

UNIVERSITY OF KWAZULU-NATAL

**Assessing the Influence of Shop Floor Employees on Increasing Productivity at, DOW
Southern Africa, Durban, South Africa**

By

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DECLARATION

I Michael Nhlanhla Nhlakanipho Shabalala declares that:

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ABSTRACT

The study analyses the influence of shop floor workers on increasing organisational productivity in a chemical manufacturing sector. This study was aimed at identifying the main contributing factors that drive employees at a shop floor level to come up with suggestions, ideas, identifying areas of productivity improvements and finding better ways of solving process issues. It looked at the extent which influence shop floor employees to generate ideas to better coordinate and synchronize resources towards making it easy to increase productivity while reducing process operation time and resources required to achieve planned production without any quality setbacks. The problem was that managers find it difficult to communicate the right message which tap into the highest note in terms of motivating employees to perform at their full potential, applying the required skilled attained over years of experience to increase productivity.

For this reason, the study needed to investigate what are the factors that can get shop floor employee to fully participate and work together with management as a team to solve production issues as well as coming up with innovative ways of doing things better. The study adopted a cross-sectional assessment design by examining the extent to which the selected motivational variables influence shop floor employees into coming up with better ways of increasing productivity. Quantitative research design was used because its findings are solid and relatively easy to understand.

The study was conducted at DOW Southern Africa (SA) manufacturing site, an organization based at New Germany Industrial area in the West of Durban. The population of the study was 35 upon which a sample of 17 was selected using systematic random sampling. The findings of the study indicated that most employees were willing to be part of influencing positively an increase in productivity at DOW Southern Africa. Statistics showed that the driving force in taking part in improving productivity was clear communication, clear career path and individual recognition by leadership for workable improvement that help the organisation improve productivity. The study was done amongst responded who most had some form of a tertiary qualification but work on the shop floor level, it is therefore not surprising that a career path within the organization was amongst the motivational factor that most

corresponded view as the driving force while the union was not considered to be amongst the driving force to improve employee participation in increasing productivity. The study also provided evidence that employees have an intent to remain in an organization provided that their needs amongst them which is positive organizational culture and recognition of individual good work are recognized.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1. Introduction

Shop floor workers play a vital role in the day-to-day running of production, assembling, processing and manufacturing the final product in any organisation. These workers see at first hand regular routine operations and over years of experience get exposed to product development and changes; they also get to encounter different process problems during the manufacturing stages and are there when these problems are resolved over the years. It will be correct then to conclude that the shop floor worker knows what work and what doesn't work in the initial stages of product manufacturing, with this in mind, it therefore makes sense for management to tap into this knowledge available at their disposal and take advantage by working with shop floor workers to find out how they can get them involved in resolving those problems which may halt production. It is also important to mention that these are the people who are at the forefront of the knowhow of running the required output at a shop floor level. With all the skills that they possess it is important for management to take advantage of these skills, knowledge and experience that these shop floor workers may possess. This study seeks to establish how shop floor skilled employees can be integrated to contribute in organisational performance optimisation rather than solely focus on qualified professionals in taking responsibility of productivity improvements and ignore shop floor employees who are at the vantage point of the process and have seen problems develop and being resolved over the years.

This chapter introduces the study by presenting the background to the study, problem statement, aim of the study, research objectives, research questions, and significant of the study. The study will then end with limitation of the study followed by a summary of the chapter overview.

1.2. Background of study

Employee involvement at work was theorized by Yazinski (2018) as the attachment of organizational members' selves to their work roles. When employees are involved,

they express and employ themselves emotionally, physically and cognitively in their job performance. According to Yazinski (2018), the competitive global business today, demand that organizations provide quicker job solutions as there is no more time-wasting in decisions making. One way of engaging employees, is with Shop Floor Stewarts (Wiley, 2018). There is however, a general perception that DOW senior management is not doing enough to effectively engage Shop Floor Stewarts. Thus, at the time of study, DOW Southern Africa-New Germany faces serious challenges of employee dis-engagement, as they no longer have interest in participating in organisational programmes. The disengagement manifests in the form of lack of motivation, absenteeism from staff meetings and refusal to participate in any form of organisational activities and programmes. In general, the DOW employees feel more comfortable to work or operate in silos or as individuals blaming senior management for failing to create a culture that promotes engagement. One way of describing the situation at the DOW chemical company, is the evidence of a closed culture where employees do not share ideas.

This study therefore seeks to understand how shop floor employees at Dow could contribute to the success of an organisation through coming up with ideas that benefit both the organisation as well as employees in terms of putting the organisation at a competitive edge therefore guaranteeing future job security and the well-being of an organisation. In addition, the study also seek to find out how management can influence employee commitment in the form of contributing fresh ideas towards continuous improvement at Dow Southern Africa-New Germany, a chemical industry firm. The study also seek to find easier ways of doing the work efficiently, with less time, less resources and less disruptions. Therefore, if an organization is serious about forming a progressive work environment, which is based on an exceptional operational excellence, collaboration, teamwork, outstanding customer service, innovative problem solving and high trust, management team must begin to invest in, understand and be responsive to the needs of the group, which is the most valuable resource of the organization.

1.3. Problem Statement

There is a widening gap of not involving the shop floor employees in productivity optimisation in most South African chemical industries, which is seen as one of the major causes of declining productivity (Bakker, 2017). Many organizations that includes DOW Chemicals South Africa do not effectively engage their employees. According to Yazinski (2018), most senior managers in South African organisations do not view shop floor employees as major role players. This could be linked to organizational cultural structures where the people who really matter are those with tertiary background who holds high qualifications from recognised educational institutions of which most shop floor workers do not have such qualifications. If an organisation effectively engage employees at shop floor, the organisation benefit by increasing its productivity. Taking into account that DOW Chemical Company is criticised for employee dis-engagement, the study seeks to assess the influence of Shop Floor Employees on increasing productivity.

1.4. Aim of the study

The aims of this study is to assess the influence of shop floor employees on increasing productivity at the Dow Chemical Company, Durban, South Africa. More so, this research seeks to uncover how can leadership get the trust of employees by applying the best available methods to implement this change of mind-set

1.5. Research Objectives

- To establish the factors that promote shop floor employee influence at DOW Chemicals;
- To establish the level of willingness of employees to enhance organizational performance at DOW Chemicals;
- To determine factors that hinder shop floor workers from full participation at DOW Chemicals; and
- To recommend to Dow chemical management methods for optimizing shop floor worker's contribution to organizational productivity.

1.6. Research Questions

- What is the level of influence of shop floor employees have on increasing productivity at DOW Chemicals;
- What is the level of willingness of employees to enhance organizational performance at DOW Chemicals and;
- What are the factors that hinder shop floor workers from full participation at DOW Chemicals?
- What methods would be recommended for optimizing shop floor worker's contribution to organizational productivity at DOW Chemicals

1.7. Significant of the study

The study is significant as it seeks to find ways that would assist management in finding alternative solutions to engage employees towards motivating employees with an ultimate goal to increase productivity improvements at DOW Chemicals. Secondly, the recommendation from the study if implemented may help enhance better relations between management and shop floor employees in areas of collaboration for better results. Thirdly, the study would help reveal the current situation of employee dis-engagement at shop floor level and towards recommending appropriate steps to management on how to close the gap between current and desired results, by engaging shop floor employees in improving production disputes. Lastly, the study contributes to existing literature on the role that management can play to get employees involved in productivity improvements

1.8. Limitation of the study

The noticeable limitation is that the researcher has been part of DOW Chemicals shop floor workers at the start of this research but had since resigned during the cause of the research. Some may regard this as having been contaminated with the researcher's own point of view therefore failing the objectivity test. To overcome this the researcher uses quantitative research methods. With the assistance of quantitative research methods, the researcher is avoiding his own bias to the research. Doing a research with quantitative research methods the researcher attempts to understand the phenomena of separating and probing interrelationship between variables in a controlled environment (Taylor,2005)

1.9. Chapter Outline

1.9.1. Chapter 1 – Introduction

This chapter introduces the study and looks at the background of the study and explains the motivation behind this study, by providing a detailed description of the problem. It also covers the focus of the study and attempt to summarise and put into perspective the background upon which the research objectives and questions are developed to address the problem. The chapter concludes by outlining the organisation of chapters within the study.

1.9.2. Chapter 2 – Literature Review

This chapter outlines the existing literature related to the study by looking at studies that have already been carried out by other researchers. Covered in this chapter are motivational factors, which are central to this study. These include organizational culture, leadership, training and development, organizational culture, motivation, communication, employee-employer relationship, leadership, training and development, remuneration and rewards, willingness of employees, employee performance, role of the union barriers that influence performance and affect theory.

1.9.3. Chapter 3- Research design and Methodology

This chapter looks at the methodology used to conduct the study. It looked at the problem statement, location of the study, the population and sample size. It also describes the data collection procedure, how the questionnaire was designed and how it was administered. The limitations and ethical considerations are also covered in details. The study uses quantitative method using structured questionnaire as a data-gathering instrument.

1.9.4. Chapter 4 - Presentation and Analysis of Results

This chapter presents the results of the research and survey conducted. The chapter present a descriptive data analysis followed by table, graphical and narrative methods to interpret the findings.

1.9.5 Chapter 5 – Conclusions and Recommendations

The chapter presents the conclusions and recommendations of the study. The chapter begins by presenting the findings based on primary study findings and literature findings based on main study. Based on the main study findings, the chapter then draws the conclusions of the study. Recommendations aimed at addressing and consolidating conclusions are then provided.

1.10. Conclusion

Employee participation is vital for the organization and for the employee as well, so it is important for both parties to work in collaboration in order to bridge this gap. This chapter presented the study by introducing the background to the study followed by problem statement with objectives established to address the problem. The chapter also dealt with the significant of the aims of the study before ending the chapter with organization of the study. The next chapter introduce literature related to the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Chapter one introduced the study, this chapter reviews the literature aligned to the study. The literature review addresses the objectives of the study; thus, it looks at the factors that promote shop floor employees, establish the level of willingness of employees to enhance organizational performance and then it looks at the factors that hinder shop floor workers from full participation.

Several studies have established a positive effect on productivity when shop floor employees are engaged while other studies have found measurable degree of change effect (Wiley, 2018; Yazinski, 2018; Alfer, Shantz, Truss and Soare, 2016; Bakker, 2017). The successful implementation of shop floor engagement might sometimes depend on external factors and internal factors within individual organisation in the chemical manufacturing sector. Some studies have found a constructive connection between employee engagement and organizational performance; they have established a positive effect on productivity when shop floor is engaged while other studies have not found any measurable degree of change effect.

2.2. Defining Employee Involvement

Employee involvement is a continuous progression of creating an environment in which people have an influence on decisions and actions that affect their jobs (Alfer et al., 2016). Employee involvement is a participative progression that uses the entire maximum capacity of employees and is designed to encourage workers commitment to the success of the organization (Bakker, 2017). Furthermore, the involvement of employees is understood as a variety of techniques designed to achieve the objective of giving the employee a combination of influence, information and incentives (Wiley, 2018). Bakker, (2017) describe employee involvement as a way of engaging

employees at all levels in the thinking process of an organization. It is the acknowledgement that many decisions made in an organization can be better made by soliciting the input of those who may be affected by the change. It is a recognition that people at all levels of an organization possess a set of skills, unique talents and creativity that can be of important value if allowed to be expressed.

2.3. Defining productivity

Productivity can be defined as the slow accomplishment of speedy, sustainable as well as measurable improvements in operations (Wiley, 2018). An organization is said to be productive if on average it can meet the set-out target at a set time without failure. From an industrial viewpoint productivity, can be labelled as the total profitable output that an equipment or machines are able to make within a given specific set of time. From the perspective of human resource, productivity can be defined as the cumulative, evident output that is both measurable and profitable. Thus, the productivity of an individual must be within the set-out period by the organization in order to achieve a certain goal. This period must be strict as the production target must be achievable within the shortest possible time (Yazinski, 2018). When there's a positive increase in production, the annual returns of an organization increase therefore increasing revenues for the country economically through tax revenues. This requires management to remain productive for the better part of the year so that the organization can have an increase in profitability at the end of the financial year (Daniel et al., 2016). This requires management to align its product to be attractive to customer and manufacture these products cheaper. One of the way management can achieve this is by getting the shop floor employees who are at the vantage point of productivity to come up with ideas which can influence productivity positively.

2.4. History of Employee Involvement

In the 19th century, a craftsman oversaw all the roles within the process of producing goods and service. This method was proven to make beautiful products, but they were costly and took a long time to produce. In the later part of the 19th century to the commencement of the 20th century, a few factors began to change this development.

Firstly, migration of workers to cities, secondly the discovery of the internal combustion engine made it easy to deliver mechanical power remotely to any factory that needed it. Lastly managers and engineers began to develop the concepts that eventually evolved into scientific management (Robbins, 2012). Scientific management is system management that first tries to systematically analyse human behaviour at work, it then attempts to get organizations adjust to machines, lastly it looks at interaction of human characteristics, task, physical environment and social environment, speed, cost, capacity, durability, and finally, reduces human variability (Robbins, 2012).

This approach was observed in the early part of 20th century to advance ways of improving the efficiency of employees. Changing conditions globally in the market persuaded some organizations managers and owners to adopt a new model based on new values Jones, George, and Hill (2012) expressed that speed was one of the important values, if organisation want to compete in the global marketplace speed has become a necessity. However, speed is not the only value that an organization can implement in order to survive in the changing condition of the marketplace, flexibility is also important. Management and employees need to become flexible. The flexibility can be gained through employee involvement (Cotton, 1993).

Employee involvement is an old concept which is constantly being strengthened by organizations and the current innovative generations of practitioners throughout the world. For instance Eastman, Kodak in 1898 established a documented system of formal employee involvement called employee suggestion system. However, employee involvement transformed when McGregor (1957) and Herzberg (1966) started writing about the subject in their articles *The Human Side of Enterprise* and *Work and the Nature of man* while Kurt Lewin the father of social psychology and one of the contributors to the research of organizational behaviour, focused on the individual employee as a member of a group within a social environment (Lewin, 1948, 1951). Subsequently, authors started searching for how a group can influence a specific individual (Asch, 1956) how non-physical entities such as norms can influence behaviour (Festinger, Schachter & Back, 1950). Eric Trist and Fred Emery studied Lewin's ideas and intended them at improving organizations. Their first work was a system which became to be known as social interaction of people with one

another, techniques employed at work and tools must operate synchronously to produce positive production output.

2.4. Factors that promote shop floor employee influence

2.4.1. Organization culture

Organizational culture is what people from within the organisation and outside perceive the company to be. It is the rules of the organization, how things are done, employee behaviour, management styles etc. High performing employees want to be linked and associated with an organization whose culture and purpose are evidently defined. They want an atmosphere which is stimulating, that can challenge them intellectually while being fun at the same time. Managers also need to employ employees who are custom fit to the organization. The organization thus needs to dedicate more time to refining its culture and hiring based on it (Scott et al, 2012).

Organizational culture highlights the benefits of a healthy and profitable working environment which is mostly created by management. Several researchers have found a positive working relationship between performance and organizational culture. Stewart (2007) stated that profitability is any organizational goal. One of the top places to start improvements is with an assessment of the organization's work culture. He states that the strongest component of work culture is the attitude and beliefs of employees. It is the people who make up the culture, he mentioned. Stewart (2007) also stated that an organization's cultural norms strongly influence all who are involved in the organization. The ideal place to start with most improvements is with an assessment of the organization's work culture. The strongest component of the work culture is the attitudes and beliefs of all employees. People who serve the organisation will make up the business culture. (Mullins, 2014) stated that organizational culture is not just a central factor of an organization; it is the essential driver of greater business performance. Organizational culture is viewed as the common glue that holds the organization collectively. It teaches employees on how to behave, think and what process to adhere to in certain situations. Daniel et al. (2016) conducted a research study, which found that the successful factors of continuous improvement were directly related to the role that people play in an organisation. He found that having a strategic driver with experience in

implementation continuous improvement where likely to success and that people were more likely to buy into his ideas of contributing into coming up with ideas of improving productivity. He also found that management had a positive influence on people on the shop floor while the unions have a negative influence.

According to Brenner Jones, George and Hill (2012), one of the causes for failure is loss of self-assurance in the influence of the rational thinking i.e. the ability to be influenced by rational opinions. Brenner et al (2012) defines how the human factor applied to the values of change management is crucial for any organization especially if they are serious about winning over shop floor employees. He also explained that psychological significances must be evaluated and not overlooked. Leadership management simply perceives that it can order adjustment with sheer force of accepted logic by all.

2.4.2. Motivation

Motivation is a combination of needs that influence action and behaviour (Kressler, 2015). For employees to successfully complete any task in an organization they need to be fully motivated in order to fully unleash their development potential and performance capacity. Motivation unlock skills, talent, creative energies and experiences thus helping employees achieve organizational goals. Organisations are said to influence the behaviour of workers and stimulate their motives, whether it's about achievement of particular goals or it's about a specific task that needs to be achieved. Organization need to bear in mind that there is no perfect motivation skill or an effective and reliable technique that works for everyone in every situation (Kressler, 2015). It should be adapted to fit the present situation. Motivation can be influenced by personal or situational factors and it can change with changes in personal, social, or other factors (Wiley, 2018). Employees can be motivated or by feeling connected to the business objectives, or by belonging to a group, and also by the interactions and six value systems taking place in an Organization. Motivation can also be governed by a need to please others (Kressler, 2015). When people are not treated equally negative motivation or frustration arises. For example, if employees performing the same job function are not paid equally this can cause frustration. Frustration leads to dodging and negative response.

