

UNIVERSITY OF KWAZULU-NATAL

**IMPACT OF MOTIVATION AND MORALE ON PRODUCTIVITY IN THE
DURBAN TERMINALS**

by

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DECLARATION

I, **Zanelezonkizinto S’phiwesihle Phumelela MTHETHWA**, declare that;

- (i) The research reported in this dissertation, except where otherwise indicated, is my original research.
- (ii) This dissertation has not been submitted for any degree or examination at any other university.
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Signature:

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ABSTRACT

The uprising significance of productivity is a factor that is currently affecting management of the organisations. Therefore, it is essential to examine various employee motivation methods and determine which is the most successful for the firm. The study aimed at determining the level to which motivation and morale affecting productivity amongst employees. The study focused on examining the drivers of motivation and employee morale as well as if there is a relationship between organisational effectiveness and employee motivation and morale. The research approach utilised to conduct the study was a quantitative method which was used to collect data. A questionnaire consisted of 30 questions with section A and section B was designed as a measuring instrument to collect data. The target population encompassed employees of Durban Terminals. A total number of 204 respondents participated in the survey. Descriptive statistics were used in this research study to analyse data which were presented in graphs and tables. The findings indicated that employee morale and motivation can enhance productivity in an organisation. The study depicted that the majority of participants were motivated by incentives and remuneration and by being treated fairly. Further, the study established that job satisfaction, promotions, leadership style and training and development were key success factors in managing employee morale as well as encourage high levels of performances of employees. Based on the findings, it was recommended that supervisors be provided an opportunity to obtain training on emotional intelligence in order to have an understanding and knowledge of addressing the issues of morale and motivation. Further, the organisation needs to develop an appropriate incentive structure as well as recognition activities to enhance morale of employees. Management also need to improve on their communication and engagement competencies to deliver any changes that may affect the productivity of employees.

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CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

The contemporary business environment is evolving and organisations are experiencing political, social and technological pressures that require capable and reliable human capital in order to remain competitive (Kuo, 2013). The success of any organisation is to capture the market and deliver on customer expectations as well as the firm's ability to merge with the environmental, technological, legal and social aspects that businesses may encounter.

Employees spend a large portion of time in their work environments. It is therefore essential that the employer understands what motivate individuals in order to operate a productive organisation as well as to retain its employees (Robins, 2003). In order for Durban terminals to remain competitive, the main key is to ensure that employees are motivated with their morale maintained. This dissertation is aimed at assessing the level of motivation as well as factors that drive moral issues in the work environment. The chapter will give an overview of the topic that has been chosen as well as the drive behind the topic.

1.2 BACKGROUND OF THE STUDY

Transnet is the largest and most crucial part of the freight logistics chain that delivers goods to each and every South African as the business delivers thousands of tons of goods around the country through its pipelines and both to and from its ports. Transnet has five operational divisions which are Transnet Freight Rail, Transnet Port Terminals, Transnet Rail Engineering, National Ports Authority and Pipelines. These divisions aim at achieving the goal of being a focused freight transport company by increasing the market share, improving productivity and profitability and by providing appropriate capacity to the customers ahead of demand.

With thousands of employees working for port terminals, morale and motivation is the focus aspect for Transnet to ensure that employees are motivated in order for the business to be successful as well as for the employees to be productive at work. Various activities are executed and managed by the organisation to ensure that employees are motivated such as proper working hours; incentives; promote organisational culture; recognition as well as providing health and wellness assistance through Employee Assistance Programmes within in the terminals. However, the study will examine if these activities are implemented appropriately and if employee morale is enhanced by these programmes in place.

1.3 PROBLEM STATEMENT

The business environment evolves due to internal and external factors that influence and drive the business. The Durban terminals have been faced with the challenge of poor productivity and over the years the performance of the terminal has declined. Employee motivation and morale have been identified as the contributing factors impacting on performance which has a direct impact on the erosion of margins. The Employee Survey (2015) indicated that employees in Durban Terminals are the most demotivated individuals within the organisation which is a problem in productivity and employee well-being. Although there are a number of studies related to motivation, there is limited research on the relationship between motivation and employee morale and it is imperative that management respond to these factors for the benefit of the stakeholders (Uzonna, 2013).

1.4 THE AIM OF THE STUDY

The aim of the study was to determine the level to which motivation and morale affect productivity amongst employees. The study also focused on what drives motivation and employee morale.

1.5 OBJECTIVES OF THE STUDY

The objectives of the study were:

- To determine the level of morale in the Durban Terminals;
- To establish factors that motivate individuals and the extent of staff motivation in the Durban Terminals; and
- To provide recommendations and guidelines to assist first line management on how to motivate employees and establish the role of leadership in improving staff morale in the Durban Terminals.

1.6 RESEARCH QUESTIONS

The study attempted to answer the following key questions:

- What level are factors of morale on employees in Durban Terminals?
- What are the factors that can be utilised to motivate employees in Durban Terminals?
- What recommendations and guidelines can be provided to assist line management to motivate employees as well as role of leadership in improving staff morale in Durban Terminals?

1.7 MOTIVATION OF THE STUDY

Luthans (2005) stated that employee performance and productivity in an organisation is positively influenced by employee motivation. Therefore, it is critical for the business to identify the levers which could be a complex task as there are many factors that influence motivation (Maslow, 1997). People are diverse and influences of different cultures may have an impact on what individuals value as well as what is rewarding to them.

Productivity levels generally fall as employees become demotivated (Uzonna, 2013). This study intended to provide insight as to the contributing factors that

influence productivity amongst employees focusing on the drivers of motivation and morale.

1.8 IMPLICATIONS OF THE STUDY

The aggregating importance of productivity is a factor affecting the management of modern businesses as well as employees. Therefore, it is fundamental for the organisation's leadership to examine various employee motivation methods and determine which is the most successful for the business to enhance performance. A business will perform inefficiently if it does not effectively utilize its human resources; therefore, theories of enhancing motivation need to be explored to provide direction (Yurtseven, 2012:72)

The study will help the organisation in understanding various models that can be utilized to enhance the morale of employees in order for the business to grow. If employees are happy and satisfied with their jobs productivity increases so is the profit for the business. There are many studies that have analysed the relationship between motivation and job satisfaction and its relationship between and among other related variables but not focusing on Durban Terminals and the current challenges that the business is faced with. The study will then examine the factors that affect the morale of the employees and how employee productivity can be improved.

1.9 STRUCTURE OF THE DISSERTATION

The dissertation consists of five chapters as illustrated below:

Chapter One: Introduction

Chapter one will focus on the introduction and the rationale of the study. The chapter will discuss the aim of the study; the research objectives and questions as well as the research problem.

Chapter Two - Literature Review

This chapter is the review of various literatures on the definitions of motivation and morale. The chapter includes the views of other researchers on theories on employee motivation and morale as well as the theoretical framework which includes the theories of need and motivation.

Chapter Three - Research Methodology

Chapter three contains the overview of the research methodology as well as the techniques used to research the topic. The chapter includes the research design used, tools and techniques for analysing the data as well as data collection methods.

Chapter Four – Presentation of Results

This chapter presents the results of the feedback received through the questionnaires that were distributed to the respondents. The analysis of data will be presented in the form of graphs and tables.

Chapter Five – Discussion of Results

The results obtained through quantitative research will be discussed in this chapter. The chapter provides an interpretation of the results presented in chapter four against the model presented in chapter two which will provide an explanation for the findings.

Chapter Six – Recommendations and Conclusion

This is the final chapter of the study which provides the main findings as well as recommendations for proposed future research.

1.10 SUMMARY AND CONCLUSION

Chapter one has provided an introduction to the study as well as an overview of gaining insight to the relationship between motivation, morale and productivity. Although identifying the relationship and dependencies that exist in these factors is indispensable in equipping the organisation with insight that can be used to improve the organisations performance. The chapter further provided insight to the problem statement, research questions and objectives that are set out for this study. The next chapter will provide a condensation of the reviewed literature.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Most organisations and businesses desire to be successful and strive for continuous progress. The current era is highly competitive and organisations regardless of size, technology and market focus are facing employee retention challenges. To overcome these limitations strong and positive relationships need to be established and maintained between employees and their organisations (Manzoor, 2011:36). The level of morale and motivation has been found to be the contributing factors on organisational performance. Morale is the way how an individual feels about his or her environment as well as the organisation for which one works (Bruce, 2003). Motivation on the other hand is associated with productivity, efficiency and loyalty of the employee to the organisation (Dugguh, 2014).

According to Manzoor (2011:37) employee productivity is vitally dependent on various factors such as performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organisational structure and other, but the area of study is focused only on employee motivation and morale as these factors highly influence the productivity of employees.

This chapter aims at reviewing relevant literature in order to provide insight on contributing factors to productivity. The chapter attempts to give background on the theories of motivation and how these factors impact on productivity. Most importantly seeks to identify the relationship between employee motivation and morale and the role these factors contribute in organisational performance.

2.2 DEBRIEFING MOTIVATION

The term motivation is derived from the Latin word “movere” which means to move (Muogbo, 2013:71). Motivation is what keeps employees moving, engaged and interested in their jobs. Similarly, Green and Butkus (1999) defined motivation as a form of movement or persuasion to act for satisfying a need. The level to which an individual is motivated is what will move them to participate in an activity and will affect the desire to continue with the activity (Lewis, Goodman & Fandt, 1995).

Ismail (2008) on the other hand defined motivation as the force that gives direction to behaviour, so the more the individual is engaged and has a defined goal to achieve, the more energy the employee will have to realize the goal. The previous research of Ismail (2008) depicted that employee motivation indicated that it is unlikely that employees will be committed if individuals are not motivated, the same applies if employees perceive that the effort put into the job is not yielding the expected outcome then employees will become demotivated. Similarly with Mullin (2005) who illustrated that the equity theory also had the same view. According to Clark (2003) motivation is defined as “the process that initiates and maintains goal-directed performance. Motivation energizes our thinking, fuels our enthusiasm and colours our positive and negative emotional reactions to work and life. Motivation acts as a catalyst for applying one’s knowledge and skills to work tasks.

Sekhar, Patwardhan and Singh (2013) illustrate on research that motivation highlighted roles and skills required by supervisors to be able to increase morale and continuously motivate employees are significant. However, there are numerous contributing factors within and outside an organisation such as the evolving economic climate that affect the processes of motivating employees (Kuo, 2013). Therefore, it is essential for any organisation to be innovative and be able to identify ways that will maintain the supervisors and employees motivated and geared towards achieving the strategic goals.

2.2.1 Motivating People is a Journey

Employee productivity in the workplace is an on-going process that heightens further as one acquires the right mind-set and attitude necessary for a motivated work ethic. Motivation requires discovering and understanding employee drives and needs, since the drive originates within an individual (Singh, 2012). Martins and Martins (2002) indicate that South African legislations such as Employment Equity Act of 1998 and the Skills Development Act of 1998 are contributing factors that can influence employee motivation in a work environment. Motivation is a key milestone for any organisation to be able to identify the factors resulting in unmotivated employees and to develop a plan of action to address the gaps (Gignac & Palmer, 2011).

Employee motivation is a distinguishing factor between companies that have committed employees as opposed to those firms that are struggling with demotivated employees. This is evident in the performance levels of those organisations that have motivated employees (Thahier, Ridjal & Risani, 2014). In a well-running organisation, motivated employees continually look for ways to improve their core functions. When organisations or employees are struggling to meet expectations, leaders need to provide employees with the appropriate encouragement to stay engaged. Factors contributing to individual employee motivation vary and come from several different sources (Brown & Lord, 1999).

Lord (2002) as cited in Ismail (2003) examined 29 engineers of the age of 55 and above indicates that motivating factors differ based on the sector that one works in as well as the level of hierarchy in the organization. Bruce (2003) further supports this citing that lower level employees are motivated more by the extrinsic factors and the leadership level is motivated more by intrinsic motivators. Management should therefore not make the mistake of thinking that what motivates management should motivate employees (Alhaji, Fauziah, & Yusoff, 2011). The researches Vuori and Okkonen (2012) indicate that through motivation, people work together willingly to achieve the desired result. Motivation also has the ability to join together employees from different backgrounds taking into

consideration ones skills, personalities and attitudes (Dugguh, 2014). Motivation is further defined as beliefs and emotions that influence the way a person behaves (Green & Butkus, 1999).

Focusing on just the workplace, leadership factors that can directly influence motivation one can see the significant impact that leaders have on employee motivation and performance (Godinez & Quinn, 2004). There are a number of motivators that have been identified that can be used to encourage employees other than money. Such motivators include appreciation of employees, training, good working conditions, and assigning employees with added responsibility, encouraging a sense of team work and acknowledging accomplishment (Sekhar, Patwardhan & Singh, 2013).

Motivational forces that drive enthusiasm within an individual are both internal and external (Dugguh, 2014). Employees who are motivated tend to be more creative and have the will and drive to perform at their best (Babalola & Nwalo, 2013). Motivated employees accept responsibility and are receptive to innovation. Having a motivated workforce has high value for the organisation as one actively participates in achieving the vision. Ellickson & Logsdon (2011) describe the impact of the employee motivators and are explained in the motivation theory.

2.2.2 Motivation Theory

Motivation theory assesses the processes of motivation. The approach interrogates the rationale as to why and how employees respond and react in a work environment (Armstrong, 2006). Motivation theory reviews and describes what organisations can do to ensure that people remain encouraged on the set goals as well as ensuring their personal goals are achieved.

In understanding and applying the principles of motivation theory an organisation can gain added value out of the workforce through assessing how much effort the employees want to exert as well as understanding if the employees just do the bare minimum to get a task complete or they go the extra mile (Candi, Beltagui, & Riedel, 2013). Organisations need to be mindful that the process of motivation is complex and that people have different needs and desires. Therefore the

application of the theory should take into consideration that one approach does not fit all. Subsequently, one would be required to establish the different goals to address the different needs of all employees (Park, 2010).

Armstrong (2006) further indicates that motivation is concerned with the factors that influence people to behave in certain ways. The three components of motivation as listed by Arnold *et al.*, (1991) are direction, effort and persistence:

- **Direction** – is what a person wants. This is the stage of setting the tone and pointing the way in which a person wants to go. This is establishing what individuals want to achieve.
- **Effort** – making an effort towards achieving the goal. How hard a person is trying, an effort will establish the momentum.
- **Persistence** – how long a person keeps on trying and determines how far the change is carried. This is the most difficult part because as one keep on trying to reach the goals and fail as a result an individual can reach a stage of demotivation. At times employees don't yield results fast or as desired.

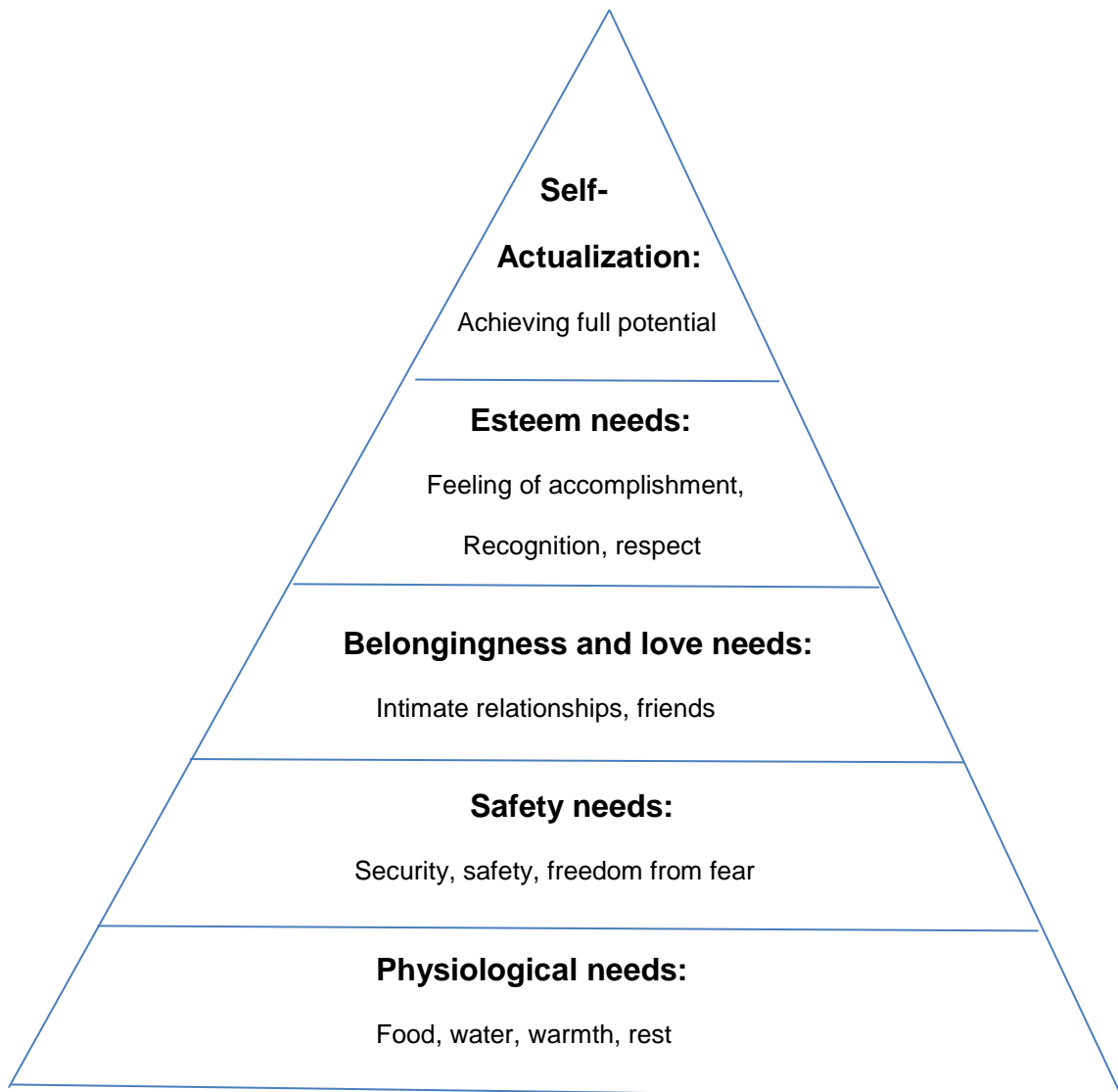
The process of motivation theory is understood through reviewing the principles of motivation that motivation occurs when the need is aroused and as long as the person perceives the need leading to a sustained behavior (Kaur, 2013). Needs vary but when the need is satisfied, the behavior will stop. Mullins (2005) identified four theories of motivation indicating that the content of motivation consists of needs. These theories are Maslow's hierarchy of needs, Clayton Alderfer's ERG theory, Herzberg's two factor theory and McClelland's achievement motivation theory. These theories highlight and specify what actually motivates an individual at work. The theories also identify people's needs as well as pursued goals to ensure the needs are realized. Two motivational theories will be reviewed namely Maslow's hierarchy of need and Herzberg's two factor theory, these motivational theories explain and describe factors within the person that energize, divert, sustain and stop behaviour (Maslow, 1997).

