive. Due to the large amount of clerical and repetitive jobs within the unit, it is to be expected that amongst the lower strata, opportunities for growth within many jobs are quite limited. Supervisors on the other hand, should have more opportunities. Managers, due to the dynamic nature of their role, should have significant opportunities for growth. All other questions had p-value greater than 0.05.

5.2.8 Correlations

Bivariate correlation was also performed on the (ordinal) data. Due to the fact that questions 3 to 21 examined the presence of various factors related to motivation, within the environment, there is not much to be gained from examining the correlation of this data. The questions were appropriately themed and any correlation would be co-incidental as the workers were evaluating the presence of specific phenomena within the environment. Question 22 is where the workers were asked to rate the impact of various factors on their motivation. Some key findings of this question are discussed below in an attempt to trace relationships in the areas that workers feel are important for their motivation.

It is noteworthy that correlation is found amongst practically all variables at the 0.01 level. This can be attributed to the fact that the respondents rated all factors as being important, thus further underscoring the relevance of the factor chosen to evaluate.

The correlations which appeared unusually strong (> 0.6) include the following:

- Relationship with my manager or supervisor and receiving positive feedback from my manager or supervisor correlated at 0.659;
- Relationship with my manager or supervisor and receiving support from my manager or supervisor correlated at 0.669;
- Correlation between recognition for effort and receiving support from ones supervisor or manager is also strong at 0.691;
- Recognition for effort also correlated to remuneration and reward package very strongly at 0.701. Hence workers feel recognised by means of their remuneration and rewards and *vice versa*;
- Opportunities to be promoted or advance also correlate positively to remuneration and reward package at 0.724 and remuneration and rewards at 0.692;
- Effectiveness of the performance management system correlated positively at 0.610 to remuneration and rewards;
- Utilising skills and capabilities in my job correlated strongly to clearly understanding the goals of my job;
- Having opportunities for growth and development correlated strongly with having a good relationship with one's manager or supervisor at 0.618; and
- Having opportunities for growth and development correlated strongly with having discretionary powers at 0.711.

Positive values therefore indicate a directly proportional relationship between the variables and a negative value indicates an inverse relationship. All significant relationships are indicated by a * or **.

5.3 Summary

Quantitative analyses of the questionnaire and qualitative analysis of the interviews were undertaken to illustrate the reaction of the respondents on motivational factors, the importance of factors to workers, as well as the impact of the current environment

on motivation within the Water and Sanitation unit. The trends and patterns that developed were presented graphically to provide greater insights into the area of study. The major part of the analysis was based on the responses to the questionnaire that was submitted to staff, supervisors and managers. Additional information from the interviews conducted with executives was used to supplement the findings and provide richer understanding of the topic.

The reliability and validity of the groups of questions forming the themes were tested using Cronbach's Alpha Score. Factor Analysis was undertaken using Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity.

Section analysis was undertaken using Kruskal-Wallis p-value and results were discussed after each table or figure. Hypothesis testing was done and three statements where the Chi Square Test p-value was less than 0.05 was discussed. Bivariate correlation was also performed on the data and the most strongly correlated items were discussed in relation to their significance in the context of the study.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

With the recent local government elections, there is renewed focus on service delivery and local government sphere is seen as key to delivery of basic services to people. The government in South Africa is under pressure to deliver and local government is a key point of service delivery for government. Most citizens experience government on a regular basis mainly through local spheres of government. The eThekweni Water and Sanitation Unit has been acclaimed for its innovation and been at the forefront of service delivery in Africa. This study aimed to determine the factors within the unit that spurs it to the great heights it achieved and possibilities for further development in terms of the motivation of its people.

6.2 Key Findings

The objectives set out in this study directed the scope and type of the research that was carried out. These objectives have been achieved and are described below:

6.2.1 Objective 1: Identify the key theories that relate to worker motivation

Three important theories were reviewed in order to provide perspectives on motivation. These theories were Maslow's hierarchy of basic needs, Public Choice Theory and Self-Determination Theory.