The earliest complete theory about motivation at work was developed by Abraham H. Maslow, in his book *A Theory of Human Motivation*, (Kressler, 2015). Maslow concluded that there were five levels of human needs. One needed to satisfy the lower level first before moving up the upper level of human needs. Furthermore, he Maslow stated that, the highest level (5) can never be reached. Maslow argument was that only unsatisfied desires will motivate people. This is in line with the thinking that only satisfied employees are motivated to participate, but it does not mean that they will actually work harder (Reis & Peña, 2001). Since they are satisfied, there is not much that drives and push them further. This can mean either that they have all that they currently need, or that they do not see any further potential for improvements. On the other side, one can state that a fulfilled person will be motivated to keep that level of fulfilment, or satisfaction can come from the capability to be motivated and to keep it on the run. The notion of employee satisfaction is central to organization performance and employee involvement (Locke, 2010). Satisfaction stages occur along three threads (a) relationship between expectations and reality (b)satisfaction with compensation (c) emotional responses to the work environment (Luthans, 2016)

2.4.3 Communication

Heathfield (2016) revealed that talented and skilled employees want to work for the company with a strong vision that is communicated well. Moreover, Savolainen (2017) highlights the importance of face to face and two-way communication classes and considers them as the key components on the way to thrived change operation. Two-way communication enables interaction among leaders and shop floor employees. Savolainen (2017) conveys how vital the feedback of shop floor employees' is before the implementation of change scheduling and plans are to be implemented. (Savolainen 2017)

Organization should look at their different cultures in each region and implement change according to peoples believes and cultures in that region for a successful implementation. This will assist in more people participating and trust in leadership as universally there are different religious groups different genders, different political views and people from different historic and background as well as geographical

location. Good managers need to understand their employees while on the other hand employees too need to understand what managers expect from them so that expectations can be met. Communication is difficult, it has to be nurtured with discipline and managerial focus. (Mader-Clark 2018).

2.4.4. Employer - Employee Relationship

Employer - employee relationship is essential for the stability and smooth operation of a business. Once employees are satisfied and happy with their leadership, the more loyal and productive employees become towards the organization (Scott, 2012). On the other hand, once employees are unhappy with leadership the more they become unpleasant and the more they feel aggrieved.

Leaders need to take care of their employees treat them with respect, fairly with one company rule for all. This is why leaders need to be trained on people skills and conflict resolution. People leave managers, not companies (Tate, 2014), is the most popular line amongst some HR practitioners. Most unskilled leaders do not know how to handle and get the best out of high performing employees. Some leaders will block every prospect for employees to become successful (Jackson, 2011). This is the reason why it is vitally important to train managers to become people leaders. A leader is consistent in treating employees fairly and decision making across all people employed by the organization. Leaders are responsible for creating a culture whereby all employees feel they are included with every member free to air out their view, they need to promote a feeling of respect and tolerance for one another, promote team work and respect for one another.

(Yazinski, 2011) stated that organizations need to invest in developing and training managers on how to work with people. Bersin, (2013) Highlighted that most preserve programs included relationships between employees and managers. Employees with a good relationship with their leader are likely to be more happy, satisfy and are more likely to remain within the organization for a long period of time. That is why it is vitally important that managers create a good working environment to make sure that employees remain within the organization for a long period.

Managers need to create an open-door policy and make communication channels between employer-employee simple. Leaders with recognition and assistance programs keep their employees satisfied and looking forward to coming to work. According to (Society for Human Resources Management, 2015), replacing employee cost can escalate as high as 60 percent of an employees' annual remuneration. Scott (2012), stated that leaders need to be fair to all employees across the organisation and should not show favouritism. Maintaining a solid employer-employee relationship can be the solution to the crucial success of an organization. Organizations that continuously invest in programs that aim to increase employer- employee relationship have seen an increase in employee morale and productivity (O'Brien,2014).

Organization with employees who are engaged in their work as well as committed to the organization have an added competitive advantage in the market such as higher productivity and lower employee turnover. It is therefore not surprising that today organization big and small invest to a large extent in practice and policies that encourage commitment and engagement in their workforce. Cook (2018) mention that employee engagement can also be defined as a passion and energy employees can offer their best to the organization. He further summaries employee engagement as the degree to which employees perform their role in a positive and proactive manner. Cook (2018). Since commitments always require time investment, emotional and mental energy most people will commit with the anticipation of compensation. People take for granted that in trading their commitment they will in return get something of value from the organisation, such as monetary value, gifts, leave, attention, promotion, affection, favours and sometimes even property. It is true that sometimes traditionally within an organizational environment these are the unwritten rules, that in exchange for commitment indeed forthwith organization will provide some form of value for employees in the form of fair compensation and job security. Therefore, it is fair to assume that compensation will affect some degree of commitment. When an individual to whom some form of exchange for commitment in terms of value fails to materialise the commitment will soon erode.

Employees at a workplace are not meant to only deal with productivity. There are other activities that employees can undertake to keep them focus and help them with more knowledge to empower them. Being part of a fire team, first aid, health and

safety help employees interact with other team members in the organization while at the same time learning a new set of skills. Managers who appoint employees to act on their behalf while they away on in a meeting also help employees gain confidence at the same time learning new skills. This shows employees that managers trust them with operating different positions which are above their own in a business. Allowing senior experience employees to train new people also boost employees morale and help them view themselves as valuable as experienced employees like to transfer their wisdom and skills to new young employees, using senior employees is the best way to transfer skills and help the business with productivity. Alfes et al. (2013) revealed that the employees who are more engaged tend to stay with the organization longer. Employee participation in information sharing has been proven to reduce the negative effect of employees leaving their jobs Cottini et al. (2009). Exposing employees to new project in certain departments who would be directly affected by the change is important to make employees feel part of process changes so when those projects are implemented and become successful they can always feel a sense of achievement. Management also need to develop an idea generating system whereby if an employee has an idea that can help the business improve he or she share it with those who are responsible for business improvements. Studies have revealed that most improvements within the business process environment originate from the shop-floor from employees who are at the vantage point of the process. It is therefore important that when these ideas are generated a feedback session is created to communicate which ideas have been received from who, and which one will be implemented and which ones will be not and reasons given for those who will be not implemented. Persuade and encourage ideas and reward good ideas even if those ideas are going to be implemented in future (Bradley,2015). Sherrie Scott of Demand Media (2013) suggested that organization need to form problem solving teams that will come up with continuous improvements that will involve shop-floor first line employees. These teams should be given the freedom to make changes and make their own decisions. Decisions making responsibility gives employees a sense of belonging and boost confidence it also give them a believe that management trust them with the business (Pfud, 2016).

2.4.5 Leadership

When leadership is effective enough, organizational performance will be influenced by it (Shadare & Hammed, 2014). A leader is like a father figure in a family and the rest of the family always try to emulate what they see in a father figure. The same scenario applies in an organization, the employees will tend to follow what their leader does and say. If the leader is caring, approachable and kind, then the employees in the presence of their manager are likely to feel safe (Levoy, 2009, p.18) In return this will cause employees to demonstrate their trust and respect in their leader by having an increase in production output.

Senior managers play a significant critical role in engagement in any organization (Cook, 2008, 187). What they do and say is vital when driving advance stages of employment engagement. Employees all over want to be treated in a way that shows how they are valued by the organization and what the organization stand for and which direction is it heading to. Communicating a clear future and vision is one of the outer most important factors that senior managers can influence. A clear lay out vision of the future together with a distinctly well versed strategy forms a common goal shared by all in the organization where employees can be engaged and committed. It is important for leading management team to show the significant of engagement and not to be viewed as pretending the engagement (Cook,2008,187). Expedite engagement should be visible in their behaviour. The style of leadership that is portrayed by senior managers filter through on the behaviour of leaders and managers through the organization. (Cook,2008, 187) states that values, vision and strategy that the organization possess are driven by leadership. Fundamentals are very imports when approaching the subject of change leadership as awareness of leaders shape everything. Their capability, experience and outcome have a direct impact on the outcome of change or transformation thereof. Their end product is a mixture of individual ability to change and emotional responses. Leaders with a more mindful awareness for change can contribute immensely towards employee commitment thereby decreasing employee change resistance. Leaders should not have limited awareness towards transformation while having a dominant leadership style. If leaders are bias an assumption of mental condition which results in inability to see process dynamics and people dynamics. Leaders with limitation will not know what they don't know. Leaders with limited attentiveness must change themselves

first in order to become successful leaders within the transformation model. A new conscious approach for leaders is more apparent in today's world rather than the limited awareness leading approach. For successful organization, the expanded conscious or awareness leading to view delicate process dynamics at play and human ability have become the main driver. For organization to transform successfully and achieve the desired breakthrough results, the level of leadership awareness is most important (Anderson et al. 2010). Good management brings calm and stability in an organization and tries to eliminate what can sometimes be a chaotic condition that threatens it. In contrast leadership is about the big picture, vision, coping with change and views. Good management brings stability and calm to an organization and eliminates what sometimes can be viewed as chaotic situations that threaten their very existence (Bertocci, 2009, 11-12). According to (Finney, 2008, 26-27) management is not about finding wrong or right but largely about adapting. Both leaders and managers have to turn and integrate their own expectations to employees' own characteristics and behaviours. Finney (2008) argued that when an employee leaves his job it is mostly the result of displeasure with their direct supervisor. Leaders as well as managers cannot force employees to stay in an organization but they can find better ways to give reasons that convince employees to stay (Finney, 2008, 26-32). The core of good management is to engage in good open communication with employees.

2.4.6 Training and development

Savage (2009) emphasized on preparing for the future. Developing employees and assisting them with their training needs is crucially important in creating skilled employees. Employee development is to enhance the capabilities of all employees and when employees of the organization are developed the organization flourishes and employee performance increases (Elena P, 2000). Employees are the one who know which skill they are lacking and helping them achieve what helps them to carry out their task better goes a long way into benefitting the organization at large.

When employees are satisfied with the organization this will be evident in an increase in productivity. Managers need to encourage employees and guide and encourage them throughout the learning phase of training and development. Nothing gives employees

a sense of trust then knowing that management want them to learn and grow, this gives employees a sense of pride and responsibility as they feel that the organization is looking after their need and wishes. Talented employees need mentoring, coaching and continuous learning on a regular basis as ways and times of performing activities evolve daily (Heathfield, 20110). Rotation of jobs is a component of learning as employees get exposed to performing different activities with different teams with a different set of skills. This helps employees increase their knowledge, skills, confidence and ability to perform other processes sometimes which may have seemed difficult before performing them. Employee development need to be monitored closely as it goes a long way. Regular one on one discussion and feedback to track progress is key to keep abreast of employee developments. A training and development plan need to be in place and management need to make sure this plan is backed by company policies to help monitoring and implementing the plan. (Gallup, 2013) stated that the driving force that persuade employees to stay in the company was the continual training needs that organizations provide their employees.

In 2012 a White Paper submitted by the World Economic Forum stated that 67 percent of organization found it difficult to find skilled enough employees, what this meant was that when an organization train its employees it is investing in the future of its business. Training employees regularly can also contribute in keeping your employees motivated, encouraged and challenged. World class successes full organization will have a scheduled training plan that is incorporated as part of employee development, assisting employees to develop their skill at a competitive level. The training and development of skilled employees should start at the selection and recruitment process, by hiring the right candidate. The right candidate who will then need training on carrying out the duties of the organization. Without training its employees the organization run the risk of loss in productivity. Organization should put in place a training plan that includes orientation for employees who are new to the organization, after that the training should follow a sequence of in house on the job training in the area of their responsibility. Following that a new employee should be assigned a mentor to guide them until they are comfortable to carry out their signed duties. Freifeld (2013) stated that employees training and development assist employees to develop organizational skills and personal skills, increase their abilities to do their work properly and their knowledge. Results finding by Kelly Global

Workforce Index (KGWI, 2013) found that organizations which invest in training and development of their employees stand a good chance in increasing productivity and retaining their employees. Most employers agree that training provided in the workplace get a tick of approval and is effective in upgrading skills. This training can be health and safety courses, coaching, on the job training or learning a new skill (Kelly Global Workforce Index, 2013). Both Generation Y and Generation X employees see training and development as significant in securing a future for their careers. These employees value any chance that seems to advance their careers by learning and being trained on a set of new skills. (Taylor, Murphy & Price, 2006) stated that their main worry is to add value to the organization while at the same time fear getting left behind in acquiring new knowledge in this fast pace changing world around them. The most desired benefits by employees is for the organization to offer them bursaries to further their studies in their desired field and completing their degrees. Well trained employees are more capable and passionate to carry out their assigned tasks. These employees complain less, need less supervision and are more motivated and satisfied. This set up improves employer-employee relationship (Smith,2013).

2.4.7. Remuneration and Rewards

Earlier research done on the connection between remuneration and employee motivation proved to be indecisive. The amount given to an employee for performing his task can prove to be a motivation factor, increase job involvement and satisfactory to employees. The pay offered to employees for a job done can increase job involvement, can serve as a motivational tool and job satisfaction. Although there are theories and research studies dealing with the justification of the negative effects of remuneration as a motivating tool, one cannot ignore that it still remains the effective option (Tirole and Benabou, 2003)

The process of compensating employees is believed to have a solid relationship to the achievement of employee involvement initiatives (Lawler, 1995). Baafi(2011) resolved that as much as high salaries and benefits are important, organizations should not only depend on them as a means to retain employees. Different employees are motivated by different factors some which are, career growth, working

environment, challenging work and opportunities. Compensation systems are redesigned to reinforce the behaviour of business units, teams and individuals (Bowen & Lawler, 1995) They stated that compensation may be based on both groups and individuals. Fundamental compensation focus more on feelings and believes of fairness in addition to other non-compensatory rewards system. Employees have a sense of achievement when executing a task that is recognised by others, to be a contribution to the mission or goals of an organization (Lawler, 1995) The perception of fairness has a significant weight in this kind of compensation

2.4.8. Other factors influencing employee participation

The concept of employee job fulfilment is central to employee participation and organization performance (Locke,1976). Satisfaction and fulfilment levels arise alongside three levels (1) emotional responses to your work environment, (2) The connection between expectation and reality, (3) satisfaction with compensation (Luthans, 2016). Other factors such as an employees' own personality will determine employees' satisfaction. If an employee is generally pleased, he is more liable to be satisfied at work, therefore resulting in a rise in organization productivity and performance (Staw and Ross, 1985). There are three factors that can spell out a large fraction of employee satisfaction; (1) His social environment (2) His immediate work environment (3) His organization environment (Motowidlo, 2012). Emotions involve in satisfying employees can be transferred to be more lasting feelings, which in turn can influence employee performance (Mueller and Lawlwer, 2014).

Success in both business and life is a function of how well people work and play together (Kouzes & Posner, 2012) They go on to further argue that getting everyone involved is a crucial proficiency for achieving and sustaining high organization performance and trust, these are deemed to be at a heart of collaboration. (Kouzes & Posner, 2012) argued that if neither person in a relationship takes little bit of risk, then the relationship is restrained by suspicion and caution. Hackman(2013) stated that employee involvement can complement strong mutual corporate cultures to bring about innovative organizations. According to Scott (2013) effective involvement calculated by the use of employee problem solving groups, supportive interaction and employee influence is a crucial mediating instrument between people oriented

values, organization performance and employee satisfaction. In addition, it has been noted that organization and companies that care and value their employee involvement are thought to stimulate creativity and persistently (Deak & Kennedy, 2011). Employee involvement tend to bond together groups and individuals to a common objective and direction towards a shared vision and goal (Kouzes & Posner, 2012). Employee involvement improves organization commitment while being the main source of competitive advantage for any organization (Machington, 2011).

2.5. The level of willingness of employees

2.5.1 Willingness of Employees (to enhance performance)

Researchers have over the years tried to classify influences leading to employee engagement in order to determine recommendation for managers. Their analytical objective aim to determine the drivers that will intensify employee engagement levels.

According to Penna (2017) meaning at work has the possibility to be a valuable way of bringing closer employees and employers to the advantage of both where the employee experience a sense of community, the opportunity to make a contribution and the space to be themselves, they find meaning. Employees want to work in a company where they find meaning at work. Penna (2017) explained that researchers have also come up with a new innovative model called Hierarchy of engagement which bear a resemblance to Maslow's hierarchy of needs model. At the bottom there are basic need such as salary and benefits. Once that need is satisfied the employee then look for opportunity of development, the possibility for a promotion and then leadership style will be presented within this model.

Finally, when all the above-mentioned lower level ambitions have been fulfilled the employee then looks for alignment of value meaning, which is shown by a true sense of connection, a shared sense of meaning at work and a common purpose.

White (2016) found that almost 60% of surveyed employees want opportunities to grow within the organization to continue being satisfied in their job. Solid employee-

manager relationship is a central critical ingredient in the employee engagement and retention formula. According to Development Dimension International (DDI, 2005) a manager must do the following to generate a highly engaged workforce, he must empower his employees, align efforts with strategy, help people grow and develop, promote and encourage teamwork and then provide support and recognition where appropriate to do so.

The Towers Perrin Talent Report (2003) identified 10 work qualities which results in engagement of employees. Among them the top 3 where list as the sense of feeling valued and involved, senior management's interest in employees' wellbeing, challenging work and decision making authority. Robinson et al. (2004) pointed out that the main driver of getting employees engaged is creating for them a sense of feeling valued and involved, that include involving them in decision making to such a level that employees feel free and able to voice out their ideas, the degree to which the organisation for employees' health and safety and the opportunities employees have to develop themselves. CIPD (2006) survey report indicated that communication in the number one priority that lead employees to engagement. The report points out having that the most important driver for employee engagement is giving them the opportunity to feed their opinions and views upwards. The report also indicates the importance of being kept knowledgeable about the ongoing activities within the organization. (Clifton, 2018) found that the manager is the key to an engaged workforce. He mentioned that workers who have close friendship at work are more engaged employees. Vance (2015) cited the fact that employee engagement is inseparably linked with employer practice. Most employee engagement driver are non-financial in nature. Therefore, any organization with committed leadership can be able to achieve this desired level of engagement at a lesser cost. On the other hand, it doesn't mean that management should totally ignore the financial rewards of their employees. In fact, to level the playing field performance should be linked with rewards, but bearing in mind that employees are not influence by monetary rewards alone.

