UNIVERSITY OF KWAZULU-NATAL

Motivation levels amongst employees at The Cold Chain/MERCOR Solutions KZN in relation to the work environment

By

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A dissertation submitted in partial fulfilment of the requirements for the degree of

Master of Business Administration

Graduate School of Business & Leadership

College of Law and Management Studies

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2011

DECLARATION

I, Sudesh Maharaj declare that

(i) The research reported in this dissertation/thesis, except where otherwise indicated, and is my original research.

(ii) This dissertation/thesis has not been submitted for any degree or examination at any other university.

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ACKNOWLEDGEMENTS

I wish to express my sincere appreciation and gratitude to the following individuals, without whose assistance, this study would not have been possible:

- To God, my faith in HIM has made this possible.

- My supervisor, Mr Taahir Vajeth, for your guidance and supervision of my dissertation.

- My wife, Shantha Maharaj who has been patient and understanding throughout the MBA course and completion of this dissertation.

- To my wonderful children, Neekara and Simran for their patience and tolerance throughout the duration of my studies.

- To my parents and immediate family and friends for their constant support.

- My respondents, who provided valid and meaningful information for me to work with.

- The graduate school of business staff, Mrs Wendy Clark and Mrs Kiru Naidoo for all your time taken in assisting me over my three years of study.

ABSTRACT

The current work environment is becoming centrally important in recruitment, retention and motivation of the best people. Most managers will agree that a better work environment will reduce stress, improve morale and motivate employees to perform at their best, yet they do not fully understand the extent to which their employees feel motivated to work. The aim of this study was to understand the motivational levels of the employees at The Cold Chain/MERCOR Solutions in relation to their work environment. Although numerous factors affecting motivational levels of employees impacted on employee productivity and performance, this study focused on those factors that emanated out of the work environment. An empirical study using quantitative data collection approach was conducted. A sample of 139 staff members based at the two distribution centres participated in the study out of a population size of 320 employees. Data was collected using a self-administered questionnaire that was handed out to employees. Data was analysed, interpreted and presented with the aid of the Statistical Package for Social Sciences (SPSS). The results showed that the employees at the two distribution centres are motivated and enjoy going to work, however employees felt that the work environment was challenging and more than half of the employees were not satisfied with the current work environment. It was evident that employees were not happy with remuneration that they received; felt that the company did not promote a healthy work-life balance and that training although forthcoming from their managers and supervisors, was not championed enough by the organization. It was recommended that the organization give consideration to the work environment in which the employee operates in; formalize training; look at motivational approaches to job design and set and review goals with employees periodically. Although this study focused on the two distribution centres based in KwaZulu-Natal, recommendations can be used and implemented throughout all of the other distribution centres nationally that fall under The Cold Chain / MERCOR Solutions umbrella.

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CHAPTER ONE
Overview of Study

1.1 Introduction

In most organisations, there are just a few simple changes in how people are managed that may have a positive impact on employee well-being and make a huge difference to bottom line results. Unfortunately, so many managers do not have the relevant information they need in order for them to understand what they are and only a few managers have identified what the questions are that they need answers to. Although many organisations claim that 'our people are our greatest asset', most of these organisations take very few active steps in engaging their employees to achieve better outcomes and maximise on employee effectiveness. This chapter presents an overview of the research undertaken. The motivation of the study, the focus of the study, the problem statement and research are described. Limitations have also been identified and a brief overview of the study will follow.

1.2 Motivation for the study

The Cold Chain, with its division, MERCOR Solutions offers an 'end to end' supply chain solution, including all retail secondary supply chain activities. In addition the cost effective business model offers a synergised, shared service platform to food manufacturers thereby equitably distributing the costs of supply chain activities through one service provider. MERCOR Solutions employs more than 190 sales representatives and tele-sellers nationally. This sales force is focused on pro-actively driving product sales amongst others, regular hard sales calls to existing and potential customers, in-store promotion initiatives and telesales.

This study will provide the organisation with valuable information relating to staff motivation which will be invaluable in the quest for improving productivity and performance.

1.3 Focus of the study

The focus of this study will enable management to understand the level at which the employee operates with respect to motivation and factors that impact on the employee that has direct consequences on productivity output. The results obtained should allow management to engage with their respective employees to better understand the complexities they face in the current work environment. This study will focus on employees at The Cold Chain/MERCOR Solutions branches based at Durban and Dundee.

1.4 Problem statement

In today's rapid changing economic climate, organisations need to address and understand the deeper needs of their employees in order to retain their skills and keep them motivated. Havener (1999, p1), states that "talented people demand meaningful work…deny it, they leave."

The Cold Chain/MERCOR Solutions operate in a very competitive and fast paced environment with constant threats of employees being poached by other competitor organisations and on the odd occasion they succeed. This study will therefore answer: How motivated are staff in relation to the current work environment?

1.5 Research objectives

The objectives of the study are as follows:

1.5.1 To determine the different levels of motivation that is prevalent among all staff.

1.5.2 To determine what motivational factors if any, that are inherent at the two Distribution Centres.

1.5.3 To establish whether improving motivational levels has a positive impact on work performance.

1.6   Limitation of the study

The following are the list of limitations which will be discussed in detail in chapter five: Lack of time, questionnaires being too long, lack of anonymity and limited literature. Solutions to overcome these limitations will also be discussed in Chapter five.

1.7   Outline of the study

The study was undertaken in a manner that allowed for a clear understanding of the problem, a review of the literature, a description of the methodology used, presentation of the data, discussion of the data and concluding recommendations and comments.