6.2.2 Objective 2: Examine the factors within the work environment at eThekweni Water and Sanitation that impact on worker motivation

The researcher intended to investigate the key factors within the work environment that affect motivation of workers within the Water and Sanitation unit. The areas considered included peer group and leadership, rewards and remuneration as well as the physical environment. The factors that impact peer group and leadership was mixed. Peer groups and teams appear ideal to support motivation but faith in leadership, support from superiors and feedback had opportunities for improvement. There are significant obstacles in terms of remuneration and rewards in that a large portion of workers perceive that they are insufficiently rewarded and that the

performance management systems are ineffective. In addition there are limited opportunities for advancement and limited recognition for efforts. There are some opportunities to improve the physical environment that workers function in and improve the tools at their disposal to undertake their job functions.

6.2.3 Objective 3: Identify the job related factors that impact on the motivation of eThekwini Water and Sanitation workers

The researcher intended to investigate what key factors within the jobs that workers at the unit performed, impacted their motivation. The areas considered included goal clarity and alignment, as well as job design and content. In terms of goal clarity and alignment, the organisation is doing exceptionally well. Almost all workers have a clear understanding of their job goals and how their jobs align to the goals of the organisation. Workers have an opportunity to utilise their skills and capabilities in their jobs but there are limited challenges available for a significant portion of workers and limited opportunities for growth and development for many staff.

6.2.4 Objective 4: Determine the factors that eThekwini Water and Sanitation workers consider important for their motivation

The researcher intended to identify which of the various factors identified in the literature that impact on worker motivation within the unit. In addition, the relative impact of each of those factors on worker motivation was examined. All factors explored by the researcher proved important to all respondents ranging between moderately important to extremely important. As such, it has been demonstrated that workers within the unit consider the same items critical as workers in other organisations as identified in the literature although the significance of the item relative to each other may vary from person to person.

6.2.5 Objective 5: Identify the level of job involvement of eThekwini Water and Sanitation workers

The researcher intended to identify the extent to which workers are involved in their jobs as a key indicator of their commitment to it and the underlying motivation that sustains this. Almost all workers indicated that they identify very strongly with their jobs which indicates a very high degree of motivation. This is confirmed by their equally high level of dedication and commitment to persevere despite challenges. As such,

the unit can be said to have a highly motivated team as confirmed by interviews conducted with executives.

6.2.6 Objective 6: Analyse the impact of increased levels of governance on worker motivation within the eThekweni Municipality

With the new focus on public governance given the context of non-delivery with the SA public sector, governance results in greater levels of accountability and constraints to help ensure that proper processes are followed in delivering of service. The researcher intended to analyse the impact of this governance on worker motivation. These impacts of increased controls and governance was found to have posed some level of challenge from the quantitative analysis. The qualitative analysis identified major challenges with the higher levels of governance and control which take the form of centralisation in the Municipality. These effects are felt most acutely at the executive layer of the unit.

The last objective (No. 7 raised in the first chapter) culminates in the recommendations below.

6.3 Recommendations of the study

The unit is strategically placed in terms of a highly motivated workforce. This is a key factor that explains its achievements over the years. There are some opportunities that have been identified for improvement.

6.3.1 Leadership

The issue of leadership did present itself in a significant way in the research. Specifically, lower levels of confidence in leadership needs to be examined more closely. More research has to be undertaken to more clearly understand the reason for a lack of faith in supervisors and managers amongst a significant number of staff members. Further investigation would identify the cause of this, which would in turn, identify the interventions required to address this issue.

6.3.2 Rewards

The Municipality has already implemented a performance management system. The effectiveness of this system has been questioned in the responses received. The implementation of the performance management system needs to be reviewed to align it with expectations of the workers. The performance management system relates

directly to the rewards theme. Based on this study, there is a need for the rewards system for workers to be reviewed at all levels. Due to the constraints the organisation has in terms of financial resources and collective agreements, more innovative mechanism of rewards need to be investigated with a view to broadening the range of reward options available to workers.