2.5.2. Employee performance in Productivity

A motivated employee is more likely to perform at maximum level to produce more output to the benefit of the organization (Shadare & Hammed, 2014). Organization efficiency is seen in its productivity. An organization's production output capacity is reliant on two important factors. The first is the human capital the second is the machine output capacity. The production of an organization is dependent on the human effort of the employees. Employees need to be revitalized and understood to remain productive (Levoy, 2009). Efficient employees are those that have a constant maximum output regardless of the state surrounding them as measured within a given time frame. Organizational performance is effluence the leadership is efficient enough.

2.5.3. Employee Engagement

Cook (2018,3) states that employee engagement can be described as the energy and passion employees can offer their best to the organization. An engaged employee is willing and able to give a sustained effort to the organization she or he works for. Engaged employees rely on what the organization is committed to and stands for. They are ready to serve the organization beyond what is expected from them. Engaged employees care about the organization's future and are willing to sacrifice their personal contribution to see that the organization prosper. Cook (2018) summarizes employee engagement as the degree to which employees perform their role in a optimistic and proactive manner. Organizations can take advantage of better employee engagement by improving conditions where employees are capable to provide their best, can be viewed as improved ability and boosted passion and committed to the strategy, visions and goals of the organization. By investing in employee engagement workers aim to have a greater alignment to the organization higher level of creativity, greater sense of team, and innovative. Healthier employee engagement is going to increase loyalty to the organization as employees will be better product ambassadors. Employee engagement can be connected with the state of the organizational climate with or without change and its association to change management because more engaged employees are going to be better prepared to change implementation and view the change in a positive manner. The higher the rate

of employee engagement the higher the rate of willingness for organizational changes are going to be because employees' responses intend to be less negative and more confident.

2.6. Factors that hinder shop floor employees from participation

2.6.1. Relationship between Leadership and Employee Performance

It's the duty of an employee to either complete or incomplete the work assign to him by leaders. According to Cummings and Schwab (2013), an employee must consider the objective of the organization instead of his own personal objectives. Employers sometimes find it difficult to find a balance between the objectives of the organization and those of employees. Bass (2016) stated that organizational performance and individual performance is greatly affected by effective involvement of leadership. Organization's accomplishment is dependent on strategic utilizing of human resources. Employees are a major assets of any organization. An effective leader knows the importance of employees in achieving group objectives and inspiring these employees is of key significance in accomplishing these objectives. (Wall, Solum & Sobal, 2010) stated that valuable organization require effective leaders. Organization who are successful require a motivating relationship between leaders and employee participation in the organization. According to Wall et al. (2010), successful organization need efficient leadership as performance suffers in the case of inexperienced leadership. Employees depend on the value of their leadership to successfully carry out their expected performance.

2.6.2 Barriers that influence workplace performance

Attitudes, values and beliefs are reflected in a group with similarity of experience (Yang & Konrad, 2011). Glavas and Goodwill (2013) discovered that workers' perception of their organization's social responsibility behaviours are more influential than the organizational reality in determining organizational credentials. These are barriers such as procedures, policies or practices that limit employment opportunities for members of a certain race, gender, ethnic or religious background and individuals with disabilities (Equal Employment Opportunity Commission, 2012). While some barriers

are visible, there are other barriers like policies, recruiting and hiring and inclusive of incentive programs. Holmes (2010) stated that ethnicity, gender and race are the essential dimensions of cultures. These main characteristics significantly influence behaviours and attitudes of individuals. They determine how others identify and respond to individuals who do not share the same unique characteristics as them. The next dimensions are susceptible factors such as income, educational background, religion, and geographic location, affect the attitudes of society and behaviours towards others (Holmes, 2010). Culture influences all characteristics of an organizations such as building relationships, resolving conflicts, delivering presentation, communication, negotiations and setting business priorities. Managing culture is usually a low importance for managers who consider strategic aspects and economic a higher priorities (Marks & Mirvis, 20110). Yang and Konrad (2011) stated that barriers to individual involvement results in underutilization of employee knowledge for organizational innovation. In particular, the knowledge held by shop floor employees who are on the lower level of the organization hierarchy is an underutilized source of innovative ideas that can accumulate wealth to the organization performance. Organizational leadership should set the tone inside the work environment by endorsing acceptance of differences. Encompassing positive feedback as a frequent process within the organization is a way of collectively increasing organizational performance. Some ways of doing this would be to recognize who go out of their way to run successful project. Feedback should not only be limited to poor performance but rather have a balance of consequences where opposite of poor performance is good performance.

Another instrument that can be used by leaders to decrease the barriers in the workplace is training. Panagiotakopoulos (2011) noted that training is necessary since it provides employees with the necessary skills to become versatile and productive. Khan, Clear, Al-Kabi, and Pezeshki (2010) observed three prevailing components connected to individual attitudes in the workplace. The three components are perception of respect and fairness, frustration in the workplace environment and commitment to the organization. In any organization, workers have an active role to play in ensuring sustainability strategies have positive results (Epstein, 2009). Sustainability strategies in an organization should incorporate the responsibility and

talent of different department while at the same time developing a joint recognition of values for the entire organization(Epstein, 2009).

2.6.2. The role of the unions

Trade unions play a vital role in the work place and one of their major role is that whenever there is a dispute between employees and management they act as intermediate to resolve the dispute. Most trade union representative are experienced in dispute resolution and seek to attain a win-win resolution such that each side can feel they have attain something positive from the resolution. It is for this reason that trade union can influence shop-floor employees to take part and become involve in influencing shop floor employees in increasing productivity. However, whether or not unions are involved and able to persuade employees to become involve collectively, there remains a choice for direct individual involvement. Interest of trade union getting involve in matters of employees and employers has increased in recent years, partly as a result of government interest and partly because employers have seen involvement as a means by which employees see employers as being committed to their cause, this in turn improves communication between employees and employers. When this communication strengthens the relationship between the employer and employee the role of the trade union becomes weak. On the contrary, when employees perceive that employers are unfair in distribution of rewards or that they feel treated unfairly, employees are prone to join the labour union or will act on behalf of it (Buttigieg et al., 2008).

Direct forms of individual employee involvement are not mismatched with collective forms as are associated with trade union recognition. However, they usually initiated by employers and are often seen by objective writers as a method used to discourage trade union growth. Marchington, (2011) stated that, what can be said with certainty is that employees prefer the idea of involvement initiative and prefer participative management style as opposed to those that are autocratic in nature.

2.6.3 Affect Theory

This theory was developed by Edwin (1976) and has remained relevant until this day. This theory is arguably serving as the most known job satisfaction model. The principle of this theory is that satisfaction is governed by discrepancy between what one has in a job compared to what one wants in a job. Moreover, the theory also states that the degree of how much one values a given facet of work (the degree of independence in a position) regulates how dissatisfied/satisfied one becomes when expectations are not being met. When one values a particular job, his satisfaction, performance significantly impacted both positively when expectations are met and negatively when expectations are not met. To demonstrate this, if worker A values independence in a workplace and worker B is uninterested about independence, then worker A would be more satisfied in a position which offers a high degree of independence hence he will perform higher and less satisfied in a position with little or no independence compared to worker B. The shortfall of this theory is that it is not always that high job satisfaction that seek to mean high job performance. The theory highlights the importance of the worker involvement among expected behaviours, organizational goals and rewards. Another shortfall to this theory can be on the level of individual expectation to the company, where every worker has his own unique expectations which the theory fails to explain how leaders can handle this issue in order to satisfy every employee.

2.6.4. Equity Theory

Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratio of contributions (or costs) and benefits (or rewards) for each person. Considered one of the justice theories, equity theory was first developed in the 1960s by Adams, a workplace and behavioural psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1963). According to Equity Theory, in order to maximize individuals' rewards, we tend to create systems where resources can be fairly divided amongst members of a group. Inequalities in relationships will cause those within it to be unhappy to a degree proportional to the amount of inequality. The belief is that people value fair treatment, which causes them to be motivated to keep the fairness maintained within the relationships of their co-

workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization.

Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. It proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. It focuses on determining whether the distribution of resources is fair to both relational partners. Equity is measured by comparing the ratios of contributions and benefits of each person within the relationship. Partners do not have to receive equal benefits (such as receiving the same amount of love, care, and financial security) or make equal contributions (such as investing the same amount of effort, time, and financial resources), as long as the ratio between these benefits and contributions is similar. Much like other prevalent theories of motivation, such as Maslow's hierarchy of needs, equity theory acknowledges that subtle and variable individual factors affect each person's assessment and perception of their relationship with their relational partners (Guerrero et al., 2005). According to Adams (1965), anger is induced by underpayment inequity and guilt is induced with overpayment equity (Spector 2008). Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases.

In any position, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid then it will result in the employee feeling hostile towards the organization and perhaps their co-workers, which may result in the employee not performing well at work anymore. The subtle variables also play an important role in the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have better outcomes.

2.7 Conclusion

For an organization to remain competitive and earn profits it is important that it involves its shop floor employees in continuous improvements and creative ideas to boost productivity. Leaders need to take time to listen to their employees point of view and concerns while creating a platform and an environment to do so. Employees in any organisation want to be looked after in order to identify with the organization that values them. Growth opportunities, coaching and grooming for better positions form part of the value employees need to experience from the organization. The literature of shop floor employees getting involved in influencing productivity improvement was discussed in the chapter. The next chapter reviews the research methodology used in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

The previous chapter reviewed the literature on traditional leadership in view of the promotion of business in the respective communities. This chapter documents the means used to conduct the study that includes research design, research methods, strategies, population, sampling and sample size, data collection instrument, questionnaire construction, validity and reliability and ethical considerations.

3.2. Research Design

Collis and Hussey (2003: 230) define research design as the science and art of planning procedures for conducting research studies to get the most valid. The end-product of research design is a plan or blueprint for conducting the intended research (Babbie and Mouton, 2009:188). According to Wiid and Diggins (2010: 102), such a blueprint or plan for the intended research study is used to guide data collection and analysis. In essence, the research design focuses on the kind of study being planned, kind of results being aimed at, and the evidence required in adequately addressing the research questions.

3.3 The type of research Design

There are generally four main types of research design, which include exploratory, explanatory, descriptive and causal designs (Cooper and Schindler, 2003:146). According to Cooper and Schindler (2003:146), the design of a particular research has the potential to influence the choices of data sources as well as the types of data gathered. Below are the various types of designs:

- **Exploratory studies** –this design is applicable to studies that investigate a new area with variables viewed as unclear to assist in the development of an intelligent question (Cooper & Schindler, 2003:151). The design seeks to develop a clear review of the problem through a literature analysis augmented by an interview of participants to gain detailed knowledge (Saunders & Lewis,

2012:171). The design is popular for being flexible, with a bit of modification of the research process (Saunders *et al.*, 2012:171).

- **Causal Studies** – the designs seek to inquire the link between variables by way of analysing the extent to which variables influence the change among variables (Cooper & Schindler, 2003:165). According to Saunders *et al.* (2012:171) research in business is more focussed on identifying relationships between variables as opposed to determining causal factors.
- **Explanatory Studies**–Explanatory designs seek to investigate a problem towards establishing the relationships between variables. (Saunders *et al.*, 2012:172). These studies rely on what have been studied and the intelligent answers to explain new development (Cooper & Schindler, 2003:11). Exploratory studies are suited to research where the area being investigated is new or ambiguous and the variables may not be clear enough to develop hypotheses (Cooper & Schindler, 2003:151). The objective of this research design is to develop a clear understanding of the problem, which is usually done through a search of available literature, interviews with specialists in the topic or focus group interviews (Saunders *et al.*, 2012:171). The main advantage of exploratory studies is that it is flexible, enabling the researcher to modify the focus during the research process (Saunders *et al.*, 2012:171).
- **Descriptive Studies** – This is suitable for studies that seek to produce summaries of people, occurrences or developments. Cooper and Schindler (2003:161) highlight that descriptive studies can provide answers to data to the who, what, when, where and how of the subject being studied.

The study employed a descriptive design as the discovery of answers to questions relating to fundamental characteristics that define the research subject was sought. In addition, descriptive studies are suitable for estimating, using percentages, leading to the establishment of the association between various variables (Cooper and Schindler (2003:161). Based on these reasons, the descriptive design was chosen.

3.4. Research Method

The two main research methods available for use in research studies are quantitative and qualitative. Quantitative research aligns with the positivistic paradigm, whereas qualitative research aligns with the phenomenological paradigm (Keele, 2011; Gray, 2013). Quantitative research relies on numbers, measurements and calculations, and tends to be more highly structured and scientific in approach than qualitative research (Wiid & Diggines, 2010). In contrast, qualitative research relies on detailed description by respondents to gain insight into a particular problem (Wiid & Diggines, 2010). Qualitative research is a more systematic, subjective approach towards problem solving and tends to be less structured than quantitative research (Keele, 2011).

This study employed a quantitative method. According to Krause (2005), quantitative research has the unique goal of gathering data from a wide geographical location with speed, and allows for detailed statistical analysis of the data using quantitative means towards improving the overall quality and validity of the findings. This was aligned with the aim of this study, which was to assess the influence of shop floor employees on increasing productivity at the Dow Chemical Company.

3.5 Research Philosophy

A research philosophy entails assumptions, philosophies or paradigms that relates to how a study is conducted ultimately determining or influencing the validity and reliability of the study (Gray, 2013:160). Swetnam and Swetnam (2010:221) identify two main research philosophies perceived to exhibit the worldviews with opposing assumptions about reality. Wiid and Diggines (2010: 105) identify two main research paradigms used by researchers which include the positivist and phenomenological which are discussed below.

3.5.1. Positivist (Quantitative) Research Philosophy

Saunders et al. (2012:292) view the positivist philosophy as the same as the quantitative, drawing from the fact that the method uses numerical measurement and statistical expressions to define or assess a phenomenon. The method is based on the assumption that reality consists of observed phenomena that can be measured (Saunders et al., 2012: 192). The main advantage of the quantitative philosophy is its

objectivity and reliability of findings that leads to replication (Wiid and Diggins, 2010:107). In social studies, this method fails to accurately measure the social phenomena, ultimately reducing validity of the findings.

3.5.2. Phenomenological (Qualitative) Research Philosophy

According to Saunders et al. (2012:192), phenomenological philosophy assumes that the world from which research is conducted is socially built with science driven by human interests leading to subjectivity in the process of observing the phenomena. The main advantage of the qualitative method is its interpretive orientation leading to findings that are valid and less artificial as the phenomena is observed in natural, real-life settings (Wiid and Diggins, 2010:106). According to Saunders et al. (2012:192), qualitative research boast of in- depth understanding and richness of detail. Unfortunately, phenomenological paradigms are sometimes undermined by researcher subjectivity as well as the poor reliability of the findings.

Saunders et al. (2012:195) highlight that considering the strengths and weaknesses of both positivistic and phenomenological bias in research; it is advisable for researchers to employ a combination of methods that draw from both approaches. Wiid and Diggins (2010: 105) argue that combining the two methods produces findings that are more reliable. In addition, Saunders et al. (2012:193) argue that using more than one approach increases reliability and validity of study findings.

Krause (2005:90) highlights that quantitative method enables data collection from larger samples. Therefore, being mindful of the fact that this study seeks to assess the influence of shop floor employees on increasing productivity, collecting research data from a relatively huge population of 175 members or more, a quantitative research philosophy was suitable. According to Smith et al. (2002:28), the key idea of positivism is that the social world exists externally and that its properties should be measured through the objective methods, rather than being inferred subjectively through sensation, reflection or intuition. The view that positivism provides the best way of investing human and social behaviour originated as a reaction to metaphysical speculation. Positivist research is generally quantitative and involves the use of numerical measurement and statistical analysis of measurements to examine social

phenomena. It views reality as consisting a phenomenon that can be observed and measured.

Based on the above, the study employed the positivist approach, since the study sought to gather data from a relatively large sample of 175 DOW Chemical employees, using a questionnaire as the data collection tool. In addition, the aim was to have a wide breath of data gathered, which was across the Dow Chemical Company. Mindful of the fact that the positivist is about the wide coverage of data collection, which aligns with this study – to gather from as many employees as possible, the positivist philosophy was employed (Wiid and Diggins, 2010: 105).

3.6. Research Strategies

A research strategy is the plan of action that the researcher follows in answering the research questions (Saunders *et al.*, 2012:173). Krause (2005:90) views a research strategy as means used by the researcher to solve the research questions. The research strategies associated with the positivist approach are the experimental design, quasi-experimental design and survey methods while the case study, action research, grounded theory, ethnography and focus group align with the phenomenological approach, which is not focus of this study (Wiid and Diggins (2010: 111). Since this study was positivist in nature, only the positivist strategies were discussed.

3.5.1. Positivist Research Strategy

The following are strategies that fall under the positivist research strategy

3.5.1.1. Experimental Design Strategy

According to Krause (2005:90), an experimental design in research entails a strategy that rely on physical or biological experiments as means of data gathering as evidence. Thus, according Krause (2005:90), the basic experimental designs used in business research have been adapted from physical and biological sciences. Experimental studies seek to identify causal relationships (Saunders *et al.*, 2012:173). The aim is to manipulate the independent variable in order to observe the effect on the dependent

variable. Due to the challenges in controlling, experimental conditions in social sciences, experimental designs are rarely used and if they are used under clearly defined conditions (Saunders *et al.*, 2012:173).

3.5.1.2. Quasi-experimental design Strategy

Krause (2005:90) state that quasi-experimental designs do not have a high a degree of control over the independent variable. For instance, may be assigned to groups such as social class, type of injury, type of occupation and income group, for which the study is testing the effects. Saunders *et al.* (2012:173) posit that the experimental design isolates and control all the factors that could be responsible for any effects except the one under examination. The most important use of quasi-experimental research designs is where researchers cannot, in good conscience, assign people to groups and test the effect of group membership on some other outcome.