2.2.2.1 Maslow's Hierarchy of Needs

Maslow published one of the best conceptualisations of the human need (Kaur, 2013). The theory assists management to interpret what motivate employees with a specific focus to their job behaviours. According to Maslow (1997) if people are in an environment that doesn't satisfy their needs the chances are greater that individuals will not function as healthy employees. Maslow (1997) further indicates that a need cannot be fully met, however individual needs that are almost fulfilled will no longer provide motivation for that individual.

In any organisation, it is important that the employee requirements are well understood. It is critical for managers to understand in which tier the employee is located in on the below pyramid so to be able to motivate them. Figure 2.1 shows that people in general are motivated by five main needs. The lowest needs must be fulfilled first before the next higher need can be addressed.

Figure 2.1: Maslow's Hierarchy of Needs



Source: Maslow (1997)

Figure 2.1 depicts that the needs are divided into deficiency needs which include physiological needs, safety needs and social needs as well as growth needs which include esteem needs and self- actualisation needs.

Hunter (2012) indicated that there are three lower order needs, namely:

- The **first tier** being physiological needs such as food, air and water are the most basic and the strongest needs in a person's search for satisfaction (Maslow, 1997). In a work environment the organisation need to provide

employees with a salary that will equip them to provide decent food and shelter, only then will they be able to actively participate in the work environment.

- The **second tier** is safety and security which includes the person's health, economic, financial and personal security. These needs become evident once a person has realised their physiological needs and its imperative for managers to provide a safe and secure work environment so that employees can do their job without fear or harm (Swanepoel, Erasmus, & Schenk, 2008).
- The **third tier** being social needs include the need to be loved, the need to interact with people and have positive relationships that make one feel wanted as a person. As cited by Harvey (2013) employees have a need to feel appreciated and that their contributions in the organisation is appreciated and acknowledged. Social needs are learned and require constant contact with the social environment (Hunter, 2012). To meet these needs organisations must encourage team work and social events within the work environment. These needs are also indefinite and cannot be completely satisfied.
- Self-actualisation and esteem needs are referred to as higher order needs and these are associated with job performance and satisfaction. Managers must focus on these critical needs in order to sustain a motivated workforce (Eccles & Wigfield, 2002).

Esteem is the assessment that one has of their self-worth. This need follows when a person has satisfactorily met their need for love and belonging (Lewis, Goodman & Fandt, 1995). Examples of esteem needs can be recognition, attention and social status which are all external motivators. Accomplishment and self-respect are esteem needs which are internal motivators.

When Maslow's needs are realised a person will then have pride in their work as well within them. Esteem includes the need to be accepted by others and managers must ensure that the organisation provides an environment where employees feel respected and valued and recognised (Harvey, 2013). Self-actualisation is one of Maslow's focus needs. Self-actualisation need is the

assessment of how much potential one has. The need is the willingness of individuals to continuously empower themselves by developing competencies and experience. Maslow indicated in his research that about 10% of the people are fully self-actualised (Hunter, 2012). The work environment thus needs to provide opportunities for employees to prevent them from looking outside the organisation; this can be done by providing employees with a certain level of decision making power.

Harvey (2013) reveals that for a level of satisfaction to materialise, employees must have their first level of needs satisfied; this statement was also supported in Jung and Kim (2012) research on impact of organisational commitment. In general discussions managers will indicate that employees are not satisfied with the current pay levels yet these are market related with good benefit packages. The work environment is also conducive yet employees are not motivated and dedicated to their work. It is therefore imperative to highlight that those employees that are partially satisfied in their need levels will not yield a motivated workforce.

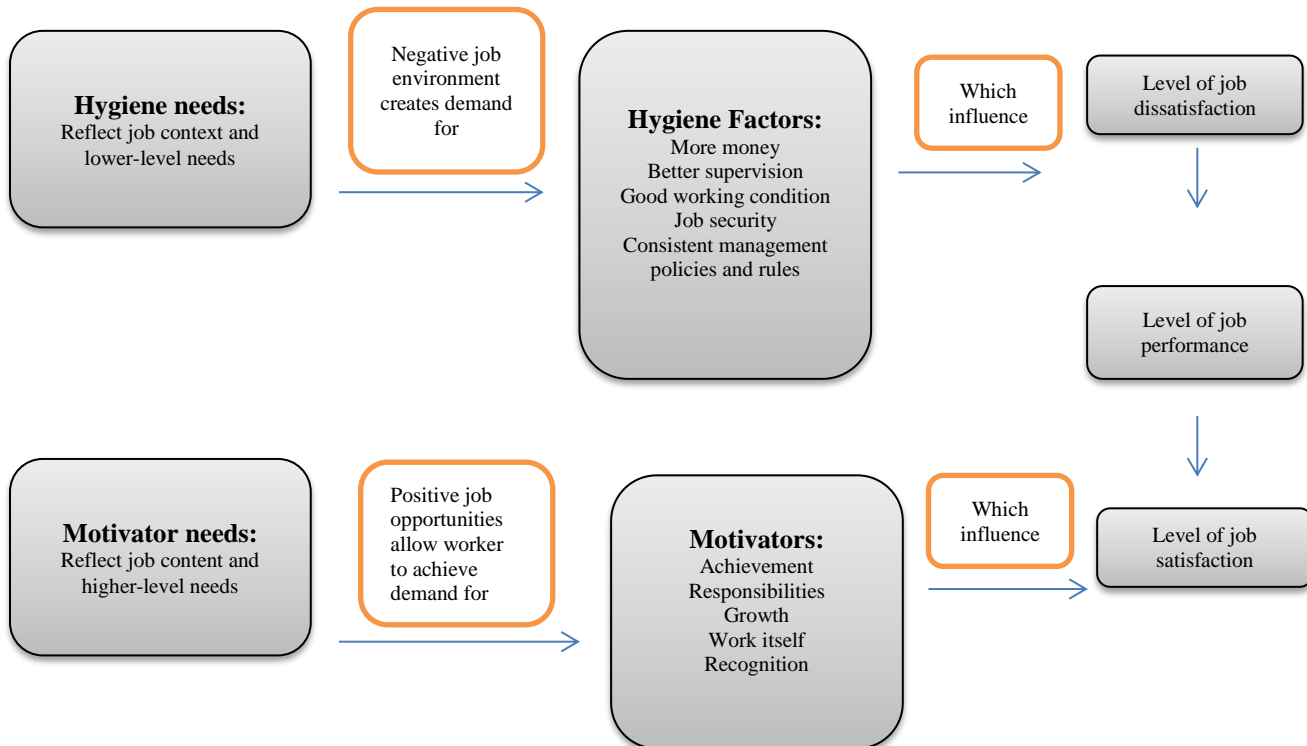
The focus for managers is to satisfy the higher levels on the needs' pyramid such as esteem and self-actualisation. Training and development will help improve employees work performance and assist them to grow within the organisation which will in turn satisfy their self-esteem and actualisation and this is not only beneficial to the employee but to the organisation as a whole (Hunter, 2012).

Maslow's theory points out that people's needs are not necessarily met by hard cash (Maslow, 1997). There are a number of needs outside of financial needs that need to be met. Jung and Kim (2012) indicate that even if employees are highly paid if the rest of their needs are not met they will still not be motivated. Maslow (1997) also points out that if the organisation does not have money firms can still maintain a motivated workforce through providing other required needs like a safe work environment and employee recognition. Park (2010) stated that an organisation with an effective recognition programme will be able to retain its employees. Aamodt (2007) stated that Herzberg theory required the presence of both hygiene factors and motivators to bring motivation within a work environment.

2.2.2.2 Herzberg's Motivator-Hygiene Theory

Frederick Herzberg's two factor theory of motivation indicates that there are certain satisfiers and dissatisfiers at work, Figure 2.2 is the analogy of Herzberg's theory.

Figure 2.2 Herzberg's Theory: factors affecting job satisfaction



Source: Grobler, Warnich, Carrell, Elbert & Hatfield (2011)

Herzberg (1987) has identified the hygiene factors as referred to in Figure 2.2 as extrinsic condition. Hygiene factors consist of money, better supervision, good working conditions, job security and consistent management policies and rules. Grobler *et al.* (2011) indicate that the hygiene factors are controlled by other people other than the employee and do not provide long term motivation. However, the hygiene theory further indicates that the absence of hygiene factors will result to employee demotivation.

Herzberg (1987) in addition identified motivators which include achievement, responsibility, growth, work itself and recognition. The absence of these factors will cause no dissatisfaction; however, the presence of the aspects makes employees feel good about their job thus having a significant motivational impact. According to Kruger and Rootman (2010) motivation is critical as it results in increased productivity. Driven employees find time and energy to understand what the business needs are and they tend to produce more at less cost. This increases job satisfaction and good human relations amongst employees (Parvin & Kabir, 2011). It is therefore vital for leaders to understand Herzberg motivator needs.

2.2.3 Driving Forces of Motivation

Motivator factors are classified as intrinsic factors and the hygiene factors are classified as extrinsic in nature Herzberg (1987). There are two types of motivation forces that can be used to motivate an employee (Dugguh, 2014). Extrinsic motivation is known as material satisfaction and intrinsic motivation can be performed by providing intangible rewards. People motivate themselves through identifying what satisfies their needs as well as what will result in achieving their goals (Kruger & Rootman, 2010).

Organisational leaders can motivate employees through a number of ways some of which are: by acknowledging good work performed, by providing a good work environment with dignity and respect, by promotions or through methods of pay, to name a few. The two types of driving forces of motivation which are intrinsic and extrinsic will be discussed below in point 2.2.3.1 to 2.2.3.2 (Mullins, 2010).

2.2.3.1 Intrinsic Motivation

Research conducted by Lunenburg (2011) indicates that organisational leaders should emphasise to employees that good performance will yield valued rewards. Intrinsic motivation is about doing something that is interesting, exciting and enjoyable. Intrinsic motivation is developed in humans from an early age whilst they are active, inquisitive, and curious. This is a natural motivation and the more that human explore their interests, the more their knowledge and skills base develops (Richard, Edward, & Deci, 2000). This motivation is within an individual

but can also be nurtured more through forming relationships between individuals and activities.

According to Ledford, Gerhart and Fang (2013), competence, relevance and autonomy are the psychological needs that individuals require to be self-fulfilled. Employees must be empowered so that they feel that they can perform the task competently. Values of the organisation must be entrenched so that employees can have a sense of connection and belonging in the organisation. Leadership must instil a sense of accountability so that employees can have a sense of pride in what they do (Ledford, Gerhart, & Fang, 2013).

2.2.3.2 Extrinsic Motivation

Ledford, Gerhart and Fang (2013) indicated that research has pointed out that intrinsic motivation is the most important type of motivation. However as development occurs and as individuals' social demand comes into play and these social demands result in individuals prioritising factors associated with extrinsic motivation (Richard, Edward, & Deci, 2000). Mullins (2005) indicated that extrinsic motivation has tangible rewards such as fringe benefits, pay, promotion and so forth. Pay is one of the most powerful extrinsic rewards in a work environment and contributes significantly to employee motivation and attitude. Beretti *et al.* (2013) and Park (2010) similarly view that leadership should be mindful not to use financial incentives as the primary motivator as this could be a significant challenge when funding is inadequate. It is therefore not recommended to place too much emphasis on extrinsic awards (Onukwufor & Chinelo, 2013). Table 2.1 below simplify the two sides of motivation.

Table 2.1 Two Sides of Motivation

Component	Under motivation	Over motivation
Attention	Bored, not paying attention	Overwhelmed by job responsibilities
Relevance	No intrinsic interest, no advancement opportunities	Career success hinges on successful performance
Confidence	Don't believe in ability to competence to as required	Resistant learning, make mistakes without noticing them
Satisfaction	Resentful, opportunity not chosen by employee	Over positive expectations that are unmet

Source: Alhaji, Fauziah and Yusoff (2011)

The four components as identified in table 2.1 namely; attention, relevance, confidence and satisfaction must be included in the interventions for motivation (Alhaji, Fauziah & Yusoff, 2011). There is an understanding from the theory of what drives behaviour but the key is to develop the correct motivators so the organisations can realise the required performance. There is an understanding from the theory of Ryan and Deci (2000) of what drives behaviour. The challenge for organisational leadership is ensuring that the correct motivators that are important to employees have been identified. Self-actualised employees are likely to grow and remain in the organisation and their loyalty may improve the organisation's image.

Ryan and Deci (2000) state that managers must observe and understand the employee behaviour in order to be able to make an informed decision and develop a winning criteria on how to best motivate workforce. Humans are generally reciprocal when treated well in the organisation; employees will generally respond and ensure targets are met (Aljhaji, Fauziah & Yusoff, 2011).

Herzberg's theory relates extrinsic factors to job dissatisfaction, whilst associating intrinsic factors to job satisfaction. Organisations must therefore work towards

achieving both intrinsic and extrinsic needs of employees to maintain a productive level of morale in the organisation. The terms morale, motivation and satisfaction are similar concepts when referred to the way an employee would term job satisfaction; hence Herzberg refers to motivation as a product of job satisfaction (Robbins & Judge, 2007).

2.3 AN OVERVIEW OF MORALE

Hacker (1997) described morale as the attitude that an individual has towards the business, the supervisor or their work environment. Hacker (1997) also believed that when morale is high in the organisation a lot can be achieved and when morale is low it can be detrimental to the business. The theory of morale can be observed through the results that employees present in productivity as well as negative or positive responses to initiatives that the organisation implements.

Ngambi (2011) defined morale as an intangible concept of how a group of people feel about the organisation that individuals belong to, as well as their views on trust, self-worth, purpose and pride in ones achievements. Morale is made up of a combination of factors both from internal and external environments, however, it is the leadership approach that determines employee morale as stated in Hertzberg's theory that job satisfaction depends on satisfiers and satisfiers and dissatisfies (Robbins, Odendaal & Roodt, 2003). Every person requires morale; it is an individual need that is associated with and a level of satisfaction that one gets in the work environment. High morale is evident when employees are enthusiastic in the organisation (Houser, 2006).

Research by Rauf (2010), Hacker (1997) and Bruce (2003) have similar perspectives that indicate that there is a correlation between employee motivation and morale in a work environment and that the two concepts have a direct link to employee performance and job satisfaction. Rauf (2010) as cited by Hassan *et al.* (2011) illustrated in the article that the impact of attitudes on job satisfaction indicated that there is a close relationship between job satisfaction and employee morale. Similarly, Hacker (1997) depicted that employee morale has a direct impact on employee motivation. Echoing a similar concept was Bruce (2003) who

indicated that morale has a direct impact on employee motivation and job performance. Hassan *et al.* (2011) asserted that the overall results of the literature was that employees that fall in the higher remuneration bracket responded the most and agree that they are satisfied with their present jobs. Job security, working conditions and incentives were rated highly as areas that require improvement to motivate employees.

2.3.1 Impact of Morale on Employees

Morale impact on an individual's daily functioning resulting in enthusiasm, focus and positive energy in what employees are doing when morale is high and the opposite when morale is low (Hassan *et al.*, 2011). It is therefore vital that management set the tone within a work environment and in the current economic climate. Further, management must be aware of their impact to staff morale. Odendaal and Roodt (2003) affirmed that satisfied employees will demonstrate a positive attitude whilst unsatisfied employees will demonstrate a negative attitude towards their work. Awareness by leadership of this impact has the potential to change the ball game and ensure improved effectiveness and good job performance in the work environment (Saxena, 2012).

Managers who fail to address issues of morale are faced with significant challenges such as decline in productivity, the cost of increased absenteeism, employee disengagement resulting in unnecessary conflict between employees and management, high staff turnover and unsatisfied customer (Hacker , 1997).

Leaders invest a lot of time, resources and money in the recruitment process in an effort to obtain the best suitable candidates to work in an organisation. Globler *et al.* (2007) however indicated that firms are not always knowledgeable on how to bring out the best in their employees. These employees find themselves in a challenging environment with little growth opportunity resulting in a decline in employee morale. Therefore, it is significant for leaders to understand the factors that contribute to an increase or decrease in employee morale.

2.3.2 Factors Resulting in Low Morale in the Workplace

According to Fink (2014) there are a number of leadership related competencies factors that result in low employee morale, these include poor communication, distrust of management by employees, insufficient employee empowerment, rigid working conditions as well as poor interpersonal relations (Fink, 2014). As cited by Saxena (2012) research conducted by Norsworthy *et al.* (1992), Cappelli (1997), Firth *et al.* (1997), Straka (1996) and Reed (2009) indicate that when employee interest levels decrease so does productivity. Lloyd (2003) in the staff morale survey conducted at the Memphis Fire Department found that poor communication and disciplinary practices resulted in low employee morale.

Employees with low employee morale will display signs of conflicts within co-workers (Appiah, 2011) as well as insubordination. Grievances, decrease in productivity and constant complaining of insignificant work related issues are also symptoms of low employee morale. The increase in customer complaints as a result of employee behaviour can be attributed to low employee morale (Fink, 2014). Leaders that are not pro-active and effective when addressing employee issues result in a culture of low employee morale. Ngambi (2011) and Appiah (2011) who both conducted studies related to morale agreed that employees should be given more responsibility in order for them to feel empowered and trusted by the leaders in the organisation.

Appiah (2011) indicates that change, poor leadership and organisational culture are primary causes of low employee morale. Organisational culture that does not address the constituents such as the importance of their leaders on being exemplary with little or no accountability, departments and employees working in silos; lack of career development; and succession plan results in decline in employee morale. It is evident in literature conducted by Norsworthy *et al.* (1992), Cappelli (1997), Firth *et al.* (1997), Straka (1996) and Reed (2009) as cited by Saxena (2012) that employee morale is very significant in the workplace and if not managed effectively can result to the adverse effects on productivity and the overall performance of the organisation.

