

UNIVERSITY OF KWAZULU-NATAL

**EMPLOYEE MOTIVATION IN THE KWAZULU-NATAL POLICE FORENSIC
SCIENCE LABORATORY**

By

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DECLARATION

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ABSTRACT

The relationship between the organisation and its members is governed by what motivates them to work and the fulfilment they derive from it. The manager needs to know how best to elicit the co-operation of staff and direct their performance towards achieving the goals and objectives of the organisation. Managers need to understand the nature of human behaviour and how best to motivate staff so that they can work willingly and effectively. This study was conducted at the KwaZulu-Natal Police Forensic Science Laboratory (FSL-KZN). The aim of the study was to evaluate and investigate the status of employee motivation within this environment. The objectives of this study were to investigate the effect and influence of employee recognition, communication processes and social interaction on employee motivation. The relationship between the organisational reward systems and employee motivation was also investigated as well as identifying current motivating and de-motivating factors. The quantitative method was used for this study. Information was gathered from the sample which comprised of employees from all levels of the KwaZulu-Natal Police Forensic Science Laboratory (FSL-KZN). The population for this study was 163 FSL-KZN employees, of which 79 actually completed and returned the questionnaires (n=79). The research instrument (questionnaire) comprised 3 demographic questions, 22 closed ended likert scale type questions and 3 open ended questions. The simple random sampling technique was employed in this study which was then statistically analysed using the Statistical Package for the Social Sciences (SPSS) programme.

The key statistical findings of the study were the organisation needs to urgently improve its career 'pathing' strategy and a significant percentage cited an improvement was urgently needed in terms of communication and social aspects within the organisation. A fair percentage also recommended improved financial rewards and incentive programmes as the general consensus was that management fails to effectively recognise employee contribution and input to the organisation and most employees are of the view that they are not suitably rewarded for their efforts. Though the study was too small for the results to be generalized to other forensic science laboratories, the recommendations made will certainly address current and pertinent issues at the KwaZulu-Natal Police Forensic Science Laboratory.

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CHAPTER ONE

INTRODUCTION TO THE RESEARCH

1.1 Introduction

Discovering what motivates employees is one of the most fundamental yet challenging aspects of management. Being a critical component of effective management, employee motivation involves management encouraging employees to direct their efforts towards the successful attainment of the goals and objectives of the organisation. The success of any organisation is largely dependent on the motivational levels of its employees. According to Jones and George (2008: 427), motivation can be defined as the “psychological forces that determine the direction of a person’s behaviour in an organisation, a person’s level of effort and a person’s level of persistence.” Organisations can have the best strategy or organisational architecture in place, but they will only be effective and efficient if their employees are motivated to perform at a high level. Without a motivated workforce, productivity, profits, products, service delivery and morale suffers. From line managers to top executives, understanding what factor or factors motivate employees; is key to gaining the human resource advantage that leads to success in today’s challenging marketplace.

Therefore, if managers are to improve the productivity of organisations, adequate and appropriate attention must be given to the motivation status of their employees. The motivation for this study, the problem statement, the objectives, key research questions and chapter outline are discussed in this chapter.

1.2 Motivation for the Study

The Forensic Science Laboratory, KwaZulu-Natal (FSL-KZN), is one of four police forensic science laboratories attached to the detective services of the South African Police Services. Based on current management observations and reports, motivation levels of employees within the FSL-KZN are evidently low. This has consequently negatively impacted on staff morale and performance which in turn has negatively affected optimum productivity, efficiency and effectiveness of the organisation as a whole. Research and observations, by authors such as Robbins, Crino and Fredendall (2002) as well as Howard and Bray (1989), amongst others, show that well motivated employees are more productive and creative in the working environment whereas employees who lack motivation within the work environment negatively affect the organisation. Prominent motivational theorists

e.g. Maslow, Herzberg, Alderfer and others have attempted to explain human motivation (Mullins 1999), however, gauging from the levels and varying extent of employee motivation within various working environments (including the Forensic Science Laboratory, KwaZulu-Natal), it is clearly evident that employee motivation in the workplace, especially within specific work environments such as the Forensic Science Laboratory, KwaZulu-Natal, needs to be better understood for the overall benefit of the organisation.

1.3 Focus of the Study

The study investigated employee motivation within the Forensic Science Laboratory, KwaZulu-Natal. The survey instrument (questionnaire) was made available to all staff, ranging from cleaners to top management. Designation of staff members was required for demographic purposes of the survey; however, identity of respondents remained anonymous. The survey examined participants' responses to various factors that impacted, both positively and negatively as well as suggestions by staff members regarding motivation within the work environment.

1.4 Problem Statement

The problem statement is: Employee motivation levels at the KwaZulu-Natal Police Forensic Science Laboratory (FSL-KZN) are perceived to be low based on an observational study conducted prior to this research as well as informal discussions with employees, including senior staff. This has resulted in low staff morale which has consequently led to low productivity and inefficiencies of service delivery within the laboratory environment. This study attempted to highlight the influential factors of motivation within the specific work environment and other employee motivation issues at the FSL-KZN in order to present recommendations to improve the situation.

1.5 Objectives of the Study

- To investigate the effect and influence of employee recognition on employee motivation levels.
- To investigate the effect and influence of communication processes within the organisation, on employee motivation levels.

- To highlight the relationship between ‘career pathing’ and employee motivation.
- To investigate the relationship between the organisations reward systems and the motivational level of its employees.
- To analyse the effects of employee social interaction on employee motivational levels.
- To identify current motivating as well as de-motivating factors within the work environment that influence employee behaviour.

1.6 Research Questions

- Does employee recognition within the organisation result in improved employee motivation levels?
- Does effective communication within the organisation result in improved employee motivation levels?
- Does a well defined employee career path strategy within the organisation influence employee motivation levels?
- Do organisational rewards contribute to higher levels of employee motivation?
- What effect does employee social interaction have on employee motivation levels?
- What are the factors that motivate as well as de-motivate staff within the organisation?
- What must be done in order to improve motivational levels within the organisation?

1.7 Limitations of the Study

A limitation of the study is that it was based on researching six objectives. It could have alternatively been designed around a number of hypotheses; however the decision was taken to research the six objectives. Another limitation of the study was that not all employees of the Forensic Science Laboratory, KwaZulu-Natal participated in the survey although all employees had access to the research instrument. Reluctance to participate in the study by certain employees could stem from many possible reasons, which could include the lack of confidence in the assurance of anonymity of the respondents, thereby inciting fear of reprisals from the employer. This was in spite of

an assurance of confidentiality and in spite of advising that the research was being conducted as part of a masters' degree and had not been commissioned by the FSL KZN.

1.8 Significance of the Study

The study is significant as it aims to provide valuable insights into the problem of low levels of employee motivation within the Forensic Science Laboratory, KwaZulu-Natal, with a view towards isolating, decreasing and possibly eliminating factors, processes and practices that de-motivate employees. The research also provides recommendations that seek to encourage and promote higher levels of motivation within the work environment which ultimately contributes largely to the attainment of organisational goals.

This research is all the more significant in the FSL-KZN is a core component of the South African Police Services fight against crime and that this specialised unit with highly trained and skilled employees is a fundamental one in that its evidence underpins cases involving serious crimes leading to convictions of dangerous criminals. As such it is imperative that the root causes of low morale and staff dissatisfaction be identified and recommendations are made to address them in order to retain existing staff and to attract new employees. If this is not achieved there is a real risk of the unit losing valuable employees and thus placing a reduced staff component under undue stress with potentially disastrous results including huge failings in terms of forensic evidence and a drop in the conviction rate of dangerous criminals. Such a situation would impact down the line on not only detective units and other parts of the service, but the entire criminal justice system as a whole, which must be avoided at all costs.

1.9 Chapter Outline

Chapter One: Introduction

This chapter provides a general background as well as an overview of the research problem. The research objectives, key research questions, limitations of the study as well as the significance of the study are also explained in this chapter.

Chapter Two: Literature Review

This chapter focuses on past as well as current literature on prominent motivational theories, the nature, process and dynamics of human motivation as well as pertinent factors influencing the motivational levels of employees within the working environment. The literature review highlights the dynamic relationship between employee motivation and its influence on overall organisational culture and performance.

Chapter Three: Research Methodology

This chapter provides a detailed description of the research methodology employed in this study. The research design and method, sampling technique employed, data collection methods as well as research instrument construction are discussed in this chapter. Statistical analysis of data as well as validity and reliability of the research instrument are discussed here. This chapter discusses the ethical issues concerning this research and describe any problems experienced during the fieldwork stage of this study.

Chapter Four: Presentation of Results

This chapter graphically presents the research results, in the form of various graphs and tables. A brief discussion of the results pertaining to each question is also presented in this chapter.

Chapter Five: Interpretation of Results

This chapter is a detailed, objective specific analysis and discussion of the research findings. Discussion of the results is carried out in line with the research questions that are objective specific.

Chapter Six: Conclusions and Recommendations

This chapter concludes the overall study by evaluating the results of the research against the objectives of the study. It outlines specifically what was researched in terms of objectives and the outcomes thereof. Based on the outcomes of the research, recommendations towards solving the initial problem are made along with suggestions for further research in the field.

1.10 Conclusion

According to Kreitner and Kinicki (2008), motivation can be broadly defined as a process that begins with a physiological or psychological need that initiates certain behaviour or drive that is ultimately aimed at a goal. From a management point of view, every employee is expected to show increased and qualitative productivity. The essential human element to achieving this goal is the behaviour of the employee, of which motivation is a major influential force. This study aims to identify, analyse and evaluate the various factors that influence employee motivation, both positively and negatively, within a specific working environment, with a view to suggest recommendations for improvement within that particular environment.

This chapter focussed on the background to the study, motivation for the study, the problem statement, research objectives and questions, limitations as well as significance of the study, namely to determine root causes of staff dissatisfaction in order to address such and thus ensure that staff are well motivated so that they are able to perform a vital service to the police service and ensure convictions based on their expert evidence. The following chapter provides a comprehensive literature review on motivation.

CHAPTER TWO

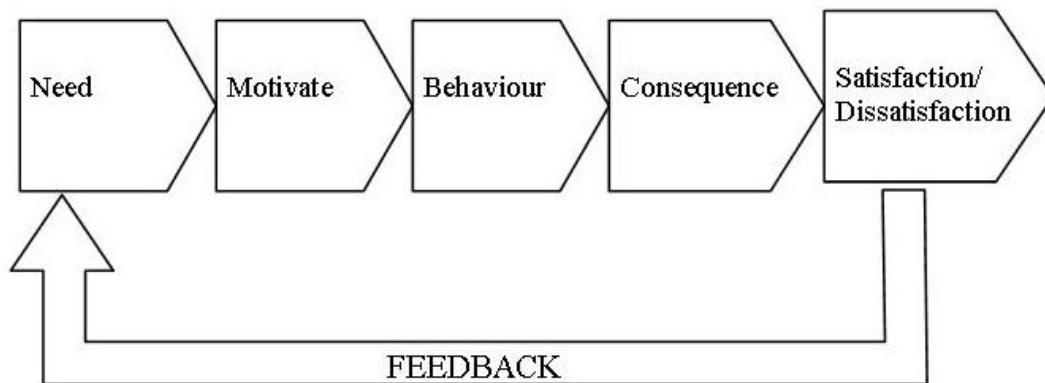
LITERATURE REVIEW

2.1 Introduction

Martin and Fellenze (2010) describe motivation as the willingness to exert a certain amount of effort in order to reach a desired goal. Motivation is crucially important in management because it explains why people behave in a certain manner, especially within the working environment. The link between a motivated workforce and organisational efficiency and effectiveness cannot be over stressed. One of the most crucial dimensions of employee performance is motivation. This chapter will examine the popular theories of motivation, the nature of motivation and various aspects of motivation specifically in terms of employee motivation.

2.2 The Motivation Process

From an organisational point of view, motivation is the willingness of an employee to achieve organisational goals. The motivation process comprises an inner state of mind that channels or moves an employee's behaviour and energy towards the attainment of organisational goals. Figure 2.1 depicts the motivation process in its simplest form.



The Motivation Process

Figure 2.1 The Motivation Process Feedback Loop

Source: Smit, Cronje, Brevis, Vrba, 2011, Management Principles, pg 385.

According to Smit, Cronje, Brevis and Vrba (2011), the motivation process consists of the following interdependent elements:-

- **Need** - take the example of an employee who has an unfulfilled need for higher status in the organisation where he or she works.
- **Motive** - the employee's desire (motive) is to advance to a managerial position.
- **Behaviour** - this need of the employee will motivate him or her to engage in particular behaviour. He or she may work overtime, and may also enrol for a learning programme in the principles of management.
- **Consequence** - the consequence of the employee's behaviour may be either positive or negative. He or she may be promoted or not.
- **Satisfaction/dissatisfaction** – the consequence of the behaviour could lead to satisfaction or dissatisfaction. The employee will be satisfied if he or she receives a promotion, but dissatisfied if not.
- **Feedback** – if dissatisfaction is the outcome, the need remains unsatisfied, and the motivation process will start all over again. Satisfaction, on the other hand, is usually short lived because people have many needs which can be fulfilled quickly, thereby prompting another need to be satisfied. If the employee in this example advances to a first- line management position, he or she may very soon want a further promotion to a middle management position. This will again cause dissatisfaction and the motivation process, with its feedback loop, will start all over again.

People can be intrinsically motivated, extrinsically motivated or both. Intrinsic motivation refers to people doing tasks that lead to some sort of personal satisfaction because the activity in itself is satisfying. A person is said to be extrinsically motivated when that person is driven to perform a task because it will lead to some sort of reward. Employees being either intrinsically motivated, extrinsically motivated or both, depends on a wide variety of factors such as personal characteristics e.g., personalities, attitudes, and beliefs,

the nature and characteristic of their jobs as well as the nature of the organisation itself. However, regardless of whether employees are intrinsically or extrinsically motivated, they join an organisation in order to receive a certain outcome. According to Jones and George (2007), some outcomes such as autonomy, responsibility, a feeling of accomplishment, and the pleasure of doing interesting and enjoyable work, result in behaviour that is intrinsically motivated. Salary, holiday time, benefits and job security result in extrinsically motivated behaviour.

2.3 Approaches to Motivation at Work

The development of different approaches to organisational management has highlighted the changing concept of work motivation. Mullins (1999) identified the following approaches to work motivation:-

2.3.1 Economic Needs Motivation

According to Mullins (1999), writers on the subject of work motivation, such as F. W. Taylor, believed in the concept of economic needs motivation. According to this concept, workers would be motivated by high remuneration which would result from efficient and productive working methods. Mullins (1999) said that Taylor viewed motivation as a relatively simple issue and what workers want from their employers are good salaries. This approach is known as the rational – economic concept of motivation.

2.3.2 Social Concept of Motivation

Mullins (1999) pointed out that human relations authors have showed that people seek employment in order to satisfy a range of different needs, and not purely for monetary reward. He emphasised the importance of the social needs of individuals. The human relations approach and the systems approach to organisational management led to the social concept of motivation.

2.3.3 Self- Actualisation Concept of Motivation

With regards to the self-actualisation concept of motivation, Mullins (1999), refers to the findings of the Hawthorne experiments, (conducted between 1924 and 1932 at Western Electric Company, Chicago), and the subsequent attention to the social organisation and

theories of individual motivation, gave rise to the work of the neo-human relations writers; who focussed psychological orientation to motivation. Greater attention was focussed on task content and efforts to make work more satisfying. The major focus of concern was the personal adjustment of the individual within the work situation. This approach is known as the self-actualisation concept of motivation.

2.3.4 Complex-Person Concept of Motivation

Mullins (1999) states that according to the contingency approach to organisational management, there are a large number of variables, or situational factors, which influence organisational performance. Contingency theory is concerned with differences between organisations rather than with similarities. It suggests that managers need to be adaptable and flexible depending on the situation and motivational needs of staff. The differing situational factors coupled with the complexities of human behaviour lead to the complex-person concept of motivation.

According to Pardee (1990), three factors explain why some people are motivated to work while others are not:

- People vary widely in their motivation to work
- There has been a significant change in the past decade in the attitudes of employees towards work.
- The increase in various social support programmes has resulted in low motivation levels of people.

In order to understand what motivates and drives employees within the working environment, it is necessary to briefly delve into some of the foremost theories of motivation. The theories discussed below will form a theoretical basis from which can attempt to understand employee motivational behaviour. The researcher has selected the theories mentioned below because of their strong association to the subject of motivation within employees and individuals within the working environment, which is perfectly suited for this study.

2.4 Theories of Motivation

There are very few topics that are as central and important to organisational behaviour as motivation. This is reflected in the volume of research done in this area. There are many competing theories that attempt to explain the nature of motivation. However, according to Mullins (1999), the search for a generalised theory of motivation at work appears to be in vain. Nevertheless, it stands to reason that any study or body of research that seeks to aid our understanding of how best to motivate people at work must be useful.