3.5.1.3. Survey strategy

According Saunders et al (2012:200), the survey is a positivist research design in which a sample is selected from a population and studied to make inferences about the population. Surveys typically use questionnaires and interviews in order to determine the opinions, attitudes, preferences and perceptions of persons of interest to the researcher. In well-designed surveys where the sample has been carefully selected to ensure that it is representative of the larger population, it is possible to use statistical techniques to assess the applicability and generalizability of the findings to the larger population. To ensure greater reliability and validity, the researcher must also ensure that the questionnaire and interview do not reveal bias in the way the items and questions are presented. The way a question is asked, for example, can influence the responses.

Mindful of the fact that the study is approached from a positivist philosophy, a positivist strategy was found appropriate. From the various positivist strategies discussed above, the study employed the survey strategy. This is because the surveys strategy typically uses questionnaires to gather data which is aligned to this study. The survey allows applicability and generalizability of the findings to the larger population.

3.6. Population, sampling and sample size

Krause (2005:330) defines population as the individuals that fall under the study area. Target population entails the individuals to whom the research outcomes would apply (Vonk, 2014:123). In this study, population refers to all the Shop floor employees totaling approximately 350.

Babbie and Mouton (2009:135) define sampling as the process of selecting study participants from population. The broad sampling types include the probability and non-probability techniques exist (Wiid and Diggines, 2010:131). Since this study employed probability sampling, only probability sampling was discussed.

3.6.1. Probability Sampling

Kolb (2008:210) defines probability sampling as a method of the selecting study participant using statistics and the probability approach which uses the quantitative and positivistic paradigms (Curry et al., 2009:440; Wiid & Diggines, 2010:108). The probability sampling method allows all the members of the population a chance to be selected and serve as a sample, which is a fair and reliable approach allowing for generalisability of findings to the whole population. Contrary, the non-probability sampling method select its sample based on the researchers' convictions (Wiid & Diggines, 2010:110). Wiid and Digginess (2010:110) argue that non-probability sampling methods do not allow generalisability of findings to the population arising from the fact that the study participants are selected based on the researchers' subjectivity. Various probability-sampling methods exist including simple random, systematic, cluster and stratified sampling (Kolb, 2008:221). In simple random sampling, every subject of the population enjoys the benefit of being selected to be part of the sample removing the bias on the selection process. Unfortunately, simple random sampling is not practical since it requires a complete population list, a development that is impossible.

With systematic sampling, each element has a chance to be selected just like the simple random sampling, further, the method is practically possible and easier (Babbie & Mouton, 2009:138). Systematic sampling allows the selection of all the sub-

groups in the population towards promoting representativity (Babbie & Mouton, 2009:137).The study will employ systematic sampling.

In cluster sampling, the population is divided into clusters with elements selected from each cluster (Saunders et al. 2012:290). Cluster sampling is done when it is not possible to select elements from the entire wide population (Babbie& Mouton, 2009:138).

The advantage of these techniques is that they select samples that are well representative of the population. With probability, sampling researcher bias and subjectivity is reduced or eliminated through the random selection of elements. In addition, simple random sampling each element in the population has an equal and independent chance of being selected as part of the sample. There can thus be a relatively high level of confidence that the sample is representative of the population from which it has been drawn.

Systematic random sampling was used to select 175 employees. In systematic random sampling, the names were arranged in numerical order from 1 to 350 with every 2nd number selected. This method will give each of the 530 employee a chance to be selected. Using this method 175 employees were selected as the sample for the study.

3.6.2. Sample Size

As stated by Kolb, (2008:90) a sample size is defined as the number of participants that reflect a true representative of the population. According to Babbie and Mouton (2009:135), it is not possible for researchers to gather data from the large a population due to huge administrative tasks associated with data collection. Thus, researchers ought to select a representative sample. Saunders et al. (2012:201) highlight that samples for quantitative studies are generally large to allow for a wide data collection coverage in order to achieve objectivity while samples for qualitative study are smaller so that the researcher has adequate time to gather in-depth data of high quality.

3.7. Data Collection Procedure

Data collection can either be secondary or primary data with the most used primary data collection methods being the questionnaire and the interview (Babbie and Mouton, 2009:140). Such type of data collection tools permits the researcher to devise or develop question items that will solve problem. The point is, any research thrives to soliciting responses to questions (Chambliss and Schutt, 2012:221).

The questionnaire and interview entails a data collection tool that have pre- set questions to subjects in his/her search for answers to the research questions with both tools used after careful consideration and after specific data collection purpose (Babbie and Mouton, 2009:138).

The interview is a common data collection tool suitable for exploratory research; however, it can also be used to gather valid and reliable data in other types of studies (Chambliss and Schutt, 2012:222). In contrast to questionnaires, interviews generally tend to have an open-ended approach, suitable to qualitative methods approaches, make use of small samples while providing in-depth analysis considered more reliable (Saunders et al., 2012:280).

According to Saunders et al. (2012:280), the questionnaire works well in surveys. They are also suitable for experiment designs and case study strategies. However, their appropriateness must be viewed in the context of each study. Saunders et al. (2012:280) argue that researchers must not rely solely on questionnaires; hence, they must use them in conjunction with other methods.

The study employed a questionnaire. Questionnaires are most widely used in surveys with descriptive purposes. They can, however, also be effectively used in studies with experiment and case study research strategies. The appropriateness of questionnaires as research tools, however, must be carefully examined in the context of each study. For this study, the questionnaire was selected because of the following advantages:

- It was the quickest means of gathering the data considering that the study period was needed to be completed within 6 months and;
- The questionnaire can gather data from a very wide geographical area and from many respondents which aligns with this study.

3.8. Questionnaire design

Mindful of the fact that the study employed quantitative methods; the questionnaire was the most appropriate tool for the study (Wagner et al., 2012:102). For this study, the questionnaire was designed in view of the objectives, the research questions and the literature reviewed on the role of traditional leadership in promoting businesses. A total of 24 questions were crafted under the following sub-sections:

- Section A: The biographical information;
- Section B: The factors that promote shop floor employee influence at DOW Chemicals;
- Section C: The level of willingness of employees to enhance organizational performance at DOW Chemicals and;
- Section D: The factors that hinder shop floor workers from full participation at DOW Chemicals.

Closed statements on the Likert scale type format were used on sections B to D. The Likert-type of question required participants to state their level of agreement with given statements (Saunders *et al.*, 2012:436). The Likert scale included strongly disagree (1) disagree (2) neutral (3) agree (4) and strongly agree (5).

3.9. Questionnaire administration

The researcher administered the questionnaire at a staff general meeting held within the organisation. Thus, the questionnaire was distributed by the researcher to the respective employees. The researcher informed all the respondents that he allow five days to complete the questionnaire from the day of distribution. A covering letter was also attached on the questionnaire providing relevant information on why the study was being conducted as well as requesting voluntary participation on the part of the participants. Sending an introductory mail proved a very effective way of encouraging participant participation (Anseel, Lievens, Schollaert and Choragwicka, 2010:10).

3.10. Pilot Study

According to Saunders et al. (2012:196), a pilot study refers to a smaller version of a full study that is conducted in preparation of the complete study. The pilot study forms a critical part of a research design as it tests the readiness of research instrument to avoid unforeseen circumstances such as failure to gather the needed data at the middle of the research process causing confusion. Some of the important benefits of conducting a pilot study for this research include;

- The need to detect possible flaws in measurement procedures and give an indication in advance about where the main research may encounter problems.
- To identify unclear or ambiguous items in a measurement instrument (a questionnaire in this case)
- The reaction of participants in the pilot study to some of the information or wording in the questionnaire which may cause discomfort will provide a useful feedback to the researcher on what needs to be amended or changed.

A pilot study was conducted on 10 participants who were not part of the study sample. The study revealed that some of the statements were double-barrelled. The researcher then removed all double-barrelled statements within the questionnaire. The data collection process was gathered as discussed in the section that follow.

3.11. Data Analysis

Data analysis entails the systematic application of statistical tools to describe, illustrate and evaluate data (Gay, 2013:70). Upon completion of the questionnaire, data was first coded and then analysed using the statistical package of social science (SPSS). Demographic data was analysed using descriptive statistics. Descriptive statistics were used to describe the basic features of the data in a study and provide simple summaries about the sample and the measures. The data was presented in order of the objectives formulated in chapter one, thus all research questions were addressed. Together with simple graphics analysis, descriptive statistics form the basis of virtually every quantitative analysis of data. In this study, all data were reduced to numerical values, presented in graphs and tables.

3.14. Limitation

- Since some employees have negative experience with the company this may cause them to exaggerate on their responses
- Some employees needed to be assured that the study was confidential and management was not going to be able to know who filled in the questionnaire
- The number of employees filling up the questionnaire became an issue as some were reluctant to fill in the study.

3.15. Ethical Consideration

Ethical consideration is part of any research that need to be taken care in the most sensitive nature as it involves humans. The ethical issue is to make sure that no harm is inflicted to the participant of the research, to ensure confidentiality and anonymity, to participate voluntarily and to withdraw anytime during the research. The ethical clearance addressed all issues that might be of concern before the research and gave the research a go ahead. The participants were then made aware of the subject of the research and the purpose of the research was explained to them and assured of confidentiality and anonymity. The participant were also assure that the purpose of the research was for an honest academic exercise and also for the improvement that were going to benefit both the organisation and the shop floor employee.

3.16. Conclusion

This chapter presented the research design method to be carried out by the study. It also presented the target population as well as the sample size, the data collection method and techniques were also mentioned. It went on to discuss ethical consideration and how to approach participants to give them the assurance that the study was of mutual benefit to both themselves as well as the company they employed under. The following chapter presents the results, interpretation of results and discussions which is used to formulate conclusions and recommendation for the study.

CHAPTER 4

PRESENTATION OF RESULTS

4.1. Introduction

Chapter 3 presented the research design and methodology employed by the study. This chapter presents the results of the study as well as the discussion and interpretation of findings. The chapter begins by reporting on the response rate and Cronbach Alpha values. Thereafter, the chapter presents result aligned to the various objectives as stated in chapter one.

4.2. Section A Respondent Profile Analysis

4.2.1. Gender analysis

The table below shows the gender breakdown of respondent, at the time of the study there were no females working on the shop floor at DOW in New Germany therefore the respondents were 100% males

Table 4.2.1. Gender analysis

Gender	Gender	
	Frequency	Percentage
Male	170	100%
Female	0	0
Total	170	100%

Table 4.2.2. Age analysis

The age group of people who participated in the study was evenly balanced, with most participants falling at a young age of 18 to 30 years of age

Age Group		
Years	Frequency	Percentage
18-30	82	48%
31-40	56	33%
41-50	24	14%
50 and above	8	5%
Total	170	100%

Table 4.2.3. Participants by race group

Africans were among the largest number of people working on the shop floor at DOW Chemicals it therefore make sense that they contributed to a large number of the people who took part in the study

African	162
Asian	5
Coloured	3
White	0
Other	0
Total	170

Table 4.2.4. Length of employment

Many people on the shop floor were young people who had just finished school and had been recently employed at DOW Chemicals

Length of Employment		
Years	Frequency	Percentage
0-5	88	52%
6-10	24	14%
11-15	41	24%
15 and above	17	10%
Total	170	100%

Table 4.2.5. Level of education

Most people who work on the shop floor at DOW Chemical have some level of tertiary education, most where employed through tertiary institutions and give training on how to operate a chemical plant, later employed to run the plane

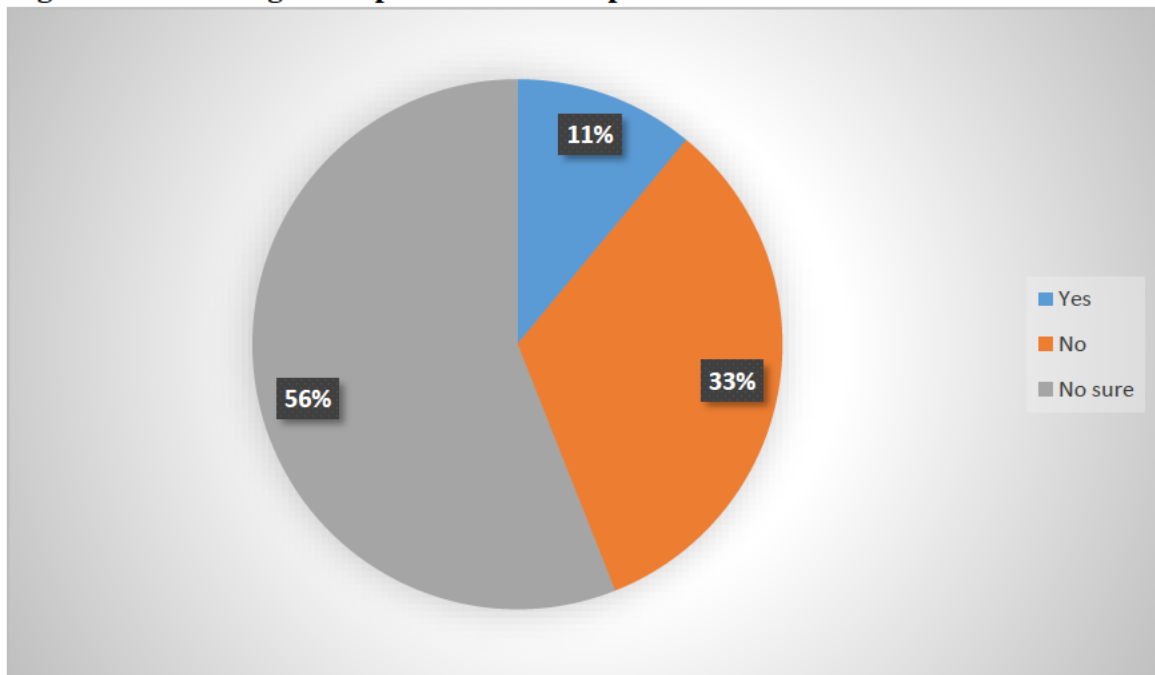
Level of Education		
Have no matric	0	0%
Have matric only	17	10%
Matric & some tertiary	8	5%
Have a diploma	121	71%
Have a degree	24	14%
Have Masters	0	0%
Total	170	100%

4.3. Section B: Establishing the factors that promote shop floor employee influence at DOW Chemicals

The questionnaire was constructed using the first research objective of establishing factors that promotes shop-floor employees influence at DOW Chemicals.

4.3.1 Most correspondent were not sure whether management was doing enough to promote shop floor getting involve in influencing an increase in productivity, resulting in 56% not sure of respondent whether management was doing enough to promote shop-floor involvement, while 33% of participant said management was not doing enough with the rest at 11% feeling strongly about the lack of management.

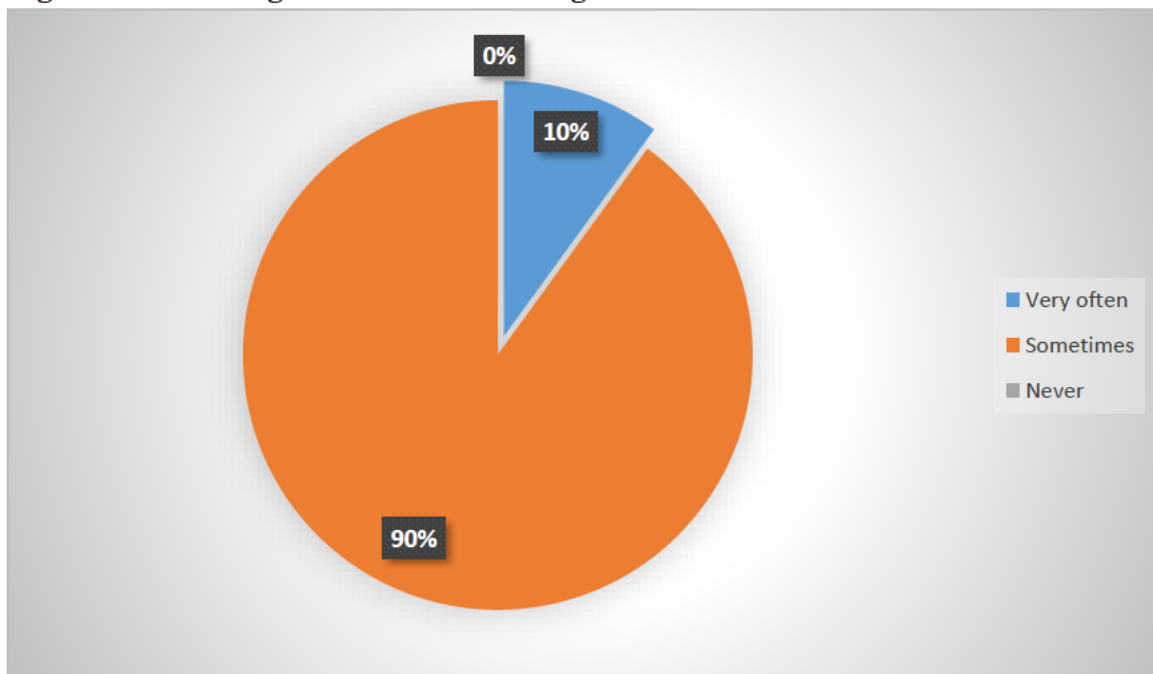
Figure 4.3.1. Management promotion of shop floor involvement and influence



4.3.2. On management communicating full information regarding the business and the development achievement of the company a whelming majority 90% felt yes management does sometimes provide information about the company and only 10% felt that management very often keep them updated about business achievements interestingly enough no one felt that management never provides any information and thus noticeable means there is some form of communication from management regarding business development.