2.3.3 Factors Resulting in High Morale in the Workplace

According to Lee *et al.*, (2012) morale is contagious; furthermore when conditions are favourable, morale is high. Morale is the attitude of the mind; a state of well-being that affects outputs; discipline; quality of work produced; cost management and affects all aspects of success (Fink, 2014). The concept of morale illustrates the reasons why high morale is associated with superior motivation and accomplishment. Bruce (2003) cited that impact of high morale in individuals varies; however, this is evident in the work environment when employees portray a certain level of confidence in their duties. High morale results in employees that work together are positive, hopeful, and generous as well as have a high level of self-esteem. Positive employees are loyal to the organisation; hence, staff retention is high. Therefore enables the organisation to grow and improve on performance (Hunter, 2012).

There are a number of factors that contribute to high morale within the organisation and these are discussed below:

- When objectives of the organisation are clearly defined and communicated there is generally employee buy-in where employees can articulate where the organisation is going and what the focus should be (Lee *et al.* 2012). When all employees are aligned and there is a clear indication of the vision then all employees can work towards the same goal. This results in increase in employee morale (Hunt, 2012).
- Fink (2014) indicated that leadership commitment is important to ensure that employees will follow. Leaders should provide a satisfactory work environment that enables employees to achieve their goals and aspirations. Recognition and appreciation are two main reasons employee morale increased in a study conducted at the Memphis Fire Department (Lloyd, 2003).
- Participation of group members- when groups are working together, a team must be aligned to a common goal that is well communicated to ensure that there is alignment (Saxena, 2012). Participation creates harmony and mutual faith and understanding amongst the co-workers. As stated by Saxena (2012) high morale can be attributed to the nature and behaviour of the co-workers.

- Alignment and job satisfaction- If there is an alignment within the organisation, jobs assigned to employees will be performed well. Alignment will result in job satisfaction as the employees will be conducting work that each individual is proud of. Jobs that are satisfying to employees contribute towards high employee morale (Lee *et al.*, 2012).
- The structure of the organisation defines the subordinate relations. The structure should be formed in such a way that the organisation and structure has clear lines and clearly defined in a manner that there is free communication between superiors and subordinates (Fretwell, 2002).
- Compensation levels of wages and salary should be satisfactory. The rewards and incentive system should be clearly defined. All employees should have access to how the incentives are paid out and what the qualifying criteria is (Fretwell, 2002).

2.3.4 Importance of Morale in the Workplace

Morale is a critical element for any business to function and can become very costly if the morale is low. Lee *et al.*, (2012), Cappelli (1997), Firth *et al.* (1997), Norsworthy *et al.*, (1982), Reed (2009) and Straka (1993) research indicate that there is a relationship between low employee morale and poor productivity. Ngambi (2011) discussed the relationship between leadership and employee morale and highlighted six reasons why employee morale is such a critical element of any organisation namely:

- Morale improves productivity: Lee *et al.* (2012) further indicate that high employee morale leads to increased productivity.
- Improves performance and creativity: more effective communication takes place so all employees are clear about what is expected. This results in less time for gossip in the workplace and improves retention of creative employees.
- Reduced absenteeism: people want to come to work and they come to work on time because they are fulfilled and want to make a difference.
- Higher attention to detail: this is a result of energised employees from a positive work environment. These are employees that have been trained and are well equipped to perform their tasks. Naong (2012) in her research

maintains that the fruit organisations reap from not investing in their human resources is high staff turnover, low productivity, redundancy of old staff members, fear of technological advancement and an illiterate workforce. Organisations must invest in human resources to yield the benefits of motivated employees with high employee morale which will result in employees that portray pride in their work ethic and attention to detail (Hunt, 2012).

- Safer workplace and increased quality of work: Training is an indispensable strategy and it increases morale through empowerment and employees must be equipped and trained to ensure performance and retention of employees (Sekhar, Patwardha & Singh, 2013). People who are committed have a high chance of remaining within the organisation (Lloyd, 2003).

2.3.5 Measures to Avoid Low Morale in the Workplace

Fink (2014) affirms that the cost of low morale indicted that low employee morale is a result of poor relationship between management and employees where a relationship that is productive, meaningful and fulfilling is non-existent. Ngambi (2011) illustrated that the relationship between leadership and employee morale indicated that low morale can gradually destroy employee commitment, affect the service that they offer and alienate the clients and customers that they serve. Actively disengaged employees erode the organisations bottom line while breaking the spirits of colleagues in the process (Hunt, 2012).

Millet (2010) emphasized that in order to avoid low employee morale there are basics that should be addressed within a work environment:

- Employees should be provided with good working conditions. These conditions should be legally compliant in accordance to the Occupational Health and Safety Act of 1993. Health and safety services should be provided. Contracts should be in place with regulated working hours and a proper wage policy. Clearly publicising this information leads to transparency and creates job interest amongst employees (Gramm & Schenell, 2001).

- Job enlargement and rotation is a critical element in skills development. This allows employees to be empowered and to learn other skills other than the usual job. This creates a high level of interest in employees and also empowers them to grow. Job enlargement creates in-depth knowledge within the organisation and keeps employees on their toes (Green & Butkus, 1999).
- Praising employees is a skill that leaders should adopt. As employees rotate jobs and learn new skills, those that are mastering their new roles and are leaning quickly and should be acknowledged. Praising encourages employees to go the extra mile when performing their duties. Acknowledgement boosts employee morale and gives staff a sense of belonging and feels valued.
- Employees should be treated well by their supervisors. The practice instils a culture of dignity and respect within the work environment (Millet, 2010). If employees are treated well individuals will also adopt that culture and do the same to their fellow colleagues which will result in culture transformation. Thus creating a confident workforce (Bruce, 2003).
- Allowing employees to participate in management is growth and development strategies that can fast-track skills development and individual growth within an organisation (Saxena, 2012). Participation develops confidence amongst employees and assists management in succession planning, skills retention and skills transfer within the organisation. The employees will be empowered therefore increasing their commitment and loyalty to the organisation (Bruce, 2013).
- Employees that have been acting in positions for a significant period of time should be properly promoted. If the employees are acting or have been placed in a position as part of career development, the individuals should be appointed if one has been performing a satisfactory job. Employees that are being exposed in positions higher than their appointed roles should be closely monitored and constantly provided with feedback so as to increase their level of confidence in the job performance. Once the assessment has been conducted if the intention is to fill the position then the organisation must do so. Promoting employees from within increases employee morale

as employees can see that there is career development within the organisation (Glober *et al.*, 2007).

- Solving employee grievances is vital. Grievance is a formal complaint by an employee with regards to a problem in the work environment (Grobler *et al.*, 2011). Employees should have confidence that management will resolve any dissatisfaction that arises. Grievances should also not last for long periods of time as they have a potential to decrease employee morale.

2.3.6 Measures to Maintain High Morale in the Workplace

One of the first steps in improving employee morale is to build the culture of trust between employees and management. The level of expectation and accountability on job performance must be clearly defined (Fink, 2014). Through communication managers must also provide feedback on the progress. Increased communication creates a level of trust where employees know that one can engage with someone that will listen and management are confident that employees know what is expected (Appiah, 2011).

Management needs to portray a level of fairness at all times. During disputes all sides should be evaluated and then a decision should be made (Saxena, 2012). When a decision is not made it creates a level of uncertainty with employees and this can distort the set goals and expectations. Indecisive managers can create an environment of confusion and uncertainty within a work environment (Naong, 2012). Indecisiveness of management can lead to a level of distrust with employees and trust is a critical element of employee morale (Hacker , 1997).

Trust is earned and management can facilitate the trust levels through transparency especially in recruitment, promotions, terminations and gain share processes (Fink, 2014). Once management has made a commitment to achieve a goal that commitment should materialise and managers must be consistent in their practices. Accessibility, openness, role modelling and communication can earn managers the required level of trust. Competent leaders display effective communication skills and it is the glue that binds various elements (Grobler *et al.*, 2007). Effective communication must have clarity, be focused, be frequent, entail

important details and have meaning. With communication employees must be able to respond and raise any concerns that they might have and these concerns should be addressed (Park, 2010). Allowing employees to raise their concerns increases employee morale as it gives confidence that their views and thoughts are important and they are contributing to the transformation of the organisation.

Sekhar, Patwardhan and Singh (2013) illustrate that is imperative to communicate the performance requirement to employees and then allow them to deliver on the requirement without micromanaging which can imply distrust. To prevent morale issues in the workplace, the organisation's vision must be clearly communicated to employees to ensure that everyone is knowledgeable and understand the firm's vision and all workforces have been provided with the necessary tools to realise the company vision. Once employees have been empowered to perform their duties the next step would be to provide constructive feedback on their performance as well as feedback that will enhance their performance.

When an individual or a group of individuals have performed, it is important that management acknowledge even small achievements. This facilitates the process of increasing employee morale through positive communication which enhances individual confidence and begins a positive movement. Once employees have been recognised, rewarding performance is another form of acknowledging that individuals have performed. Park (2010) indicated that there is a perception that reward should be in a monetary form however management can also provide non-monetary reward. Similarly, Beretti *et al.* (2013) indicated that non-monetary reward could be in a form of employee acknowledgement in the company newsletter where an employee can be able to take the newsletter home to show family as well as keep as a form of remembrance for future.

Another form of a small token of appreciation could be a dinner voucher with partner or recognition of employee in company events or during client meetings. This appreciation can set the ambiance to good work ethic and motivation. Employee engagement also encourages others to realise their value in the organisation and the importance of their contribution in the work environment

(Park, 2010). This positive energy can be contagious and can result in an increased participation of other team members.

A motive is an inner force that moves a person to behave in a certain way. Motivation causes people to perform at their best with enthusiasm and due to their efficiencies the organisation objectives materialise. Park (2010) indicates that motivated employees have a high degree of morale; although morale and motivation are different; however both concepts are cognitive. Hacker (1997) has the view that morale is about feelings that individuals have about the situations in the organisation and motivation deals with a tendency for a particular behaviour pattern. Similarly Bruce (2003) motivation is about the drive of a person and the need whereas morale is about the freedom towards a particular goal. Although motivation and morale are different the conceptions are interrelated. Morale reflects motivation and if an individual is motivated an individual will in turn have high morale (Rauf, 2010).

2.4 SUMMARY AND CONCLUSION

This chapter provided an insight on the definition and theories of motivation and how lack of motivation impacts employee performance as well as the role leadership plays in maintaining employee morale. The literature review further reflected on employee motivational needs, highlighting that motivation and employees morale are an asset to any organisation. Managers need to be empowered to be able to identify employee motivational requirements in any organisation. Research has shown that motivation is an important factor to staff retention productivity. With the various studies that have been conducted on motivation and job satisfaction not much has been conducted on motivation and its relationship to morale. It is evident that the relationship exists between employee motivation and morale (Sekhar, Patwardhan & Singh, 2013). Chapter 3 will provide the research methods that were adopted in this study in detail.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

According to Burns and Burns (2008), business research is the objective and systematic process of obtaining, recording, analysing and interpreting data to discover new information or relationships or expand existing knowledge to remove uncertainty for business decision making. Sekaran and Bougie (2013), similarly state that business research is an organised, systematic, data-based, critical, objective, inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it. Business research thus equips business leaders with the necessary knowledge to change or improve current processes or the culture of the organisation.

Current market conditions are evolving and organisations are under immense pressure to perform in order to remain competitive. A successful organisation is dependent on employee work performance, their commitment and loyalty. Maintaining a motivated workforce is the only way to drive and grow a business. Ngambi (2011) states that when employees are highly motivated and fully satisfied with their jobs; their work efficiency and productivity levels will increase.

The study was conducted based on the following objectives:

- To determine the level of morale in the Durban Terminals;
- To establish factors that motivate individuals and the extent of staff motivation in the Durban Terminal; and
- To provide recommendations and guidelines to assist line management on how to motivate employees and establish the role of leadership in improving staff morale in Durban Terminals.

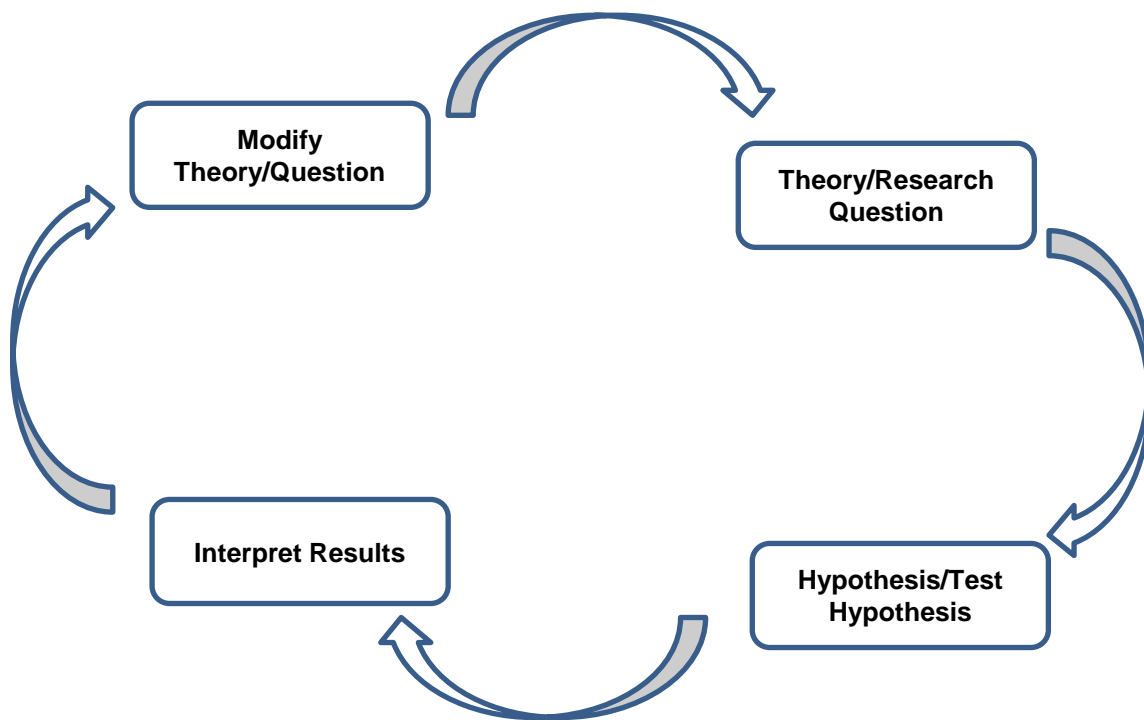
This chapter highlights the approach that the researcher used to investigate the subject, the research tools used, the methodology applied as well as the selection

of the participants. Furthermore, the chapter provides insight on the differences between qualitative and quantitative research methods.

3.2 RESEARCH METHODS AND STRATEGIES

Vanderstoep and Johnston (2009) define the classic research model from the initial stages of reviewing literature, generating hypotheses, testing the hypothesis and finally interpreting the results. Figure 3.1 below clearly illustrates how cyclical the research process is. As research is conducted, the study feeds back into the system and contributes to future research.

Figure 3.1: Classic Research Process Model



Source: Vanderstoep and Johnston (2009)

There are numerous approaches in which research can be conducted. However, all approaches encompass both theory and method (Sekaran & Bougie, 2013). Research is understood as either being qualitative or quantitative. To determine which approach to use, the problem statement must be understood, the type of information required and the resources available such as funding, time and people. Hence this study used quantitative method.

3.2.1 Qualitative and Quantitative Research Methods

There are differences between qualitative and quantitative research which are important to understand before choosing an approach to a study. Blumberg, Cooper and Schindler (2005) stated that there is no one method that is more appropriate than the other, the research problem, objectives and desired outcome should be considered when choosing the approach. Both the qualitative and quantitative methods can be incorporated in one research or separately, however there will be a difference in the assumptions made and data collection methods used, as specified in Table 3.1 below.

Quantitative research is concerned with the gathering of numerical data whereas qualitative research is focused on gaining understanding of the social phenomena (McMillan & Schumacher, 2001). According to Anderson (2006) both methods are not polar opposites can both be used in a mixed study which is known as triangulation where qualitative research methods include in-depth interviews, observations or case studies which attempt to answer 'why' or 'how' questions of the process before the 'real' quantitative research is undertaken (Hyde, 2000).

Table 3.1: Characteristics of Qualitative and Quantitative Research

Qualitative Research	Quantitative Research
Subjective	Objective
Research questions such as what and why	Questions such as how many
“Soft” science	“Hard” science
Develops theory	Tests theory
Participants	Subjects
Facts are value-laden and biased	Facts are value-free and unbiased
Interpretive	Measurable
Context dependent	Context free
Focus is complex and broad	Focus is concise and narrow
Reasoning is dialectic and inductive	Reasoning is logical and deductive
Organismic: whole is greater than the parts	Mechanistic: parts equal to the whole
Describes meaning, discovery	Established relationship, causation
Uses communications and observations	Uses instruments
Report is rich narrative, individual, interpretation. Analysis is words and ideas	Report is statistical analysis. Basic element of analysis is numbers
Strive for uniqueness, patterns and theories developed for understanding	Strives for generalization leading to prediction, explanation and understanding
Flexible approach – process based	Highly controlled setting- outcome based
Sample size unimportant- seeks an informal rich sample	Sample size: n
Discovery, description, understanding, shared interpretation	Reduction, control, precision

Source: Anderson (2006)

Analyses of quantitative and qualitative methods are described below:

- **Qualitative Research**

Qualitative research aims to identify underlying relationships and requires the researcher to approach the study with an open mind to the possibilities and perspectives of the research material, in order to provide conclusions for the particular research case (Frankfort-Nachmias & Nachmias, 1996). Qualitative research is difficult to replicate due to its unstructured nature and lack of standard procedures. The method has no strict design thus allowing the researcher the freedom to let the study unfold naturally (Jones, 2012).

Table 3.2: Advantages and Disadvantages of Qualitative Method

Advantages	Jones (2012) indicates that qualitative method creates an atmosphere of openness and provides depth and detail by considering the attitudes, behaviors and feelings of the respondents. The method stimulates individual experiences by building a detailed picture of why people act and react in a particular manner thus allowing the researcher to gain rich and comprehensive data.
Disadvantages	Whilst the method yields a more in-depth analysis there is a marked lack of transparency in how the research is undertaken because the researcher is heavily involved in the process making it difficult to have a subjective view of both the study and the participants. The process is labour intensive and time consuming resulting in fewer people being consulted and the researcher can be bias and interpret the data according to their view which can skew the results. The fewer respondents the more difficult it is to generalize the findings.

Source: Jones (2012)

Qualitative analysis focuses on a lesser number of elements due to the nature of research but provides more in-depth information.