It is because of the very nature and complexity of motivation, as well as the fact that there is no single answer to what motivates people to work well, that the different theories are important to the manager. Motivation theories show that there are many motives and variables that influence people's behaviour and performance. These theories provide us with a framework on how best to motivate employees to work willingly and effectively. However, it is also important to note that these various theories are not conclusive as they all have their critics or have been subjected to alternative findings.

It is thus important for the manager to gauge the relevance of these different theories and how they might be effectively applied in a particular work situation. It is also important for the manager to be aware of at least the main theories of motivation. Cognitive theories of motivation are usually divided into two contrasting approaches: content theories and process theories.

2.5 Content Theories of Motivation

According to Kreitner and Kinicki (2008), content theories of motivation are concerned with what needs that people want to satisfy as well as the factors that influence individual behaviour. Martin and Fellenze (2010) state that content theories identify internal factors that energise employee motivation. According to this perspective, people direct their behaviour towards the needs that they wish to satisfy. However, content theories do not explain how the dynamic interaction between the individual and the work environment influence motivation. This limitation of the content theories of motivation therefore led to the development of the process theories of motivation.

2.6 Process Theories of Motivation

Process theories are concerned with how motivation actually occurs. Emphasis is placed on the actual process of motivation and they attempt to identify the dynamic relationships between the variables that actually make up motivation. According to Smit et al., (2011), process theories are concerned with the process of individual goal setting and the evaluation of satisfaction after the goals have been achieved. According to Martin and Fellenze (2010), process theories are cognitive in nature, which means they are based on the premise that motivation is a function of employees' perceptions, thoughts and beliefs. The general consensus is that process theories are more dynamic in nature than content theories. Popular process theories of motivation include Expectancy Theory, Equity Theory and Goal Setting Theory.

2.7 Maslow's Hierarchy of Needs

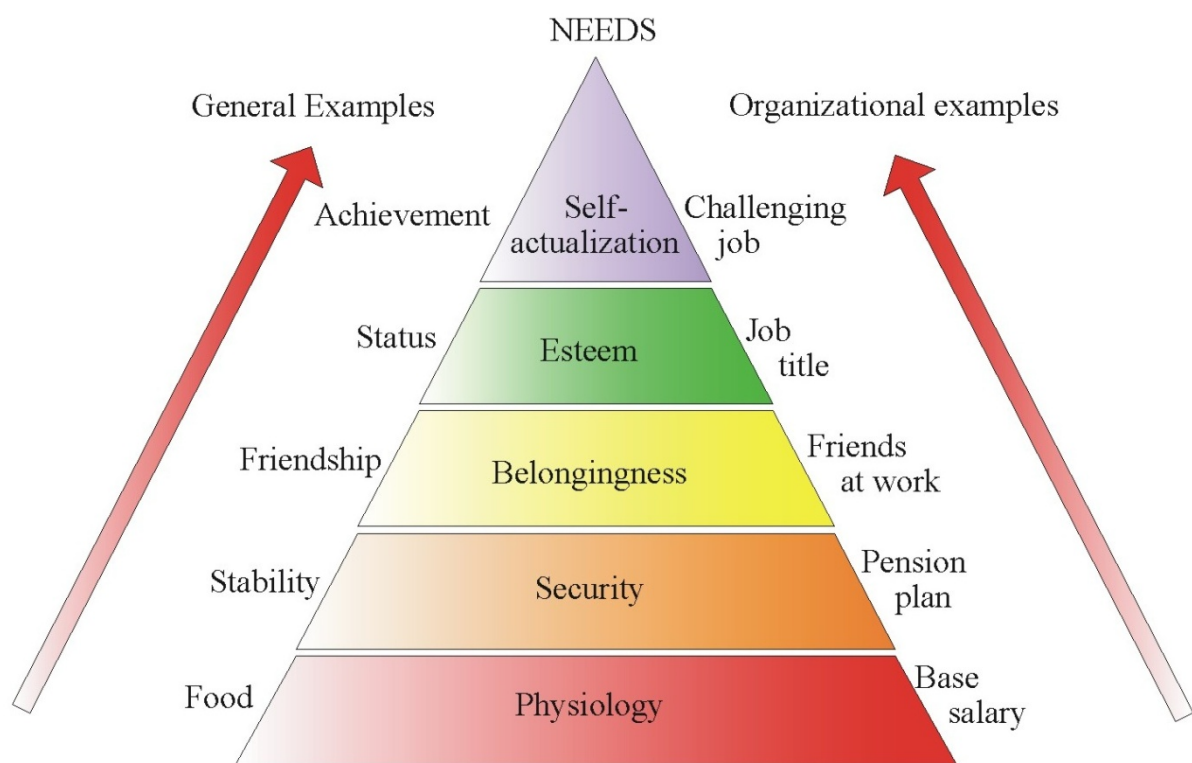


Figure 2.2 Maslow's Hierarchy of Needs.

Source: Allan Chapman 2001-4, www.businessballs.com/maslow.htm.

Mullins (1999) states that Abraham Maslow originally published a theory of motivation based on a 'needs' system in 1943. According to Maslow (1943), individuals possessed a

vibrant inner drive which had great potential. Maslow's theory involves a hierarchical system comprising of categories that include 'lower level' needs at the bottom which need to be satisfied first. Only after this is accomplished, can the higher order needs be satisfied. According to Smit et al., (2011), Maslow's hierarchy of needs theory is based on two important assumptions:

- 1) Human beings are characterised by always wanting more and their needs will depend on what they already have. A satisfied need will not be a motivator; therefore only unsatisfied needs can influence behaviour.
- 2) The needs of people arise in order of importance. Accordingly, when one need has been satisfied to a certain extent, the next one will arise in order to be satisfied.

Smit et al., (2011) explains the hierarchical structure of Maslow's hierarchy is as follows:

- **Physiological needs** refer to the very basic needs such as water and food. As long as these needs are not met, they will act as a motivating force in a person's life. Once these needs have been met, the individual looks to satisfy the next level needs.
- **Safety needs** refer to the need for security and shelter. An individual needs to experience freedom from fear and anxiety as well as feel secure within his or her immediate environment. In the workplace, this can translate to a need for employment security.
- **Social needs** refer to the need to belong. Within the work environment, this may include people's desire to socially interact with fellow colleagues. This can potentially contribute positively to collaborative work efforts.
- **Ego and esteem needs** refer to the desire for self-respect and esteem, both of oneself as well as others. They can include status, reputation and recognition needs.
- **Self-actualisation** is the highest need in Maslow's hierarchy but also the most difficult to satisfy. It refers to the ultimate accomplishment of an individual, i.e. that of self-actualisation. An individual will continuously strive for self development and will aim to become all that he or she can become.

2.7.1 Evaluation of Maslow's Hierarchy of Needs

According to Mullins (1999), there are a number of problems in Maslow's theory relating to the work situation. These can be summarised as follows:

- People do not always satisfy their higher level needs through the work situation. These needs may be satisfied through other areas of their life as well. Considering this fact, the manager needs to have a complete understanding of people's private as well as social life and not only their behaviour at work.
- There is no doubt concerning time that has elapsed between satisfying a lower level need and the emergence of a higher need.
- Different people place different degrees of value on the same need. eg some people may prefer working in a bureaucratic organisation to a higher status job in a different organisation.
- Sometimes, outcomes or rewards satisfy more than one need e.g. promotions or better pay can be applied to all levels of the organisation.
- People at the same level of the hierarchy may not be motivated by the same factors. People seek satisfaction in different ways.
- Job satisfaction does not necessarily lead to greater work performance.

2.7.2 Maslow's Theory in Perspective

According to Kreitner and Kinicki (2008), although research does not clearly support Maslow's theory of motivation, two important managerial implications of this theory must be noted. Firstly, manager's need to focus on satisfying employee needs that are related to self-concepts, which basically are self esteem and self-actualisation needs. This is because employee satisfaction is significantly associated with important outcomes such as psychological well-being, marital satisfaction, work performance as well as money and work related problems. Secondly, there is always a possibility of a satisfied need losing its motivational potential. Based on this, it is therefore extremely important for managers to

devise and implement programs and practices aimed at satisfying emerging or unmet needs.

Although Maslow's theory provides an adequate explanation of human needs in an organisational setting, contemporary managers have come to realise that they cannot confine employee's needs to a simple five hierarchy. Smit et al., (2011) provide the following criticisms of Maslow's hierarchy of needs theory:

- In large organisations with many managers and employees, it is difficult, if not impossible to determine on which level each employees unsatisfied needs are. This is applicable to South African organisations where the ratio of subordinates to managers is observably very high. In any work environment, it is also very difficult to determine the level of needs at which an individual is motivated at a certain point in time.
- Human beings are unique in nature and because of this; individuals differ in their interpretation of having their needs sufficiently satisfied (Smit et al., 2011). The extent to which employees are motivated to pursue recognition, status, money or other need satisfiers differs from one individual to the next.
- People tend to reorder the levels of hierarchy in their personal lives at certain points in their lives. This could be due to either personal or work related factors. For example, when a company retrenches a director unexpectedly, his or her lower level needs resurface (Smit et al., 2011)

In a contemporary work environment, motivational factors within the context of Maslow's hierarchy of needs that satisfy lower order needs may include remuneration, service benefits, good working conditions and job security. Motivational factors that satisfy higher order needs may include recognition and appreciation of high achieving employees, career advancement opportunities, promotions and inclusion and acknowledgement of employee input in crucial management decisions (Martin and Fellenze 2010).

2.7.3 Management Applications of Maslow's Hierarchy of Needs

Managers in South Africa may question themselves as to what the value of Maslow's hierarchy is to themselves as managers in the South African work environment context. The possibilities of applying this model in a South African context as well as both the

benefits and limitations of this model need to be questioned and evaluated by South African managers. Despite criticisms, Maslow's hierarchy of needs is simple to understand and has great intuitive appeal. The theory has value in that it brings to the fore important categories of needs. A clear distinction is made between higher order needs and lower order needs. The theory also stresses the importance of personal growth and staff actualization in the workplace. An example of application of Maslow's theory by management could be when managers provide for the physiological and security needs of their employees. Social needs of employees can be satisfied when managers include employees in groups or teams. Managers can help employees realise higher order needs (self- actualization) by creating conducive working environments.

2.8 Herzberg's Two Factor Theory (Motivation- Hygiene Theory)

Of the many theories of work motivation, Frederick Herzberg's (1966) motivator-hygiene theory has been one of the most influential in recent decades. He conducted a study in which he interviewed 203 accountants and engineers. He sought to determine the factors responsible for job satisfaction and dissatisfaction. According to Kreitner and Kinicki (2008), Herzberg associated job satisfaction with achievement, recognition, characteristics of the work itself, responsibility and achievement. These factors were called 'motivators' because each was associated with strong effort and good performance. Herzberg hypothesized that motivators can influence an individual to move from a state of no satisfaction to a state of satisfaction. Therefore, it stands to reason that Herzberg's theory predicts that by incorporating motivators into an individual's job, managers can increase the level of motivation amongst employees.

Herzberg found job dissatisfaction to be associated primarily with factors within the work environment. He called these factors 'hygiene' factors. These are factors within the job context which include salary, status, job security, interpersonal relations, company policy and administration. According to Herzberg, if the organisation provided adequately for hygiene factors, then there would be no dissatisfaction within the organisation. However, Herzberg also pointed out that if these factors were not adequately in place, it would cause dissatisfaction. He stated that within the work environment, hygiene factors are associated with individuals' negative feelings about their work and these factors do not contribute to employee motivation. According to Bagraim, Cunningham, Potgieter and Viedge (2007), Herzberg's research indicated that employees who felt good about their jobs, ascribed to

internal factors, while employees who did not feel good or enjoy their jobs, ascribed to external factors.

An interesting aspect of Herzberg's theory is that he classifies pay and salary as a hygiene factor, which is associated with dissatisfaction. According to his theory, employees work to earn salaries, which is part of the job context. The employees will be extremely dissatisfied if they did not receive salaries. However, if an employee's performance was linked to a monetary reward, such as a promotion or merit bonus, it provides recognition of an employee's performance and is therefore a motivator.

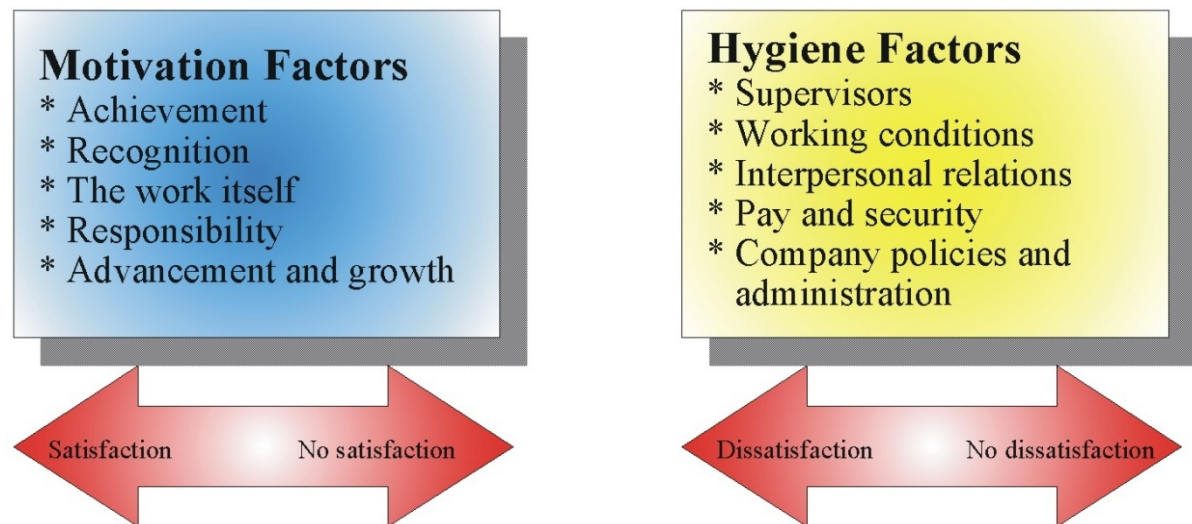


Figure 2.3 Herzberg's Two Factor Theory of Motivation

Source: www.webooks.com.

2.8.1 Evaluation of Herzberg's Theory

According to King (1970), as cited in Mullins (1999), there are at least five different interpretations of Herzberg's model and each of these interpretations looks at the model differently. According to Mullins (1999), this creates doubt as to the clarity of statement of theory of the model with regards to the following:

- What is the contribution ratio of motivators and hygiene factors to satisfaction and dissatisfaction?
- What is the contribution of each motivator towards satisfaction and dissatisfaction?

- What is the contribution of each hygiene factor towards satisfaction and dissatisfaction?
- What is the contribution of each principle motivator to satisfaction as compared to hygiene factors?
- Does each principal hygiene factor contribute more to dissatisfaction than any motivating factor?
- Are the only factors that determine satisfaction motivating factors?
- Are the only factors that determine dissatisfaction hygiene factors?

2.8.2 Herzberg's Theory in Perspective

Herzberg's theory is however, a source of frequent debate. There have been many other studies to test the theory and the conclusions have been mixed. Some studies, for example Bockman (1971) and Filley, House and Kerr (1976), provide support for the theory. Others, for example Vroom (1982) as well as House and Wigdor (1967), have attacked the theory. Vroom (1982) claims that the two- factor theory was only one of many conclusions that could be drawn from the study conducted by Herzberg. House and Wigdor (1967) highlight the influence of individual differences within the context of the theory. An example of this could be where a given factor may be the cause of job satisfaction for one employee, but also at the same time, be a cause of job dissatisfaction for another employee, or vice versa. Within the context of the work environment, any given factor can be the source of both satisfaction and dissatisfaction. House and Wigdor (1967) therefore conclude that Herzberg's theory is an oversimplification of the sources of job satisfaction and job dissatisfaction. However, according to Smit et al., (2011), Herzberg's theory contributes significantly to motivation in the workplace by:-

- Extending and expanding Maslow's ideas, thereby making them more applicable in the workplace.
- Bringing attention to the value and importance of job-centred factors regarding the motivation of employees, which have led to an interest in job enrichment.
- Providing a basis for an explanation regarding the limited influence of better salaries, benefits and working conditions.

- Showing that if managers focus only on hygiene factors alone, motivation will not occur because only motivators stimulate motivation.