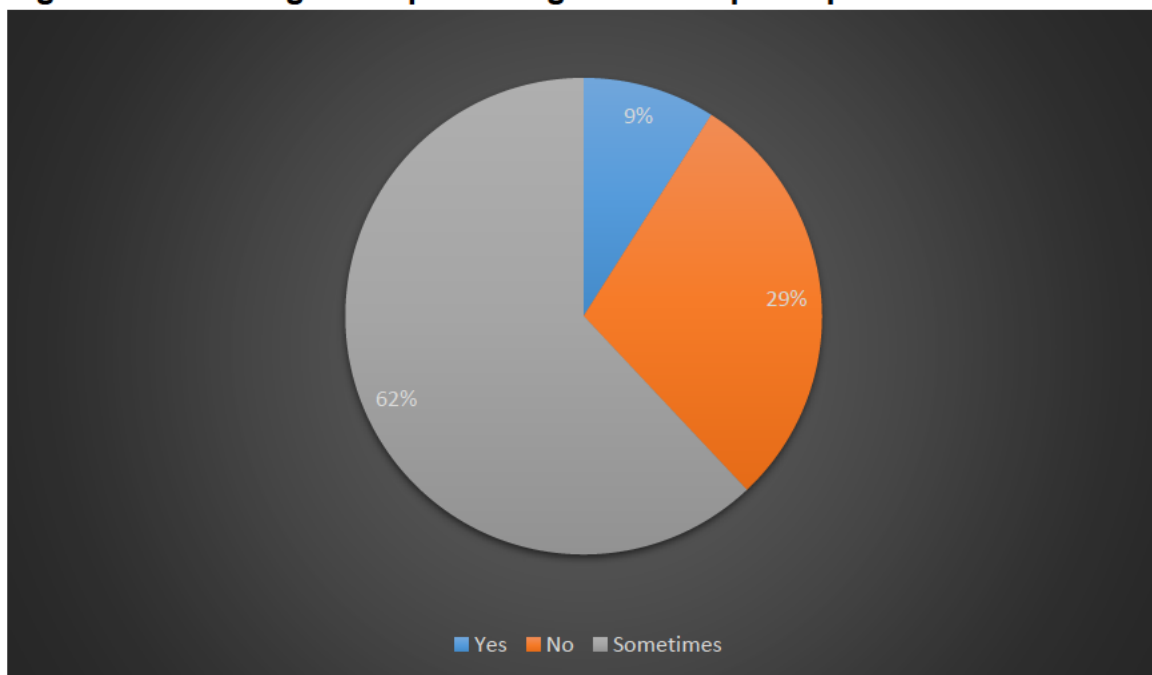
Heathfield (2011) revealed that talented and skilled employees want to work for the company with a strong and has a vision that is communicated well.

Figure 4.3.2. Management communicating business information



4.3.3. Here the culture of shop floor worker involvement was questioned, here the researcher wanted to know whether this culture was installed by management amongst the respondent, most participant felt that the culture was not promoted all the time but there were times were management promoted the culture with 62% of correspondent feeling this way while 29% felt this culture was not promoted at all, with a few at 9% feeling management did indeed promote the culture of shop floor employee getting involve in influencing production in a positive way.

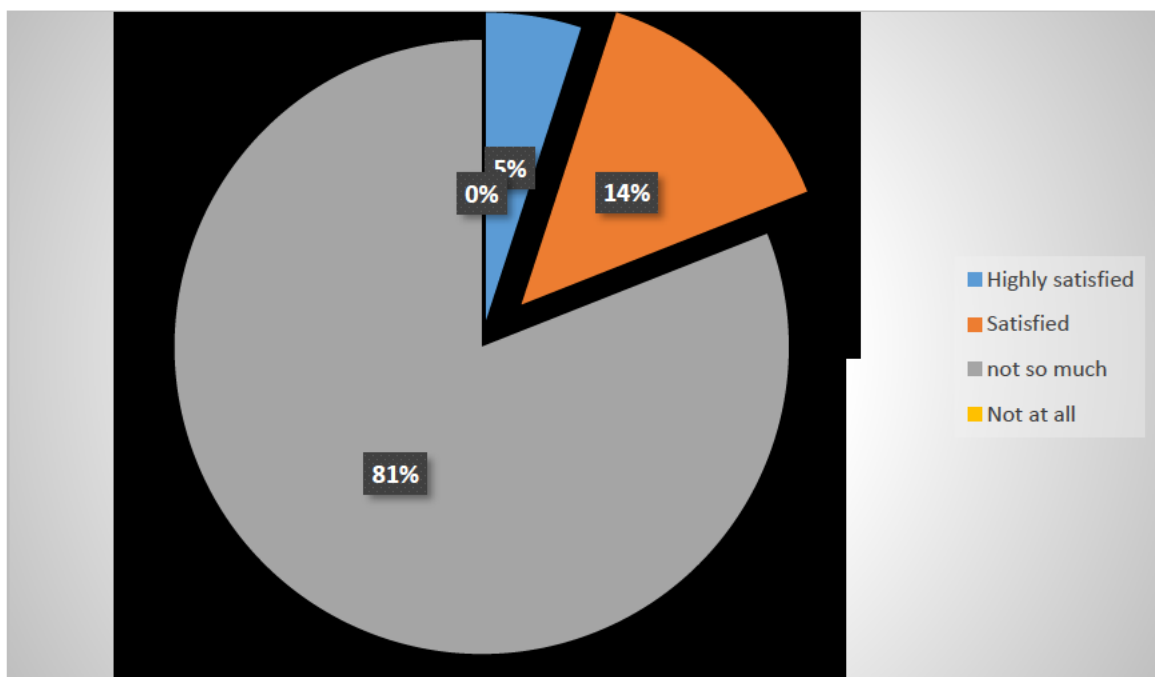
Figure 4.3.3. Management promoting culture of participation



4.3.4 This question dealt with the current system that is utilised by the company to involve shop floor workers to influence an increase in productivity, most participant at 81% were not satisfied with the current system with only 14% of participants satisfied and 5% highly satisfied.

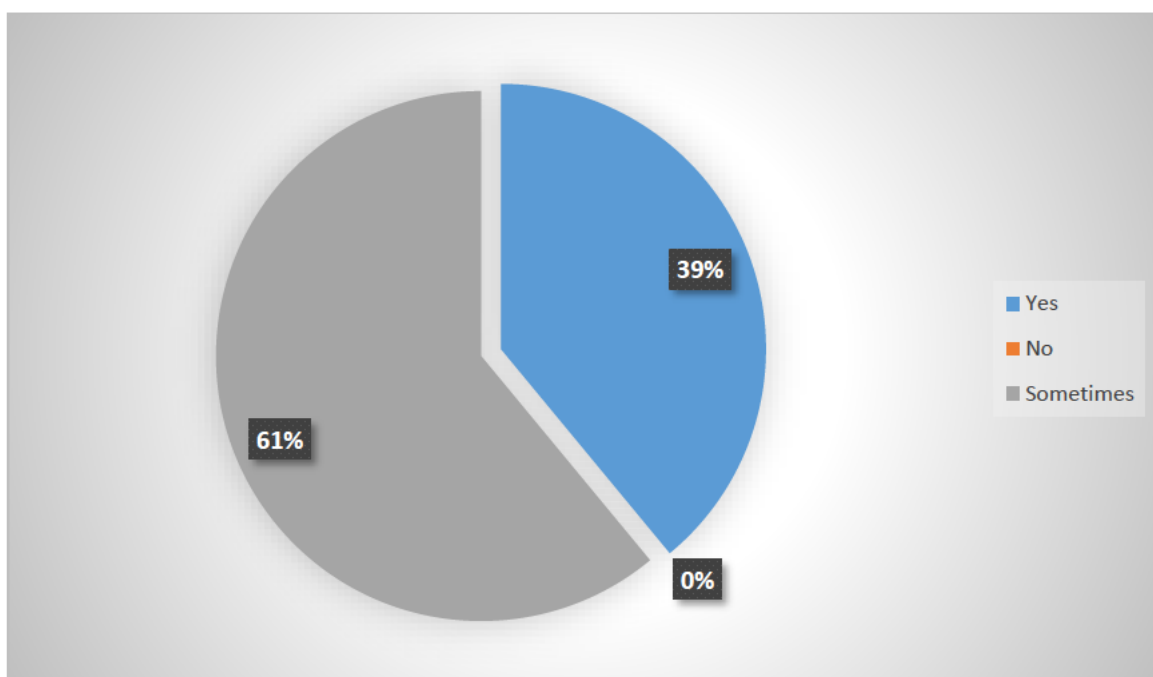
Stewart (2007) stated that profitability is any organizational goal. One of the top places to start improvements is with an assessment of the organization's work culture. He states that the strongest component of work culture is the attitude and beliefs of employees.

Figure 4.3.4. Satisfaction of current shop floor involvement



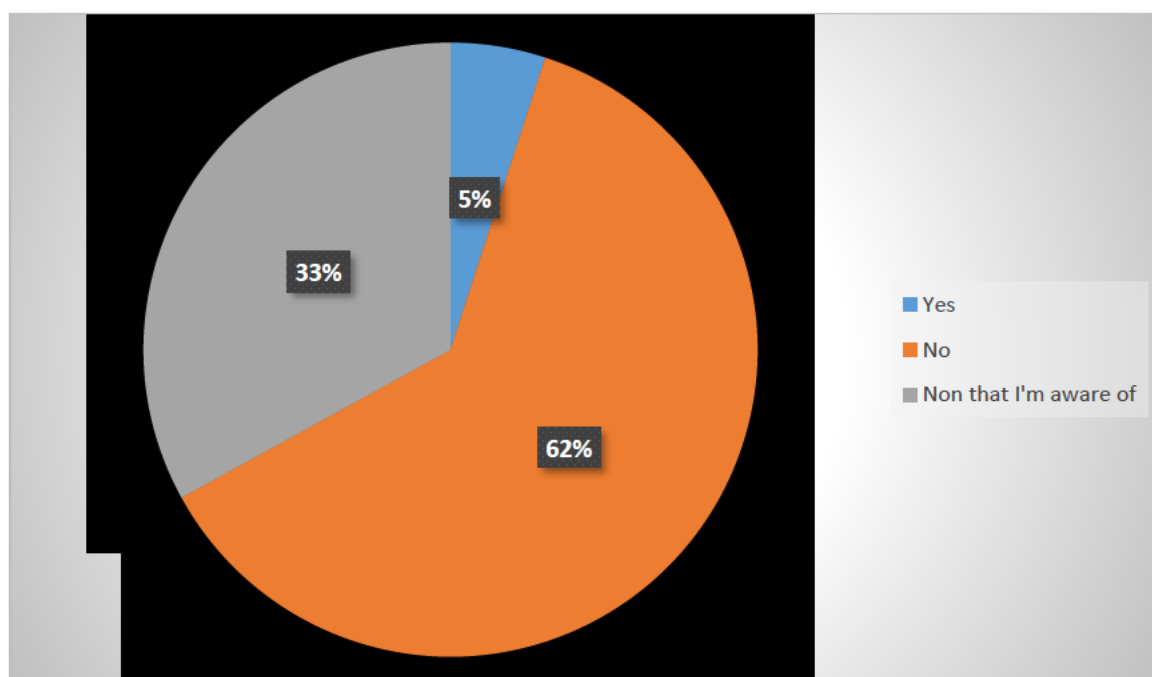
4.3.5. This question looked at how does management encourage participation of shop floor employees in coming up with suggestions that tend to increase production. Do workers feel that management stimulate shop floor employees into suggesting areas of improvements? Most participant were also neutral about this question with 61% felt sometimes management does encourage shop floor employees' participation and 39% felt yes management does encourage shop floor participation.

Figure 4.3.5. Management encouraging shop floor participation



4.3.6 This question looks at guidelines, channels and systems on how shop floor employees can get involved in coming up with suggestions that will improve productivity, and if these are clear for all to be aware of, 62% were not aware of any systems in place while 33% said there were no systems at all. This was one of the questions that looked at motivation of employees to encourage participation by management. According to the literature review, motivation is a combination of needs that influence action and behaviour (Kressler, 2003). For employees to successfully complete any task in an organization they need to be fully motivated in order to fully unleash their development potential and performance capacity.

Figure 4.3.6. Clear guidelines, channels and systems

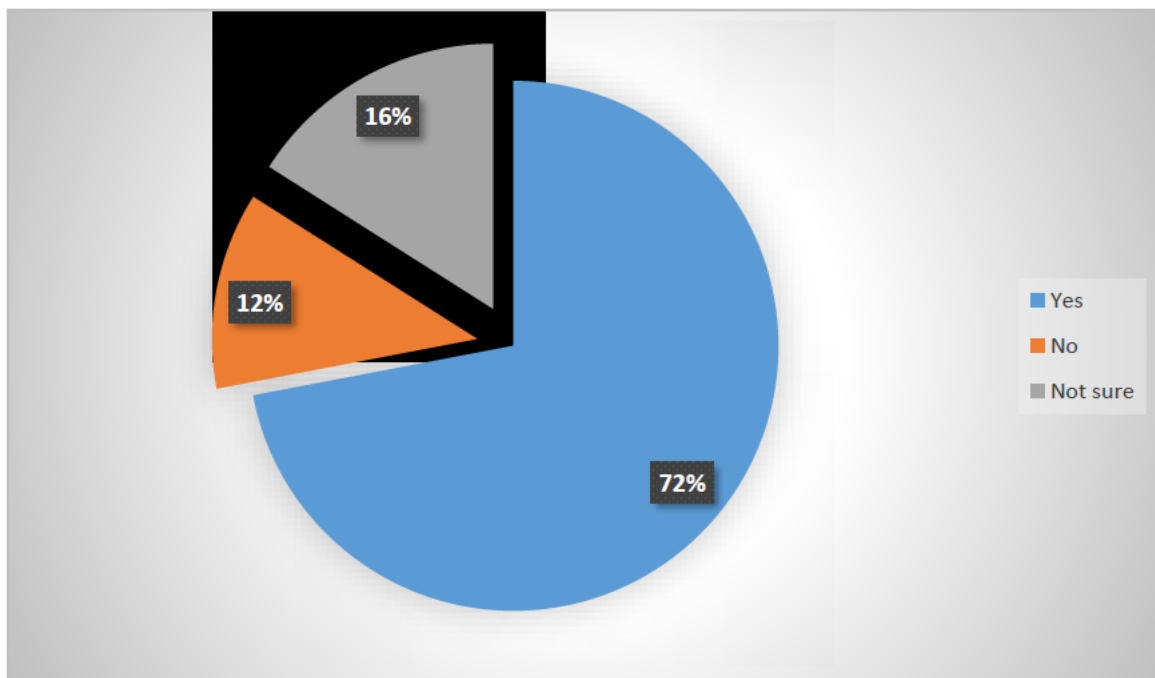


4.4 Section C: Willingness of shop floor employee to get involved

Most correspondent felt there was a need for shop-floor employees to get involved with 72% agreeing to this, 16% felt there was no need while only 12% was not sure if shop-floor employees should get involve in improving productivity. Cook (2018:3) states that employee engagement can be described as the energy and passion employees can offer their best to the organization. An engaged employee is willing and able to give a sustained effort to the organization she or he works for. Engaged employees rely on what the organization is committed to and stands for. Most

respondent felt the need to be involved in solving production problems, this was evident by how the responded to this question.

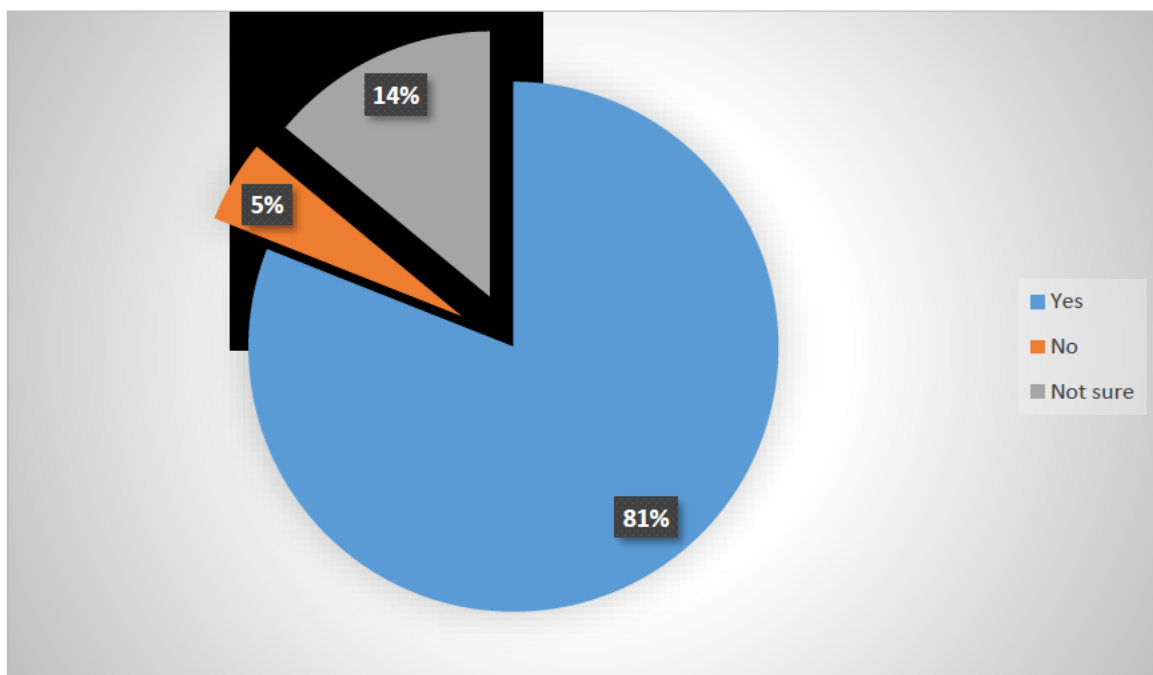
Figure 4.4.1. Shop floor getting involve in improving productivity



4.4.2 This question assessed how willingly were responded towards participating in working together with management for better positive productivity results, 81% of participant believed in working together for collaboration of superior results, while 14% of participant were not sure if working together was the way to go in solving process