6.3.3 Opportunities for growth and development

The Municipality needs to identify ways of broadening opportunities for workers especially at the lower strata. Items like cross-skilling and rotation of workers into different job functions need to be considered to provide additional opportunities for growth and development. Talent management programs needs to be implemented as a contemporary measure.

6.3.4 Governance and delegations

Increasing authority delegations and removal of constraints to enable units to achieve their mandates is essential to take the senior workers to greater heights in their motivation. A highly process driven approach makes sense where there is mistrust and low performance and accountability. However, this approach stifles high performers like the unit in question by enforcing the same rules for units that possibly perform more poorly and are less accountable. A variable system needs to be looked at where a more accountable and highly performing units are not stifled by the same constraints that poorer performing units are subject to, thus allowing them to innovate and excel. The concept of compliance at all costs irrespective of the cost to service delivery must be reviewed in terms of the current South African context. The organisation appears to be highly focussed in terms of compliance especially those raised by audit committees. It must be noted that an organisation can achieve a clean audit and yet not deliver services in a meaningful way. Yet, the importance of compliance cannot be underestimated to curtail wasteful and fruitless expenditure. Therefore, it is recommended that a more dynamic and effective system of compliance and governance be explored with a view to focussing on effective service delivery. Dynamic leaders need to be provided with the opportunity to perform and excel while poorer performers are brought in line with basic compliance requirements.

6.4 Summary

In this chapter, key findings were described in terms of the objectives of the study and recommendations made for further study and consideration of the organisation. Recommendations have been made in an attempt to unblock obstacles to the unit achieving even higher levels of motivation which in turn will improve productivity and enhance service delivery.

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LIST OF APPENDICES

Appendix 1 Ethical Clearance



18 April 2016

Mr Rajiv Singh (8727587)
School of Management, IT & Governance
Westville Campus

Dear Mr Singh,

Protocol reference number: HSS/0377/016M

Project title: Job-related factors impacting motivation of office workers at eThekweni Municipality's Water and Sanitation Unit

Full Approval – Expedited Application

In response to your application received on 08 April 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 5 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 Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr Mogie Saabon
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administration: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag 40400, Durban 4000

Telephone: +27 (0) 31 260 9587/8952/9557 Facsimile: +27 (0) 31 260 4009 Email: angela.pearce@ukzn.ac.za | smc@ukzn.ac.za | ethics@ukzn.ac.za

Website: www.ukzn.ac.za

1910 - 2011
121 YEARS OF ACADEMIC EXCELLENCE

Faculty of Commerce Edgewood Howard College Medical School Pietermaritzburg Westville

Appendix 2 Gatekeepers Letter



ETHEKWINI MUNICIPAL ACADEMY

Shooll House
221 Anton Lembede Street, Durban, 4001
Tel: 031 311 3192, Fax: 031 311 3293
www.durban.gov.za

15 March 2016

ATT: R SINGH

RE: AUTHORITY TO DO RESEARCH IN THE ETHEKWINI MUNICIPALITY

Your letter dated 24 February 2016 requesting to do research on Masters in Public Administration Degree has reference.

You are hereby informed that you are granted authority to do research as requested. You are reminded of the ethics which have to be prioritized when engaging our employees on this research. Please contact the relevant units for all other logistics.

Regards

Date: 15/3/2016

A handwritten signature in black ink, appearing to read 'Dr M.B. Ngubane', written over a horizontal line.

Dr M.B. Ngubane

Head: EThekweni Municipal Academy

Appendix 3 Letter of Informed Consent - Survey

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

Dear Respondent,

MPA Research Project

Researcher: Rajiv Singh (031 311 8629) rajiv.singh@durban.gov.za

Supervisor: Dr Mogie Subban (031 260 7763)

Research Office: Mrs. M Snyman (031 260 8350)

I am RAJIV SINGH, a Masters student, at the School of Management, IT and Governance, of the University of Kwazulu Natal. You are invited to participate in a research project entitled: **JOB-RELATED FACTORS IMPACTING MOTIVATION OF OFFICE WORKERS AT eTHEKWINI MUNICIPALITY'S WATER AND SANITATION UNIT**. The aim of this study is to identify the factors that influence worker productivity at the eThekwini Municipality's Water and Sanitation Unit.