2.8.3 Management Application of Herzberg's Two - Factor Theory

Herzberg's two-factor theory has drawn attention to the importance of job design in order to bring about job enrichment. He suggests the restructuring of jobs by managers which will place more emphasis on motivating factors, which in turn will make jobs more interesting for employees, resulting in the satisfaction of higher level needs. Managers should focus their attention on eliminating dissatisfaction, ensuring that pay, working conditions and other job-related factors are reasonable. Central to the theory, managers must also enhance employee motivation by proactively providing opportunities for growth, achievement and responsibility within the work environment.

2.9 McClelland's Achievement Motivation Theory

David McClelland, a prominent psychologist studied the relationship between needs and behaviour in the late 1940's. Being most recognised for his research on the need for achievement, he also conducted research into the needs for affiliation and power. His theory was based on the premise that during a lifetime of interaction with the environment, people acquire certain types of needs. According to Smit et al., (2011), McClelland's research indicated that different needs predominate in different people. A person can either be a high-achiever, an affiliator or a power-motivated person. This model is basically implying that when a need is strong, it will motivate the individual to behave accordingly in order to satisfy the need.

According to McClelland, the need for achievement (N Ach) refers to need to excel or to strive for success. Individuals that are considered high achievers prefer to work on more difficult tasks. They also prefer a work environment where their performance is due to their own efforts rather than other factors such as luck. Comparatively, high achievers also desire more feedback on their successes and failures when compared to low-achievers. The need for affiliation (N Aff) simply refers to desire for interpersonal relationships. Individuals with a high need for affiliation would typically prefer spending more time and effort maintaining social relationships and joining groups. According to Kreitner and Kinicki (2008), individuals high in this need do not necessarily make the most effective

managers or leaders because they have a difficult time when it comes to making crucial decisions without worrying about being disliked by friends and colleagues.

The need for power (N Pow) refers to an individual's desire to influence or encourage others to achieve. People with a high need for power are characterised by a strong work ethic and are concerned with discipline and self-respect. This need has both a positive as well as a negative side. Individuals with a positive outlook to power focus on helping other employees and accomplishing group goals. In contrast, the negative side of power is characterised by a predominantly selfish mentality.

2.9.1 Achievement Motivation Theory in Perspective

An important aspect of McClelland's research is that people can acquire the need for achievement. This can be achieved by empowering employees in the form of successful training. The research also indicates that human beings are not static and can therefore improve their own abilities. According to Smit et al., (2011), within the South African context, it is possible to address the problem of a shortage of effective managers by stimulating the achievement need of employees who have the potential to become managers. McClelland (1962) believes that effective managers should have a high need for power coupled with a high need for affiliation. Interestingly, he also believes that employees with a high achievement motivation are not necessarily the best candidates for top management positions.

2.9.2 Management Application of Achievement Motivation Theory.

Given that employees can be trained to increase their levels of achievement motivation, organisations should consider the advantages and benefits of providing achievement motivation training to their staff. Selection processes should also seriously consider achievement affiliation and power needs of candidates for better placement within the organisation. According to Kreitner and Kinicki (2008), managers should create challenging tasks or goals because the need for achievement is positively correlated with goal commitment and job involvement. Managers within organisations should also ensure that challenging goals are accompanied by a more autonomous work environment and employee empowerment, in order to capitalise and benefit on the characteristics of high achievers. Smit et al., (2011) are of the opinion that organisations can use McClelland's

model to improve worker performance by placing employees in jobs according to their predominant needs. According to Smit et al., (2011):-

- Organisations should ensure fast and frequent feedback to employees with a high need for achievement. They should be given increased responsibility for doing new things on a continuous basis. High achievers are assets to organisations and are good at managing self-contained units within a large organisation.
- Employees with a high need for affiliation will be motivated to work in groups or teams and also if they receive significant recognition and praise from their managers
- Employees with a high need for power will be effective if they are placed in an environment where they can direct other people's actions; they prefer working in status orientated and competitive environments.

2.10 Equity Theory

The application of equity theory to the workplace was pioneered by the work of psychologist J.S. Adams. The basis of equity theory lies in its focus on people's feelings of how fairly they have been treated in comparison with the treatment received by others. It is a model of motivation that outlines how people strive for justice and fairness in give-and-take relationships. As a process theory of motivation, equity theory explains how individuals behave in a certain way as a result of inequity or a lack of justice. Central to the understanding of equity theory is an awareness of the key components of the individual-organisation exchange relationship. This is pivotal in the formation of employees' perceptions of equity and inequity. According to Adams (1965), the two primary components of the employee-organisation exchange are inputs and outcomes. Employees generally give inputs to the organisation, for which he or she expects a just return. Inputs include effort, qualifications, experience, status and seniority. Outcomes refer to what the organisation rewards the employee with and can include salaries, bonuses, fringe benefits, promotions, job security as well as participation in important decision making processes.

Behaviour as a Consequence of Inequity

According to Mullins (1999), a feeling of inequity almost certainly results in tension. The presence of inequity therefore motivates an individual to either remove or decrease the degree of inequity. Consequently, the level of tension created within an individual will determine the strength of motivation within that individual. According to Mukherjee

(2009), Adams identified the following broad types of possible behaviour which can possibly result as a consequence of inequity:

- 1) **Changes to inputs** - an individual may change the level of his or her input by either increasing or decreasing them. This could be achieved through the quality of work, absenteeism, or taking on extra work without remuneration.
- 2) **Changes to outcomes** - an individual may attempt to change outcomes without changing the inputs. Examples of this can be employees asking for a pay rise, better working conditions as well as increased levels of recognition and status.
- 3) **Distortion of inputs and outcomes** - this behaviour refers to individuals cognitively distorting their inputs or outcomes in order to achieve the same results. According to Adams (1965), people can distort the utility of facts. Examples of this could be employees' beliefs about how hard they are really working, the relevance of particular qualifications within working environments, or what they can or cannot obtain with a certain level of salary.
- 4) **Leaving the field** - an employee may choose to leave the situation altogether and seek a more favourable situation. This can be accomplished for example, by resigning from a job or organisation, requesting for a transfer, or through simple absenteeism.
- 5) **Acting on others** - an employee may attempt to bring about changes in other employees. This can be done by lowering their own inputs or accepting greater outcomes. It is also possible that the employee may cognitively distort the inputs and outcomes of others. Alternatively, the employee may also resort to forcing others to leave the field.

2.10.1 Equity Theory in Perspective

Equity theory no doubt contributes significantly to our understanding of motivation and work performance. According to Smit et al., (2011), various research studies reported that feelings of unfairness were among the most frequently reported sources of dissatisfaction within employees in different organisations. The core focus of the theory is an individual's feelings about perceived fair treatment in the workplace. The theory suggests that people will only be motivated if they perceive the rewards to be fair and equitable. Individuals base their feelings of equity and inequity on their perceptions, which are inherently difficult to control. Smit et al., (2011) state that the problem with equity theory is that

people are inclined to inflate their own performance when they compare it to the performance of others in the work environment. This could further lead to perceptions of inequity and resentment.

2.10.2 Management Application of Equity Theory

Equity theory provides managers with yet another explanation of how beliefs and attitudes of employees affect job performance. Managers should be open and honest when it comes to matters relating to employee inputs and outcomes. Employees should be rewarded according to their level and extent of inputs or contributions. According to Coetsee (2003), if information about remuneration is shared in a transparent and honest manner, feelings of unfairness may be avoided. Equity theory emphasizes the need for managers to pay attention to employees' needs of what is fair and equitable in the work environment. By following the principles of equity theory, managers can benefit if they allow employees to participate in decision making concerning important work outcomes. According to Kreitner and Kinicki (2008), employees are more likely to accept and support organisational change when they believe it is implemented fairly and equitably. In addition, by treating employees equitably, managers can promote teamwork and co-operation amongst group members in an organisation. Equity theory deems it necessary for managers to consider the justice related implications of their decisions and actions.

2.11 Expectancy Theory

Victor Vroom (1964) was the first person to propose an expectancy theory aimed specifically at work motivation. This theory argues that people will act accordingly based on two factors, which are:-

- 1) Their individual perceptions of their work efforts leading to certain performances and outcomes and,
- 2) How much they value the outcomes.

Smit et al., (2011) state that work motivation, according to expectancy theory, is determined by the following elements:-

- **Expectancy** (effort - performance relationship). This is the individual's belief that a certain level of effort will lead to a certain level of performance. An example of this can be a salesperson having a high expectancy if he or she will be able to sell more units (performance) if he or she works overtime (effort). Conversely, expectancy will be low if he or she is convinced that he or she will not sell more units even if

he or she works overtime. Generally, high expectations create higher motivation levels than low expectations.

- **Instrumentality** (performance - reward relationship). This refers to the degree to which an individual believes that a particular level of performance will lead to the realisation and attainment of a desired reward or outcome. Considering the above example of the salesperson, instrumentality will be high if the salesperson believes that he or she will receive a bonus if he or she sells more units. Instrumentality will be low if the salesperson believes that he or she will not receive a bonus, even if extra units are sold.
- **Valence** (rewards - personal goals relationship). Valence refers to the importance or value that an individual attaches to different work outcomes. Each work related outcome has an associated value or valence. For motivation to be high, employees must value the outcomes received for their performances in the work environment. Considering the abovementioned example, to be motivated, the salesperson must place a high value on the bonus (outcome) he or she will receive for working overtime to sell more units. However, if the salesperson places a higher value on other outcomes, such as spending more family time at home, his or her motivation to work overtime and sell more units will be low.

2.11.1 Expectancy Theory in Perspective

According to Smit et al., (2011), critics of expectancy theory view the theory as being too idealistic because few individuals perceive a strong relationship between performance and rewards in their job. Generally, organisations reward employees according to criteria such as seniority, job difficulty and skill level, rather than according to performance. The theory has also been criticised because of its difficulty to be tested. Various methods used to assess expectancy; instrumentality and valence have also been questioned.

2.11.2 Management Application of Expectancy Theory

Smit et al., (2011) state that with regards to expectancy theory, managers must ensure that there is a link between the performance of employees and the rewards that they receive. Managers should also take it upon themselves to find out what outcomes employees perceive as desirable and thus provide them. These outcomes may be either intrinsic or extrinsic, depending on the needs and expectations of the employees. Communication is of utmost importance regarding expectancy theory and organisations should be clear

regarding communication between themselves and their employees, especially concerning desired behaviour and their outcomes. Employees should be clear on what level of effort the organisation expects of them in order for them to receive a desired reward (Smit et al., 2011). Expectancy theory also supports the notion that managers must enhance the effort-performance expectancies of employees by helping employees accomplish their performance goals.

2.12 Goal Setting Theory

Goal Setting Theory by Edwin Locke and Gary Latham (1979) is also associated with work motivation. According to this theory, people's intentions determine behaviour. Locke and Latham (1979) suggest that these values lead to emotions and desires which people strive to achieve.

According to this model, goal setting has four motivational mechanisms:-

- 1) **Goals direct attention** – goals direct one's attention and effort toward activities that are goal relevant, and away from activities that are irrelevant to the goal. An example could be if one has a dissertation due in a few days, one's thoughts and activities tend to revolve around completing that dissertation during the applicable period.
- 2) **Goals regulate effort** – goals do not only make us perceptive; they also motivate us to act. Considering the abovementioned example of the dissertation, the supervisor's deadline for handing in the dissertation would prompt one to complete it, as opposed to going out with friends, relaxing with family or engaging in extra-curricular activities for example. Generally, the difficulty of the goal determines the level of effort expended.
- 3) **Goals increase persistence** – within the goal setting context, persistence refers to the effort one expends on a task over an extended period of time. An example would be that of an athlete – it takes effort to run a sprint race, but it takes persistence to run a marathon. People who are persistent view obstacles as challenges to be overcome rather than reasons or excuses for failure.
- 4) **Goals develop task strategies and action plans** – the mere existence of goals foster the development of strategies and action plans by individuals in order for

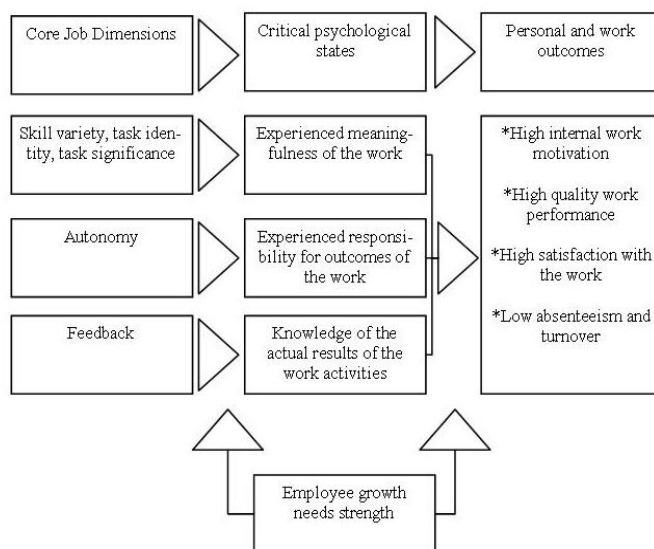
them to ultimately realise those goals. An example could be a person intending to lose weight, sets up a weight reduction goal which may entail the dieter choosing a strategy of eating less, exercising more or a combination of the two.

2.12.1 Management Implications of Goal Theory

Goal theory states that in order to direct behaviour and maintain motivation, managers should systematically identify specific performance goals. High performance is usually associated with timely feedback and knowledge of results. By providing feedback, managers have a means of checking progress on goal attainment. This forms a basis for any revision of goals. The theory implies that managers should set challenging but realistic goals. Difficult goals usually lead to high performance. However, if goals are set at too high a level, performance will suffer.

2.13 The Job Characteristics Model

One of the most contemporary models of work motivation is the Job Characteristics Model developed by Hackman and Oldham (1975) which suggests that certain core job dimensions create critical psychological states which lead in turn to certain beneficial personal and work outcomes.



The Job Characteristics Model

Figure 2.4 The Job Characteristics Model

Source: Smit, Cronje, Brevis and Vrba, Management Principles, 2011, pg 403.

The model recognises that relationships are strongest among employees who have a high need for personal growth and development. Individuals who are not particularly interested in personal growth and development are unlikely to experience the psychological responses to the core job dimensions or the benefits of the predicted personal and work outcomes. As illustrated in figure 2.5, the five core dimensions in the model are skill variety, task identity, task significance, autonomy and feedback.

- **Skill variety**- the greater the variety of tasks that a worker can use his or her various skills for, the more challenge the job will offer.
- **Task identity**- the extent to which a worker performs the job in its entirety. Tasks are frequently so over-specialised that a worker can do only part of the total job, which leads to low job satisfaction.
- **Task significance**- this indicates the extent to which the task influences the lives or work of other people. It is important for people to know that their work is meaningful.
- **Autonomy**- refers to the control a worker has over decision making and the way he or she performs the task. It is related to the sense of responsibility that has been cultivated in the person
- **Feedback**- the extent to which the worker receives direct and clear feedback on the effectiveness of his or her performance. This dimension is important in terms of correcting deviations and pointing out errors.

According to Hackman and Oldham (1975), these core dimensions create the following three critical psychological states:-

- **Meaningfulness of the work.** The first three factors (skill, variety, task identity and task significance) contribute to a task's meaningfulness. According to the model, a task is meaningful if the worker experiences it as being important, valuable and worthwhile.
- **Responsibility for outcomes of the work.** Autonomous jobs make workers feel personally responsible and accountable for the work they perform. They are free to decide what to do and how to do it, and so they feel more responsible for the results, whether good or bad.
- **Knowledge of the actual results of the work activities.** Feedback gives employees knowledge of the results of their work. When a job provides people with

information about effects of their actions, they can evaluate their performance more accurately, thereby improving the effectiveness of job performance as a result.

Based on the proposed relationship between the core dimensions and the resulting psychological responses, the model postulates that job motivation would be highest when the job a worker performs scores high on the various dimensions.

2.14 Money as a Motivator

Research provides evidence that money influences peoples work motivation. All the prominent motivation theories of motivation dealt with so far, accept that money is a motivator under certain conditions. Regarding Maslow's theory, money satisfies the lower order needs. Herzberg's hygiene factors are also satisfied by money which acts as a motivator. According to equity theory, pay can be used as a measurement of fair treatment by comparing it to outputs. Expectancy theory suggests that money is a motivator if employees perceive that good performance will result in monetary rewards that will be highly valued. According to the reinforcement theory of motivation, money is a reward to reinforce behaviour which leads to good job performance. Concluding from the above, organisations should base a reward system on the assumption that different people have different needs which they satisfy in different ways. In South Africa, this is highly relevant because of the extreme diversity and multi- cultural nature of the workforce.

2.15 Employee Recognition

Silverman (2004) states that although financial rewards clearly influence extrinsic motivation, it has little impact on intrinsic motivation. Recognition therefore is needed to enhance intrinsic motivation.