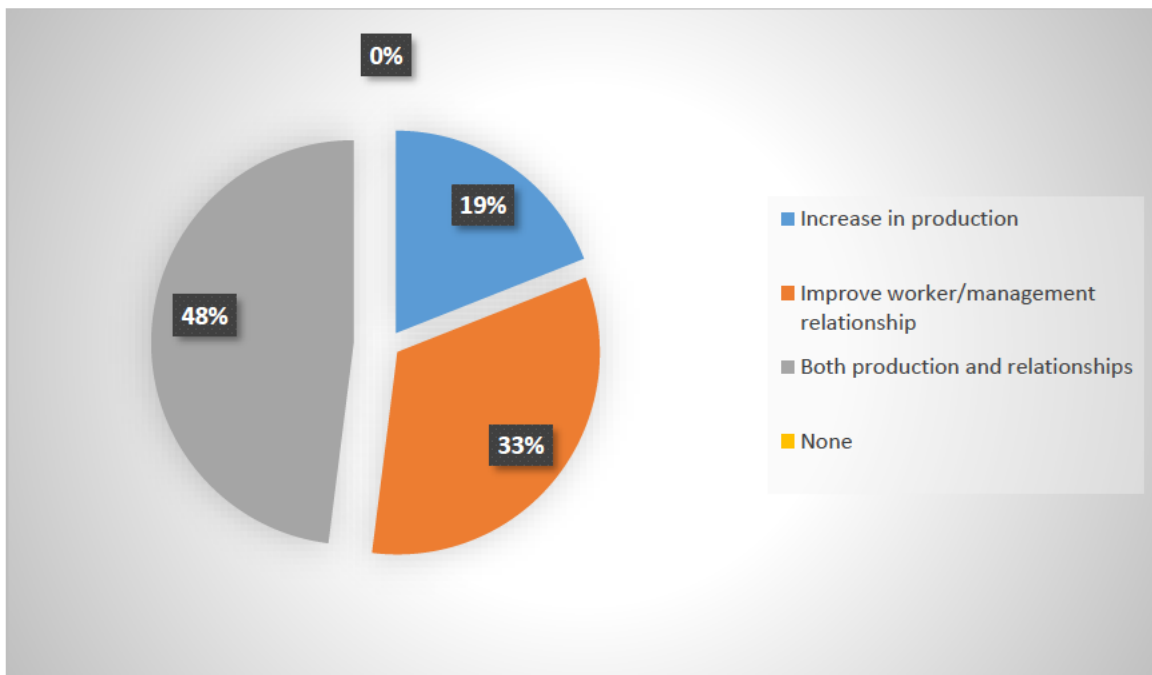
problem and increasing production. This shows that most workers believe in collaborating with management to achieve great results of continuous improvements. This also shows willingness on the part of employees who are willing to successfully implement improvements project, creating an environment where employees feel valued. Collaboration will make the organisation meet important deadlines in efficiently as the work will be divided equally with all team members involved

Figure 4.4.2. Working together with management for positive results



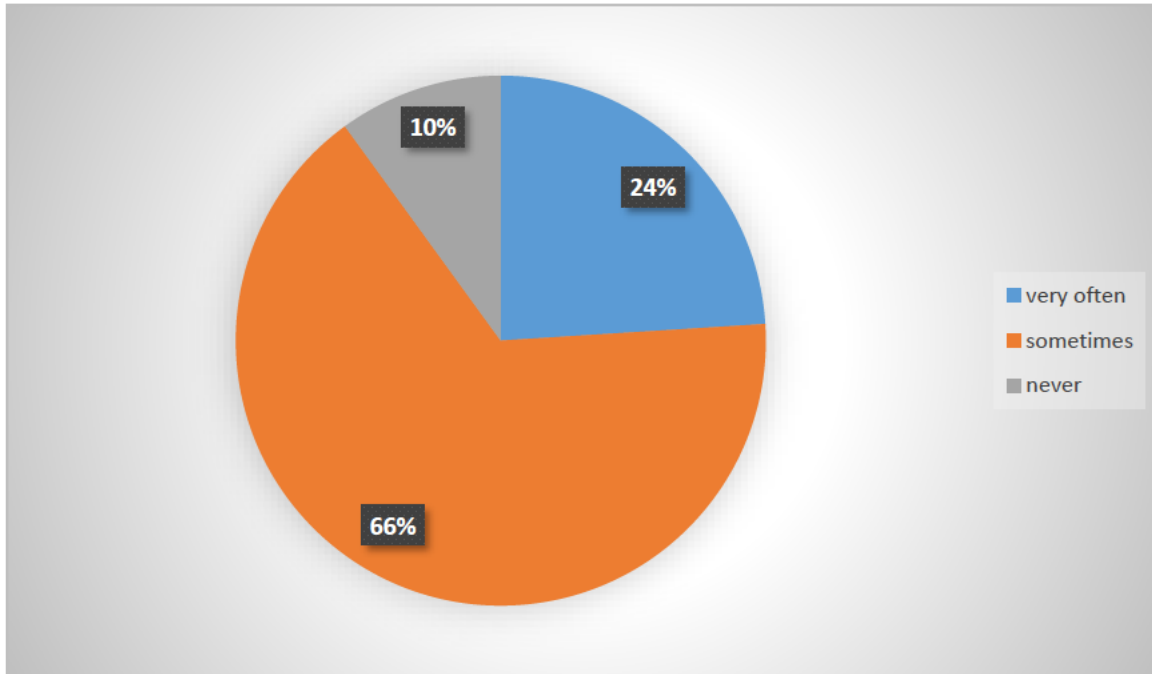
4.4.3. This question dealt with understanding respondent's view on what would be the benefit of getting him to come up with ideas, the response to this question shifting towards me understanding that the main issue that respondent were more interested in was their relationship with management. The responded felt stronger relationship with management where the foundation of getting the best out shop floor workers. The relationship between employees and managers set the overall tone of the workplace. A poor relationship hinders the company's success by limiting production and destroying morale while on the other hand a good relationship yield positive results

Figure 4.4.3. Factors which promote participation



4.4.4 This was a question that tested directly the employee willingness to get involve in influencing productivity improvements. It questioned if the participant had given any suggestion management that has increased productivity. Most responded said they sometimes give workable suggestion this figure sat at 66% with a few saying they always giving suggestion sitting at 24% and very few said they have never given any suggestion at 10%. This shows that good relationship with management and achieving positive production results were some of the leading factors that influence attitude and job satisfaction among employees.

Figure 4.4.4. Giving of suggestions



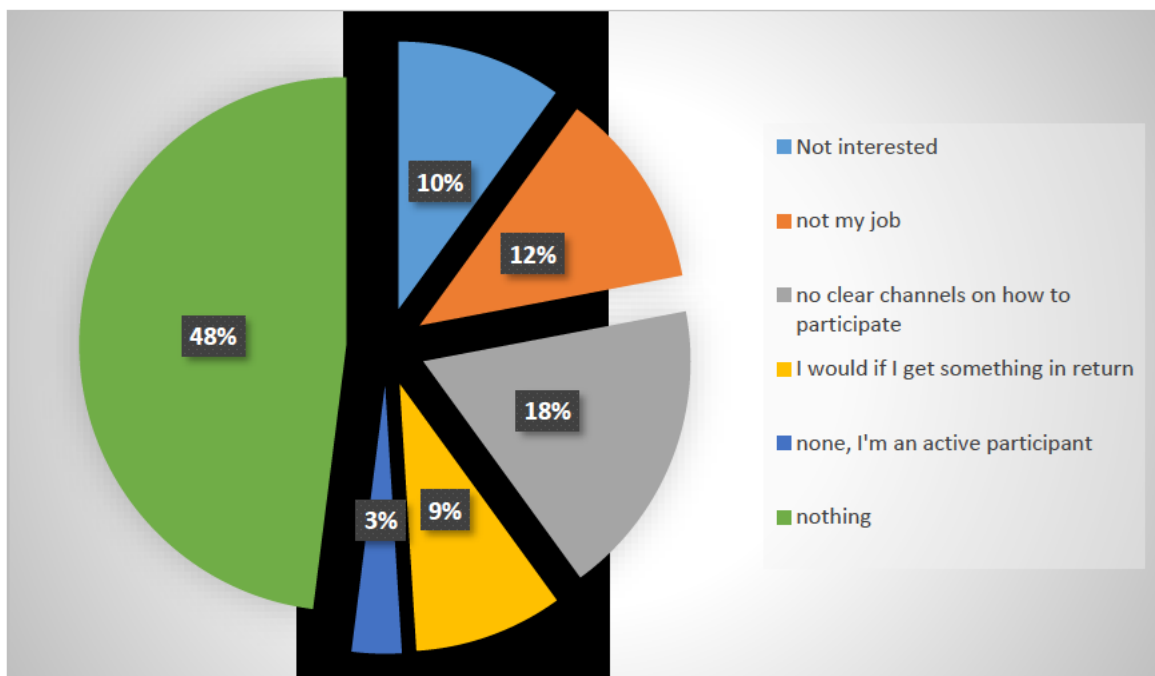
4.5. Section D: Determining the factors that hinder shop floor work full participation

This was the main focal part of the research, this questionnaire was set out to determine what prevented the shop floor employees from fully participating in increasing productivity in the organisation, what are the gaps that management needs to bridge to see positive participation.

4.5.1 This question required the participant to select several different options that prevented them from getting involve and influence positive change within the production environment.

Figure 4.5.1. Obstacles which prevent full participation

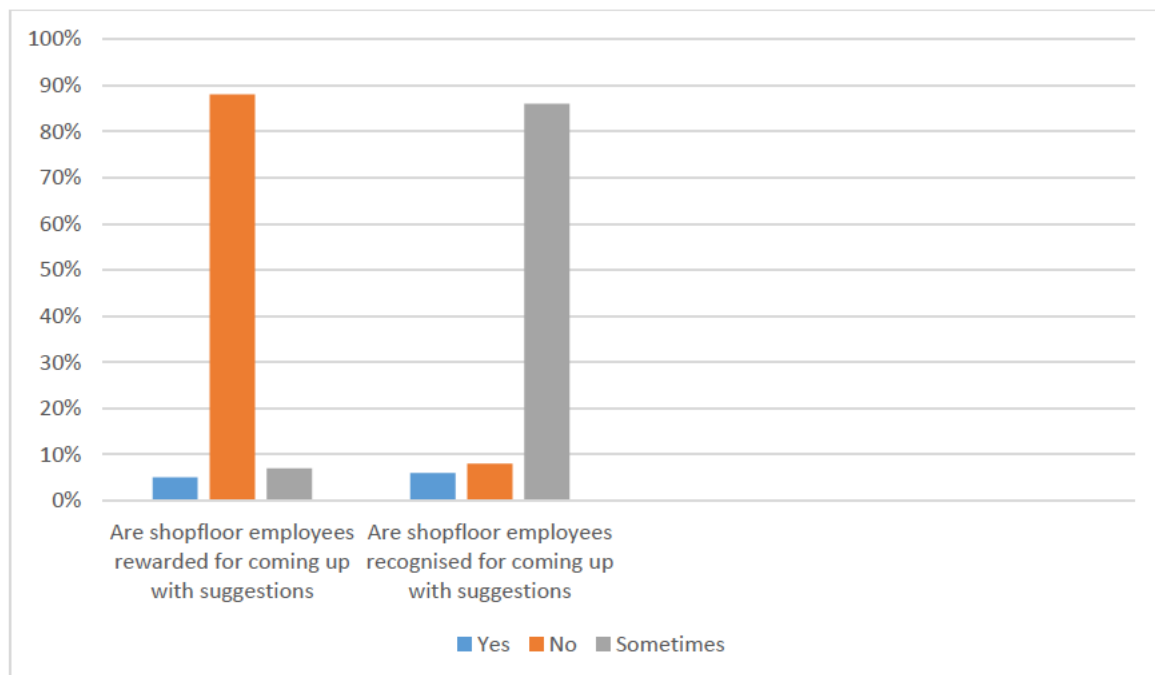
4.5.1 This questionnaire looked at obstacles which prevented full participation by workers at a shop floor level at DOW Chemicals, most participants could not figure out what it really is that prevents full participation, this shows that most workers are open to new ideas with management needing to come up with systems to get full worker participation



4.5.2. This question looked at examining if participants will be motivated by incentives to participate in coming up with suggestions and get involved in increasing productivity at DOW. The results suggest that although incentives play a role in motivating employees at DOW Chemicals the results suggest that it is not only incentives that motivate employees to come up with suggestions but the desire to be recognised for a job well done. Organisations are said to influence the behaviour of workers and stimulate their

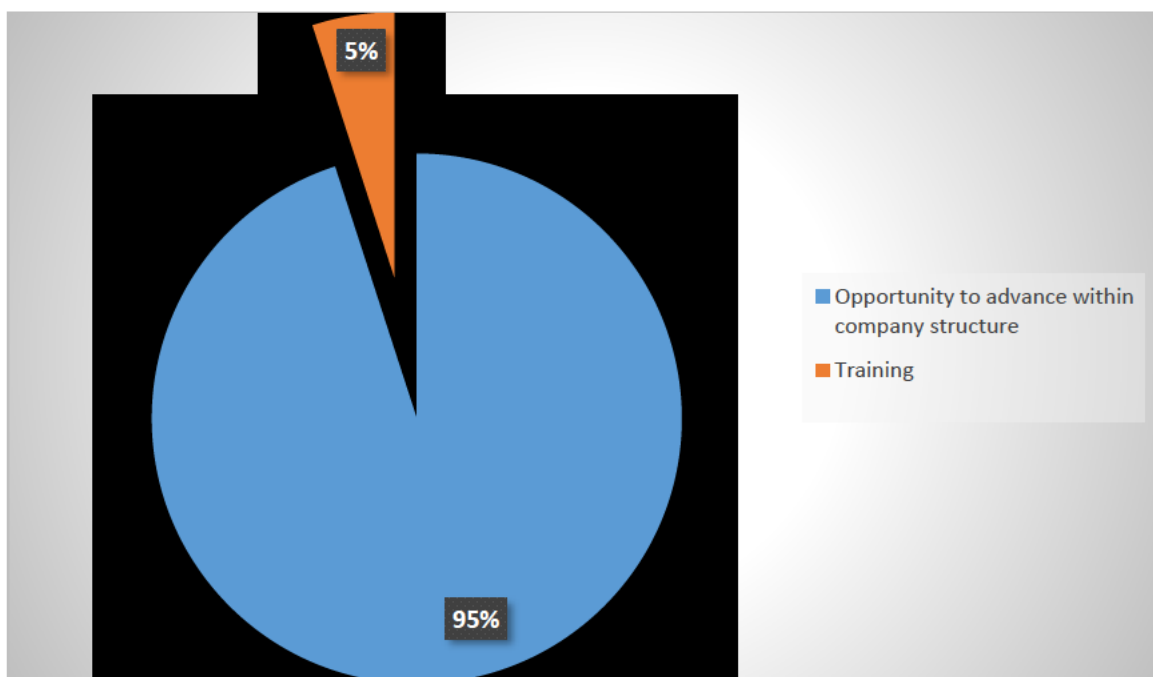
motives, whether its about achievement of particular goals or its about a specific task that needs to be achieved. Organization need to bear in mind that there is no perfect motivation skill or an effective and reliable technique that works for everyone in every situation (Kressler, 2003). It should be adapted to fit the present situation. Motivation can be influenced by personal or situational factors and it can change with changes in personal, social, or other factors (Wiley, 1997). Employees can be motivated or by feeling connected to the business objectives, or by belonging to a group, and also by the interactions and 6 value systems taking place in an Organization While, there is research and theories dealing with the rationale of the negative effects of the use of remuneration as a motivating factor, we cannot ignore that this still remains a potent option (Tirole and Benabou, 2003). Research even goes further to suggest that managers should actually engage and include employees in rewards development (Wei et al, 2012).

Figure 4.5.2. Incentives for participation



4.5.3. This question gave participants different options of what would encourage and motivate them to fully participate in contributing positively towards an increase in productivity at DOW. An overwhelming majority felt that an opportunity within the company structure would encourage them to participate in being involved in productivity improvements with this figure sitting at 95%. White (2006) found that almost 60% of surveyed employees want opportunities to grow within the organization to continue being satisfied in their job. This was evident in this study as over 95% felt an opportunity to grow within the organization was the most driver in encouraging them to participate in productivity improvements.

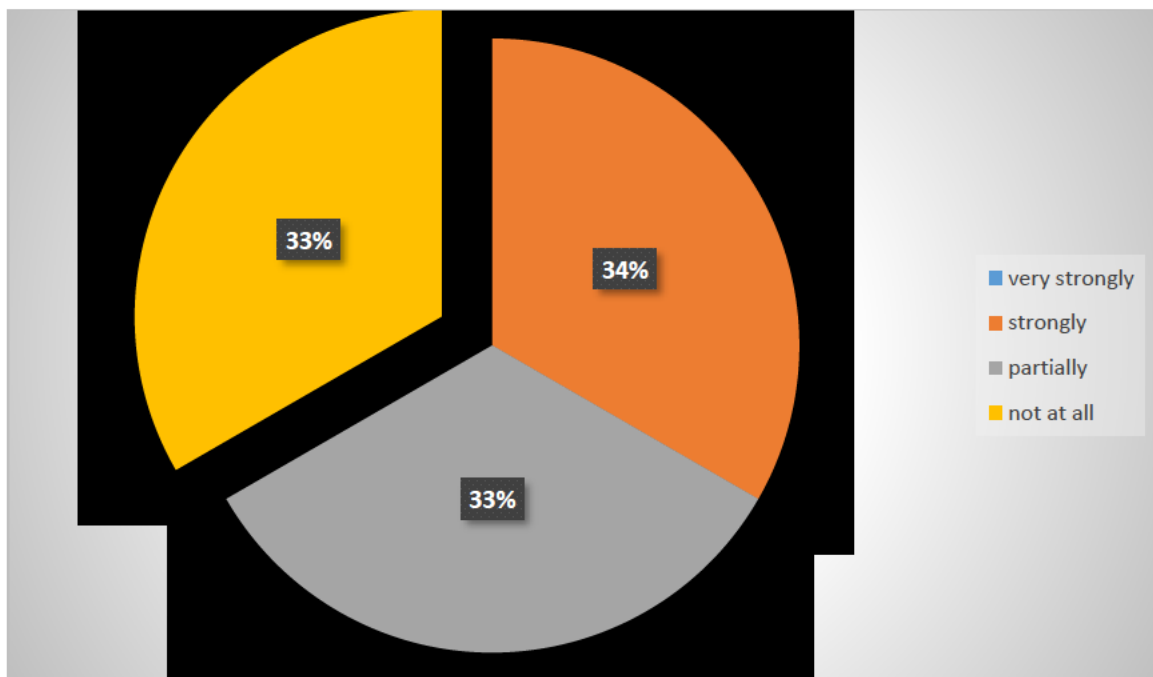
Figure 4.5.3. Encouraging full participation in increasing productivity



4.5.4. This question tested participant on the role unions can play in motivating shop floor employees as DOW has a unionised labour therefore it was important to test if at all the unions can also contribute in a positive way towards an increase in

productivity at DOW. Most participant felt getting unions involvement will not make them participate in productivity improvements with 33% feeling this way while the 33% not being sure of this and 34% feeling that getting the unions involves will make a different in getting employees involved in productivity improvements. Vermaak (2008) found that management had a positive influence on people on the shop floor while the unions have a negative influence. The low believe in the union can also be attributed to low trust in the union due to experience.