- **Quantitative Research**

Quantitative research aims to describe general characteristics of a population and ignore particular details of the study as the method will draw a large representative sample of the population to attain a generalization of the whole population (Hyde, 2000). Quantitative research methods include a questionnaire where the focus is answering the 'what' questions of the research assuming that the subjects undertaking the questionnaire understand the questions and also interpret the questions in a similar manner (Hyde, 2000).

Table 3.3: Advantages and Disadvantages of Quantitative Methods

Advantages	Jones (2012) indicates that quantitative analysis is less time, cost and labour intensive and covers a larger number of elements with a greater degree of generalization of results. Although the information obtained is less in-depth the researcher is more objective about the findings of the study because of the distance from the respondents resulting in less biasness and more objectivity.
Disadvantages	Numerical descriptions are used as opposed to detailed narratives. Due to the presetting of choices the results may not be a true reflection of the situation as the options provided may not necessarily match the views of the respondents. Lastly there may be a structural bias wherein the views of the researcher may be reflected in the phrasing of the questions and the related responses (Jones, 2012).

Source: Jones (2012)

Quantitative studies give unbiased, measurable, objective results whereas qualitative research is subjective to the interpretation of the researcher, not easily quantifiable and can be biased.

3.3 TARGET POPULATION

The study was targeted at the employees of the Bulk and Break-bulk Durban terminals. The terminals have different departments but the study was based on bargaining unit employees in order to achieve an accurate reflection on the motivation levels of employees that impact the most on productivity of the organisation. The terminals were chosen due to the decline in productivity levels at the terminals. A number of research articles that have been written on employee motivation and indicated that there is a possible relationship between motivation and productivity in the workplace. Hence this study used the quantitative method to analyze data. There is limited research that has been conducted into the effects of morale and supervision on productivity, which is what this study aimed to achieve.

According to Bryman and Bell (2007), deciding on the sample size is not straightforward. The sample size depends on many factors which can result in different outcomes, thus when a sample was chosen for the study a sample size considerations were made in line with elements, time, geographical boundaries as well as costs. Davies (2007) indicates that determining the sample size is critical in order to reach the desired research conclusion.

A sample is some but not all of the population will be included in the research in order to draw conclusions that are generalizable to the population of interest (Davies, 2007). A restricted probability sampling technique was used to collect data. This was due to the various categories of the employees in the Durban terminals. The stratified random sampling was the most suitable for sample collection in this study. The stratified population was sampled and employees were given questionnaires randomly. The process was done to ensure that a representative sample was achieved. The sample size used for the research was 270 employees, of the 270 questionnaires distributed a total of 204 employees responded. This sample was adequate to obtain an understanding between key

variables (Davies, 2007). The questionnaires were distributed to all participants. The topic, purpose as well as the type of research was explained to all.

3.4 SAMPLING STRATEGY

Sampling is a process that is undertaken through selecting a portion from a total population for purposes of forming a conclusion on the entire population (Cooper & Emory, 1995). As per Gupta (2007) when conducting research, it is impractical to study the entire population; therefore the researcher needs to select a few individuals to study. The selected individuals will then become the sample for the research.

According to Bryman and Bell (2011) the key attribute to sampling is the sample design. Emphasis was also placed on the need to choose the right sample for the research investigation. A sample rather than the entire population produced more reliable results as approach reduced fatigue and errors especially when working with large sample sizes. Secondly, determining the correct method used which can either be a probability or non-probability sampling method.

3.4.1 Probability Sampling

Sekana and Bougie (2013) state that when elements in the population have a known, non-zero chance of being chosen as subjects in the sample, researchers resort to a probability sampling design. This is a sampling technique that allows all individuals in the population an equal chance of being selected. The method selected for the study was unrestricted random sampling and below will be a discussion of the different methods that were used during the probability sampling process. Sekaran and Bougie (2013) asserted that research methods for business state that probability sampling is considered good practice. It can be challenging at times due to difficulty in obtaining samples and can also be costly and time consuming in which case then non-probability sampling method is then used. Below are the different methods used for probability as well as non-probability sampling as described by (Bryman & Bell 2007) and (Sekana & Bougie, 2013).

3.4.1.1 Unrestricted Random Sampling

Unrestricted random sampling is a type of probability sampling where a sample is selected by chance from a sampling frame where each member has an equal chance of being represented in the sample (Bryman & Bell, 2007). The sample used for this study was created by issuing the questionnaire to all the bargaining counsel employees. Using this sampling method was to ensure that each employee had an equal probability of inclusion in the sample; the method offered the most generalizability and ensured that there was no opportunity for human bias which was critical in ensuring a “true” outcome.

3.4.1.2 Restricted Probability Sampling

Although restricted probability sampling method was not used in the research it was an alternate to the unrestricted random sampling method used in this study. This method was discussed to provide insight of alternate methods that can be used when conducting sampling. The most common restricted probability sampling designs are discussed below.

- **Systematic Sampling**

Systematic sampling is a form of sampling that is similar to unrestricted sampling, but instead of resorting to a table of numbers you select units directly from the sampling frame. The advantage of this approach is that one does not need to assign numbers to the names in the sampling frame and then look up the corresponding names of the numbers chosen. In order for this method to be effective, it is important that there is no inherent pattern in the sample frame, as this could lead to the sample being biased (Bryman & Bell, 2007).

- **Stratified Random Sampling**

According to Davies (2007) stratified random sampling combines the researcher's knowledge of smaller subgroups within the population having significantly different views from each other, with the purity of unrestricted random sampling. The advantage of stratified sampling is that it ensures that the sample collected will be distributed in proportion to the stratifying criteria of that population (Bryman & Bell, 2007).

- **Cluster Sampling**

Sekana and Bougie (2013) indicate that in cluster sampling the targeted population is divided into clusters, the population is then further divided into random sample of clusters and for each selected cluster either all the elements or a sample of elements are included in the sample. The key motivation to use cluster sampling is to reduce costs as it's the most cost effective method when compared to unrestricted or stratified random sampling. It is vital to note though that this technique is not commonly used in organizational research.

3.5 DATA COLLECTION METHOD

There are three main types of data collection methods namely interviews, questionnaires and observing people (Sekaran & Bougie, 2010: 185). Due to a large sample and limited timelines the quantitative approach of data collection was used. The study was conducted through the use of a questionnaire. Bhattacharyya (2006) indicates that questionnaires serve two functions which are the translation of research objectives to questions as well as facilitating the process of cooperation from the respondents. The following factors were considered when constructing the questionnaire (Bhattacharyya, 2006: 61):

- Established which information was required for the study;
- Decided on the questionnaire to be used such as email, personal interview etc.;
- Understand and prepared the content to the questions;
- The type of questions whether they will be open-ended, closed or ranking;
- Determined the sequence of the questions;
- Set up the question layout;
- Developed and tested the draft questionnaire;
- Revised the questionnaire; and
- Prepared the final questionnaire.

The literature review also highlighted a number of areas which were considered during the development of the questionnaire.

3.5.1 Constructing a Research Questionnaire

The questionnaire was developed to ensure that it was user friendly and simple for the respondents to understand. The questionnaire included a covering page explaining to the respondents the purpose of the research. The questionnaire consisted of 30 questions with section A and section B. section A has numbers 1 to 5 which consisted of the demographics such as age, gender and race. Section B was linked to the objectives of the study. Question 6 to 15 was related to objective 1, question 16 to 22 was linked to objective 2 and question 23 to 30 addressed objective 3. The questions were concise to limit ambiguity and ensured a good response rate (Page & Meyer 2000).

3.6 PILOT STUDY

A pilot study is a research study conducted before the intended study. These studies are executed as the planned studies on a smaller scale (Baker, 1994). A pilot study has been defined by a pre-test and a pilot questionnaire was conducted through a handful of admin employees in the head office as a target population. The pre-test was conducted to assess the content validity and terminology, to test suitability of the questionnaire as well as if the questionnaire was comprehensible. Two of the questions were identified as being ambiguous and those two have been modified accordingly to be more user-friendly prior to the questionnaire being submitted to the target population. Based on the results for the pre-test the questionnaire seemed to have met the objectives and hence the questionnaire was then deemed sufficient for the study.

3.7 QUESTIONNAIRE ADMINISTRATION

The questionnaires were distributed and the respondents given a chance to read and completed them in 48 hours. The respondents answered the questions by placing a tick on the response that was most applicable to them. Bryman and Bell (2007) argue that sample size is affected by time, so the longer the respondents take to complete the questionnaires can result in the sample size not achieved hence the allocation of 48hrs. Participants were given time to respond to ensure that respondents had an opportunity to apply their minds and decide if they wanted

to participate in the study or not. A feedback session was then called in 48hrs and employees were requested to return the forms. Those employees that didn't want to participate were excluded and only those that had completed the form were part of the question and answer session. Most employees placed the form in the locked box that was allocated to the area of their work.

3.8 DATA ANALYSIS

According to Welman and Kruger (2001) validity of the data received is based on whether the tool used actually measures what it is supposed to measure correctly. The data collected from the responses was analysed with Statistical Package for the Social Science (SPSS) version 23.0. The results were presented using descriptive statistics in the form of graphs, cross tabulations and other figures for the quantitative data that was collected. Inferential techniques include the use of correlations and chi square test values; mean; which were interpreted using the p-values (Sekaran & Bougie, 2010).

3.9 VALIDITY AND RELIABILITY OF DATA

According to Bryman and Bell (2007) validity and reliability are the most important aspects with regards to the findings in research. Reliability which is referred to as the consistency of a measure for a concept has three factors namely, consistency, reliability and stability.

An instrument that has been identified to have high reliability is said to give a consistent and accurate measure of an unchanging value (Welman and Kruger, 2001). There are three factors that are associated with a reliable measure namely, stability, internal reliability and inter-observer consistency (Bryman and Bell, 2007). Sekaran and Bougie (2010) further defined the three factors as:

- Stability: a measurement occurs over time yet the results have minimal variation;
- Internal reliability: it is the consistent indicators that when measured over time the respondents results become relative; and

- Inter-observer consistency: consistent considered decisions of the subjective data.

3.10 LIMITATIONS OF THE STUDY

There are distinct limitations to the study; however the main limitation being that the study was conducted only in the Durban terminals. Further research needs to be conducted to assess if similar findings will be discovered in the other terminals in other regions. The geographical location was also limited to KwaZulu-Natal; a holistic overview should be conducted in Eastern and Western Cape as well. Other limitations to the study will be discussed in chapter 6.

3.11 ETHICAL CONSIDERATIONS

Prior to institutionalising this research, authorisation was obtained from the University of KwaZulu-Natal Research Ethics committee. The researcher assured the respondents about the confidentiality of the information being shared and that completing the questionnaire was voluntary with no monetary gain. Instructions were given to all respondents explaining how to complete the questionnaire. There was also a consent form issued to ensure that all respondents understand that participating was voluntary and each individual can withdraw from the study at any given time with no consequence. Page and Meyer (2000) indicated that the rights of participants must be clearly stated to them prior to participating.

3.12 SUMMARY AND CONCLUSION

In this chapter, the research methodology adopted was clearly defined. The aim and objectives, sampling strategies and research methods were discussed as well as the sample size and data collection and analysis defined. The research tool used was the questionnaire and data was captured using the SPSS version 23.0. Chapter four will provide the presentation of the results obtained.

CHAPTER 4

PRESENTATION OF RESULTS

4.1 INTRODUCTION

Chapter three discussed the objectives as well as the main aim of the study which was to establish if there is a relationship between employee motivation and moral and to determine how this relationship impacts on productivity in the Durban terminals.

This chapter presents the results and discuss the findings obtained from the questionnaires when conducting the study. The questionnaire was the primary tool that was used to collect data and was distributed to employees at Durban Terminals. The data collected from the responses was analysed with SPSS version 23.0. The results will present the descriptive statistics in the form of graphs, cross tabulations and other figures for the quantitative data that was collected. Inferential techniques include the use of correlations and chi square test values; which are interpreted using the p-values.

4.2 PRESENTATION OF RESULTS

4.2.1 The Sample

In total, 270 questionnaires were despatched and 204 were returned which gave a 76% response rate.

4.2.2 The Research Instrument

The research instrument consisted of 30 questions, with a level of measurement at a nominal or an ordinal level. The questionnaire was divided into 2 sections which measured various themes as illustrated below:

- A Biographical Data
- B Objectives of the study

Section B was split into three objectives which are listed below:

- To determine the level of morale in the Durban Terminal;
- To establish factors that motivate individuals and the extent of staff motivation in the Durban Terminal; and
- To provide recommendations and guidelines to assist first line management on how to motivate employees and establish the role of leadership in improving staff morale in the Durban Terminals.

4.2.3 Reliability Statistics

The two most important aspects of precision are **reliability** and **validity** (Gupta, 2007). Reliability is computed by taking several measurements on the same subjects. A reliability coefficient of 0.70 or higher is considered as “acceptable”.

The table 4.1 below reflects the Cronbach’s alpha score for all the items that constituted the questionnaire.

Table 4.1: Questionnaire Analysis

	Number of Items	Cronbach's Alpha
Objective 1	10 of 10	.847
Objective 2	7 of 7	.866
Objective 3	8 of 8	.880
Overall	25 of 25	.948

The overall reliability score exceeds the recommended Cronbach’s alpha value of 0.700. This indicates a high degree of acceptable, consistent scoring for the various sections of the research.

Each of the individual; sections also have high reliability scores.

4.2.4 Factor Analysis

Why is factor analysis important?

Factor analysis is a statistical technique used for data reduction. A typical use of factor analysis is in survey research, where a researcher wishes to represent a number of questions with a small number of hypothetical factors (Sekaran & Bougie, 2013). For example, as part of a national survey on political opinions, participants may answer three separate questions regarding environmental policy, reflecting issues at the local, state and national level. Each question, by itself, would be an inadequate measure of attitude towards environmental policy, but *together* may provide a better measure of the attitude. Factor analysis can be used to establish whether the three measures do, in fact, measure the same thing. If so, measures can then be combined to create a new variable, a factor score variable that contains a score for each respondent on the factor. Factor techniques are applicable to a variety of situations. Sekaran and Bougie (2013) indicate that a researcher may want to identify if the skills required to be a decathlete are as varied as the ten events, or if a small number of core skills are needed to be successful in a decathlon. One need not believe that factors actually exist in order to perform a factor analysis, but in practice the factors are usually interpreted, given names, and spoken of as real things.

The matrix tables is preceded by a summarised table that reflects the results of Kaiser-Meyer-Olkin (KMO) and Bartlett's Test. The requirement is that KMO Measure of Sampling Adequacy should be greater than 0.50 and Bartlett's Test of Sphericity less than 0.05. In all instances, the conditions are satisfied which allows for the factor analysis procedure.

Factor analysis was done only for the Likert scale questions. Certain components divided into finer components. This is explained below in the rotated component matrix.

Table 4.2: KMO and Bartlett's Test

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
		Approx. Chi-Square	df	Sig.
Objective 1	.862	643.883	45	.000
Objective 2	.873	521.947	21	.000
Objective 3	.825	771.152	28	.000

All of the conditions are satisfied for factor analysis.

That is, 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 4.3: Rotated Component Matrix (Objective 1 to 3)

Objective 1	Component	
	1	2
I am motivated by incentives and remuneration	-.068	.819
I am motivated by a positive work environment	.149	.772
The company meets my expectations and needs	.350	.615
I would recommend this company as a good place to work	.563	.502
I find my work interesting and challenging	.729	.169
The morale in my department is high	.720	.001
The days that I want to come to work outnumber the days that I do not want to come to work	.758	.060
I feel loyal to the company	.826	.183
I generally look forward to coming to work	.615	.405
I would encourage someone to work in my department	.565	.415

Objective 2	Component
	1
I think I will be promoted in the company in future	.687
I am treated fairly in the company	.747
I'm motivated by a company's business strategy	.805
I'm empowered to make decisions related to my job	.772
I feel positive about my future in the company	.693
I am fulfilled by my job	.810
I have opportunities to grow and develop in the company	.698

Objective 3	Component	
	1	2
My supervisor communicates the targets clearly	.631	.327
My immediate supervisor involves me in decisions that affect my job and work performance	.595	.286
It is clear to me what my immediate supervisor expects of me regarding my job performance	.818	.267
My immediate supervisor promotes an atmosphere of teamwork	.658	.329
I trust the information that I receive from my supervisor	.805	.250
My supervisor motivates me	.832	.074
I feel that we are all treated equally in the department	.248	.913
I am recognised for my contributions	.283	.889

Factor analysis is a statistical technique whose main goal is data reduction (Sekaran & Bougie, 2013). A typical use of factor analysis is in survey research, where a researcher wishes to represent a number of questions with a small number of hypothetical factors. With reference to the table 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 minimizes the number of variables that have high loadings on each factor. The method simplifies the interpretation of the factors.
- Factor analysis/loading show inter-correlations between variables.
- 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 Objective 2 loaded perfectly along 1-component. This means that the statements that constituted this section perfectly measured what it set out to measure.

The remaining variables that constituted the different sections loaded along 2 components (sub-themes). This means that respondents identified different trends within the section.

4.3 SECTION A: BIOGRAPHICAL DATA

This section summarises the biographical characteristics of the respondents.

Table 4.4: Overall Gender Distribution by Age

		Gender		Total	
		Male	Female		
Age group	Under 25	Count	11	2	13
		% within Age group	84.6%	15.4%	100.0%
		% within Gender	8.5%	2.7%	6.4%
		% of Total	5.4%	1.0%	6.4%
	26 - 35	Count	53	35	88
		% within Age group	60.2%	39.8%	100.0%
		% within Gender	41.1%	46.7%	43.1%
		% of Total	26.0%	17.2%	43.1%
	36 - 45	Count	28	25	53
		% within Age group	52.8%	47.2%	100.0%
		% within Gender	21.7%	33.3%	26.0%
		% of Total	13.7%	12.3%	26.0%
	46 - 55	Count	26	12	38
		% within Age group	68.4%	31.6%	100.0%
		% within Gender	20.2%	16.0%	18.6%
		% of Total	12.7%	5.9%	18.6%
55 and above	Count	11	1	12	
	% within Age group	91.7%	8.3%	100.0%	
	% within Gender	8.5%	1.3%	5.9%	
	% of Total	5.4%	0.5%	5.9%	
Total	Count	129	75	204	
	% within Age group	63.2%	36.8%	100.0%	
	% within Gender	100.0%	100.0%	100.0%	
	% of Total	63.2%	36.8%	100.0%	

Table 4.4 illustrate the overall analyses of the ratio of males to females that is approximately 3:2 (63.2%: 36.8%). Within the age category of 26 to 35 years, 60.2% were male. Within the category of males (only), 41.1% were between the ages of 26 to 35 years. This category of males between the ages of 26 to 35 years formed 26.0% of the total sample. 43% of the total respondents fall within the age group of 26 to 35 years and 26% falls within the age group of 36 to 45 years. Between the age group of 26 and 55 which is considered the prime working age there was a total of 87.7% response rate.