According to Jeffries (1997), recognition motivates employees because it involves the acknowledgement of efforts, creativity and willingness of employees to go the extra mile. According to Nelson (1995), organisations should commit themselves to long term recognition programmes which must be consistent. Herzberg (1966) noted that employee recognition programmes influence employees positively within the work environment. There has been a considerable amount of research that supports the fact that non-financial rewards significantly improve organisational performance. According to Stajkovic and Luthans (1997), social rewards had as big an impact on employee performance as did

financial rewards. According to Graham and Unruh (1990), managers can implement non financial rewards as follows:-

- Personally congratulate an employee for a job well done.
- Acknowledging good performance by writing a personal note
- Publicly recognising an employee for good performance
- Encouraging and holding morale building meetings to celebrate success.

Nelson (1995), states that an effective employee recognition programme should have the following characteristics:-

- 1) **Recognition must immediately occur** – an employee should be given praise and recognized immediately after a desired behaviour has taken place. The time between the behaviour and reward must be closely monitored.
- 2) **Recognition must be personally delivered** – the effect of rewards is dependent on how the reward is delivered. An employee will place far more value and importance on recognition that is personally delivered or conferred upon by his or her seniors. The employee will value the activity if he or she knows that his or her manager will recognise the effort put in.
- 3) **Recognition must be seen as being valuable** – social rewards should be meaningful and valuable to the recipients. Some employees perhaps prefer to be thanked in public while others may prefer recognition that is highly private, perhaps in an attempt to increase promotion opportunities. Some employees may also welcome accolades for teamwork. Irrespective of the situation, tailoring the rewards to the needs of the recipients is a step in the right direction.
- 4) **Recognition must be something that reinforces behaviour that is desired** – recognition should not be given superficially or under false pretences. Employees should be recognised based primarily on strength of their efforts and contributions towards the goals of the organisation. Management should ensure that the nature of the rewards or recognition given to employees must be such that it reinforces desired behaviour.

Barton (2002) suggests the following categories for a recognition programme:-

- **Cash awards** - These could be programmes that provide a pre-determined cash award or cash amount based on a percentage of the employees pay. Examples could include cash incentives, lump sum bonuses, additional paid time off and gift certificates.
- **Symbolic awards** – these refer to recognition programmes which include a tangible award or a memento. Examples of this could be recognition certificates, quality of service awards as well as trophies or plaques.
- **Verbal recognition** – this refers to employees being directly praised by management or subordinates, either individually or in teams. Examples of this could be customer or client feedback, thank you cards, public recognition and written congratulations from management.
- **Spot programmes** – these are recognition programmes that have minimal costs. They generally do not require an intensive formal plan document or administration. Examples include tickets to special events, meal or entertainment vouchers or retail discount vouchers.

According to Barton (2002), as organisational leaders search for avenues continue meeting motivation and production challenges, especially in South Africa, strategic importance must be placed on efforts that entail recognising employees contributions to organisations. As discussed earlier, effective employee recognition programmes within organisations result in significant benefits to the organisation. These benefits include improving the overall motivation levels within the work environment, while costing the environment little or even nothing in terms of financial resources.

2.16. Conclusion

This chapter reviewed pertinent literature regarding the nature of motivation as well as the motivation process. Factors influencing motivation including intrinsic and extrinsic factors were also looked at. Prominent motivational theories, their application to the working environment, including managerial application, were also reviewed. The issue of money as motivator as well as the nature of employee recognition was also discussed. The next chapter will discuss the research methodology used in this study

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research methodology employed in this study. The type of research, sampling information, research instrument construction and statistical analysis of data will be outlined in this chapter. Validity and reliability regarding research will be discussed including the testing of reliability of this study. Ethical issues regarding this research as well as the questionnaire construction will be outlined in this chapter. The pilot study as well as fieldwork problems experienced during this research will also be discussed in this chapter.

3.2 Research Approach

Qualitative research is characterised by research that records views, opinions and attitudes of people concerning a particular issue. Questionnaires used in qualitative research tend to mostly contain open-ended questions. Bailey (1987) as well as Sekaran (2003) confirms this. Cooper and Schindler (2006) state that quantitative research tends to measure variables associated with knowledge and opinions.

A quantitative research methodology was used for this study. According to Bailey (1987), the quantitative research methodology evaluates numbers. According to Hoepfl (1997), researchers who use logical positivism or quantitative research employ experimental methods and quantitative measures to test hypothetical generalisations. Quantitative research in general, uses scientific methods which include the development of models, theories and hypotheses, the collection, modelling and analysis of empirical data as well as the evaluation of results. In quantitative research, the researcher knows precisely beforehand what he or she is looking for and all aspects of the research are carefully considered before the data is collected. Tools such as questionnaires are used to collect data which is in the form of numbers and statistics. Results of quantitative research can be used to generalise concepts to a greater degree, predict future results as well as investigate causal relationships.

3.3 Population and Sampling

Sampling, in broad terms, refers to a selection of a smaller set of representative individuals from within a larger population in order to draw inferences about that population (Struwig and Stead, 2004). Sampling has the advantages of lower costs, increased efficiency of data collection, and the overall improvement of the accuracy and quality of data because the data set is smaller than the entire population. All sampling methods fall into two major categories; either probability or non-probability sampling. In probability sampling, every item or unit in the population has a certain amount of chance, or probability (which can be calculated), of being selected. Probability sampling includes techniques such as simple random sampling, systematic sampling as well as stratified sampling. Non-probability sampling utilizes a method where some units of the population have a zero chance of selection or where the probability of selection cannot be precisely calculated. Non-probability sampling methods may include quota sampling, accidental sampling and purposive sampling. This study adopted the simple random sampling technique and the sample comprised of employees from the KwaZulu-Natal Police Forensic Science Laboratory (FSL-KZN). Struwig and Stead (2004) state that it is important for research to be statistically sound and advise that a minimum of 30 respondents must be canvassed. This research, having 79 respondents, is thus statistically sound.

The population for this study was 163 FSL employees. The number of employees that actually completed and returned the questionnaires was 79 ($n = 79$). The reason for the relatively low response rate was due to large numbers having been on leave or being away on official duties and no doubt to some extent due to fear of reprisals is s from senior staff, possible intimidation from colleagues for divulging sensitive information. It is also possible that there might have been doubts concerning the confidentiality and anonymity of the participants and information elicited by the questionnaire, in spite of assurances that such would be given priority.

3.4 Data Analysis

This study made use of the Statistical Package for the Social Sciences (SPSS). It is one of the most widely used programs for statistical analysis within the social sciences. Data from the completed and returned questionnaires were entered into the SPSS software programme which categorised, analysed and presented the results of analysis in the form of graphs and correlation tables. This will be covered in the next chapter as the presentation

of results. The software programme utilised the Pearson product-moment correlation coefficient (r) correlation technique which compared the association between two variables at a time, which best represented the study objectives. The Pearson correlation coefficient measures the strength of the linear relationship between two variables and is widely used in scientific research.

3.5 Validity and Reliability

This study was conducted objectively and scientifically and as such it is contended that the results are reliable and that reliability has been achieved.

Validity is the closeness of what we believe we are measuring to what we intended to measure (Roberts et al 2006). Roberts et al (2006) further point out that reliability is a necessary but insufficient condition for validity, and although the research instrument eg. questionnaire, may have been reliable, it does not necessarily mean it was valid.

Reliability in research can be measured by the use of specific statistical tests. Adapted from Roberts et al (2006), the following points are relevant concerning reliability and validity in quantitative research:-

3.5.1 Reliability

- Any research tool should provide the same information if used by different people (inter-rater reliability), or if it is used at different times (test-retest reliability).
- The relationship between all the results obtained from a single test or survey, internal consistency of research tools, needs to be assessed.
- Internal consistency of items like individual questions in a questionnaire can be measured using statistical tests such as Cronbach's alpha coefficient (Cronbach 1951).
- Reliability is the proportion of variability in a measured score that is due to variability in the true score eg. a reliability of 0.9 means 90% of the variability in the observed score is true and 10% is due to error.
- There are limitations to reliability eg. test-retest reliability can be potentially flawed if respondents' previous experience in the first testing influence responses in the second testing (Carmines and Zeller 1979).

The test for reliability of this study was done using the Cronbach's alpha coefficient. The Cronbach's alpha coefficient for this study (presented in the next chapter) was calculated as 0.788. This indicates that if this research is to be carried out on a bigger scale, similar results or outcomes can be expected. This confirms that this study is highly reliable.

The reliability of the questions in the research instrument was tested using the Cronbach's Alpha co-efficient. This test is based on the average correlation of items within a test if the items are standardised. If the items are not standardised, the Cronbach's Alpha is based on the average covariance among the items.

This test was done to assess the consistency of the results and also ascertain if similar results can be obtained if the sample size was increased. The Cronbach's Alpha can range from 0 to 1. As an accepted norm, a value of 0.7 or higher is a very good value that strongly suggests if the research was carried out using a much larger sample of participants, the results will be similar. The Cronbach's Alpha coefficient for this study was calculated at 0.7 which indicates the data contained in the research instrument is extremely reliable.

The questions used in the questionnaire that was administered in this study was subjected to the 'face validity' test, where several people with adequate knowledge of the issues being researched and of research methodology were asked to assess the questionnaire for validity. They were all satisfied that the questionnaire met the criteria for validity. The questions were formulated around the key objectives of the research and the validity of the questions in accordance to the research objectives were assessed and evaluated by the researcher during the pilot study phase of this study.

3.6 Ethical Considerations

According to the Guidelines For The Responsible Conduct Of Research (2011), "not only does the ethical conduct of science satisfy a scientific moral code; it also leads to better scientific results because the adherence to ethical research practices leads to more attention to the details of scientific research, including qualitative analysis and quantitative and statistical techniques, and to more thoughtful collaboration among investigators."

The University of KwaZulu-Natal (UKZN) Research Ethics Policy is applicable to all members of staff and students, both graduate and undergraduate. Therefore all students and staff members who engage in research as a member of the university community will be bound by an ethical framework and as such, will be required to sign an undertaking to comply with the University's "Code of Conduct for Research."

In keeping with the above, an "Ethical Clearance Certificate" was applied for and received by the University's Research Ethics Committee. In applying for ethical clearance, it was demonstrated that information regarding autonomy and anonymity of the respondents, the confidentiality of information, informed consent, physical, emotional and health status of respondents, research funding, storage and disposal of research data would be done ethically and in accordance with university rules. Respondents were also informed of their right to withdraw from the study should they chose to do so. Cooper and Schindler (2006) as well as Bailey (1987) support this approach.

3.7 Questionnaire Construction

According to Warwick and Linninger (1975), there are two basic goals in questionnaire design:-

- To obtain information relevant to the purposes of the survey.
- To collect this information with maximal reliability and validity.

The structure of the questionnaire used in this study comprised of questions that elicited biographical details, occupational details and questions that were specifically related to the research objectives of the study. A 5 point Likert Scale was used for questions in the questionnaire. The questionnaire concluded with three open –ended questions regarding the central theme of the study.

The following questions from the questionnaire were linked to the research objectives as follows:-

Objective one: To investigate the effect and influence of employee recognition as well as communication processes within the company, on employee motivation levels.

Questions: 7, 16, 17, 18, 19, 21 were linked to Objective **One**.

Objective two: **To show the relationship between ‘career pathing’ and employee motivation.**

Questions **6, 9, 10, 11, 20**, were linked to Objective **Two**.

Objective three: **To investigate the relationship between the organisation’s reward systems and the motivational levels of its employees.**

Questions **12, 13, 14, 15**, were linked to Objective **Three**.

Objective four: **To analyse the effects of social interaction of the organisation’s employees on employee motivation level.**

Questions **23, 24, 25**, were linked to Objective **Four**.

Objective five: **To identify current motivating as well as de-motivating factors within the environment that influence employee behaviour.**

Questions **8, 22, 23, 26, 27**, were linked to Objective **Five**.

3.8 Pilot Study

A pilot study was conducted whereby draft questionnaires were administered to a group of 7 people, which comprised of 4 former FSL-KZN staff members and 3 people with research experience. This was done in order to gauge the enthusiasm and responsiveness, but also to evaluate the effectiveness and efficiency of the data collection method. Flaws that were identified and remedied included vague questions and a double barrelled question. Based on the information, suggestions and recommendations gathered from the pilot study, relevant changes and improvements were made to the questionnaire which contributed positively to more effective and efficient data gathering.

3.9 Fieldwork

The fieldwork involved administering the questionnaire to the target population, which consisted of employees from various levels within the organisation. The questionnaires were administered physically to employees in the various departments as majority of the participants did not have electronic or e-mail access. The advantage of this method

however, was the researcher was able to explain and clarify any unclear issues regarding the questionnaire or the research as a whole, could be explained directly to the respondents.

The obvious disadvantage of this method was the fact that it was time consuming to administer. The other problem experienced was that respondents were often far from punctual.

3.10 Conclusion.

Statistically, a minimum of 30 people must respond to a questionnaire process for the research to be valid (Struwig and Stead, 2004). In the case of the KwaZulu-Natal Police Forensic Science Laboratory, there are 163 employees. As 79 out of 163 employees responded, the sample size was adequate; the implication being that the research was well planned was scientifically executed and is statistically sound. The results are generalisable to other laboratories. The second implication being that if the recommendations are accepted and implemented, great care must be taken to monitor the implication, the reason being that in the event the recommendation is not achieving the desired result, steps will need to be taken to adjust the situation appropriately.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 Introduction

This study investigated the phenomenon of employee motivation within the KwaZulu-Natal Police Forensic Science Laboratory. In today's fast paced and extremely dynamic economic and corporate environment, above average employee motivation levels is absolutely crucial if any organisation is to successfully rise above the competition and meet production driven targets and deadlines.

It was decided to undertake this study based on evidence and recommendations from personnel within this particular environment which suggested the issue of employee motivation within this environment be further investigated in order to highlight problem areas and suggest appropriate solutions.

This chapter is the presentation of results obtained from the questionnaires which were then statistically analysed.

4.2 Data Collection

Questionnaires were physically handed out and distributed to all employees within this organisation. It was decided not to use email facilities as the majority of employees within the organisation did not have access to individual email accounts. This step was viewed this as a potential risk concerning the probability of a lower response rate than would be the case with face to face questionnaires.

In addition to an extent this precluded respondents from complete privacy, confidentiality and anonymity of the respondents as they would be emailing the completed questionnaires back. This was overcome by informing respondents that they could print and hand in completed questionnaires at a secure collection point. A total of 79 respondents completed questionnaires were collected which were then statistically analysed.

4.3 Reliability of the Questionnaire

The reliability of the questionnaire was calculated using the Cronbach's Alpha correlation coefficient. The Cronbach's alpha ranges in value from 0 to 1. According to Gliem and Gliem (2003), the reliability of the questionnaire is greater if the alpha value is closer to 1.

The Cronbach's alpha value for this study was calculated at .788 (table 4.2). This value suggests that the questionnaire used in this study is highly reliable (Pallant 2005).

4.4 Data Representations

Table 4.1 **Case Processing Summary**

		N	%
Cases	Valid	77	97.5
	Excluded ^a	2	2.5
	Total	79	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.2 **Reliability Statistics**

Cronbach's Alpha	N of Items
.788	20

Table 4.3 Age distribution of respondents.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25	8	10.1	10.3	10.3
	26 to 35	43	54.4	55.1	65.4
	36 to 45	22	27.8	28.2	93.6
	46 to 55	4	5.1	5.1	98.7
	Over 55	1	1.3	1.3	100.0
	Total	78	98.7	100.0	
Missing	System	1	1.3		
Total		79	100.0		

The majority of the respondents (55.1%) were between 26 – 35 years of age, 28.2% were between 36 - 45 years of age, 10.3% were under 25 years of age, 5.1% were between 46-55 years of age and 1.3% was over 55 years of age. This illustrates a spread of youth and experience.

Table 4.4 Gender analysis of respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	43	54.4	54.4	54.4
	Female	36	45.6	45.6	100.0
	Total	79	100.0	100.0	

A total of 54.4% of the respondents were male while 45.6% were female.