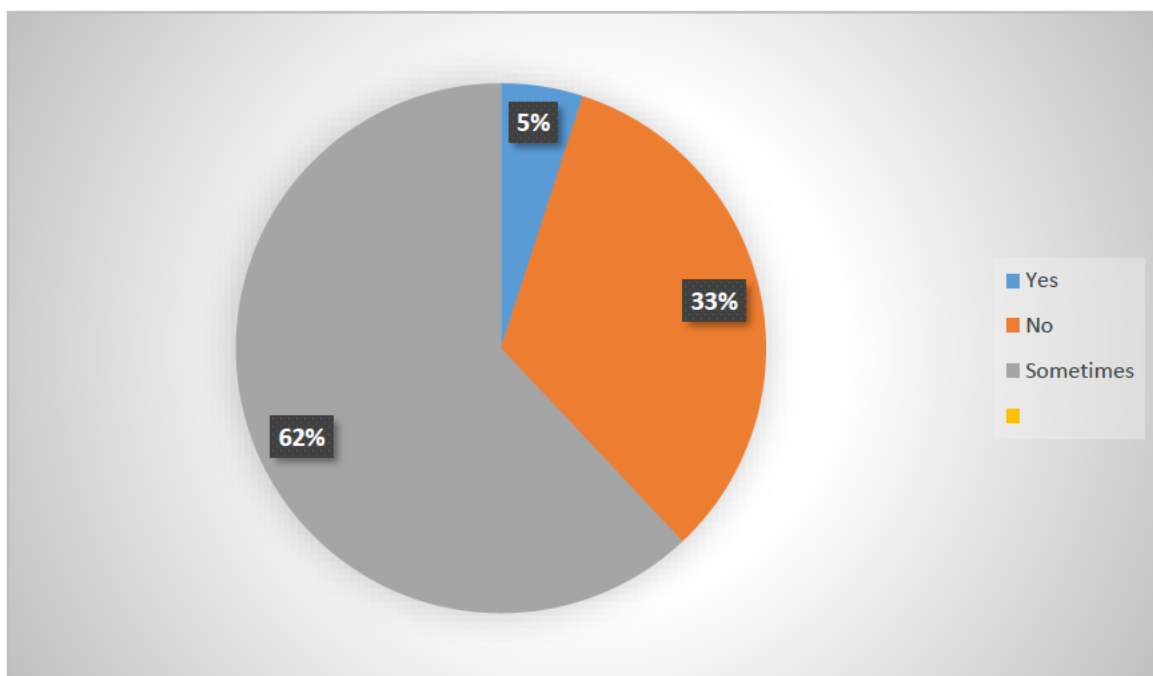
Figure 4.5.4. Trade union involvement in productivity



4.5.5. This question tested participant if they were satisfied with the current way of doing thing by top management in getting shop floor employees involved in production. In this questionnaire, most participant were not sure if management was doing enough

to get them involved with 62% feeling this way. This is the reason why it is vitally important to train managers to become people leaders. A leader is consistent in treating employees fairly and decision making across all people employed by the organization. Leaders are responsible for creating a culture whereby all employees feel they are included with every member free to air out their view, they need to promote a feeling of respect and tolerance for one another, promote team work and respect for one another.(Yazinski, 2009) stated that organizations need to invest in developing and training managers on how to work with people.

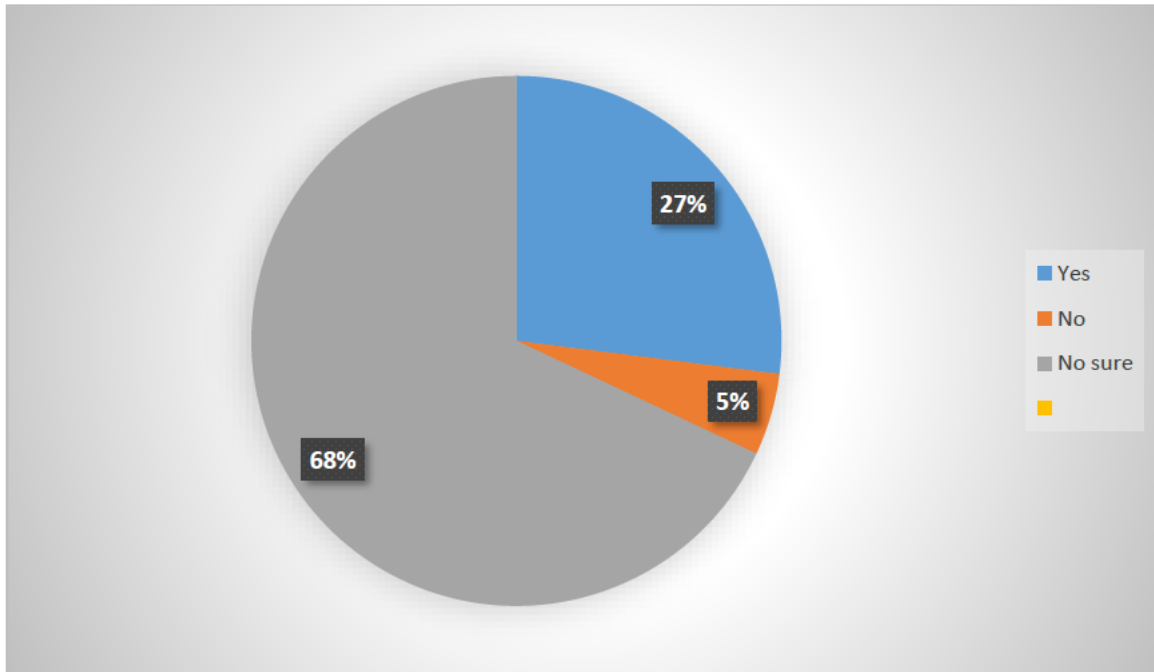
Figure 4.5.5. Shop floor workers' current involvement



4.5.6. This question looked at whether their grievances in relation to productivity will be better resolved in an efficient manner should they be involved in influencing the way problems are resolved in increasing productivity. Most participants again were not sure if grievance would result in worker participating in coming up with production improvements. Factors such as an employees' own personality will determine employees' satisfaction. If an employee is generally pleased, he is more liable to be

satisfied at work, therefore resulting in a rise in organization productivity and performance (Staw and Ross, 1985).

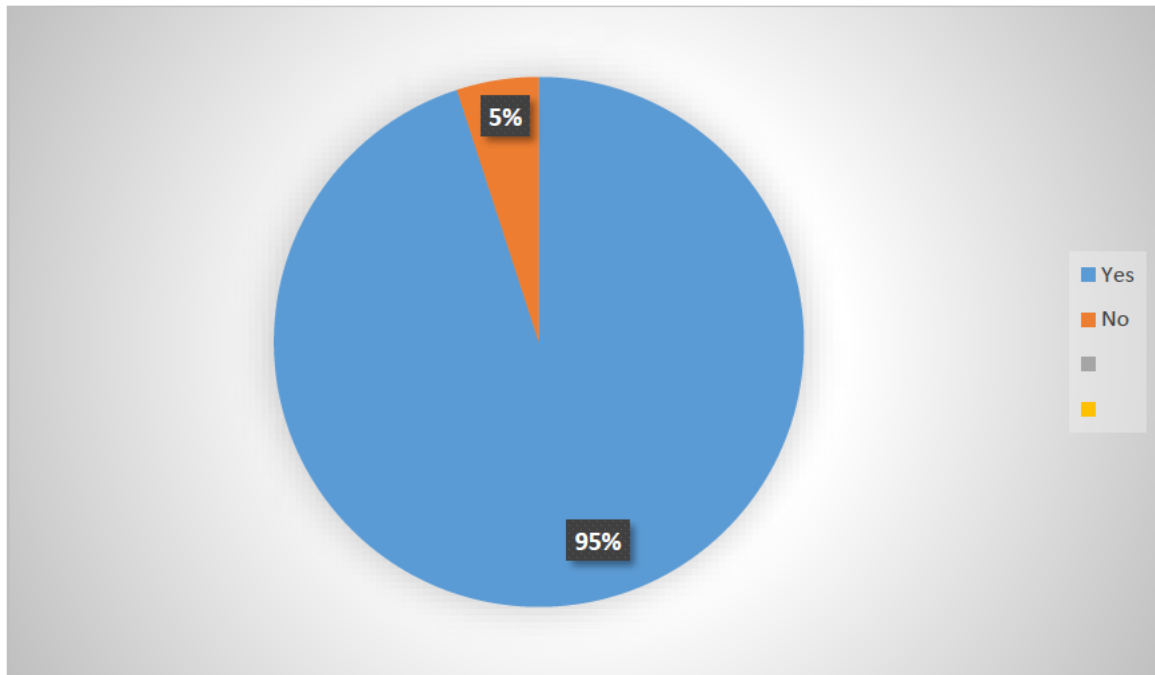
Figure 4.5.6. Does getting shop floor involve solve production grievances



4.5.7. This question was to find out from respondent if production disputes will be easily resolved if the channels of participation of shop floor employees' involvement are clearly defined and most participant felt production dispute will be resolved once channels of participation are clear with 95% feeling this way and only 5% being against this. This is when production dispute arise in situations where a new tool or process has been introduced into the shop floor without getting an input of the shop floor employees, the very people who will be working on an everyday basis with the new too or the new process). Sherrie Scott of Demand Media (2013) suggested that organization need to form problem solving teams that will come up with continuous improvements that will involve shop-floor first line employees. These teams should be

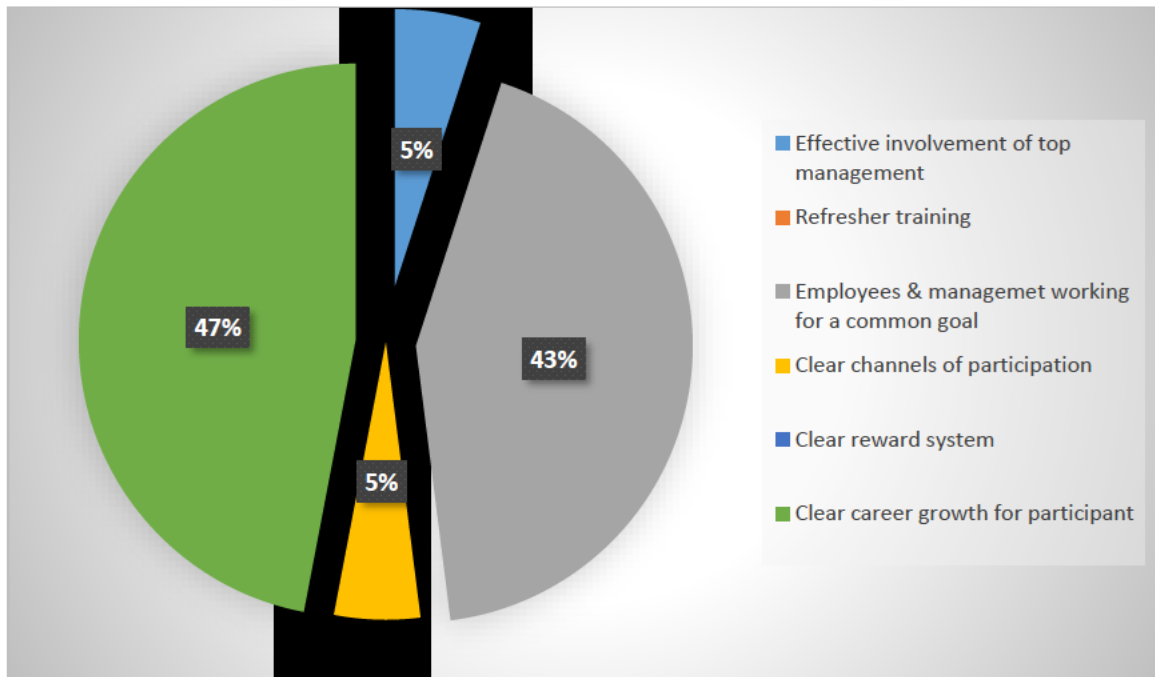
given the freedom to make changes and make their own decisions. This approach will assist in solving any production grievances

Figures 4.5.7. Resolving production disputes



4.5.8. This question tested what suggestion will participant recommend to management to make shop floor employees to effectively get involved in improving productivity. Clear career growth again seemed to be what most participant were more interested when questioned about what do participant want from management with 47% of participant looking for areas of career growth within the organization, this in line with most researchers who agreed and put career growth as one of the top motivation drivers for employees to be motivated. Baafi(2011) resolved that as much as high salaries and benefits are important, organizations should not only depend on them as a means to retain employees. Different employees are motivated by different factors some which is career growth.

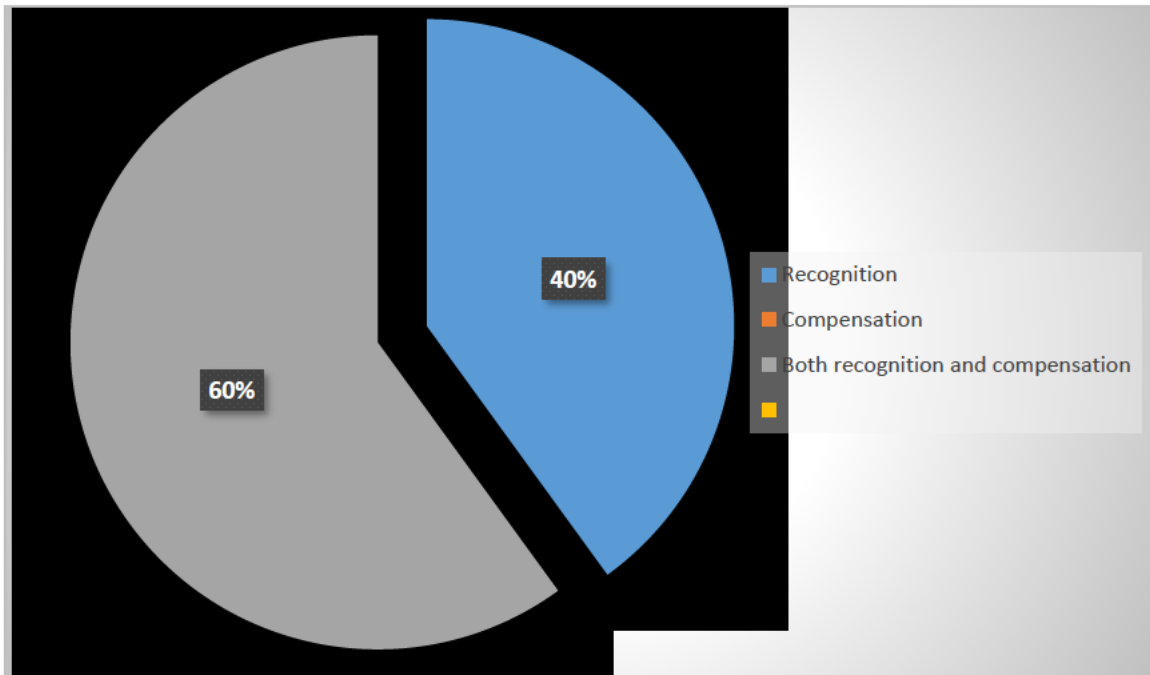
Figure 4.5.8. Suggestions to management for participation



4.5.9. This question was aimed at finding out what really will make participant eager to be involve in coming up with positive suggestions that can influence the way things are done at DOW on the production side. Recognition came out as a major factor that participant felt would drive and motivate them was being recognise for an individual job well done in advancing the organization. The process of compensating employees is believed to have a solid relationship to the achievement of employee involvement

initiatives (Lawler, 1995). Baafi(2011) resolved that as much as high salaries and benefits are important, organizations should not only depend on them as a means to retain employees. Different employees are motivated by different factors some which are, career growth, working environment, challenging work and opportunities.

Figure 4.5.9. Recognition or compensation



4.6. Results Discussion

The participants were found to be only males, with an average age of 31 and an average work experience of 6 years who took part in the study.

4.6.1.Objective 1: To establish the factors that promote shop floor employee influence at DOW Chemicals

Communication played a major role in promoting shop floor influence. Participants were neutral when it came to the question of communication. The majority felt management did communicate at the rate that employees felt it addresses them in getting a clear message of what is expected of them getting involved. Savolainen (2017) highlights the importance of face to face and two-way communication classes and considers them as the key components on the way to thrived change operation.

Two-way communication enables interaction among leaders and shop floor employees. Savolainen (2017) conveys how vital the feedback of shop floor employees' is before the implementation of change scheduling and plans are to be implemented. (Savolainen 2017).