Through your participation I hope to understand the work related factors that affect motivation of office staff at the eThekwini Water and Sanitation Unit. The results of the survey are intended to contribute to the education of the organisation's management on interventions that can help improve levels of staff motivation within the unit.

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 survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance, UKZN.

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

The survey should take you about 20 - 25 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature _____

Date _____

CONSENT (SURVEY)

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

.....

Appendix 4 Letter of Informed Consent - Interview

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

Dear Respondent,

MPA Research Project

Researcher: Rajiv Singh (031 311 8629) rajiv.singh@durban.gov.za

Supervisor: Dr Mogie Subban (031 260 7763)

Research Office: Mrs. M Snyman (031 260 8350)

I am RAJIV SINGH, a Masters student, at the School of Management, IT and Governance, of the University of Kwazulu Natal. You are invited to participate in a research project entitled: **JOB-RELATED FACTORS IMPACTING MOTIVATION OF OFFICE WORKERS AT eTHEKWINI MUNICIPALITY'S WATER AND SANITATION UNIT.** The aim of this study is to identify the factors that influence worker productivity at the eThekwini Municipality's Water and Sanitation Unit.

Through your participation I hope to understand the work related factors that affect motivation of office staff at the eThekwini Water and Sanitation Unit. The results of the interview are intended to contribute to the education of the organisation's management on interventions that can help improve levels of staff motivation within the unit.

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 survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance, UKZN.

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

The interview should take about 30 - 45 minutes to complete. I hope you will take the time to participate in this interview.

Sincerely

Investigator's signature _____

Date _____

CONSENT (INTERVIEW)

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

.....

Appendix 5 Sample Survey

Questionnaire (Managers)

Factors Affecting Motivation of EWS Staff

Please take a few minutes to fill out this survey. Your responses will be kept confidential. Thank you for your participation. Please ensure that you select only one of the options provided by marking the block with an X.

Biographical data

Providing the following information is optional.

Gender		Age	
Grade	Branch / Department		

Job Involvement

1. Identify the statement which most closely reflects your identification with your job

- a) Do not identify with my job
- b) Identify to a small degree with my job
- c) Identify moderately with my job
- d) Identify to a large degree with my job
- e) Identify completely with my job