Table 4.5 Responses to Question 3- Occupational categories of respondents

Designation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Forensic Analyst	28	35.4	39.4	39.4
	Warrant Officer	6	7.6	8.5	47.9
	Administrator	18	22.8	25.4	73.2
	Constable	4	5.1	5.6	78.9
	Chief Forensic Analyst	3	3.8	4.2	83.1
	Senior Forensic Analyst	3	3.8	4.2	87.3
	Biology & Chemistry Lab	4	5.1	5.6	93.0
	Cleaner	2	2.5	2.8	95.8
	Captain	3	3.8	4.2	100.0
	Total	71	89.9	100.0	
Missing	System	8	10.1		
Total		79	100.0		

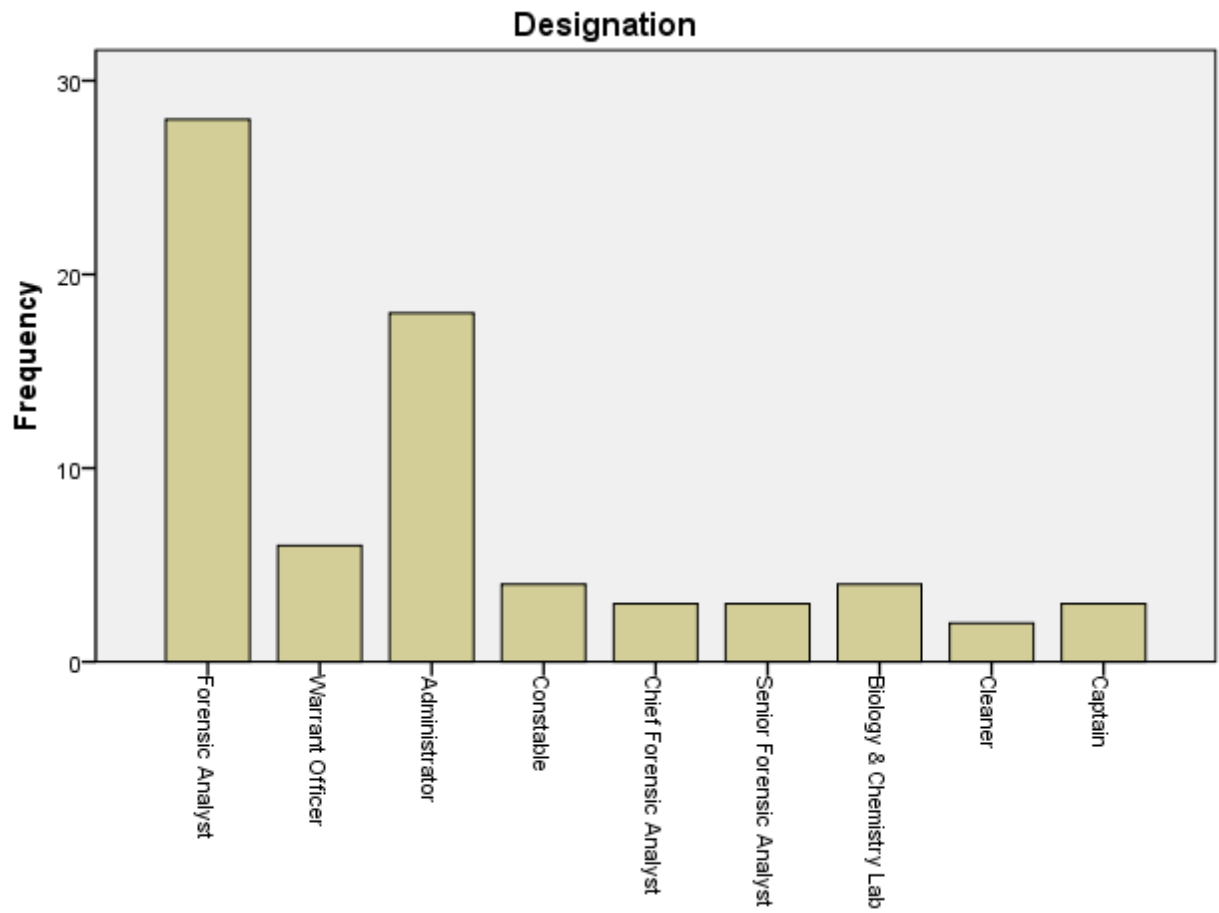


Figure 4.5.1: Occupational categories of respondents

The majority of respondents were Forensic analysts (39.4%). 25.4% were administrators, 8.5% were warrant officers. The constables as well as employees from the biology and chemistry labs made up 5.6% of the respondents. The Chief Forensic Analysts, Senior Forensic Analysts as well as the Captains each made up 4.2% of the respondents. The cleaners made up 2.8% of the respondents while 10.1% (8) of the questionnaires were missing from the system (did not respond).

Table 4.6: Responses to question 4

How long have you been working at the forensic science laboratory, KwaZulu-Natal (FSL-KZN)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 Year	13	16.5	16.9	16.9
	1 to 5 years	32	40.5	41.6	58.4
	6 to 10 years	19	24.1	24.7	83.1
	11 to 15 years	9	11.4	11.7	94.8
	16 years +	4	5.1	5.2	100.0
	Total	77	97.5	100.0	
Missing	System	2	2.5		
Total		79	100.0		

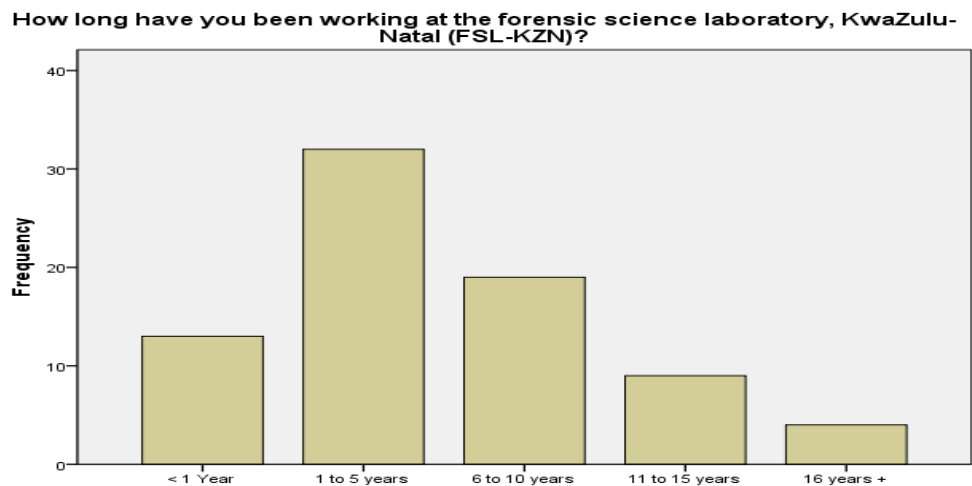


Figure 4.6.1: Responses to question 4

The majority of the respondents (41.6%) have been employed at the FSL-KZN for a period of 1-5 years. 24.7% have been employed for 6-10 years, 16.9% for less than 1 year, 11.7% between 11-15 years and 5.2% for more than 16 years. A total of 2.5% of the responses (2)

were missing from the system (did not respond). A satisfactory blend of youth and experience is evident from the table.

Table 4.7 Responses to Question 5 - Educational qualifications of respondents

Educational Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade 11	2	2.5	2.5	2.5
	Grade 12 Certificate	17	21.5	21.5	24.1
	Diploma	18	22.8	22.8	46.8
	Degree	32	40.5	40.5	87.3
	Other	10	12.7	12.7	100.0
	Total	79	100.0	100.0	

Figure 4.7.1: Educational qualifications of respondents

The majority of the respondents (40.5%) have a degree while 22.8% have a diploma. 21.5% have a grade 12 certificate, 12.7% have 'other' qualifications and 2.5% have a grade 11 qualification. It can be seen that the FSL has a high percentage of well educated staff as currently, the minimum entry level requirement as an analyst is an NQF 6 educational qualification.

Table 4.8 Responses to Question 6.

I understand the vision, mission and goals of the FSL-KZN very well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	5.1	5.1	5.1
	Disagree	5	6.3	6.4	11.5
	Uncertain	16	20.3	20.5	32.1
	Agree	43	54.4	55.1	87.2
	Strongly Agree	10	12.7	12.8	100.0
	Total	78	98.7	100.0	
Missing	System	1	1.3		
Total		79	100.0		

Some 55.1% of the respondents agree that they understand the vision, mission and goals of the FSL-KZN very well, while 20.5% are uncertain, 12.8% strongly agree, 6.4% disagree and 5.1% strongly disagree. That 32% of employees are unable to agree to the above statement is a cause for concern and management should take note of this.

Table 4.9 Responses to question 7

The FSL-KZN values me as an employee

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	8.9	8.9	8.9
	Disagree	12	15.2	15.2	24.1
	Uncertain	24	30.4	30.4	54.4
	Agree	31	39.2	39.2	93.7
	Strongly Agree	5	6.3	6.3	100.0
	Total	79	100.0	100.0	

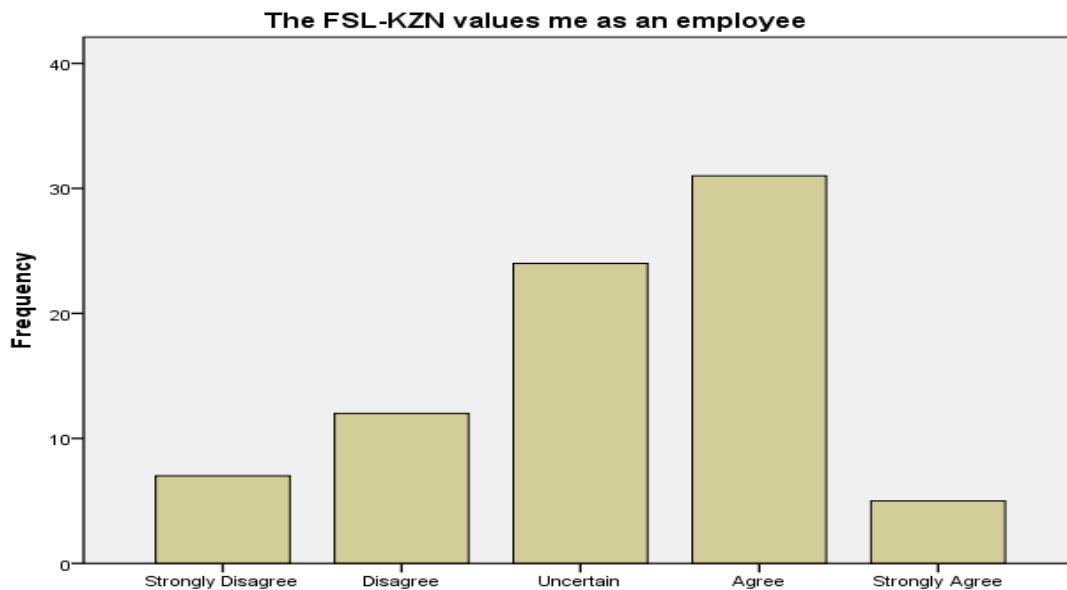


Figure 4.9.1 Responses to question 7

Some 39.2% agree that the organisation values them as employees, 30.4% are uncertain, 15.2% disagree, 8.9% strongly disagree and 6.3% strongly agree. As can be seen, there is a high level of uncertain responses (30.4%). This is a matter of concern and could indicate a reluctance to disagree.

Table 4.10 Responses to question 8

Work related performance levels of the FSL-KZN influence my motivation levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.5	2.5	2.5
	Disagree	7	8.9	8.9	11.4
	Uncertain	28	35.4	35.4	46.8
	Agree	32	40.5	40.5	87.3
	Strongly Agree	10	12.7	12.7	100.0
	Total	79	100.0	100.0	

Work related performance levels of the FSL-KZN influence my motivation levels

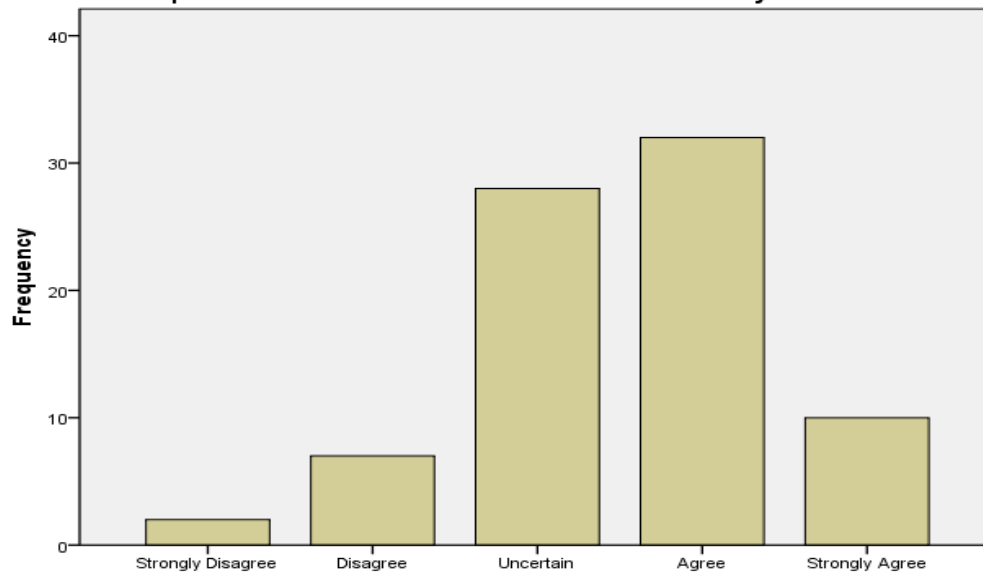


Figure 4.10.1 Responses to question 8

A total of 40.5% of the respondents agree that work related performance levels of the organisation influence their motivational levels, while 35.4% are uncertain, 12.7% strongly agree, 8.9% disagree and 2.5% strongly disagree. This could indicate to management that

motivational levels of a significant percentage of employees are influenced by the performance of the organisation as a whole. Management should therefore strive to always realise organisational objectives in order to positively influence employees who identify being part of a winning team.

Table 4.11 Responses to question 9

Promotions and career advancement highly influence my motivational levels at work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	10.1	10.1	10.1
Disagree	10	12.7	12.7	22.8
Uncertain	10	12.7	12.7	35.4
Agree	29	36.7	36.7	72.2
Strongly Agree	22	27.8	27.8	100.0
Total	79	100.0	100.0	

Figure 4.11.1 Responses to question 9

Some 36.7% of respondents agree that promotions and career advancement highly influence their motivation levels at work, 27.8% strongly agree, 12.7% disagree, 12.7% were uncertain and 10.1% strongly disagreed. From the above, it is clear that majority of the respondents (64.5%) agree that career progress within the FSL will positively influence their motivation levels at work. Management needs to take serious consideration of these responses with the possibility of perhaps improving or revising the current career advancement policies within the environment.

Table 4.12 Responses to question 10

The FSL-KZN has a well defined career path strategy for all its employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	34.2	34.2	34.2
	Disagree	26	32.9	32.9	67.1
	Uncertain	18	22.8	22.8	89.9
	Agree	8	10.1	10.1	100.0
	Total	79	100.0	100.0	

A total of 34.2% of the respondents strongly disagreed with the statement that the FSL-KZN has a well defined career path strategy for all its employees, while 32.9% disagreed, 22.8% were uncertain and 10.1% agree. To have almost 90% of employees fail to agree with this statement is indeed a sign of a serious problem that requires attention.

Table 4.13 Responses to question 11

There are many opportunities for career advancement at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	27	34.2	34.2	34.2
	Disagree	27	34.2	34.2	68.4
	Uncertain	13	16.5	16.5	84.8
	Agree	12	15.2	15.2	100.0
	Total	79	100.0	100.0	

Some 34.2% of respondents strongly disagreed that there are many opportunities for career advancement at work, while 34.2% disagreed, 16.5% were uncertain and 15.2% agreed.

Once again very few respondents supported this statement and that indicates a problem at the FSL.

Table 4.14 Responses to question 12

Financial incentives motivate me more than non- financial rewards

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	15.2	15.4	15.4
	Disagree	9	11.4	11.5	26.9
	Uncertain	8	10.1	10.3	37.2
	Agree	26	32.9	33.3	70.5
	Strongly Agree	23	29.1	29.5	100.0
	Total	78	98.7	100.0	
Missing	System	1	1.3		
Total		79	100.0		

Figure 4.14.1: Responses to question 12

A total of 33.3% agree that financial incentives motivate them more than non-financial rewards, 29.5% strongly agree, 15.4% strongly disagree, 11.5% disagree and 10.3% were uncertain. Almost 37% of respondents indicated that things other than financial rewards motivate them and as such the management at the FSL need to take this into consideration by perhaps implementing more financial rewards that are applicable to this working environment.

Table 4.15: Responses to question 13

Organisational benefits such as medical aid and housing allowance are adequate for my purposes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	22.8	22.8	22.8
	Disagree	27	34.2	34.2	57.0
	Uncertain	9	11.4	11.4	68.4
	Agree	22	27.8	27.8	96.2
	Strongly Agree	3	3.8	3.8	100.0
	Total	79	100.0	100.0	

A total of 34.2% of respondents disagreed that organisational benefits were adequate for their needs, while 27.8% agreed, 22.8% strongly disagreed, 11.4% were uncertain and 3.8% strongly agreed. In total 68% or 54 respondents out of 79 did not consider the benefits to be adequate, this indicates a problem which management need to focus on. Current organisational benefits need to be seriously reviewed within context and improved in order to be more aligned towards employee needs.