Table 4.5: Racial Composition of the Sample

	Frequency	Percent
African	163	79.9
Indian	9	4.4
Coloured	18	8.8
White	14	6.9
Total	204	100.0

Table 4.5 depicts that the majority of respondents (79.9%) were African, followed by coloured at 8.8 % and then white at 6.9%. The Indian respondents were the least at 4.4% which is the representative of the workforce for this study.

Figure 4.1 shows the number of years that respondents have been in the organisation is shown below.

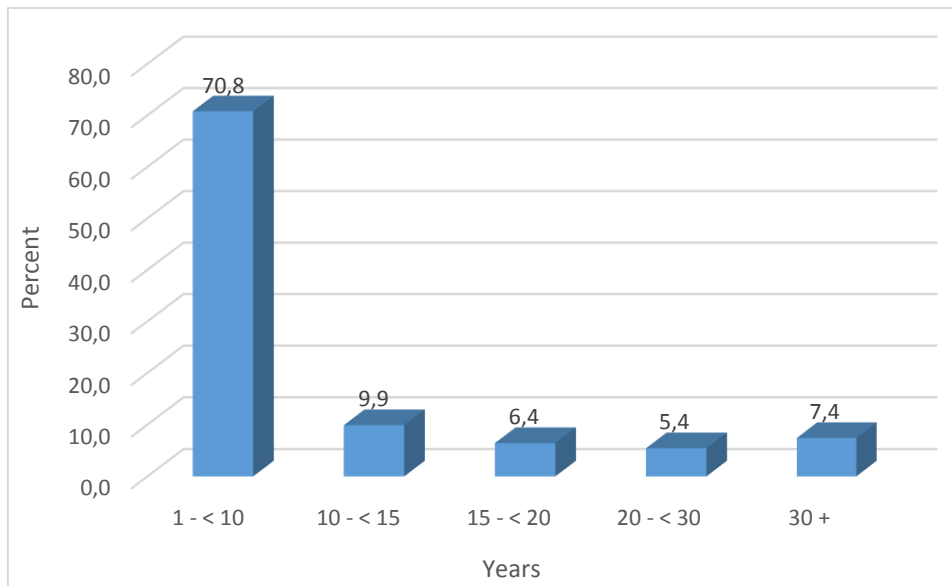


Figure 4.1: Number of Years Employed in the Organisation

Figure 4.1 above shows that approximately 70% of the respondents had been employed by the organisation for at most 10 years, followed by 9.9% been employed between 10 to 15 years. The balance 12.8% has been employed over 20 years.

Figure 4.2 displays the possible number of years that respondents might continue working for the organisation is shown in the figure below.

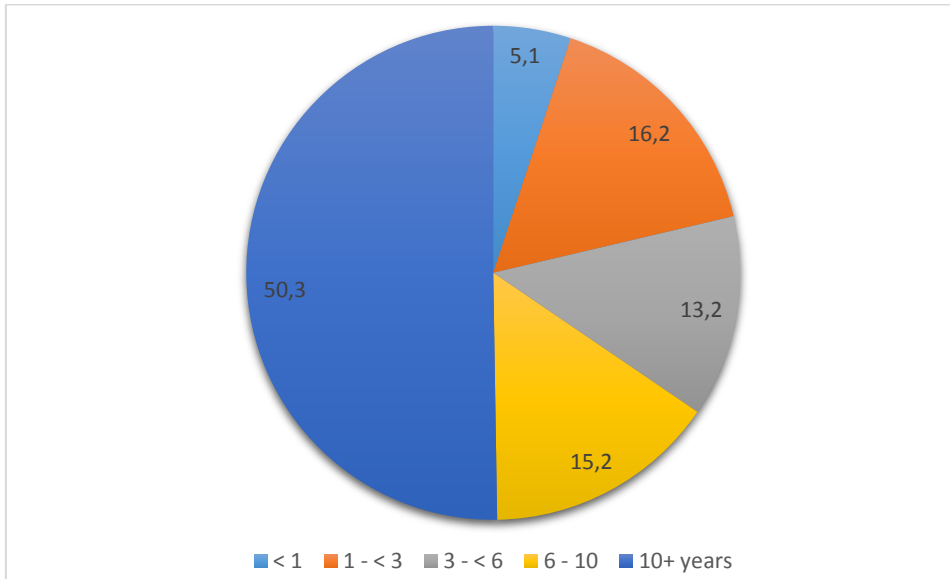


Figure 4.2: Number of years that you will work for the Organisation

Most respondents (50.3%) indicated that employees wish to have long term employment (> 10 years). This is in relation to the number of years currently worked as 70% of the workforce has been employed at most 10 years. 21.3% might continue working for the next 5 years as 19.2% of the respondents has over 15 years of service in the organisation.

4.4 SECTION ANALYSIS

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

The results are first presented using summarised percentages for the variables that constitute each section.

Results are then further analysed according to the importance of the statements.

Objective 1: To determine the level of morale in the Durban Terminals?

This objective focus on ascertaining the level of morale in the Durban terminals.

The below summarises the scoring patterns.

Figure 4.3 illustrates the impact of certain factors on employee morale.

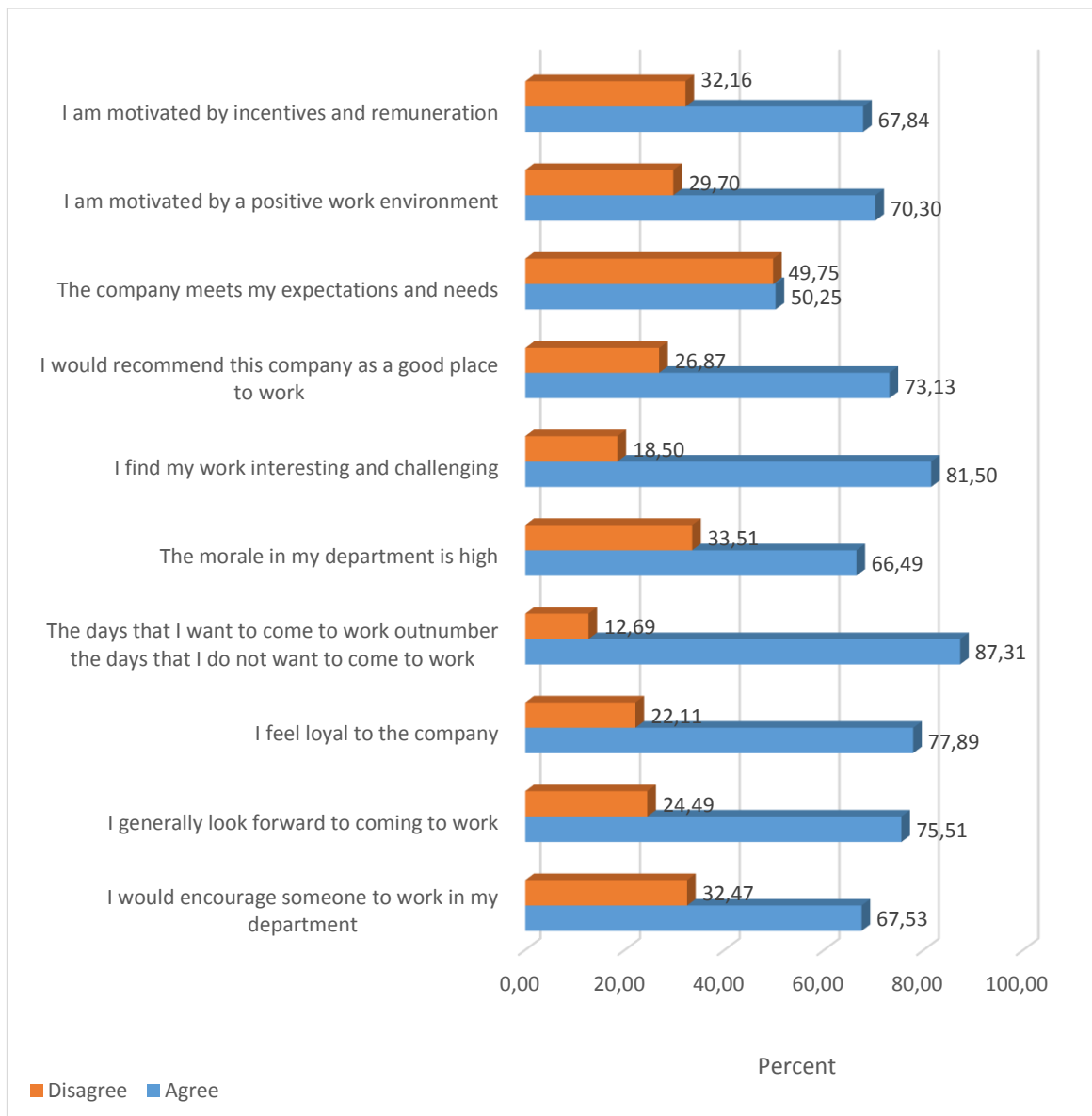


Figure 4.3: Morale Factors

The following patterns were observed in figure 4.3:

- The levels of agreement (75%) exceed those of disagreement (25%) for all statements.
- Respondents indicate higher levels of agreement for loyalty and work environment.
- There are higher levels of disagreement for expectation levels. 49.75% of the respondents disagree that the company meets their expectations and needs.

To determine whether the scoring patterns per statement were significantly different per option, a chi square test was done. The null hypothesis claims that similar numbers of respondents scored across each option for each statement (one statement at a time). The alternate states that there is a significant difference between the levels of agreement and disagreement.

The sig. values (p-values) are less than 0.05 (the level of significance), the level implies that the distributions were not similar. That is, the differences between the way respondents scored (strongly agree, agree, strongly disagree & disagree) were significant.

It is noted that there was no significant difference for “The company meets my expectations and needs” ($p = 0.943$).

Figure 4.4 illustrates the reported impact on employees motivated by incentives and remuneration.

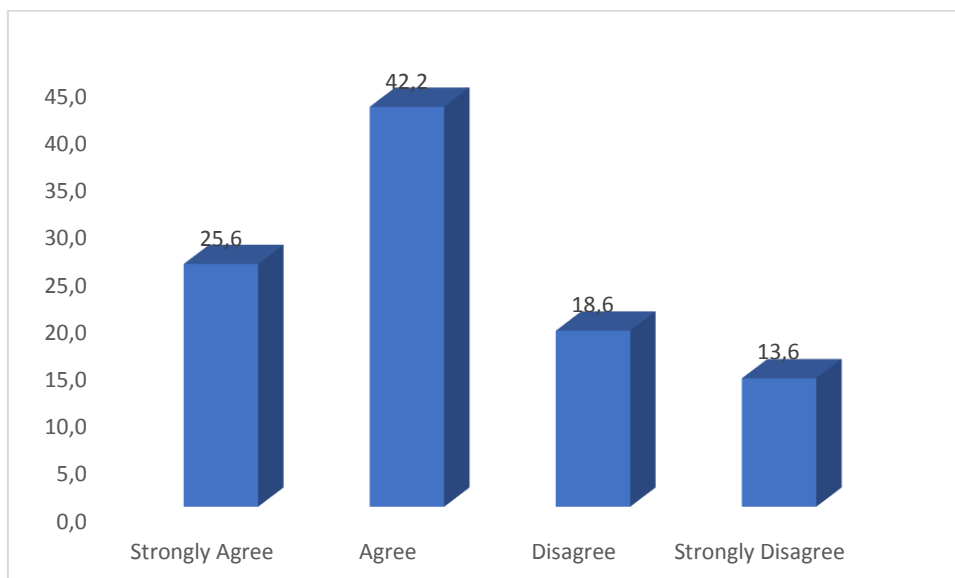


Figure: 4.4: I am Motivated by Incentives and Remuneration

The graph above in figure 4.4 illustrates that the majority of the respondents (67.8%) from agree (42.2%) and strongly agree (25.6%) are employees that are motivated by incentives and remuneration whilst the balance (32.2%) disagree or strongly disagree. 18.6 % of the respondents who disagreed 13.6% strongly disagree.

Figure 4.5 illustrates the respondent's expectation levels.

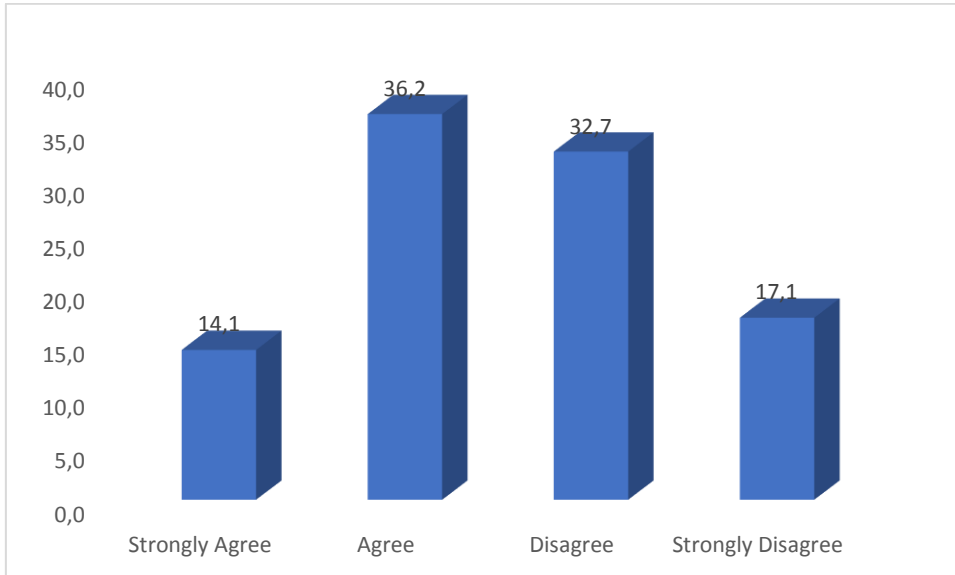


Figure 4.5: The Company meets my expectations and needs

Figure 4.5 shows that half of the respondents (49.75%) from strongly agree (14.1%) and agree (36.2%) believe that the company does not meet their expectations and needs. Of those 32.7% disagree and 17.1% strongly disagree, however majority of the respondents at 36.2% agree with this statement.

Figure 4.6 illustrates the respondent's beliefs on the level of morale.



Figure 4.6: The morale in my department is high

The graph above in figure 4.6 indicates that majority of the respondents (66.5%) agree (41.2%) or strongly agree (25.3%) that the morale where their work is high. The remaining 33.5% felt that the morale in their workplaces is low.

Figure 4.7 illustrates the respondent's level of confidence they have in their work environment to encourage others to work for the organisation.

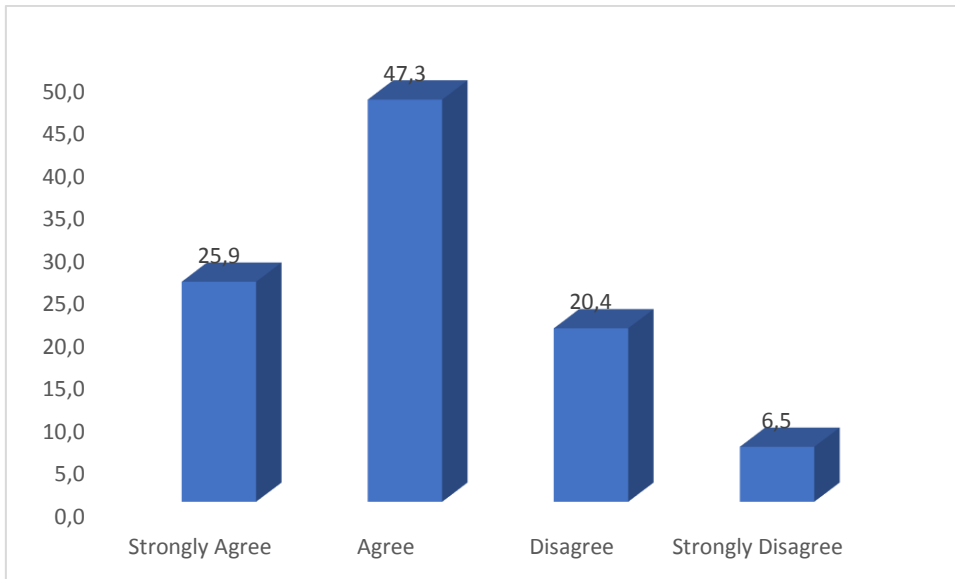


Figure: 4.7: I would Recommend this Company as a good place to work

Figure 4.7 relates to whether the employees feel positive about their organisation to be able to recommend other people to work for the company. The majority respondents which are 47.3% agree and 25.9% strongly agree, whilst 26.87% don't agree that the organisation is a good place to work.

Figure 4.8 illustrates the level at which respondents generally look forward to coming to work

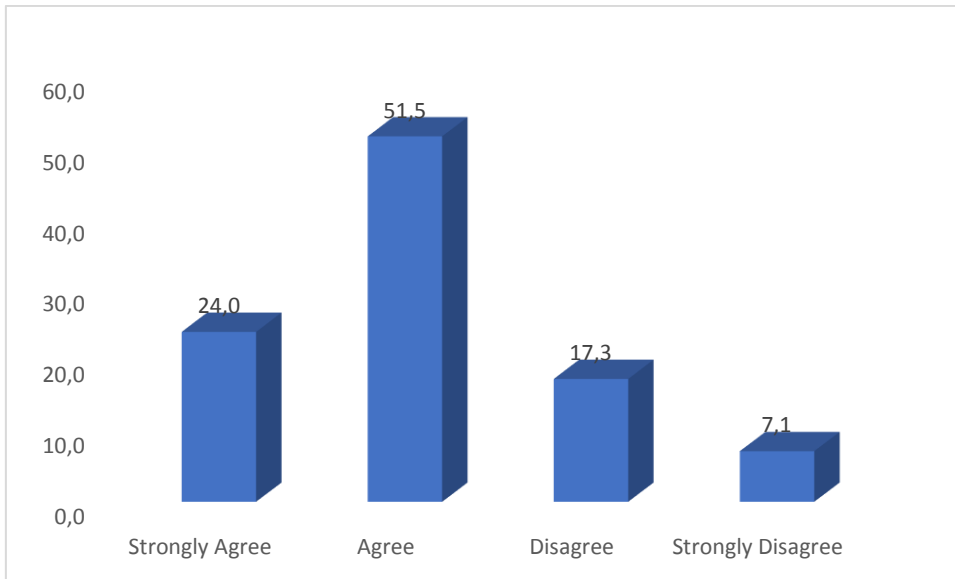


Figure 4.8: Level at which Employees look forward to coming to work

Figure 4.8 relates to whether a person generally looks forward to coming to work. The majority of the respondents at 75.51% agree and strongly agree that they look forward to coming to work whilst 17.3% disagree and 7.1% strongly disagree that they generally look forward to coming to work.