2. Put forth best efforts to yield best results in the job, irrespective of difficulties

- Strongly Disagree Disagree Neutral Agree Strongly Agree

Peer Group and Leadership

3. My relationships with members of my team is professional and friendly

- Strongly Disagree Disagree Neutral Agree Strongly Agree

4. I have established the relationships that I require to properly perform my job function

- Strongly Disagree Disagree Neutral Agree Strongly Agree

5. Faith in the quality of the leadership of my superiors

Strongly Disagree Disagree Neutral Agree Strongly Agree

6. Receive positive feedback on the quality of my work from my superiors

Strongly Disagree Disagree Neutral Agree Strongly Agree

7. Receive the required level of support from my team and superiors

Strongly Disagree Disagree Neutral Agree Strongly Agree

Rewards

8. I am happy with the payment I receive for the work I do

Strongly Disagree Disagree Neutral Agree Strongly Agree

9. I feel recognized and rewarded for the effort I put in

Strongly Disagree Disagree Neutral Agree Strongly Agree

10. I have sufficient opportunity for advancement in my job

Strongly Disagree Disagree Neutral Agree Strongly Agree

11. Performance management systems within the organisation are effective

Strongly Disagree Disagree Neutral Agree Strongly Agree

Physical Environment

12. Physical environment within which I work is suitable to perform my job function

Strongly Disagree Disagree Neutral Agree Strongly Agree

13. I have all the tools and equipment required to perform my job function effectively

Strongly Disagree Disagree Neutral Agree Strongly Agree

Goals

14. I feel that my job is important in meeting the goals of the municipality

Strongly Disagree Disagree Neutral Agree Strongly Agree

15. I clearly understand the goals of the municipality

Strongly Disagree Disagree Neutral Agree Strongly Agree

16. I clearly understand what I need to do to be effective at my job

Strongly Disagree Disagree Neutral Agree Strongly Agree

Job Content

17. I use all my skills and capabilities in performing my job

Strongly Disagree Disagree Neutral Agree Strongly Agree

18. I feel adequately challenged by my job

Strongly Disagree Disagree Neutral Agree Strongly Agree

19. I have sufficient opportunities for growth and development within my job

Strongly Disagree Disagree Neutral Agree Strongly Agree

20. I have sufficient discretionary power to be effective in my job function

Strongly Disagree Disagree Neutral Agree Strongly Agree

Governance

21. Increased levels of controls and governance within the municipality assist me in being more effective in my job

Strongly Disagree Disagree Neutral Agree Strongly Agree

22. Increased levels of governance and controls improve the municipality's ability to deliver services

Strongly Disagree Disagree Neutral Agree Strongly Agree

Importance of Factors

23. Rate the statements below on a scale from 0 to 5 in terms of its importance regarding motivation and performance:

0 – No Impact

1 – Minimal Impact

2 – Small Impact

3 – Moderate Impact

4 – Large Impact

5 – Critical Impact

a) The relationship I have my team members and peers	
b) My relationship with my supervisor or manager	
c) The quality of leadership in the organisation	
d) Receiving positive feedback from my supervisor or manager	
e) Receiving support from my supervisor or manager	
f) Remuneration and reward package	
g) Recognition for effort put in	
h) Opportunities to advance or be promoted	

i) Effectiveness of performance management system	
j) Physical work environment	
k) Tools to perform job function	
l) Importance of job in meeting organizational goals	
m) Understanding the goals of the organisation	
n) Clearly understanding the goals of my job	
o) Utilising my skills and capabilities in my job	
p) Being challenged in my job	
q) Having opportunities for growth and development	
r) Discretionary Powers	
s) Less bureaucracy	

Appendix 6 Interview Schedule

Interview Schedule (Executives)

Factors Affecting Motivation of EWS Staff

Biographical data

Providing the following information is optional.

Gender		Age	
Grade	Branch / Department		

Questions

1. What is your opinion about the level of staff motivation within EWS across the various levels of staff?

2. What mechanisms are currently employed to enhance staff motivation?

3. What are the challenges in increasing levels of motivation of staff?

4. Are there any additional initiatives that you feel could be implemented to improve motivation of staff at EWS?

5. What would you like to see to further increase your level of motivation?

Appendix 7 Language Practitioners Report

Language Practitioner/Specialist: Language in Education

T. Reddy

B.A. ; U.E.D. (Natal); B.A. Hons. (UNISA); M.A. (Linguistics); Cert. in TESOL (Pittsburgh, USA);

Fellow English Speaking Board (Int.) UK

Tel (h) : 031 564 6975

Cell : 083 784 6975

e-mail : tcdreddy@gmail.com

To whom it may concern

Date 7 November 2016

Re: Language Practitioner Report

Student Rajiv Singh

Dissertation : JOB-RELATED FACTORS IMPACTING MOTIVATION OF OFFICE WORKERS AT ETHEKWENI MUNICIPALITY'S WATER AND SANITATION UNIT

I have had the pleasure of reading the above dissertation submitted for the degree of Master of Public Administration, School of Management, Information Technology and Governance at the College of Law and Management Studies, UKZN, and found the language usage fluent and free of any grammatical inaccuracies.

The work has been read for punctuation, fluency and congruency, and meets the language and stylistic writing at this postgraduate level.

I deem the dissertation acceptable for final admission.

Regards

T. Reddy