Another area where participant felt neutral about which promote shop floor influence at DOW Chemicals was the culture of participation. Culture plays a major role in influencing how the people from outside and inside view the organisation. The culture is what people will have a perception about the organization. An organization which has a good reputation attracts experienced employees and has a good chance of retaining them. DOW Chemicals thus needs to look at some of the cultural values such as good relationship between employer – employee, showing respect amongst employees and management, organization committed to its goals, leadership and mutual accountability. Cultural factors affect employees' dissatisfaction and attitude therefore need to be addressed at leadership level, they need to be measure and assessed when evaluating employee satisfaction.

Recognition was another major factor that participant felt would drive and motivate them was being recognise for an individual job well done in advancing the organization. Employees feel a sense of achievement when executing a task that is recognised by others, to be a contribution to the mission or goals of an organization (Lawler, 1995). Recognition is one of the major motivating factor which drives employees to even do better as they feel the need to be recognised by others especially if that recognition comes from management as they deem this as opening up doors for career advancement in a company, it is therefore important that recognition is used as a tool for employees to perform at their peak.

4.6.2. Objective 2: To establish the level of willingness of employees to enhance organizational performance at DOW Chemicals

From the study, it was evident that the shop floor workers at Dow are happy with the company as most of them indicated they were more than willing to participate in improving productivity if the reward was going to secure them a better position within the company structures. This indicate the willingness, satisfaction and commitment workers are towards the company. This was evident when 95% of participants

indicated that an advancement of a better position within the company structures will encourage them to participate in improving production. Cook (2018, 3) mention that employee engagement can also be defined as a passion and energy employees can offer their best to the organization. He further summaries employee engagement as the degree to which employees perform their role in a positive and proactive manner. (Cook 2018, 3.). The positive result of employees being committed to the company is already a fertile ground for management to take advantage of introducing systems that will get employees involve in increasing productivity

The results also validated Vance (2016) when he cited the fact that employee engagement is inseparably linked with employer practice. Most employee engagement drivers are non-financial in nature. Career advancement is very critical in an organisation as this motivates employees, keeps skilled experienced workers within the company and promotes worker commitment to the organisation as the organisation is seen to advance their careers. White (2016) found that almost 60% of surveyed employees want opportunities to grow within the organization to continue being satisfied in their job. According to Penna (2017) meaning at work has the possibility to be a valuable way of bringing closer employees and employers to the advantage of both where the employee experience a sense of community, the opportunity to make a contribution and the space to be themselves.

4.6.3. Objective 3. To determine factors that hinder shop floor workers from full participation at DOW Chemicals

As this is a unionised organisation it was interesting to note that most workers didn't believe that the union could play a role in getting shop floor workers to participate in improving productivity with the majority at 33% feeling that the union has no role at all to play in worker's involvement. The participant also believes in working together with management for positive result, this was evident when 81% of participant believed this was the way to go in achieving positive results. This was also evident in the literature review when the researcher stated that, when communication strengthen the relationship between the employer and employee the role of the trade union becomes weak. In hind side, when employees perceive that employers are unfair in distribution

of rewards or that they feel treated unfairly, employees are prone to join the labour union or will act on behalf of it (Buttigieg et al., 2008). This itself answers the research question of the shop floor worker willingness to enhance organisation performance at DOW Chemicals, through working together with management without getting the unions involved. But this is achieved when management treat every employee fairly as (Scott,2012) stated that leaders need to be fair to all employees across the organisation and should not show favouritism.

The study also established that most participants where not sure whether the channels that promoted shop floor employees influence at DOW Chemicals where in existence. This was evident by most participant at 56% who felt management was not doing enough to promote shop floor participation. While on promotion of the culture of involvement 62% felt sometimes this culture is promoted by management but at some other times this culture seem to disappear, this painted a picture of incontinency from the part of management in promoting a culture of shop floor worker participation. The participant also felt management was not consistence in promoting participation of shop floor workers to influence positive productivity output. Communication plays a major role in an organisation to keep everyone in the loop of what is happening within the company. Studies have shown that communication whether is bottom up or top down is important to keep employees aware of how the organisation is performing, how this performance affect output but most importantly and what role can employees play to improve organisational performance. Here too participant felt management did provide communication on the company performance but this too was not consistence with 90% of participants feeling this way.

On factors that hinder workers from full participation, 62% of participants felt that the rewards was not a major factor but rather individual recognition was more important with rewards following behind, this put a challenge on top management to create a recognition system or improve the current system if the organisation has already have one. Edwin A Locke's equity theory also played a factor here as he stated that employee decides to whether he perceive rewards as being satisfactory and comparatively fair. To be fair, equitable and satisfactory, the link between performance and individual benefits should be clear.

Another question that should be highlighted is workers' willingness to participate in improving productivity, was the question asked if participant believe in working together with management and an overwhelming majority of 81% they believe in working with management. This shows that workers have a positive attitude towards participation. It is for this reason that management should take advantage and set up plan that will get workers involved.

4.7. Conclusion

The growing need for organizations to get their shop floor employees involved in improving productivity is due to high competition that companies face today, forcing them to become innovative. The study found that some variables are more influential in the decision of employees to either get involve in working together with management and participate in coming up with suggestions of production improvements. Such variables which where central include a clear path to career growth, individual recognition and clear channels of communication with management. Those employees which were neutral where either not aware of the organization channel of wanting shop floor to take charge of improving productivity or have never heard of anything from management, which again boils down to communication. The other variables should not be taken lightly or underestimated when developing a plan of getting shop floor employees involved. The entire variables contributed to the low levels of motivation for DOW Chemicals although some had more impact than others, all variable should be addressed. The next chapter presents conclusions and recommendations.

CHAPTER FIVE

RECOMMENDATION AND CONCLUSION

5.1. Introduction

Chapter 4 evaluated the presentation of results graphically presented and explained the numbers. This chapter will discuss the conclusions and recommendations from the study. Conclusions were made based on the findings from both the literature review and responses from the questionnaire. Recommendations were also made based on results from the study findings on the influence of shop floor employees in increasing productivity at DOW Chemicals. Central to the study were the following objectives:

- To establish the factors that promote shop floor employee influence at DOW Chemicals
- To establish the level of willingness of employees to enhance organizational performance at DOW Chemicals and
- To determine factors that hinder shop floor workers from full participation at DOW Chemicals
- To recommend to Dow chemical management methods for optimizing shop floor worker's contribution to organizational productivity

The study objectives are central to the study, which looked at shop floor influence at DOW Chemicals. Chapter 5 looks at the recommendations and the summary of the findings connected to the literature review leading to the preparation of the conclusions aimed at enhancing the role of shop floor employees participation in increasing productivity.

5.2. Conclusions

Due to an increased need for organisation to get shop floor employees to take part in increasing organisational productivity, the study suggests there are number of variables which are influential in the decision for employees to either be part of

influencing an increase in productivity or isolate themselves and only concentrate on the job that they are paid to do. Such variables include communicating, a clear interaction between leaders and shop floor employees, a clear career path for those who decide to contribute positively in coming with improvements workable suggestions, recognitions for those who influence positively productivity, creation of a positive work environment, creating a culture of work continues improvements, training and development and also to get feedback from shop floor employees on areas which they will like their leaders to assist them in. Those employees who remained neutral when answering some questionnaire prove that some systems either did not exist or existed but the channels of communications and interaction with leadership were lacking. It is important then for leaders to consider all variables when developing a system to get shop floor employees to be part of idea generation in productivity improvements. These entire variables contribute to unmotivated shop floor employees who don't see the need to be part of productivity improvements at DOW New Germany, although some variables have more effect than others.

5.3. Recommendations

5.3.1. Encourage Communication

The research study showed that communication as one of the variables that was rated very low, suggesting that employees were not happy with the channels of communications. Clearly communicating expectation can sometimes be challenging but necessary. Management should communicate what is expected from employees and find out the barriers that prevent employees from achieving their full potential and address these concerns and try to fill any gap that seems to limit employee full participation. Shop floor employee participation will improve if both employee and management are clear and agree where they currently are, where they need to be and what measures are going to be actioned and implemented in order to get there.

5.3.2. Create a positive work environment

Once the communication gets going it will then be time to assess the work environment. Encouraging communication in an environment where people have their concerns dismissed, are intimidated by superiors and extensively reprimanded, will never work. Management will need to work towards a culture that will allow shop floor

employees to voice their opinions and support that their opinions are heard. Providing shop floor employees with happy, free, safe and healthy work environment will motivate employees and foster superior results. A company that wants to listen to employees will more likely cause employees to contribute their hard work and good ideas.

5.3.3 Acknowledge Contributions

If an organization want to increase employee morale, self-confidence and motivate them to give their best they can possible achieve, then it is best that it encourages employee individual contributions and accomplishments. Leaders should encourage recognition, be generous with praises and watch how your employees become more creative and eager to work while contributing positively to ideas that improve productivity. One thing that management should be careful of is being too generous with general praises because this will diminish the impact and value of your praise

5.3.4. Provide Effective training

It is important that right from the start all new employees are provided with proper effective training. Management must make sure that employees know what to do in safely and in the most efficient way of carrying out task. Employees will be able to contribute their unique ideas and be effective and efficient once the processes of getting the job done are routine. Training cannot be one time only when employees enter the organization, training should be continuously so that employees are able to develop and refine their skills. To continue to improve employee performance management need to carry out ongoing training. It must also be noted that training does not only apply to shop floor employees, the organization need to also trian management on how to get the best from employees. (Yazinski, 2009) stated that organizations need to invest in developing and training managers on how to work with people. (Bersin,2013) highlighted that most preserve programs included relationships between employees and managers. Trained management will know how to treat and get the best from employees, likewise trained employees will know what is required from them in order to perform their jobs, thus making employer-employee relationship a smooth ride.

5.3.5. Succession planning and career development

Further training and development need to be provided by management for employees who need to further their studies if there are in line with their current career path within the organization. According to Heathfield (2011) talented employees want continuous mentoring, learning, coaching process and to be given a chance to work with other people and teams in order to gain experience. Gallup (2013) stressed that organization must never halt training, as training is one of the driving forces that motivate employees to stay in an organization.

5.4. Recommendation for future study

The study was limited to DOW Chemicals, Southern Africa, Durban, New Germany, in order to have a balance view on shop floor influence to enhance productivity improvements, there is a need to conduct similar studies in other chemical manufacturing companies around Durban, South Africa. In addition the study only focused on a chemical manufacturing organization, future studies can go further and research shop floor employees across all industry sectors.

5.5. Conclusion

The notion of employee satisfaction and employee involvement has been of interest in organization all over the world in an effort to find a balance between satisfaction and performance. The study has provided some evidence that employee involvement is linked to a number of variables that motivate employees to get involved. Organization can make an effort in implementing system that can reduce a gap that prevent employees from getting involved. It is also evident that employees have an intent to remain in an organization provided that their needs amongst them which is positive organizational culture and recognition of individual good work are recognized. For organization to be successful a harmonious solution must be analysed and a workable solution reached between these variables to achieve more favourable results to employee satisfaction and involvement.

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Employee Questionnaire

The purpose of this survey is to solicit information from respondents regarding Assessing the influence of shop floor employees on increasing organisational productivity at The DOW CHEMICAL COMPANY, Durban, South Africa. The information and ratings you provide us will go a long way in helping us identify factors affecting increasing productivity. The questions should only take 10-15 minutes to complete. In this questionnaire, you are asked to indicate what is true for you, so there are no right or wrong answers to any question. Work as rapidly as you can. Make sure not to skip any questions. Thank you for participating.

PRIVATE AND CONFIDENTIAL

KINDLY COMPLETE THE QUESTIONNAIRE BELOW.

You are required to ring the correct option.

Section A: DOW Chemical's Demographics

Q1. How old are you?

- a. 18 - 30
- b. 30 - 40
- c. 40 - 50
- d. 50 and above

Q2. What is your gender?

- a. male
- b. female

Q3. Which race group do you fall under?

- a. African
- b. Asian
- c. Coloured
- d. White
- e. Other

Q4. Are you permanently employed at DOW?

- a. Yes
- b. No

Q5. How many years have you been working with DOW as a shop floor employee?

- a. 0-5 Years
- b. 5-10 Years
- c. 10 to 15 Years
- d. More than 15 Years

Q6. What is your level of education?

- a. have no matric
- b. have matric only
- c. have matric and some tertiary education
- d. have a diploma
- e. have a degree
- f. have a masters

Section B. To establish the factors that promote shop floor employee influence at DOW Chemicals

Q7. According to your view is there any need for shop- floor workers to get involved in improving productivity?

- a. Yes
- b. No
- c. Not sure

Q8. Do you feel management is doing enough to promote shop-floor employee influence in increasing productivity at DOW?

- a. Yes
- b. No
- c. not sure

Q9. Does management provide full information regarding the business and developmental achievement of the company?

- a. Yes
- b. No
- c. Sometimes

Q10. Does management promote a culture of shop-floor workers participation in coming up with ideas of improving productivity

- a. Yes
- b. No
- c. Sometimes

Q11. Are you satisfied with the present system of shop floor workers involvement in production?

- a. Highly Satisfied
- b. Satisfied
- c. No so much
- d. Not at all

Q12. Does management encourage shop floor participation in coming up with suggestions of increasing productivity at DOW?

- a. Yes
- b. No
- c. Sometimes

Q.13. Are there clear guidelines, channels and systems on how shop-floor employees can get involve incoming up with suggestions that will improve productivity?

- a. Yes
- b. No

c. None that I'm aware of

Section C: To establish the level of willingness of employees to enhance organizational performance at DOW Chemicals

Q14. Do you believe that workers participation equally contribute towards better relationship between workers and Management and it increases productivity?

a. Yes

b. No

c. Not sure

Q15. What is your view that shop floor workers participation in coming up with suggestions tend to promote?

a. Increase in production

b. Improve relation between Workers & management

c. Both of them

d..None of the above

Q16. Have you ever given any suggestions to management that have increased productivity?

a. Very Often

b. Sometimes

c. Never

Q17. How is the response of management to the workers participation for

increasing productivity?

- a. Excellent
- b. Good
- c. Fair
- d. No response

Section D: To determine factors that hinder shop floor workers from full participation at DOW Chemicals

Q18. Would say at DOW shop-floor employees are rewarded on their suggestions in increasing productivity?

- a. Yes
- b. No
- c. Sometimes

Q29. Would you say at DOW shop-floor employees are recognised for coming up with suggestions that increase productivity

- a. Yes
- b. No
- c. Sometimes

Q20. What would you say will encourage you to fully participate in contributing towards an increase in productivity at DOW?

- a. compensation or rewards

- b. opportunity for advancement within the company structure
- c. A friendly company culture or environment
- d. training
- e. job security
- f. personal fulfillment
- g. none of the above

Q21. Do you feel a strong involved trade union makes the workers' participation in productivity more effective?

- a. Very Strongly
- b. Strongly
- c. Partially
- d. Not at all

Q22. Do you agree with the current management system on shop-floor workers involvement in production?

- a Yes
- b sometimes
- c No

Q23. Do you think shop-floor workers involvement in productivity helps solve employees' grievances in relation to production in an efficient manner?

- a. Yes
- b. No
- c. not sure

Q24. Do you think workers production disputes are easily resolved when there is clear channel and participation of shop-floor employees involvement?

- a. Yes
- b. No

Q25. What suggestions would you make for the effective shop-floor employee participation to management for improving productivity?

- a. Effective involvement of Top Management
- b. Refresher training program
- c. Involvement of employees and management working for a common goal
- d. Clear channel of participation
- e. Clear reward system
- f. Clear career growth part for participant

Q26. Will being recognized for coming up with workable suggestion be important to you or will compensation be more important

- a Recognition is more important
- b. No being compensated for my suggestion is more important to me
- c. Yes recognition and compensation are both equally important to me

Q.27. What are some of the obstacle that prevents you from fully participating towards contributing in company productivity

- a. not interested
- b. not my job

- c. company environment
- d. no clear channels on how to participate
- e. I would if get something in return
- f. none, I'm an active participant
- g. none of the above

Appendix 1



22 October 2018

Mr Michael Nhlanhla Nhlakanipho Shabalala (214579173)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Shabalala,

Protocol reference number: HSS/1577/018M

Project title: Assessing the influence of shop-floor employees on increasing organisational productivity at The Dow Chemical Company, Durban, South Africa

Approval Notification – Expedited Application

In response to your application received 04 September 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

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

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

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

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

Yours faithfully

Dr Rosemary Sibanda (Deputy Chair)

/ms

Cc Supervisor: Dr Emmanuel Mutambara
Cc Academic Leader Research: Professor Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

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Assessing the influence of shop floor employees on increasing productivity at the DOW Chemical Company

by Michael Shabalala

Submission date: 04-Jun-2019 04:51PM (UTC+0200)

Submission ID: 1139914282

File name: Assessing_the_influence_of_shop_floor_workers.docx (357.27K)

Word count: 17974

Character count: 100037

Appendix 3

The screenshot displays the Turnitin Feedback Studio interface. The main document area shows the following text:

31
CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1. Introduction

Shop floor “workers play a vital role in the day-to-day running of production, assembling, processing and manufacturing the final product in any organisation. These workers see at first hand regular routine operations and over years of experience get expose to product development and changes; they also get to encounter different process problems during the manufacturing stages and are there when these problems are resolved over the years. It is mostly correct then to conclude that the shop floor worker knows what work and what doesn't work in the initial stages of product manufacturing, with this in mind, it therefore makes sense for management to tap into this knowledge available at their disposal and take advantage by working

The right-hand sidebar shows a 'Match Overview' with a total match percentage of 6%. Below this, a list of sources is provided:

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At the bottom of the interface, the status bar indicates 'Page: 1 of 70', 'Word Count: 17974', and 'Text-only Report' is selected. The system tray shows the time as 10:33 AM on 14/06/2019.

Assessing the influence of shop floor employees on increasing productivity at the DOW Chemical Company

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