Table 4.16 Responses to question 14

Risk and skill factor benefits are fair and adequately apportioned amongst employees of the FSL-KZN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	18	22.8	22.8	22.8
	Disagree	33	41.8	41.8	64.6
	Uncertain	12	15.2	15.2	79.7
	Agree	14	17.7	17.7	97.5
	Strongly Agree	2	2.5	2.5	100.0
	Total	79	100.0	100.0	

Some 41.8% disagreed with the statement that risk and skill factor benefits are adequate for their needs, while 22.8% strongly disagreed, 17.7% agreed, 15.2% were uncertain and 2.5% strongly agreed. The fact that the majority of respondents are not satisfied with risk and skill factor benefits within this organisation is also a matter of concern. Management should perhaps revisit and re-assess the risk and skill factor benefits with a view to possibly restructuring these benefits.

Table 4.17 Responses to question 15

Retirement benefits available within the organisation are sufficient for my future needs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	16	20.3	20.3	20.3
Disagree	18	22.8	22.8	43.0
Uncertain	30	38.0	38.0	81.0
Agree	15	19.0	19.0	100.0
Total	79	100.0	100.0	

A total of 38% of respondents were uncertain if the retirement benefits were sufficient for their needs, while 22.8% disagreed with the statement, 20.3% strongly disagreed and 19% agreed. Once again an overwhelming number of respondents (81%) did not support the statement made, thus indicating a problem in this regard.

Table 4.18 Responses to question 16

Senior management always recognises my input and contribution to the organisation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	11	13.9	13.9	13.9
Disagree	30	38.0	38.0	51.9
Uncertain	18	22.8	22.8	74.7
Agree	20	25.3	25.3	100.0
Total	79	100.0	100.0	

Some 38% of respondents disagree with the statement that senior management always recognises their input and contribution to the organisation, while 25.3% agree, 22.8% are uncertain and 13.9% strongly disagree. This should be a matter of serious concern for management as a significant percentage of respondents feel that they are not given credit by management when it comes to their contribution to the organisation. Management could perhaps consider implementing effective employee recognition and rewards programmes within the organisation.

Table 4.19 Responses to question 17

I believe that an “open door policy” communication channel between senior management and staff at all levels will improve employee motivation levels at the FSL-KZN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	6.3	6.3	6.3
	Disagree	5	6.3	6.3	12.7
	Uncertain	5	6.3	6.3	19.0
	Agree	38	48.1	48.1	67.1
	Strongly Agree	26	32.9	32.9	100.0
	Total	79	100.0	100.0	

A total of 48.1% of respondents agree that than ‘open door policy’ communication channel between senior management and staff will improve motivation levels in the organisation. Some 32.9% strongly agreed, while 6.3% were uncertain, 6.3% disagreed and 6.3% strongly disagreed. The almost 20% that did not agree here could be appeased if management make an effort to create more open communications channels. The above results indicate that the majority of respondents are comfortable with an open door policy communication system within the environment. This indicates that clear communication

channels will improve employee motivation levels as employees will feel more confident when approaching senior management regarding work issues.

Table 4.20 Responses to question 18

I feel that regular feedback from senior management regarding my work performance will influence my motivational levels at work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	3.8	3.8	3.8
	Uncertain	6	7.6	7.6	11.4
	Agree	50	63.3	63.3	74.7
	Strongly Agree	20	25.3	25.3	100.0
	Total	79	100.0	100.0	

A majority of 63.3% agree that regular feedback from senior management regarding their work performance will influence their motivational levels at work, while 25.3% strongly agreed, 7.6% were uncertain and 3.8% disagreed. These results reveal that the vast majority of respondents believe that regular feedback from senior management regarding their performance is definitely necessary. This would also contribute to their motivation

levels as employees would have direct engagement with their superiors regarding their work performance.

Table 4.21: Responses to question 19

I believe that an effective inter-departmental communication system within the FSL-KZN will positively contribute to employee motivation levels within those departments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.3	1.3	1.3
	Uncertain	9	11.4	11.4	12.7
	Agree	51	64.6	64.6	77.2
	Strongly Agree	18	22.8	22.8	100.0
	Total	79	100.0	100.0	

The vast majority of the respondents (64.6%) agree that effective inter-departmental communication will contribute positively to employee motivation levels within those departments. Some 22.8% strongly agreed while 11.4% were uncertain and 1.3% disagreed. It is clear from these responses that employees place a high value on effective communication within this work environment. This indicates that the majority of

respondents will be more motivated during their work duties if they believed and had faith in the inter-departmental communication channels.

Table 4.22: Responses to question 20

Management empowers me by regularly enhancing my skills and expertise in the form of additional training, workshops, seminars etc

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	25.3	25.3	25.3
	Disagree	29	36.7	36.7	62.0
	Uncertain	10	12.7	12.7	74.7
	Agree	17	21.5	21.5	96.2
	Strongly Agree	3	3.8	3.8	100.0
	Total	79	100.0	100.0	

Some 36.7% of respondents disagreed that management empowers them by regularly enhancing their skills and expertise. A total of 25.3% strongly disagreed, 21.5% agreed, 12.7% were uncertain and 3.8% strongly agreed. That almost 75% of respondents did not support the statement is a matter of concern and this issue needs to be looked at by senior management. Management needs to give this issue serious consideration as increased training and skills development regarding their employees is absolutely critical within this much specialised work environment and would certainly contribute positively to the realisation of organisational goals.

Table 4.23 Responses to question 21

Acknowledgement from my supervisors regarding my “good” work performance highly motivate me in my work environment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.3	1.3	1.3
Disagree	12	15.2	15.2	16.5
Uncertain	9	11.4	11.4	27.8
Agree	48	60.8	60.8	88.6
Strongly Agree	9	11.4	11.4	100.0
Total	79	100.0	100.0	

Acknowledgement from my supervisors regarding my “good” work performance highly motivate me in my work environment

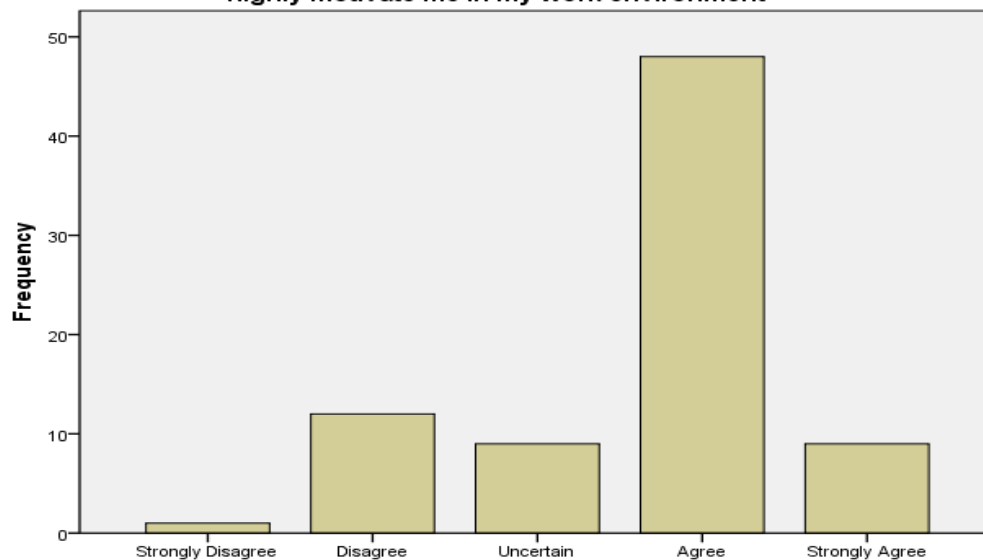


Figure 4.23.1 Responses to question 21

A total of 60.8% of respondents agree that acknowledgement from their work supervisors regarding their good work performance highly motivates them, while 15.2% disagree, 11.4% were uncertain, 11.4% strongly agree and 1.3% strongly disagree. The

overwhelming majority of respondents indicate that receiving praise from their supervisors positively motivate them at work. Senior management must take note of this and if necessary, encourage supervisors and middle managers to increase their frequency of acknowledgement and praise to employees under their supervision.

Table 4.24: Responses to question 22

Criticisms of my work performance by my supervisors tend to de-motivate me at work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	8	10.1	10.1	10.1
Disagree	13	16.5	16.5	26.6
Uncertain	18	22.8	22.8	49.4
Agree	37	46.8	46.8	96.2
Strongly Agree	3	3.8	3.8	100.0
Total	79	100.0	100.0	

Criticisms of my work performance by my supervisors tend to de-motivate me at work

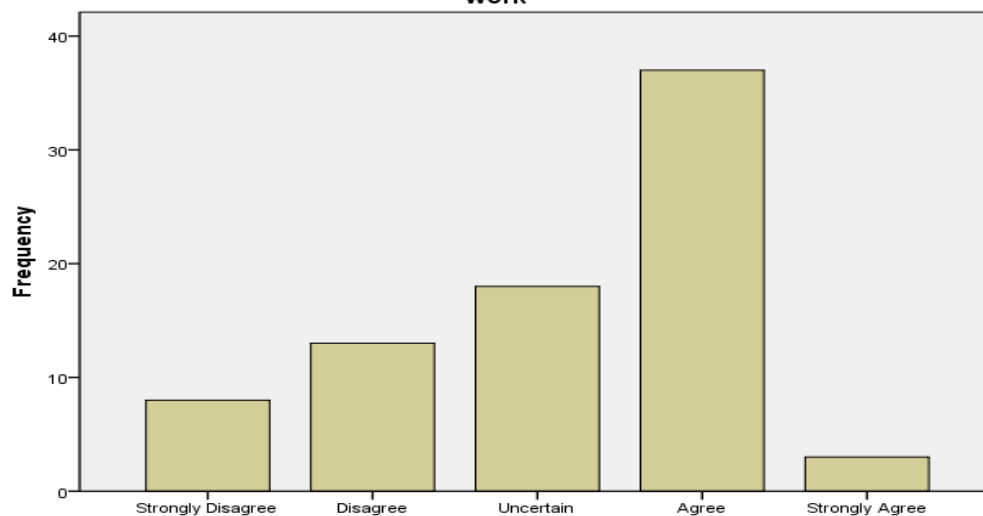


Figure 4.24.1 Responses to question 22

A total of 46.8% of respondents agree that criticisms of their work performance by their supervisors tend to de-motivate them. 22.8% are uncertain, 16.5% disagree, 10.1% strongly disagree and 3.8% strongly agree.

Table 4.25: Responses to question 23

My working relationship with most of my work colleagues influences my motivational levels at work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.5	2.5	2.5
	Disagree	8	10.1	10.1	12.7
	Uncertain	11	13.9	13.9	26.6
	Agree	52	65.8	65.8	92.4
	Strongly Agree	6	7.6	7.6	100.0
	Total	79	100.0	100.0	

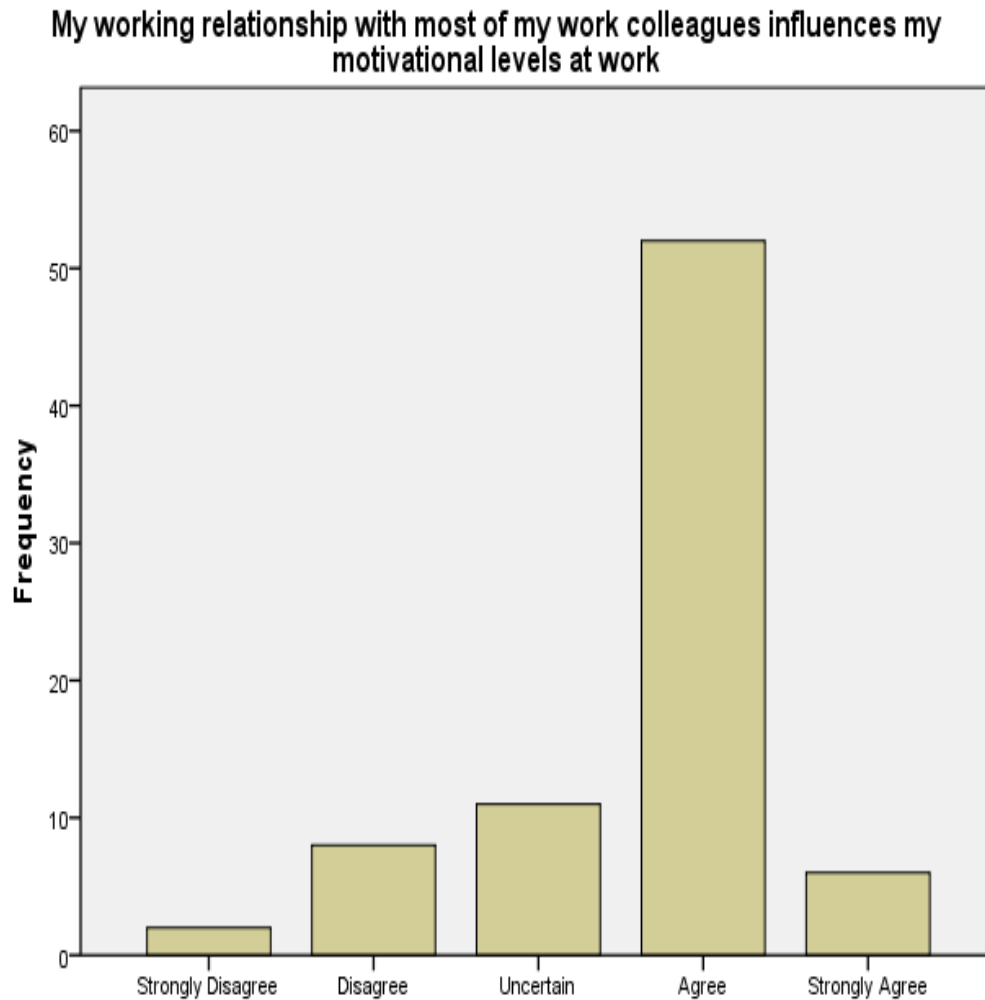


Figure 4.25.1: Responses to question 23

The vast majority of respondents (65.8%) agree that their working relationship with their colleagues influences their motivational levels at work. A total of 13.9% were uncertain, 10.1% disagree, 7.6% strongly agree and 2.5% strongly disagree.

Table 4.26: Responses to question 24

Social interaction between work colleagues will influence their motivational levels at work.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.3	1.3	1.3
	Disagree	2	2.5	2.5	3.8
	Uncertain	11	13.9	13.9	17.7
	Agree	50	63.3	63.3	81.0
	Strongly Agree	15	19.0	19.0	100.0
	Total	79	100.0	100.0	

A total of 63.3% of respondents agree that social interaction between work colleagues will influence their motivational levels at work. Some 19% strongly agree, 2.5% disagree and 1.3% strongly disagrees. The above results certainly indicate that majority of respondents hold social interaction with their colleagues in high regard. Management needs to assess current policy regarding this issue and if necessary, must institute immediate changes to practically accommodate employee requests. Management could look into the possibility of perhaps increasing the frequency of employee team building exercises amongst other social activities.

Table 4.27 Response to question 25

I look forward to social activities (e.g. .teambuilding exercises, sports days etc) within the FSL-KZN environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	5.1	5.1	5.1
	Uncertain	5	6.3	6.3	11.4
	Agree	41	51.9	51.9	63.3
	Strongly Agree	29	36.7	36.7	100.0
	Total	79	100.0	100.0	

A total of 51.9% of respondents agree to look forward to social activities within the working environment while 36.7% strongly agree, 6.3% were uncertain and 5.1% disagree.

The responses to the open-ended questions viz: questions 26, 27 and 28 were tabled and categorised as follows:

Question 26

Are there any recent work related events/ developments within your working environment that have contributed positively to your motivational levels at work?

Table 4.28

Answer	Number	Percentages
No/None	55	69.62%
Yes	24	30.38%

A total of 69.62% of the respondents indicated that there were no recent work related events that contributed positively to their motivation levels. Management needs to take heed of this and perhaps institute events at work that will contribute positively to employee motivation levels.

Responses to Question 27

Are there any recent work related events/ developments within your working environment that have negatively affected your motivation levels at work?

Table 4.29

Answer	Number	Percentages
Yes	38	48.10%
No	30	37.97%
N/A	11	13.92%

Some 48.10% of respondents agree that recent work related developments have contributed negatively to their motivation levels. Management needs to investigate these developments and suggest alternatives as soon as possible in order to minimize negative influences in the work environment.

Responses to Question 28

What, according to you can be done in order to improve the motivational levels of all employees within the FSL-KZN environment? Please elaborate.