Table 4.6: Illustrates the understanding of the level of morale through cross tabulation of how long the employees have been in the organisation and how loyal they are to the organisation.

			I have been in the organisation for					Total
			1 - < 10	10 - < 15	15 - < 20	20 - < 30	30 +	
I feel loyal to the company	Strongly Agree	Count	55	9	3	4	8	79
		% within I have been in the organisation for	38,7%	52,9%	25,0%	36,4%	53,3%	40,1%
	Agree	Count	53	6	5	5	6	75
		% within I have been in the organisation for	37,3%	35,3%	41,7%	45,5%	40,0%	38,1%
	Disagree	Count	25	1	3	1	1	31
		% within I have been in the organisation for	17,6%	5,9%	25,0%	9,1%	6,7%	15,7%
	Strongly Disagree	Count	9	1	1	1	0	12
		% within I have been in the organisation for	6,3%	5,9%	8,3%	9,1%	0,0%	6,1%
	Total	Count	142	17	12	11	15	197
		% within I have been in the organisation for	100,0%	100,0 %	100,0%	100,0 %	100,0 %	100,0 %

Table 4.6 provides insight into the level of morale that employees have. The table looks at the number of years that the employee has been in the organisation and how loyal they feel to the company taking into consideration the number of year that they have worked for the organisation.

Reviewing the responses revealed that 7.4% of the total respondents have worked in the company for 30 (thirty) years and above and none of them strongly disagree

that they feel loyal to the company. In fact 93.3% of these respondents agree with 53.3% of them strongly agreeing that they feel loyal to the company.

The majority of the respondents which is approximately 70% have been employed by the organisation at most 10 years and their responses revealed that 76% of the respondents agree and 38.7% of those strongly agree that they feel loyal to the company. Only 6.3% of majority respondents and a total of 6.1% of the total respondents strongly disagree that they feel loyal to the company.

To summarise, 78.2% of all respondents across all the number of years that the respondents have been in the organisation agree that they feel loyal to the company, and the balance feel that they are not. Only 6.1% strongly disagree that they feel loyal to the company.

Objective 2

This section deals with the factors that motivate staff in the Durban Terminal

The below responses are deemed by the respondents as having an influence on employee motivation

The first, second and sixth questions in the below table examined factors that motivate the individual and the rest of the questions looked at the extent to which respondents are motivated.

Figure 4.9 illustrates the impact of certain factors on staff motivation.

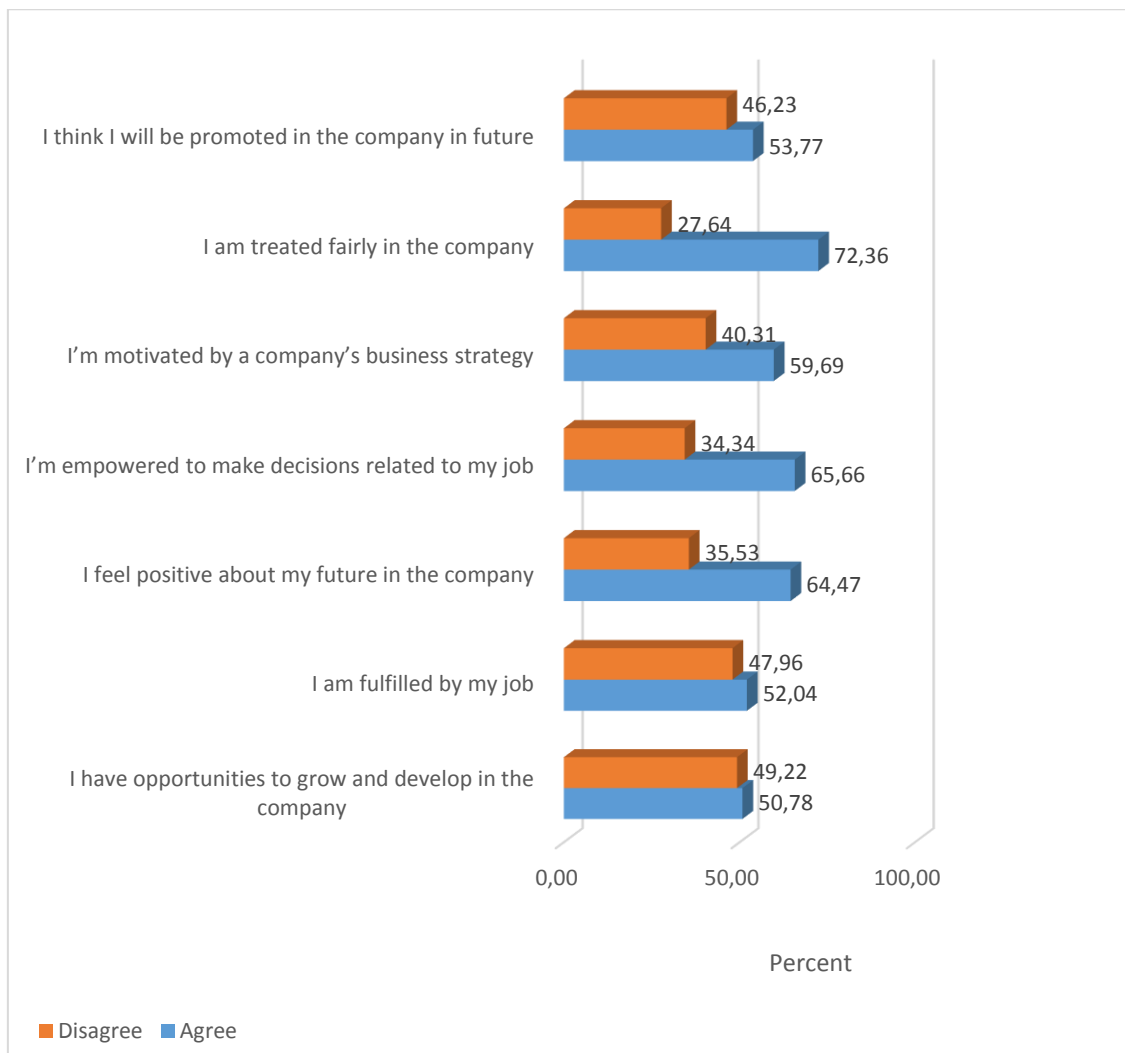


Figure 4.9: Motivating Factors

The figure 4.9 above illustrates that almost three quarters of the respondents felt that being treated fairly in the organisation was the most prominent factor in motivation the. Only half of the respondents felt that they have opportunities to grow and develop in the organisation.

Figure 4.10 illustrates the respondent's beliefs about their future in the organisation.

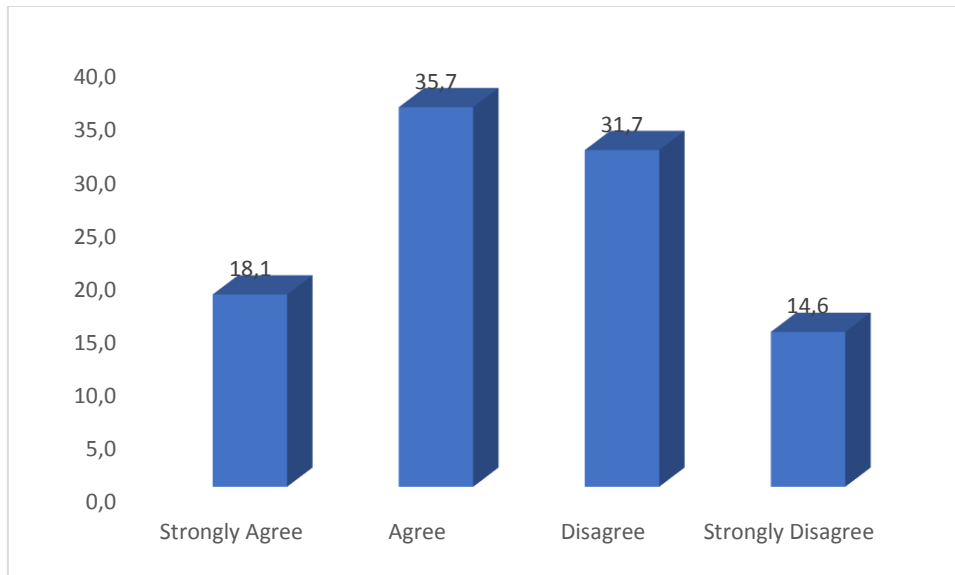


Figure 4.10: I will be Promoted in the Company in Future

Only 53% of the respondents as presented in figure 4.10 believe that they will be promoted in the company in the future and the balance disagree that there is a future for them in the organisation. 31.7% negative responses disagree and 15% strongly disagree.

Figure 4.11 illustrates the impact of a clear business strategy for the organisation

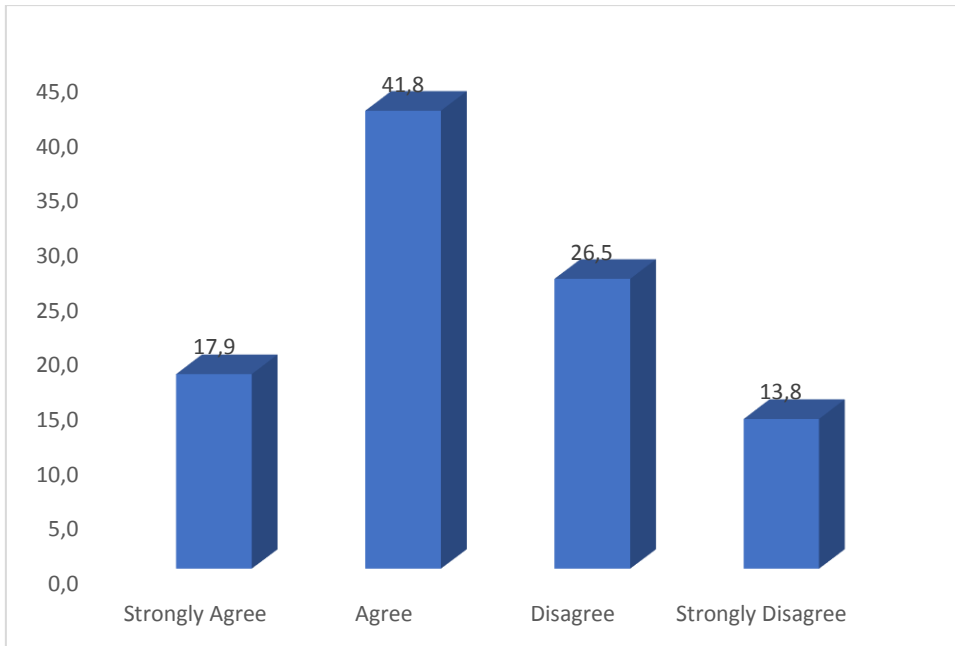


Figure 4.11: I'm Motivated by the Company's Business Strategy

The figure above in 4.11 demonstrates that 60% of the respondents are familiar and are motivated by the company's business strategy with 42% agreeing and 18% strongly agree. Although 40% of the employees are not motivated by the company's business strategy only 14% strongly disagree.

Figure 4.12 below elucidates whether respondents are fulfilled with the jobs that they perform in their work environment.

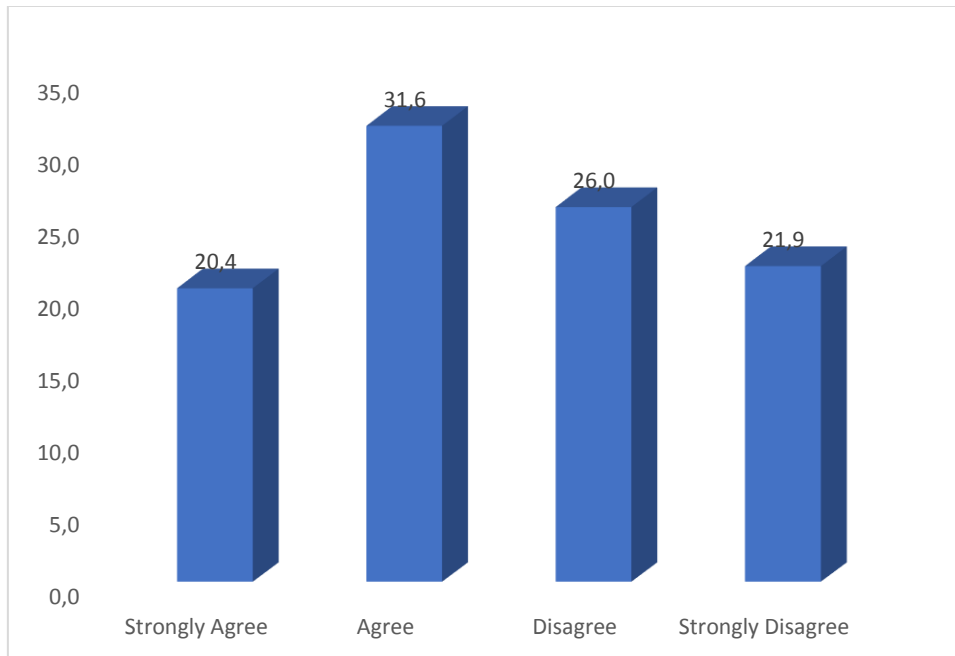
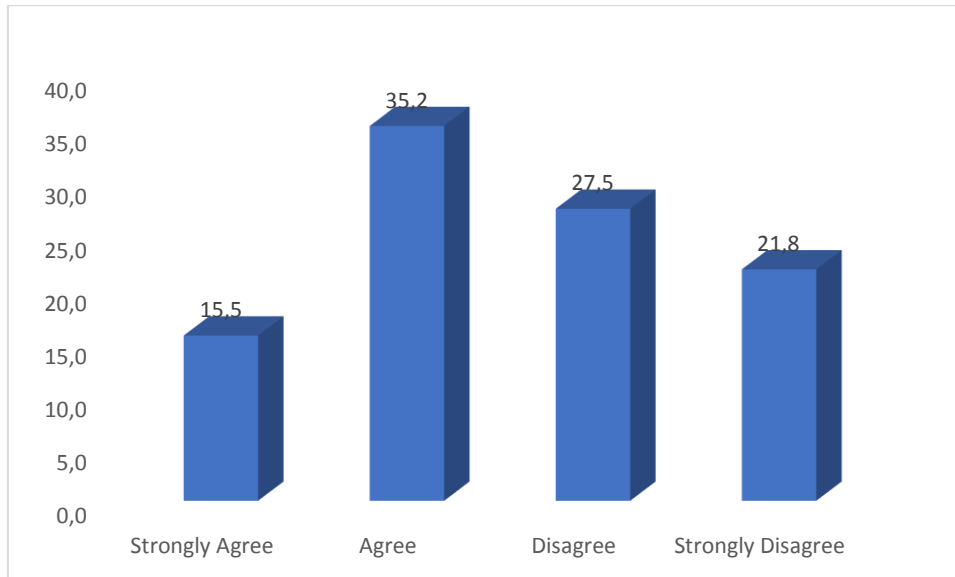


Figure 4.12: I'm Fulfilled by my Job

Figure 4.12 shows that although most of the positive respondents indicated that they are fulfilled by their jobs, it is only 52%. The 32% of the positive respondents agree and 20% fully agree. The figure further indicates that 48% of the respondents are not fulfilled with their jobs with 54% disagreeing and 46% strongly disagreeing.

Figure 4:13 illustrates whether respondents believe they have opportunities to grow and develop in their current portfolios



4.13: I have opportunities to grow and develop in the company

An equal number of respondents agree and disagree with the statement that there are opportunities to grow in the company as depicted in figure 4.13. Most of the respondents positively agree at 35.2%. A total 49% of the respondents either disagree or strongly disagree with the statement.

Table 4.7: Cross tabulation of company meets my expectation, the number of years the respondents will work for the organisation based on their belief of a possibility of a promotion in future.

			I will work for the company for					Total
			< 1	1 - < 3	3 - < 6	6 - 10	10+	
I think I will be promoted in the company in future	Strongly Agree	Count	5	1	2	3	25	36
		% within I will work for the company for	55,6%	3,2%	7,7%	10,3%	25,8%	18,8%
	Agree	Count	1	11	9	11	37	69
		% within I will work for the company for	11,1%	35,5%	34,6%	37,9%	38,1%	35,9%
	Disagree	Count	3	14	10	9	24	60
		% within I will work for the company for	33,3%	45,2%	38,5%	31,0%	24,7%	31,3%
	Strongly Disagree	Count	0	5	5	6	11	27
		% within I will work for the company for	0,0%	16,1%	19,2%	20,7%	11,3%	14,1%
	Total	Count	9	31	26	29	97	192
		% within I will work for the company for	100,0%	100,0%	100,0 %	100,0 %	100,0 %	100,0 %

Table 4.7 provides insight into whether the respondents believe that they will be promoted in the near future.

Reviewing the table above the correlation value between “I think I will be promoted in the company in future” and “The number of years that I will work for the company” is 0.380 in the correlation table. This is a directly related proportionality. Respondents indicate that the number of years that they will stay in the company is dependent on whether the company meets their expectations and needs. This is determined by the respondents feeling whether they will be promoted or not in

the near future. 54.7% of the total respondents believe that they will be promoted in the near future and 45.3% believe that they will not be promoted in the near future. 38% of those that agree will work for the organisation for the next ten years and more. Similarly the same percentage of respondents disagree that they will be promoted and they will not work more than five years in the company. Of the respondents that strongly disagreed 0% of the employees indicated that they will work less than one year. A total of 14.1% of the total respondents strongly disagree however of those that disagree with the statement 19.2% will work for the company for about five years and 20.7% for up to ten years.

To summarise, 45% of total respondents disagree that they will be promoted in future and almost 55% agree and 51% of the total respondents say they will stay in the organisation for up to ten years. Only 4% of the total respondents indicated that they will not stay in the organisation for more than one year. 16% of the total respondents indicated that they will not stay in the company longer than three years whilst 66% indicated that they will remain in the organisation for ten years and more. Of the 66% 64% believe that they will be promoted in the near future and the remaining respondents feel that they will not.