Table 4.30

Employee Recommendations	Number	Percentages
Financial Rewards	14	17.72%
Resources	9	11.39%
Social Interaction	7	8.86%
Career Pathing	30	37.97%
Communication	8	10.13%

Clearly career pathing is considered important to respondents. This could mean that the organisation needs to improve its career pathing strategy or implement a new one. Financial rewards are also of importance. There also seems to be an issue around resources

which contribute to employee motivation. Communication issues also need to be investigated along with social interaction issues.

The following correlations were done using the data from the questionnaires that best represented the study objectives.

4.5. Correlations

According to Struwig and Stead (2004), in statistics, dependence refers to any statistical relationship between two random variables or two sets of data. Correlation refers to a broad class of statistical relationships involving dependence (Cooper and Schindler, 2006). Seven correlations have been done in order to illustrate the relationship between key variables relative to specific objectives of the study. The choice to include the following interpretation of correlation values was made so as to provide a guide to any layman or anyone without statistical knowledge regarding the interpretation of the correlation values e.g. anyone without statistical knowledge choosing to read or review this study off a library shelf would be better informed regarding interpretation of correlations.

Pearsons – tells of the strength and significance of the relationships

A correlation of “0” = no relationship between variables.

Pearson can be -1 or 1 ignore the negative – minus sign

from .10 to .290 = weak correlation

From .30 to .49 = medium correlation

.5 to 1 = strong

(Pallant, 2005) SPSS Survival Manual. Open University Press. Maidenhead

The following correlations were done using the questions that best represented the study objectives:

Table 4.31

Correlation 1

		The FSL-KZN has a well defined career path strategy for all its employees
I understand the vision, mission and goals of the FSL-KZN very well	1	.379** .001
N	78	78

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation(r) between understanding the vision, mission and goals of the FSL-KZN and a well defined career path strategy for its employees is 0.379. This indicates a medium correlation between the two variables of understanding vision, mission and goals of the organisation and a well defined career path strategy.

Table 4.32

Correlation 2

		Management empowers me by regularly enhancing my skills and expertise in the form of additional training, workshops, seminars etc
The FSL-KZN values me as an employee	1	.421** .000
N	79	79

The correlation between the above variables is .421. This indicates a medium correlation between management empowering employees in terms of skills and expertise and employees feeling valued by the organisation.

Table 4.33

Correlation 3

		I feel that regular feedback from senior management regarding my work performance will influence my motivational levels at work.
Work related performance levels of the FSL-KZN influence my motivation levels	Pearson Correlation Sig. (2-tailed)	.300** .007
N	79	79

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation between the above two variables .300. This indicates a medium correlation between the two variables of employees' motivational levels being influenced by receiving regular feedback from senior management regarding their work performance and the influential effect of the entire organisations performance on employee motivational levels.

Table 4.34

Correlation 4

		There are many opportunities for career advancement at work
Promotions and career advancement highly influence my motivational levels at work	Pearson Correlation Sig. (2-tailed)	1 .038 .740
N	79	79

The correlation between the above two variables is .038. This indicates a weak or no correlation between the two variables of career advancement opportunities and the motivational influences of promotions and career advancement on employee motivation levels within the organisation.

Table 4.35

Correlation 5

		Criticisms of my work performance by my supervisors tend to demotivate me at work
Acknowledgement from my supervisors regarding my “good” work performance highly motivate me in my work environment	Pearson Correlation Sig. (2-tailed)	1 .242* .032
N	79	79

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation for the abovementioned variables are .242. This indicates a weak correlation between the two variables regarding criticisms of employee work performance

by their supervisors and acknowledgement of good work performance, on employee motivational levels within the work environment.

Table 4.36

Correlation 6

		Organisational benefits such as medical aid and housing allowance are adequate for my purposes.
Financial incentives motivate me more than non-financial rewards	Pearson Correlation Sig. (2-tailed) N	1 .000 1.000 78 78

The correlation between the two abovementioned variables is .000. This indicates there is no relationship between the two variables regarding organisational benefits and the motivational influence of financial and non-financial rewards.

Table 4.37

Correlation 7

		Retirement benefits available within the organisation are sufficient for my future needs
Age	Pearson Correlation Sig. (2-tailed) N	1 -.142 .215 78 78

The correlation for the two variables mentioned above is -.142. This indicates a weak relationship between the variables which is not statistically significant or could be due to chance.

4. 6. Conclusion

This chapter presented the results of the study in terms of graphical representations and tables. The information has been presented in the form of bar graphs as well as correlation tables which facilitates relatively easy visual representation and interpretation. In many instances a large percentage of FSL employees did not support statements made and as such it is noted that there is a large degree of discontentment amongst FSL employees. The discussion of these results follows in the next chapter.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 Introduction

This study undertook to investigate employee motivation within the KwaZulu-Natal Police Forensic Science Laboratory. Motivation can be seen as a certain need that prompts behaviour towards a certain goal. Employee motivation is directly linked to work performance. The general consensus is that a highly motivated workforce is more likely to deliver optimum performance than a non-motivated workforce. Therefore, considering the importance of employee motivation in any organisation, it is imperative to identify factors that are not conducive to maintaining an above average level of employee motivation within that organisation. The results of this study will now be discussed in terms of the research objectives that were outlined in chapter one of this study.

5.2 Research Objectives

Without clearly defined objectives, the entire research process would have no direction. By having a set of well defined research objectives, the researcher is guided as to what he or she wants to achieve from the research. This in turn assists the researcher in following a well defined and practical research methodology (Cooper and Schindler (2006). The following research objectives were outlined in chapter one of this study:

5.3 Research Results in Terms of Objectives

5.3.1 Objective One: To investigate the effect and influence of employee recognition on employee motivation levels.

Relevant Questions: 7, 16, 21

A large percentage of respondents (39.2%) agreed that they felt valued by the employer, although a significant amount (30.4%) was uncertain if the employer valued them. Most employees (38%), felt that their input and contributions were not recognised by senior management. 72.2% collectively (agree and strongly agree) of respondents agree overall that acknowledgement of “good” work performance will be highly motivating to them.

Given the above responses it would appear that employee recognition is not as high as employees would like it to be and as such it is an area which needs attention. With regard to employee input a large percentage of respondents are of the view that their input is not recognised and that can lead to de-motivation, poor morale and a negative work ethic, all of which could result in resignations.

5.3.2 Objective Two: To investigate the effect and influence of communication processes within the organisation, on employee motivation levels.

Relevant Questions: 6, 9, 10, 11, 17, 18, 19

The majority (48.1%) of respondents believe that an ‘open door policy’ will improve motivation levels. An overwhelming majority (63.3%) of respondents feel that regular feedback from senior management regarding work performance will influence their motivational levels. The vast majority (64,6%) of respondents believe that an effective interdepartmental communication system will contribute positively to motivation levels of employees.

Some 53.2% of respondents collectively agree that work related performance levels of the FSL-KZN influence their motivation levels. In total 50.6% collectively agree that criticism from their supervisors de-motivate them at work. Some 73.4% of respondents collectively agree that their working relationship with most of their colleagues influences their motivational levels.

Whilst it is inevitable that at some or another point employees may have to face criticism there is no doubt that if the criticism is constructive and well managed the employee is bound to be more prepared to accept it and to learn from it so that a mutually beneficial result occurs. Staff motivation and morale are issues that need to be addressed by management.

5.3.3 Objective Three: To highlight the relationship between ‘career pathing’ and employee motivation.

The Relevant Questions: 12, 13, 14, 15

The vast majority (67.15%) collectively agree that they understand the vision, mission and goals of the organisation. A majority (64.5%) collectively agree that promotions and career advancement highly influence their motivation levels at work, yet 67.1% of respondents collectively do not agree the FSL-KZN has a well defined career path strategy for all its employees. The vast majority (64,6%) of respondents believe that an effective interdepartmental communication system will contribute positively to motivation levels of employees. Some 68.4% of respondents collectively do not agree that there are many opportunities for career advancement at work. A total of 62% of respondents collectively do not agree that management empowers them in the form of additional training, workshops etc.

Given the above findings it is clear that management needs to ensure that employee career paths are well communicated so that employees know what criteria apply in order that they perform accordingly and that they apply for relevant training and educational programmes, to meet the criteria.

5.3.4 Objective Four: To investigate the relationship between the organisations reward systems and the motivational level of its employees.

Relevant Questions: 23, 24, 25

The vast majority (62%) collectively agree that financial rewards motivate them more than non-financial rewards. Some 57% of respondents disagree that organisational benefits are adequate for their needs. A total of 64.6% collectively disagree that risk and skill factor benefits are adequately apportioned amongst themselves and 38% of respondents are uncertain if their retirement benefits are sufficient for their needs.

A large percentage of employees appear to have doubts concerning the reward systems offered by the organisation and such doubts undermine morale and most certainly make such employees potential turnover cases. For any organisation to lose highly skilled and experienced personnel is far from ideal. It would appear that at national level the rewards structure needs to be examined and at FSL level it may be wise as part of employee well-being processes to call in retirement planning and

investment planners to explain key concepts in order to help employees plan better for their future and especially their retirement.

5.3.5 Objective Five: To analyse the effects of employee social interaction on employee motivational levels.

Relevant Questions: 8, 22, 23,

A total of 73.4% of respondents collectively agree that their working relationship with most of their colleagues influences their motivational levels. 82.3% collectively agree that social interaction between work colleagues will influence their motivational levels at work. 88.6% of respondents look forward to social activities at work.

There appears to be a need to build team spirit and morale amongst members of the FSL and to this end regular low level motivational programmes and team building will be of value. In addition quarterly events aimed at improving team spirit, individual growth and motivation would add value and reduce the chances of staff dissatisfaction and turnover.

5.4 Open Ended Questions

Question: 26

A huge percentage at 69.2% of respondents indicates that there have not been any recent work related events that have contributed positively to their motivation levels at work.

This result is similar to the result from question 25 and it is clear that employee motivation will improve staff job satisfaction levels.

Question: 27

Some 48.10% of respondents indicated that there were recent work related events/developments that have negatively affected their motivation levels

It is imperative that management determine the cause of these events at work and determine the extent to which they undermined staff morale so that they may be addressed.

Question: 28

When questioned as to what, according to the respondents, could be done to improve the motivation levels of employees, 37.97% suggested the organisation improve its 'career pathing' strategy for its employees. Some 17.72% suggested improved financial rewards, while 11.39% mentioned that they would be much happier and thus more motivated if their resources were improved. 10.13% suggested improved communication channels and 8.86% suggested increased social interaction between employees.

It is evident that in order for the FSL to retain staff and indeed ensure that employees are happy at work that certain issues need to be addressed. Some issues are beyond the control of the FSL management such as financial rewards, yet others can be addressed locally. These issues are covered in chapter six under recommendations.

5.5 Conclusion

The results of this study were explained in this chapter. The questions from the questionnaire were grouped according to the objectives of the research. Relevant data was extracted from the statistical presentation of results in the previous chapter and was explained in terms of overall percentages of responses with regards to each objective of this study. The next chapter concludes this study and provides recommendations.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction.

Motivating staff and employees to perform to the best of their abilities and directing their efforts to the goals of the organisation is not only a crucial task for management, but also one of the most challenging as well. The underlying concept of motivation is based on the notion of a driving force that results in specific behaviour that is carried out in order to satisfy a specific need. Understanding what motivates and drives employees in an organisation is not something that must be taken for granted by modern day managers, as the field of human motivation is characterised by dynamic variables.

This study undertook an investigation into the field of employee motivation within a specific working environment with an attempt to identify the status of employee motivation within this particular environment. The overall aim of the study was to identify how employee motivation levels are affected by specific work related factors such as employee recognition, communication processes, career pathing, social interaction as well as reward systems.

6.2 Findings of the Research

The findings of the research are discussed in relation to the initial research questions that were outlined in chapter one.

6.2.1 Research Questions, Conclusions and Recommendations

6.2.1.1 Research Question

Does employee recognition within the organisation result in improved employee motivation levels?

6.2.1.2 Conclusions

According to the results of this study, majority of respondents agree overall that acknowledgement of “good” work performance will be highly motivating to them.

Therefore, this study has revealed that being recognised for a job well done by superiors tend to motivate employees, which in turn, has a positive effect on the

organisation as a whole. The statistical evidence indicates that 51.9% of the respondents are of the view that senior management does not regularly recognise their input and contribution to the organisation. The vast majority of respondents (88.6%) have indicated that it is necessary for senior management to give regular feedback regarding their work performance. The statistical evidence also indicate that 72.2% of respondents believe that acknowledgement from their supervisors regarding good work performance will positively contribute to their motivation levels at work.

6.2.1.3 Recommendations

Management must take note and steps towards improving employee recognition practices as it is evident that this will have a positive effect on employee motivation. Senior management must implement practical steps to ensure regular and appropriate feedback to employees concerning their work performance and efforts.

It is recommended that at the local FSL level that management provides tangible rewards on a regular basis for outstanding employees, within the ambit of their powers and secondly that management informs the upper echelons of the organisation about the problem in order that it can be fully researched and if found to be a widespread problem, it can then be addressed.

6.2.1.4 Research Question

Does effective communication within the organisation result in improved employee motivation levels?

6.2.1.5 Conclusion

According to the research results, the majority of respondents believe that improved communication channels such as an ‘open door’ policy with senior management as well as improved communication channels between the different departments will increase motivation levels among the employees. The statistical results of the study indicate that 81% of the respondents believe that an ‘open door’ communication policy between senior management and staff will improve motivational levels of staff within all levels of the organisation. According to the statistics, an

overwhelming majority of 88.6% of respondents believe that communication from management regarding work performance will influence their motivational levels at work. The statistical evidence also clearly indicates that the vast majority (87.4%) of respondents are of the belief that effective inter-departmental communication will also contribute positively towards improving motivational levels of employees within the work environment.

6.2.1.6 Recommendations

Management must investigate efficiency and effectiveness of current communication systems within the work environment and make improvements where necessary. Senior management must consider practical strategies that facilitate the implementation of clear and direct communication channels between themselves and staff of all levels within the organisation.

Doing so will demonstrate that FSL management is concerned about its employees and its duty to ensure that the important tasks performed by FSL staff are not undermined by poor communications nor by unreceptive management.

6.2.1.7 Research Question

Does a well defined employee career path strategy within the organisation influence employee motivation levels?

6.2.1.8 Conclusion

Based on the research conducted, it is evident that employees will be more motivated if they had a well defined, clear and attainable career path to follow within the organisation. This will also contribute to the job security aspect of employees within the organisation. According to the statistics, a total of 64.5% of respondents collectively agree that promotions and career advancement will have an influential effect on their motivational levels at work. It stands to reason that career advancement for employees would only be effectively implemented if the organisation has a clear and well defined career path strategy in place. The statistical evidence shows that a total of 67.1% of the respondents believe that the FSL-KZN does not have a well defined career path strategy while 22.8% of

respondents are uncertain about the organisation's career path strategy. This creates an environment that can potentially have a significantly negative influential effect on employee motivation levels. The statistics also indicate 68.4% of the respondents collectively believe there are not many opportunities for career advancement within the work environment, which also has the potential to contribute negatively to motivation levels within the employees.

6.2.1.9 Recommendation

Management must revise the existing policy concerning career paths, make necessary changes to improve policy that provides clear, concise guidelines to employee development. Departmental promotional policies, effective career pathing strategies as well as appropriate retention strategies need to be urgently considered by management not only to increase employee motivation levels within the work environment, but also to retain talented and skilled employees.

This recommendation falls largely within the ambit of management at national level not at the FSL level. In the light of this FSL management will need to motivate at national level for further investigation into this and other employee satisfaction related issues in order that the organisation caters for skilled staff on a competitive basis.

6.2.1.10 Research Question

Do organisational rewards and benefits contribute to higher levels of employee motivation?

6.2.1.11 Conclusion

According to the research, organisational rewards such as financial incentives, improved benefit schemes for employees, will influence levels of employee motivation. According to the statistics, 62% of respondents are of the opinion that financial rewards motivate them more than non-financial rewards; potentially resulting in higher levels of motivation amongst the employees. A total of 74.6% of respondents believe that risk and skill factor benefits are unfairly and inadequately apportioned amongst the employees. This could also be a potential contributing factor to low or decreasing levels of employee motivation within the work

environment. In terms of retirement benefits, the statistics reveal that 81% of respondents do not support the view that retirement benefits are adequate for their future needs.

6.1.1.12 Recommendation

Management needs to review rewards and benefit procedures which can possibly be aligned to various performance based criteria. To some extent these issues can be addressed at local level though the core underlying issues such as retirement benefits fall within the domain of national management. Once again local FSL management will have to lobby and motivate at national level for better employee rewards and benefits which will no doubt contribute positively to employee motivation levels.

At local level the only benefits that can be provided are better relations with management, permission to leave posts early or arrive later than usual. That though can hardly be termed a real, tangible benefit.

6.2.1.13 Research Question

What effect does employee social interaction have on employee motivation levels?

6.2.1.14 Conclusion

The research has shown that increased occurrences of social interaction between employees can potentially result in increased levels of motivation amongst the employees. According to the statistics, 88.6% of the respondents have indicated they look forward to social activities within the work environment. A total of 82.6% of respondents have indicated that social interaction between work colleagues will influence their motivational levels at work. It is clearly evident that social interaction between employees in this organisation is held in high regard and can therefore be seen as an important positive contributing factor towards motivational levels of employees within the organisation. The statistics also revealed that 73.4% of the respondents believe that working relationships with their colleagues influence their motivation levels at work. This definitely highlights the fact the majority of respondents feel that social interaction between themselves and their colleagues within this environment highly influences their motivation levels.

6.2.1.15 Recommendation

The organisation must seriously consider implementing more social activities e.g. teambuilding exercises, sports days and fun events to facilitate interaction between employees of all levels. From the research it is clearly evident that practically increasing the amount of social activities within the organisation will positively contribute towards improving employee motivation levels.

Doing so will go a long way to building greater understanding, team spirit and employee morale. These are indeed issues that can be addressed by local management of the FSL and as such should be considered as a “quick” win whilst management attempts to address the remaining issues at other levels.

6.2.1.16 Research Question

What are the factors that motivate as well as de-motivate staff within the organisation?

6.2.1.17 Conclusion

The research suggests that some of the factors that influence motivation, both positively and negatively include: reward systems, recognition, resources, communication channels, social interaction as well as career pathing. According to the statistics, 82.2% of respondents have collectively agreed that acknowledgement and praise from their supervisors highly motivate them at work. In terms of communication, 87.4% of respondents believe that improved inter-departmental communications will positively contribute to their motivational levels at work while 81% of respondents believe that a more direct line of communication between senior management and staff at all levels will improve employee motivation levels at the FSL-KZN. A total of 62.4% of respondents have indicated that financial incentives are a greater motivating factor to them than non-financial rewards. The statistics also indicated that 88.6% of respondents look forward to social activities at work, which can also be viewed as motivating factors.

In terms of de-motivating factors, 68.4% of respondents have indicated that there are not many opportunities for career advancement within the working

environment. A total of 67.1% of respondents are of the opinion that the FSL-KZN does not have a well defined career path strategy in place for its employees. A considerable percentage (64.6%) of respondents have indicated that risk and skill factor benefits are inadequate for their needs. A total of 51.9% of respondents believe that their input and contribution to the organisation is not always recognised by senior management. According to the statistics, 50.6% of respondents feel that criticisms from their supervisors tend to de-motivate them at work.

In terms of other factors that influence motivation within this working environment, 64.5% of respondents have indicated that promotions and career advancement highly motivate them. A significantly high percentage (73.4%) of respondents believe their working relationships with their colleagues have an influential effect on their motivational levels at work. A total of 88.6% of respondents have indicated that regular feedback from management will also have an influential effect on their motivation levels. The statistics have also indicated that 82.3% of respondents believe that social interaction between work colleagues will most certainly influence employee motivation levels at work.

6.2.1.18 Recommendation

Management needs to take cognisance of these factors on a regular basis and make positive changes where applicable. Factors detrimental to employee motivation must be dealt with accordingly and management must adopt a proactive stance regarding these factors. Factors that positively influence motivation must also be reviewed and where possible, enhanced and improved.

At local level the FSL management can most certainly introduce measures to acknowledge good service, effort and improved performance. Such may take the form of departmental employee of the month, performer of the quarter and sundry variants. What is important is that this is done in a sincere way and not seen to be window dressing. If correctly undertaken, winners of such categories would have their acknowledgements placed on file thereby enhancing salary increases and promotion prospects.

Management should also make the effort to compliment employees when they perform well or achieve a milestone. This could be done informally and, or at weekly meetings.

6.2.1.19 Research Question

What must be done in order to improve motivational levels within the organisation?

6.2.1.20 Conclusion

According to the research, when asked to explain in their own words what could be done in order to improve motivational levels within the FSL-KZN environment, 37.97% of respondents felt that the organisation needs to improve its 'career path' strategy for employees. This will improve the motivational levels of employees as they would be able to work towards more senior positions within the company.

A fair percentage of the respondents (17.72%) also recommended improved financial incentives. A total of 11.39% of respondents indicated that improving the resource allocation to the department will also improve their motivational levels. Increased social interaction was also a general indication by 8.86% of respondents which will contribute greatly towards employee motivation and a significant percentage of respondents (10.13%) also indicated that improved communication channels within the work environment will also contribute significantly towards improved employee motivation levels within the working environment.

6.2.1.21 Recommendations

Senior management needs to urgently consider the above-mentioned general suggestions and recommendations with a view to assessment, evaluation and implementation of relevant suggestions and recommendations of the respondents. Listening, meticulously assessing and effective implementation of these recommendations would most definitely result in overall employee motivation levels increasing within this working environment.

6.3 Overall Recommendations

Financial:

This issue is one that needs to be motivated for by management at national level. It is also suggested that management makes the effort to check whether remuneration packages are worse than or better than what is offered elsewhere. If the remuneration commensurate to expertise, skill and hours put in at work then management should request external experts in the field to address employees so that they are able to realise that their perception of being under rewarded is incorrect. Of course if the converse is true then management in terms of a better communications policy should inform employees that it is lobbying at national levels for better rewards.

Social:

This is certainly an issue that can be addressed by local management and it would go some way to improving employee satisfaction levels as most employees in this environment place high emphasis on social activities.

6.4. Suggestions for Further Research.

The researcher definitely suggests further research concerning this topic within this or similar environments. It is suggested the possible future research be carried out on a bigger scale as this could elicit perhaps a wider variety of variables that influence the field of employee motivation. It is also suggested that future research in this field should be designed based on hypotheses for example, to check if there is a significant relationship between career pathing and employee motivation at the Forensic Science Laboratory. The researcher also encourages management to adopt a proactive strategy regarding further research in this field, by stimulating, encouraging and supporting research in this field which ultimately benefits the entire organisation.

6.5 Conclusion

This research has investigated the issues raised under the objectives and has indeed found that there is employee dissatisfaction at the Forensic Science Unit in Durban. As employees at such a specialised unit are a scarce resource and more so as their years of experience make them extremely valuable resources/tools in the efforts to

combat crime which is rampant in South Africa, every reasonable effort should be made to address their fair concerns.

Suitable recommendations have been made to address issues identified by the research. In keeping with the fundamental theory of motivation, as supported by the prominent motivational theorists mentioned in the literature review of this study, management leaders today need to be proactive and committed towards maximising the working environment dynamics within the organisation in order to create a conducive atmosphere for increased, acceptable and sustainable employee motivation levels. This would ultimately yield positive results, in all aspects, to the organization. Some of the issues can most certainly be addressed at local level whilst others will have to be addressed at national level.

It is important that management communicates its intentions with employees, in order to demonstrate its concerns. Thereafter management must implement the recommendations that apply at local level, in consultation with employees to determine what they would like as far as social events go. Management also needs to inform employees on an on-going basis about efforts to motivate for improved rewards.

This was a small scale study and as such caution is advised when the recommendation are implemented. It is suggested that they be done with care and that they are closely monitored in order to measure results. Should results not achieve the desired outcome then the recommendation concerned needs to be re-looked at and modified in order to be a success.

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APPENDIX ONE – LETTER OF INTRODUCTION

UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS

MBA Research Project

Researcher: Mr. N. Jugmohan Tel: 0823663710

Supervisor: Mr. A. Bozas Tel: 0823344477

Research Office: Ms. P. Ximba Tel: 031 2603587

Employee Motivation Levels At The Forensic Science Laboratory, KwaZulu-Natal.

The purpose of this survey is to solicit information from employees and staff of the Forensic Science Laboratory, KwaZulu-Natal regarding motivation levels within the laboratory. The information and ratings you provide us will go a long way in helping us identify the factors that influence and contribute to the varying levels of employee motivation within the laboratory. The questionnaire 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. If you wish to make a comment please write it directly on the booklet itself. Please do not skip any questions

APPENDIX TWO – COVER LETTER

UNIVERSITY OF KWAZULU-NATAL

Graduate School of Business

Westville Campus

Dear Respondent,

MBA Research Project

Researcher: Mr. N. Jugmohan Tel: 0823663710

Supervisor: Mr. A. Bozas Tel: 0823344477

Research Office: Ms. P. Ximba Tel: 031 2603587

I, NEETESH JUGMOHAN, an MBA student at the Graduate School of Business, University of KwaZulu-Natal invite you to participate in a research project entitled Employee Motivation Levels at the Forensic Science Laboratory, KwaZulu-Natal. The aim of this study is to assess and evaluate the various factors that contribute to the varying levels of employee motivation within the Forensic Science Laboratory, KwaZulu-Natal. Your participation in this survey will enable me to determine and identify factors within this working environment that influence employee motivation.

Participation in this project is voluntary. You may refuse to participate from the project at any time with no negative consequences. There will be no monetary gain from participating in this survey group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business, University of KwaZulu-Natal. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above. The survey should take you about 10-15 minutes to complete.

Thank you for your time and participation.

Yours Sincerely,

Neetesh Jugmohan: _____

Date: _____

This page is to be retained by participant

APPENDIX THREE – INFORMED CONSENT

UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS

MBA Research Project

Researcher: Mr. N. Jugmohan Tel: 0823663710

Supervisor: Mr. A. Bozas Tel: 0823344477

Research Office: Ms. P. Ximba Tel: 031 2603587

CONSENT

I.....(full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

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

SIGNATURE OF PARTICIPANT

DATE

This page is to be retained by researcher

APPENDIX FOUR - QUESTIONNAIRE

Employee Motivation In The KwaZulu-Natal Police Forensic Science Laboratory.

1. Age

Under 25	26 to 35	36 to 45	46 to 55	Over 55
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2. Gender

Male	Female
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3. Designation.....

4. How long have you been working at the forensic science laboratory, KwaZulu-Natal (FSL-KZN)?

< 1 Year	1 to 5 years	6 to 10 years	11 to 15 years	16 years +
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5. Educational Qualifications.....

6. I understand the vision, mission and goals of the FSL-KZN very well

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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7. The FSL-KZN values me as an employee.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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8. The work related performance of my department within the FSL-KZN environment influences my motivation levels at work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
----------------------	----------	-----------	-------	----------------

9. Promotions and career advancement highly influence my motivational levels at work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
----------------------	----------	-----------	-------	----------------

10. The FSL-KZN has a well defined career path strategy for all its employees.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
----------------------	----------	-----------	-------	----------------

11. There are many opportunities for career advancement at work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
----------------------	----------	-----------	-------	----------------

12. Financial incentives motivate me more than non- financial rewards.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
----------------------	----------	-----------	-------	----------------

13. Organisational benefits such as medical aid and housing allowance are adequate for my purposes.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
----------------------	----------	-----------	-------	----------------

14. Risk and skill factor benefits (e.g.: danger pay and scarce skills allowance respectively) are fair and adequately apportioned amongst employees of the FSL-KZN.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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15. Retirement benefits available within the organisation are sufficient for my future needs.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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16. Senior management always recognises my input and contribution to the organisation.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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17. I believe that an “open door policy” communication channel between senior management and staff at all levels will improve employee motivation levels at the FSL-KZN.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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18. I feel that regular feedback from senior management regarding my work performance will influence my motivational levels at work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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19. I believe that an effective inter-departmental communication system within the FSL-KZN will positively contribute to employee motivation levels within those departments.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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20. Management empowers me by regularly enhancing my skills and expertise in the form of additional training, workshops, seminars etc.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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21. Acknowledgement from my supervisors regarding my “good” work performance highly motivates me in my work environment.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
----------------------	----------	-----------	-------	----------------

22. Criticisms of my work performance by my supervisors tend to de-motivate me at work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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23. My working relationship with most of my work colleagues influences my motivational levels at work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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24. Social interaction between work colleagues will influence their motivational levels at work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
----------------------	----------	-----------	-------	----------------

25. I look forward to social activities (e.g.: teambuilding exercises, sports days etc) within the FSL-KZN environment.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
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26. Are there any recent work related events/ developments within your working environment that have contributed positively to your motivation levels at work. If yes, please explain.

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27. Are there any recent work related events/ developments within your working environment that have negatively affected your motivation levels at work. If yes, please explain.

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28. What, according to you can be done in order to improve the motivational levels of all employees within the FSL-KZN environment? Please elaborate.

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THE END

Thank you for participating.

NB: The following information is for the benefit of the ETHICAL COMMITTEE and SUPERVISOR only.

The following table shows the relevancy of specific questions in the above questionnaire to the objectives mentioned in 2.3 of the ethical clearance application form.

OBJECTIVES	RELEVANT QUESTIONS IN QUESTIONNAIRE
1.	7, 16, 17, 18, 19, 21
2.	6, 9, 10, 11, 20
3.	12, 13, 14, 15
4.	23, 24, 25
5.	8, 22, 23, 26, 27

APPENDIX FIVE



Research Office, Govan Mbeki Centre
Westville Campus
Private Bag x54001
DURBAN, 4000
Tel No: +27 31 260 8350
Fax No: +27 31 260 4609
snymanm@ukzn.ac.za

18 October 2011

Mr N Jugmohan (9509453)
Graduate School of Business

Dear Mr Jugmohan

PROTOCOL REFERENCE NUMBER: HSS/0950/011MBA
PROJECT TITLE: Employee Motivation Levels at the Forensic Science Laboratory, KwaZulu-Natal

In response to your application dated 22 September 2011, 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 school/department for a period of 5 years.

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

Yours faithfully

.....
Professor Steven Collings (Chair)
HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE

cc. Supervisor – Mr A Bozas
cc. Mrs. C Haddon



Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

APPENDIX SIX

SAP 21

South African Police Service
FORENSIC SCIENCE LABORATORY



Suid-Afrikaanse Polisie
FORENSIESEWETENSKAPLABORATORIUM

THE COMMANDER
FORENSIC SCIENCE LABORATORY, KWAZULU/NATAL
KINGS CREST BUILDING
415 KINGSWAY
AMANZIMTOTI 4126
PO BOX 2082
AMANZIMTOTI
4125

DIE BEVELVOERDER
FORENSIESEWETENSKAPLABORATORIUM, KWAZULU/NATAL
KINGS CREST GEBOU
KINGSWAY 415
AMANZIMTOTI 4126
POSBUS 2082
AMANZIMTOTI
4125

Verwysing	N.JUGMOHAN-MBA
Reference	RESEARCH
Navrae	
Enquiries	COLONEL D.S. MTHEMBU
Telefoon	
Telephone	(031) 9040715
Faksnommer	(031) 9038350
Fax number	

THE COMMANDER
FORENSIC SCIENCE LABORATORY
KWAZULU NATAL
AMANZIMTOTI
4126

16 SEPTEMBER 2011

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Permission is hereby granted for you to conduct research at the Forensic Science Laboratory, Kwazulu-Natal towards your MBA qualification in the following research area:

Employee Motivation Levels At The Forensic Science Laboratory, Kwazulu-Natal.

I trust the data collected will be treated with confidentiality and anonymity.

Yours sincerely,


.....COLONEL
COMMANDER FORENSIC SCIENCE LABORATORY
KWAZULU NATAL: BALLISTIC SECTION
D.S. MTHEMBU

APPENDIX SEVEN – TURNITIN REPORT

Turnitin

Page 1 of 17

Document Viewer Turnitin Originality Report									
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Similarity Index	Similarity by Source								
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	Publications: 0%								
	Student Papers: 5%								
Final By Neteesh Jugmohun									
1% match (student papers from 09/06/12)									
Submitted to University of KwaZulu-Natal on 2012-09-06									
< 1% match (student papers from 08/30/12)									
Submitted to Mancosa on 2012-08-30									
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< 1% match (student papers from 12/31/09)									
Submitted to The International College on 2009-12-31									
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Submitted to CTI Education Group on 2012-03-19									
< 1% match (student papers from 08/09/10)									
Submitted to Australian College of Applied Psychology, Melbourne on 2010-08-09									
< 1% match (student papers from 05/03/10)									
Submitted to Universiti Sains Malaysia on 2010-05-03									
< 1% match (student papers from 06/14/11)									
Submitted to Raffles College of Design and Commerce on 2011-06-14									
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< 1% match (student papers from 04/21/09)									
Submitted to University of Johannesburg on 2009-04-21									
< 1% match (student papers from 10/24/11)									
Submitted to University of KwaZulu-Natal on 2011-10-24									

<https://mail-attachment.googleusercontent.com/attachment/?ui=2&ik=c47570e1...> 2012/11/22