Objective 3: To provide recommendations and guidelines to assist first line management on how to motivate employees and establish the role of leadership in improving staff morale in the Durban Terminals.

The below questions examined the factors that supervisors can adopt to motivate employees as well as to test the impact of supervisor motivation.

Figure 4:14 illustrates the impact of supervisor actions on employee motivation

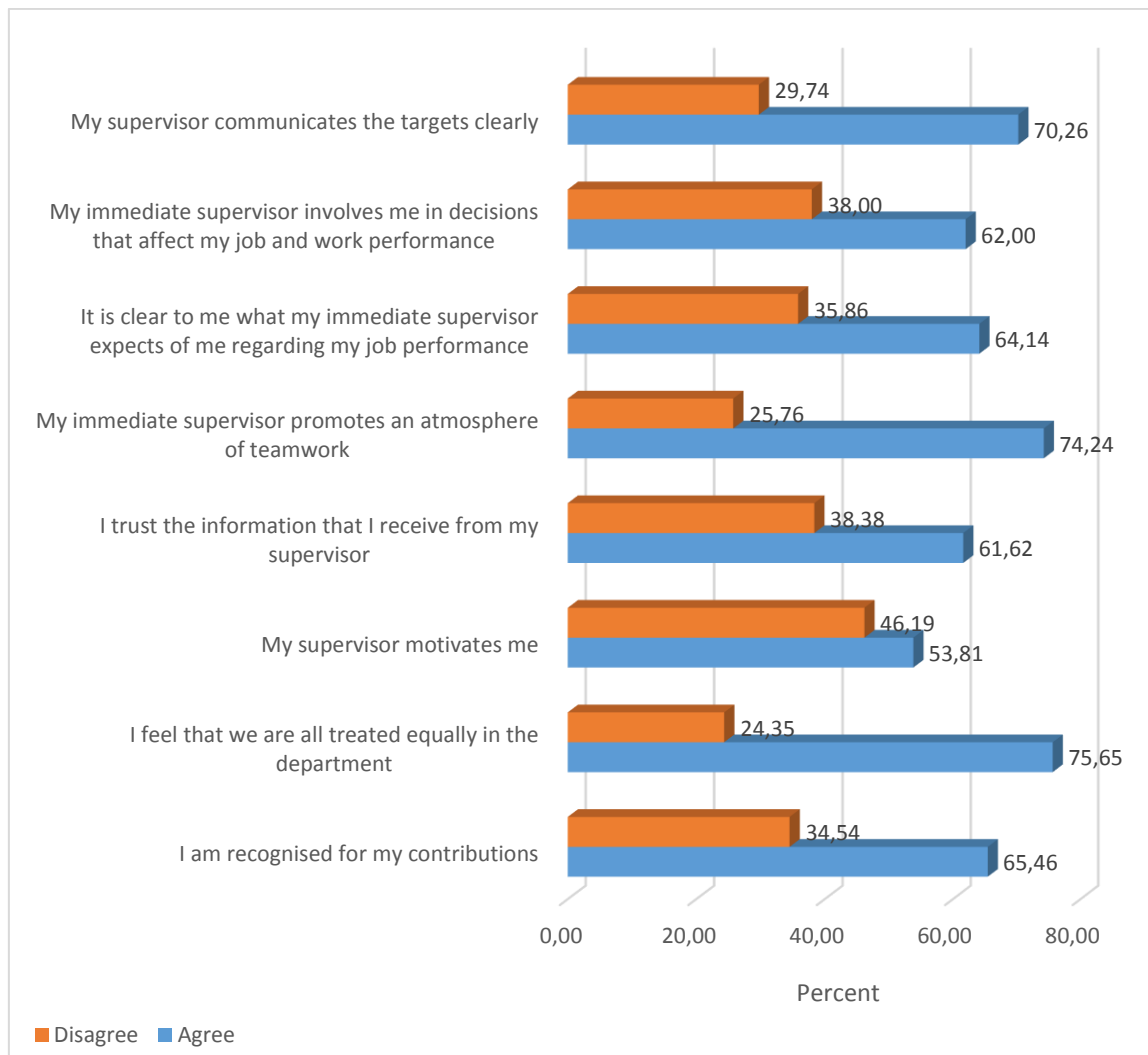


Figure 4.14: Factor that Improves Employee Motivation

The above figure 4.14 illustrates that 76% of the respondents felt that they are treated equally in their respective departments and 62% felt that they can rely on the information that they receive from their supervisors. Although almost 40% of the respondents felt that they cannot trust their supervisors 65% felt that they were clear on what the supervisor expectations were with regards to their job performance.

Figure 4.15 illustrates the reported impact of supervisors on motivation through communicating targets clearly to employees.

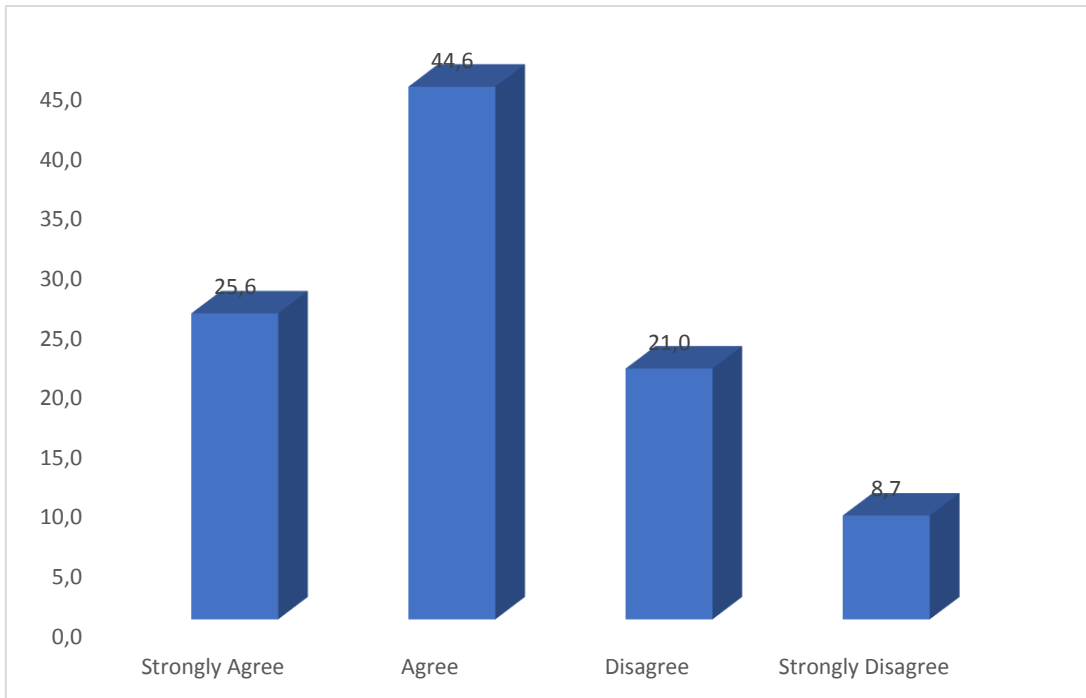


Figure 4.15: My Supervisor Communicates Targets Clearly

Figure 4.15 illustrates that 70.2% of employees agree that their supervisor communicates the targets clearly, 25% of the total strongly agree. 21% disagree with the statement whilst 8.7% strongly disagree.

Figure 4.16 illustrates the reported impact of supervisors on motivation through creating an atmosphere of teamwork

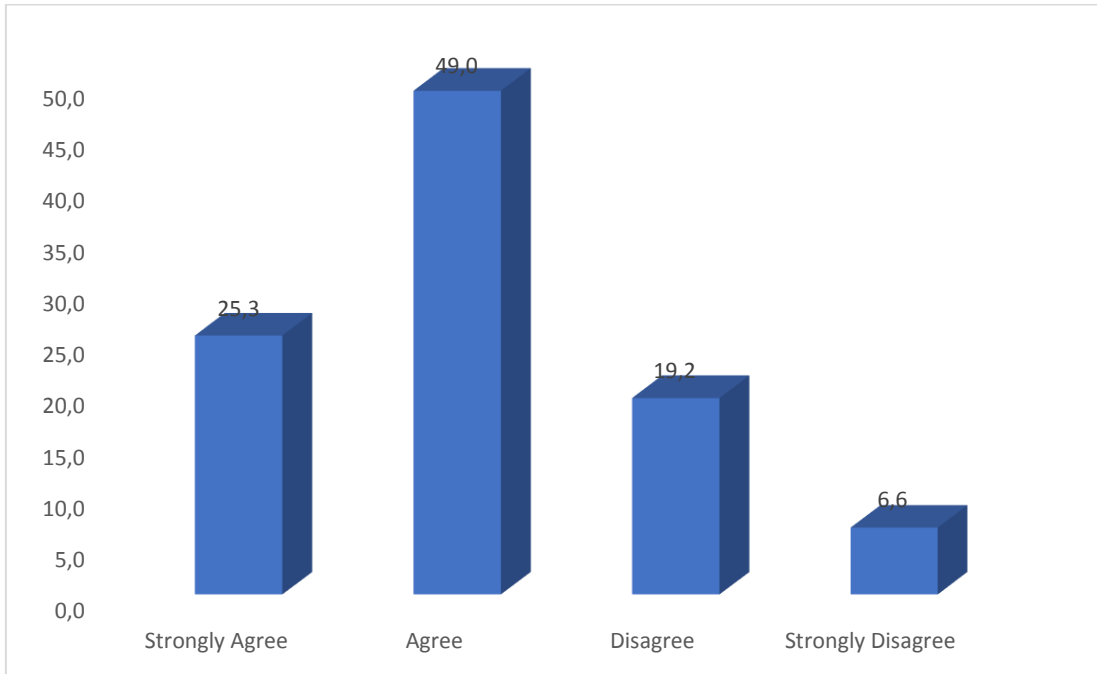


Figure 4.16: My Immediate Supervisor Promotes an Atmosphere of Teamwork

Figure 4.16 shows that 49% of the employees agree that their supervisor promotes an atmosphere of teamwork, while 25.3% strongly agree with the statement. Therefore in total 74% of the respondents agree with this statement. Only 19.2% disagree with this statement and 7% strongly disagree – a total of 26%.

Figure 4.17 illustrates the reported impact of supervisors on motivation through recognising employees for their contributions.

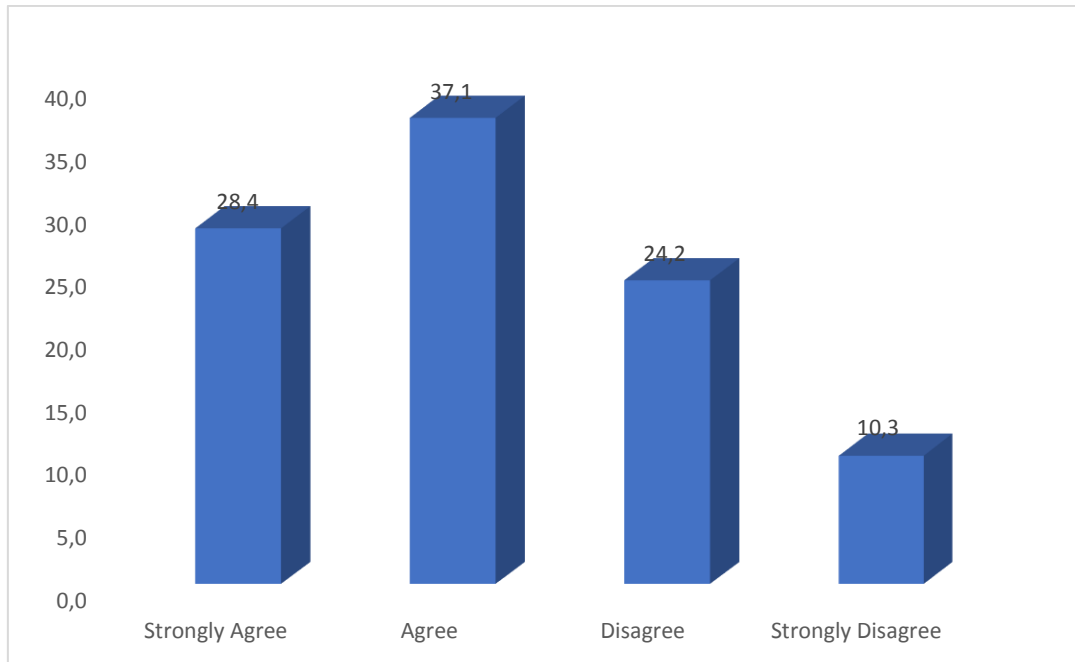


Figure 4.17: I'm Recognised for my Contributions

Figure 4.17 proves that a total of 65% of the respondents agreed that their contributions are recognised by their supervisors; of the total 28.4% strongly agree. Almost a quarter of the respondents disagree that they are recognised for their contributions whilst 10% strongly disagree. This indicates that over a third of the employees disagree with the statement.

Table 4.8: Cross tabulation of the leadership in the organisation whether the supervisors meet the expectation of employees. The number of years the respondents will work for the organisation based on their belief of the level of motivation from their supervisor.

			I will work for the company for					Total
			< 1	1 - < 3	3 - < 6	6 - 10	10+	
My supervisor motivates me	Strongly Agree	Count	3	2	5	2	29	41
		% within I will work for the company for	30,0%	6,9%	19,2%	6,9%	30,2%	21,6%
	Agree	Count	1	7	6	11	37	62
		% within I will work for the company for	10,0%	24,1%	23,1%	37,9%	38,5%	32,6%
	Disagree	Count	2	13	11	8	16	50
		% within I will work for the company for	20,0%	44,8%	42,3%	27,6%	16,7%	26,3%
	Strongly Disagree	Count	4	7	4	8	14	37
		% within I will work for the company for	40,0%	24,1%	15,4%	27,6%	14,6%	19,5%
Total	Count	10	29	26	29	96	190	
	% within I will work for the company for	100,0 %	100,0%	100,0%	100,0%	100,0%	100,0%	

Table 4.8 provides insight into the relationship between how motivated employees are to stay in the organisation and the respondents beliefs of whether or not their supervisor motivates them. A cross tabulation was used to determine the relationship between the two variables. Reviewing the responses revealed that only about 54% of the employees agree that their supervisor motivates them, with 22% strongly agreeing and 32% agreeing with the statement. Of the 54% respondents that agree 69% will remain within the organisation for more than 10 years. One third of employees that strongly agree that their supervisor motivates them will only remain in the organisation for less than a year. An equal percentage of 38 for employees who agree say that they will stay with the organisation for six

to ten years and more than ten years respectively. 40% of the employees that strongly disagree that their supervisor motivates them will stay in the organisation for less than a year. The employees that disagree with the statement, 45% of them will not work more than three years whilst 42% will only work for less than six years.

To summarise 46% of the respondents believe that their supervisor does not motivate them and 54% believe that they are motivated by their supervisors. 50% of the total respondents whether agree or disagree indicate that they will remain in the organisation for ten years and more whilst only 14% will remain in the organisation for six to ten years. Only 5% of the total respondents will not work for more than one year in the organisation.

4.5 SUMMARY AND CONCLUSION

In order to establish the impact of motivation and morale on employees, the current research study investigated what motivates employees as well as the level of morale in the organisation and how supervisors' impact the level of motivation amongst employees in the organisation. The study also investigated supervisor behaviour with employees who could determine whether employees remain within the organisation or seek employment elsewhere.

From the responses there is an indication that staffs are motivated by incentives and remuneration secondly by being treated fairly in the work environment. They are currently not fulfilled by their jobs and believe that they will not be promoted in the near future. They also feel the company does not provide opportunities for growth and development and feel unmotivated by their supervisors. Some findings highlighted that if employees are motivated they will remain in the organisation for a number of years. Chapter four has structured the data in an understandable and factual manner.

The next chapter will elaborate more on the findings and how to interpret them in line with the study as well as the literature reviewed.

CHAPTER 5

DISCUSSION OF RESULTS

5.1 INTRODUCTION

In the previous chapters of this study, literature related to employee motivation and morale as well as findings from previous studies conducted on the related topic was reviewed. The adopted research methodology for this study was explained followed by the presentation of the data obtained from questionnaires that were sent to the employees of the Durban Terminals. These results were presented in chapter four in the form of graphs and tables and will be used as the base for the discussions in chapter five. This chapter will discuss these findings and highlight the relationship that exists between this data and the literature review previously discussed in chapter two.

5.2 DEMOGRAPHICS

The results presented in table 4.4 indicated that 6.4% of the respondents were under the age of 25 and 43% were between the ages of 26 and 35. 26% was aged between 36 and 45 years and 18.6% was aged between 46 and 55 years. The remaining 6% of the respondents was 55years and above.

With reference to gender groups Table 4.4 further indicated that 63.2% of the respondents were male whilst 36.8% was female. This is consistent with the fact that this environment has predominantly been male dominated working outdoors with hard manual labour. The current demographics of the Durban terminals could be a result of our South African history where African males were more likely to be hired for general labour whilst African females stayed at home and looked after the household.

From the data collected regarding race groups table 4.5 revealed that the majority of the respondents which is 79.9% is African followed by 6.9% which is white. Third were Coloureds at 8.8% and finally Indians at 4.4%. Although these figures correlate with statistics SA (SouthAfrica.info, 2011) the final figure of the Indian group does not correlate with the overall organisational picture which indicates that in Durban there is a high population of Africans employed followed by Indians then Whites and coloureds being the minority (Transnet shareholder compact report, 2015).

5.3 FINDINGS OF THE STUDY

The literature review analysis in chapter two helped provide insight into the relationship of morale and motivation and how this affects the productive work environment. Previous chapters further provided insight on what affects employee morale and the relationship between employee morale and motivation. The literature review further provided clarity on factors that motivate individuals as well as providing recommendations to first line management on how to motivate employees and how their leadership can improve employee morale. Below is the presentation of the critical findings in relation to these factors.

5.3.1 Objective 1: To Determine the Level of Morale in the Durban Terminal

In order to achieve this objective the researcher had to determine which factors influence morale. Respondents were presented with a series of statements developed to test a number of dimensions of employee morale and motivation example of some of these factors includes incentives and remuneration, a positive work environment and whether the work conducted by the individual was deemed interesting and challenging.

Figure 4.3 graphically illustrated to what extent these factors influenced the level of morale in the Durban Terminals. The data collected showed that most of the respondents (87.31%) indicated that the days they want to come to work outnumber the days that they don't want to come to work. This question had the highest number of positive responses which gives an indication that the employees still want to be at work to perform their duties. Roodt (2003) indicated that satisfied

employees will demonstrate a positive attitude whilst unsatisfied employees will demonstrate a negative towards their work.

Figure 4.4 illustrated that majority of the respondents (67.8%) agree (42.2%) and strongly agree (25.6%) that incentives and remuneration is their primary motivator. Figure 4.5 illustrates the respondent's expectation level, half of the respondents indicated that the company does not meet their expectations and needs. 14.1% of the respondents indicated that they strongly agree that the company meets their expectation and needs whilst 17.1% strongly disagree with the statement. During the completion of the surveys, it was evident that a number of the employees did not want to participate in the survey because they felt that management did not care for their needs. The matter was elevated to management and they indicated that they were aware of the disgruntled employees as a result of overtime reduction.

When comparing the findings from figure 4.4 and figure 4.5, it is evident that respondents rank incentives and remuneration very high on their scale and a significant number of the respondents feel that the company does not meet their expectation. According to McCoy (1992) remuneration is a significant motivating factor and can result in low employee morale. The use of incentives to test the level of morale in the organisation was informed by the Hay Group survey findings in McCoy (1992) which found that incentives and remuneration was one of the top three key factors of employee motivation.

The results in Figure 4.5 are an indication that the respondent's expectations by the organisation were not met. Respondents view is that employees are short staffed during overtime working hours resulting in them being overworked and underpaid. They are of the view that more employees should be rostered to work during weekends to ensure that work is distributed evenly. They feel disrespected, ignored and not taken seriously by management. The responses in figure 4.5 on needs not being met by the company contribute to a large degree the negative perception of the morale in the organisation. As stated by Rad and Yarmouhamadian (2000) if employees perceive that there is no respect and are

not remunerated accordingly the results lead to dissatisfaction and decline in employee morale.

Figure 4.6 illustrates the respondent's beliefs on the level of morale in their respective departments. This figure indicated that more than a third of the employees (33.5%) felt that the morale in their department was low. Oshagbemi and Hickson (2003) stated that when employees are satisfied with their incentives and remuneration it affects their overall job satisfaction and overall view or perception of the organisation. McKenna (2000) indicated that employee satisfaction is linked to how well personal expectations align with outcomes, so if employees feel they are not remunerated or incentivised well then their level of motivation and morale will decline.

Some of the attributes that have been identified as the reason for a decline in employee morale have been observed in figures' 4.6, 4.7, 4.8 as well as table 4.3. A trend was observed in Figure 4.7 which illustrates the level of confidence that the respondents have in their work environment. Less than one third (27%) of the respondents indicated that they would not recommend the organisation as a good place to work, whilst the balance indicated that they are confident in the organisation that they work for and would recommend it to other people. Figure 4.6 also indicated that most of the respondents (66.5%) have a view that the morale in their respective departments is high, however not of the organisation. Fink, (2014) indicated that employee behaviour that results in increased absenteeism can be attributed to low employee morale. This is not the case observed in Figure 4.8 which relates to whether a person generally looks forward to coming to work or not, 75.5% of the respondents indicated they agree with the statement whilst the balance (24.5%) did not agree that they generally look forward to coming to work.

To determine the level of morale Table 4.6 illustrates the understanding of the level of morale through cross tabulation of how long the employees have been in the organisation and how loyal they are to the organisation. This further indicated that although there were some levels of dissatisfaction; however the majority (78%) of all the respondents irrespective of the number of years that they have been

employed in the organisation generally feel loyal to the organisation and only 6% feel strongly about not being loyal to the organisation.

The objective to determine the level of morale in the Durban Terminals has been met. The results presented in chapter four and the interpretation above can be concluded that over two thirds of the respondents have a view that the level of moral in the Durban Terminals is high.

5.3.2 Objective 2: To establish factors that motivates individuals and the extent of staff motivation in the Durban Terminal

The aim of this objective was to establish factors that motivate employees in the Durban Terminals as well as to assess the current level of motivation that the employees have. The researcher had to determine which factors motivate employees, examples of which included whether employees thought they will be promoted in the future, whether they are treated fairly in the organisation as well as if they are fulfilled by their current jobs. To determine the level of motivation the researcher looked at whether the employees are empowered to make decisions related to their work, if they feel positive about their future in the organisation and whether employees felt they have opportunities for growth in the organisation.

Herzberg (1987) identified a number of motivators that makes employees feel good about their jobs, some of these include growth and job fulfilment resulting in a significant motivational impact on job performance. Figure 4.9 illustrates that almost half of the respondents believe that there is no future for them in the organisation. They believe that they will not be promoted in the near future. 53.77% of the respondents believe that they will be promoted in the future and of the 53.77% only 18% strongly agree with the statement. The results illustrated in Figure 4.9 when viewed in line with Herzberg's theory (1987) indicate that employees in the Durban terminals are not motivated.

Figure 4.12 illustrates similar findings to Figure 4.9 where only 52% of the respondents indicated that they were fulfilled by their jobs, where 26% disagree and 22% strongly disagree that they were fulfilled by their jobs. Volkwein & Zhou (2003) in their study further support Herzberg's (1987) theory where they indicated

that job insecurity and stress impact negatively on job satisfaction and employee productivity. This is in line with questions that were posed on the researcher where employees expressed dissatisfaction as a result of reduction in overtime hours worked as well as reduction in the perks previously received by employees. Hence the clear relationship is observed that where employees are demotivated morale will also decline.

Herzberg's (1987) theory is further supported by Table 4.6 where a cross tabulation was conducted comparing how many years an employee is willing to stay in the organisation and the chances of them being promoted in the near future. This table illustrates that as the individual's perception of being promoted in the organisation decreases so do the number of years that the individual is willing to remain in the organisation. Figure 4.13 reiterated the statement where almost half of the respondents indicated that they don't have opportunities to grow and develop in the organisation.

This objective has been met, the objective was to identify leading factors that motivate individuals and these have been identified as follows, being promoted in the organisation in the future, being treated fairly in the organisation as well as job fulfilment. The second part of this objective was to understand if employees are motivated in the Durban Terminals. Table 4.6 and Figure 4.13 both highlight issues as per the respondents that result in employee motivation. These two motivators have been identified to be, employees are empowered to make decisions related to their jobs and whether employees have an opportunity for growth and development in the organisation. These two motivators have also been identified in the studies by Volkwein and Zhou (2003) and Herzberg (1987) as two critical assessors to determine employee motivation.

5.3.3 Objective 3: To provide recommendations and guidelines to assist first line management on how to motivate employees and establish the role of leadership in improving staff morale in the Durban Terminals.

The aim of this objective was to establish guidelines that will assist first line management in motivating the employees and to provide recommendations on the role that leadership influences in order to improve morale in the workplace. There

were a number of factors that were taken into consideration in order to establish this, examples of which include but not limited to whether the supervisors involve employees in decisions that affect the employee's jobs and work performance. Whether supervisors provide sufficient clarity to employees on the job expectation as well as whether employees felt that their supervisors motivated them in the workplace.

The way in which supervisors respond to employee needs is a key driver to whether employees will remain motivated to perform in the work environment or not. Morale has a direct impact on employee motivation and job performance (Bruce, 2003). Research by both Hacker (1997) and Bruce (2003) indicates that morale is related to how employees feel about their work and work environment and an employee with low morale will do just the minimum as opposed to an employee with high morale who will be enthusiastic with their work environment and will likely exceed the targets.

Although the general feeling in the survey results was that supervisors promoted teamwork but a number of employees felt that their immediate supervisors didn't communicate the targets clearly resulting in employees not knowing what was expected of them regarding their job performance. According to Maslow (1997) if people are in an environment that doesn't satisfy their needs the chances are greater that individuals will not function as healthy employees. A number of questions of concern from the employees were posed on the researcher with regards to not understanding the direction in which the organisation was going as these were not being communicated to them.

In chapter two the literature reviewed that for employees to be motivated their need to feel valued and to be informed about their contributions in the work environment must be addressed. Maslow (1997) indicates that a need cannot be fully met however individual needs that are almost fulfilled, results in motivated employees. In figure 4.14 almost half of the employees feel their supervisor doesn't motivate them. The level of employee motivation will decline because the supervisor is perceived not to play the role of a motivator. Generally when employees are not motivated their morale is reduced. There is a direct link between employee morale

and employee motivation, Hacker (1997) indicated that employee morale will determine employee motivation. The level of employee's low morale was identified by the researcher as the employees were despondent in participating in the survey as they were of the opinion that this exercise will not help them and the message will not be communicated to the supervisors on the general feeling of the employees towards them.

Humans are generally reciprocal when treated well in the organisation and employees will generally respond and ensure targets are met (Aljhaji, Fauziah & Yusoff, 2011) provided that these targets are communicated to them. Figure 4.14 further indicated that almost 40% of the employees didn't trust the information that is communicated to them by their supervisors and this links directly to the previous finding that almost 50% of the employees don't feel motivated by their supervisors. More than a third of the employees feel that they are not recognised for their contributions and their supervisors don't involve employees in decisions that affect their work performance. These statements also link directly to the findings identified above that almost half the sampled employees feel that their supervisors don't motivate them.

According to the data, while almost half of the respondents felt they were not motivated by their supervisor these findings contradict the findings on figure 4.15 where most of the employees agree that their supervisor communicate targets clearly, also in figure 4.16 where most of the employees agree (74.3%) that their supervisor promotes an atmosphere of teamwork. Both of these attributes are positive leadership skills that promote positive morale in the work environment.

In figure 4.16 most respondents indicated that employees are treated with fairness and teamwork is promoted by their supervisor. Research by Reck (2006) and Kroth (2007) indicates that when employees are treated well and with fairness it encourages enthusiasm and positive energy in the workplace. Figure 4.17 illustrates that more than half of the respondents agreed (65.5%) that their supervisors recognised their contributions. Recognising employees for their contributions is one of the reported impacts of supervisors on motivating employees. Leadership must instil a sense of accountability so that employees can

have a sense of pride in what they do (Ledford, Gerhart, & Fang, 2013). When employees have a sense of pride it influences their satisfaction which in turn increases their morale resulting in increased employee motivation at work (Sirota et al, 2005).

Vail (2005) indicates that although not enough research on the relationship between morale and motivation has been conducted it is evident in the research in this study that supervisors who motivate their employees results in increased work performance and in turn have a motivated workforce. This objective has been met, as recommendations and guidelines to assist first line management on how to motivate employees and establish the role of leadership in improving staff morale in the Durban Terminals has been established.

5.4 SUMMARY AND CONCLUSION

This chapter provided an interpretation of the data obtained from the participants and related that data to the objectives of the study. The objective was to review relevant literature in line with the findings of this study in order to establish the relationship of morale and motivation and how this can have an impact on productivity. Interesting views have been shared amongst the different studies that have been conducted and those similarities have also been identified in this study. Although there were some of the findings in this study that differed, where possible these differences were discussed. Chapter six will draw conclusions on the research study and will provide recommendations as well as limitations of the study.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

Chapter six will discuss the limitations experienced as well as lessons learnt whilst conducting this research. This chapter will further provide recommendations for future research of this nature or similar. An attempt will also be made to provide advice on how morale and motivation affects productivity in the work environment using the data and findings as a base for recommendations. This chapter will conclude and summarise the implications of the study as well as provide recommendation on how supervisors can improve productivity in the workplace through employee morale boost and motivation.

6.2 OBJECTIVES OF THE STUDY

The aim of the study was to determine the level to which motivation and morale affect productivity amongst employees. The study also focused on what drives motivation and employee morale.

The objectives of the study were:

- To determine the level of morale in the Durban Terminals;
- To establish factors that motivate individuals and the extent of staff motivation in the Durban Terminals; and
- To provide recommendations and guidelines to assist first line management on how to motivate employees and establish the role of leadership in improving staff morale in the Durban Terminals.

6.3 RESEARCH QUESTIONS

The study attempted to answer the following key questions:

- What level are factors of morale on employees in Durban Terminals?
- What are the factors that can be utilised to motivate employees in Durban Terminals?
- What recommendations and guidelines can be provided to assist line management to motivate employees as well as role of leadership in improving staff morale in Durban Terminals?

6.4 LIMITATIONS OF THE STUDY

This study was conducted in the Durban Terminals of a state owned enterprise only. Further research should be conducted to include private Durban Terminals. The geographical location was only limited to Durban. A holistic overview should be conducted to include KwaZulu-Natal as well as other regions within South Africa.

The study was conducted at a time where the economy was not doing well thus pressurising the business to have a stringent cost management drive. The issue of incentives, bonus, and overtime and non-core expenditure had to be revised in order to keep the business sustainable. This had a potential to have demotivated employees; therefore this was not a good time to conduct the study as the results could not be a true reflection and could be based on the current economic situation.

Even though the survey was conducted using questionnaires, the research instrument was anonymous and requested no personal information. Some employees were weary that the demographic information would result in the information being traced back to the individuals. Another limitation was that some employees did not complete the questionnaire they just discarded it.

A number of employees were unwilling to complete the questionnaire resulting in limited responses. This can be viewed as a weakness as the quantitative research method requires a larger sample for findings to be more valid and reliable.

There are numerous studies that have been conducted on employee motivation; however there is limited research on employee morale and motivation and it was therefore difficult to compare the different studies conducted in order to come to a conclusion.

6.5 RECOMMENDATIONS FOR FUTURE STUDIES

The study was conducted only at the Durban Terminals due to the researcher only having access to these terminals. A broader study should be conducted extending to the broader KwaZulu-Natal as well as the other provinces to improve the diversity and accuracy of the study as well as determine if similar results will be obtained.

Future studies should investigate if the same factors of morale and motivation affect all other levels of employees of the organisation. The study could also be expanded to investigate other variables such as the relationship between morale and organisational culture.

Further studies could be conducted to determine how supervisors can keep employees productive if they are demotivated and have low morale, using authoritarian management skills. At times issues that make employees demotivated could be beyond the supervisors control yet being productive is still an expectation to keep the organisation afloat.

6.6 RECOMMENDATIONS FOR THIS STUDY

In order to address the issues of morale and motivation supervisors need emotional intelligence and an understanding of what drives the employees thus the matters of concern as they arise can be managed. Further, supervisors will be able to communicate effectively any changes that can affect the employees in a long run if those trainings are provided.

A survey using the scope of this study can be conducted by supervisors in their departments so to understand more which areas need to be addressed and which areas they need to continue driving to ensure the workforce remains motivated.

The respondents were dissatisfied in the area of recognition. The organisation should invest in other motivational methods that are not monetary as these incentives can drive an organisation to be demotivated and unproductive in the event that cost management strategies are adopted.

Employee engagements are critical and can be used as a platform to share information and keep the employees updated on new developments. This platform should allow employees voice their opinions without fear of intimidation. This will strengthen the relationship and reduce the trust issues that have been raised during this study. Employees need to feel involved in the decision making process especially on issues that affect them the most. Lack of consultation results in low morale resulting in a demotivated workforce. When changes happen employees need to be consulted and supervisors should show that their views have been taken into consideration.

The study showed that morale and motivation were related and more research should be conducted to unpack this relationship. This will provide in-depth insight into how these two affect each other thus affecting productivity.

6.7 CONCLUSION

The world is taking strain on the economical side and organisations are forced to implement stringent cost management initiatives. This has forced businesses to revisit their costing model as well as review processes to become more efficient. The cost efficiency processes will always affect the employees and issues such as overtime will have to be reviewed. This has a tendency to create employee dissatisfaction as their household revenue is affected. It is also a known fact that remuneration is one of the primary motivators for employees.

The findings in the study revealed that there is negative perception on employee morale and motivation. Employees are of the view that they are not motivated by their supervisors and that their leadership does not drive positive employee morale within the organisation.

Although only a third of the employees felt that they cannot trust their supervisors they also felt that their supervisors treated them fairly within their departments. This shows that relationships between employees and supervisors can be improved significantly if supervisors can implement the recommendations stated in the study. The organisation can also empower the supervisors through leadership development in understanding factors that influence positive morale and motivation as proper attention is required in this sphere to ensure a committed and productive workforce.

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Appendix A : Permission Letter to Conduct the Study

Appendix B : Consent Letter to Conduct the Case Study

CONSENT

I _____ 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 C : Research Questionnaire

Section A

1. Questionnaire which emanates from the objectives.

Question	Options
1. Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
2. Race	<input type="checkbox"/> African <input type="checkbox"/> Coloured <input type="checkbox"/> Indian <input type="checkbox"/> White
3. Age group	<input type="checkbox"/> Under 25 <input type="checkbox"/> 26 - 35 <input type="checkbox"/> 36 - 45

	<input type="checkbox"/> 46 - 55 <input type="checkbox"/> 55 and above
4. I have been in the organisation for	<input type="checkbox"/> 1 to 10 years <input type="checkbox"/> 11 to 15 years <input type="checkbox"/> 16 to 20 years <input type="checkbox"/> 21 to 30 years <input type="checkbox"/> More than 30 years
5. I will work for the company for	<input type="checkbox"/> Less than a year <input type="checkbox"/> 1 to 3 more years <input type="checkbox"/> 4 to 6 more years <input type="checkbox"/> 7 to 10 more years <input type="checkbox"/> More than 10 years

Section B

6. I am motivated by incentives and remuneration	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
7. I am motivated by a positive work environment	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
8. The company meets my expectations and needs	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
9. I would recommend this company as a good place to work	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
10. I find my work interesting and challenging	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
11. The morale in my department is high	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
12. The days that I want to come to work outnumber the days that I do not want to come to work	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
13. I feel loyal to the company	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
14. I generally look forward to coming to work	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
15. I would encourage someone to work in my department	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree

	<input type="checkbox"/> Strongly disagree
16. I'm motivated by a company's business strategy	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
17. I'm empowered to make decisions related to my job	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
18. I feel positive about my future in the company	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
19. I am fulfilled by my job	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
20. I have opportunities to grow and develop in the company	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
21. I think I will be promoted in the company in future	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
22. I am treated fairly in the company	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
23. My supervisor communicates the targets clearly	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
24. My immediate supervisor involves me in decisions that affect my job and work performance	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree

25. It is clear to me what my immediate supervisor expects of me regarding my job performance	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
26. My immediate supervisor promotes an atmosphere of teamwork	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
27. I trust the information that I receive from my supervisor	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
28. My supervisor motivates me	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
29. I feel that we are all treated equally in the department	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree
30. I am recognised for my contributions	<input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly disagree

Note:

The results from the survey will be evaluated and recommendations will be made to management.