The study is presented in five chapters as follows:

- Chapter One provides an introduction to the research problem, the motivation of the study, the focus of the study, research objectives and limitations of the study.
- Chapter Two will focus on the literature review, which will focus on the definition and theories of motivation.
- Chapter Three will describe the various research methods used in this study as well as the reasoning why this has been chosen.
- Chapter Four will focus on the presentation of the data that was gathered as well as the discussion of the results.
- Chapter Five is the concluding chapter of this study in which conclusions are drawn and recommendations are made for further studies.

1.8   Summary

Maintaining high motivation levels is not a simple managerial task undertaken at most organisations. The extent to which employees are motivated is dependent not merely on the quality of management but on many other personal and environmental factors. Chapter One of this study provided an introduction, motivation and overview of the study undertaken. This chapter has highlighted the problem statement, the

research question and the objectives of the empirical study. Chapter 2 will present the literature which serves as a background to the study.

CHAPTER 2
Literature Review

2.1 Introduction

The Latin root of the word 'motivation' means 'to move'. The study of motivation is, therefore, the study of action (Eccles & Wigfield, 2002). According to Fey (2005) Motivation has been defined as a set of psychological processes that impacts on a person's behavior. Motivation theories have emerged from a large array of different customs. Modern theories of motivation focus on the relation of way of life, standards, and goals to action (Eccles & Wigfield, 2002).

According to Fey (2005) most motivation theories do not challenge each other, but instead complement each other. In addition to the wide set of Motivation theories, there is also a broader area where motivation research is applied. One such area is work motivation (Latham & Ernst, 2006). According to Moynihan & Pandey (2007), Locke & Latham's (2004) definition reflects the broad scope of work motivation: "The concept of motivation refers to internal factors that impel action and to external factors that can act as inducements to action".

2.2 Motivation

According to Khan (1997), in the current global business context, organisations in all industry sectors are experiencing brisk change, which is accelerating at a massive rate. To be successful in this borderless, competitive global environment, organisations must adopt ways that are more orientated towards the people side of their business. This view is supported by Finck, Timmers and Mennes (1998, p.55), who stated that "companies must recognise that the human factor is becoming much more important for organisational survival, and that business excellence will only be achieved when employees are excited and motivated by their work". Other difficult circumstances, such as violence, tragedy, fear and job insecurity also causes employees to suffer from severe stress, which results in lower productivity and reduced workplace performance (Klein, 2002). South Africa is no stranger to these types of daily stressors, and Swift (1999) therefore emphasised in order for organisations to survive in present day South Africa, management's ability to

motivate and inspire the workforce to pursue and take pride in both their own and corporate achievements is paramount. To this end, successful people management is especially important. There is much empirical support that by effectively managing people and their behaviour is key drivers in supporting and enhancing organisational profitability (Riskin, 2002).

The topic of what motivates employees has set a practical and theoretical program for organisational psychologists since the start of the 20th century (Haslam, Powell & Turner, 2000). Baron (1991) described motivation as one of the most pivotal concerns of modern organisational research. Van Niekerk (1987) emphasised this point by stating that "productivity is a function of both the motivation and the ability of an employee". Therefore, if motivation equates to zero, so does productivity. Since employee performance is a combined function of ability and motivation, management's main task, therefore, is to motivate employees to perform to the best of their ability and eventually boost productivity (Moorhead & Griffin, 1998).

Motivation, in line with this broad analysis and seen as an intention to act, can be intrinsic or extrinsic (Locke & Latham, 2004). If the purpose is self-initiated, it is intrinsically motivated and therefore undertaken for its own sake, reflecting an inclination to meet challenges, exercise one's capacities, explore and learn. If the intention is the result of external factors, it is extrinsically motivated and the act is performed in order to achieve an outcome independent from the person (Myer, Becker, & Vandenberghe, 2004). In the field of work motivation, the view that theories are complementary is supported by Kreitner, Kinicki, and Buelens (1999). No single motivation theory can provide an adequate explanatory model. Instead, it is often required to use several theories of motivation.

2.2.1 Content Theories of Motivation

Content theories of motivation centres on identifying internal factors such as instincts, needs, satisfaction and job characteristics that energise employee motivation. Most content theories of motivation revolve around the view that an employee's needs influence motivation (Kreitner & Kinicki, 2008).

Needs are physiological or psychological deficiencies that stimulate behaviour, and are influenced by environmental factors. The b bidea behind need theories of motivation is that the needs that have not been satisfied motivate people to satisfy those needs, and on the contrary people are not motivated to pursue a satisfied need (Kreitner & Kinicki, 2008).

2.2.1.1 Maslow's Need Hierarchy Theory

Abraham Maslow, an American psychologist, was of the view that motivation is influenced by the satisfaction of needs. Stimuli or outcomes that individuals sought after can be grouped into five main categories:

1. Physiological. The most basic need that entails having food, air and water to survive.
2. Safety. Consists of the need to be safe from physical and psychological harm.
3. Social. Contains the needs for affection and belonging.
4. Esteem. Need for reputation, prestige and recognition, self-confidence and strength.
5. Self-Actualisation. Desire for self-fulfillment- to become the best one is capable of becoming (Grobler, Warnich, Carrell, Elbert & Hatfield, 2011).

Maslow said that these five needs are arranged in the pre-potent hierarchy shown in Figure 2.1. Maslow believed that human needs normally emerge in a predictable stair-step fashion. Accordingly when one's psychological needs are fairly satisfied, one's safety needs emerge, and so on up the need hierarchy. Once the need is satisfied it activates the next higher need in the stair stepped pyramid. This process continues until the need for self actualisation is activated (Kreitner and Kinicki, 2008). It must be noted, however, that in practice, the five needs in the order proposed might not motivate everyone and can differ between individuals, culture, and work situations. It is also possible that circumstances can cause an individual to return to a more basic level of need as well as the possibility of more than one need motivating behaviour at the same time as others (Orpen, 1981).
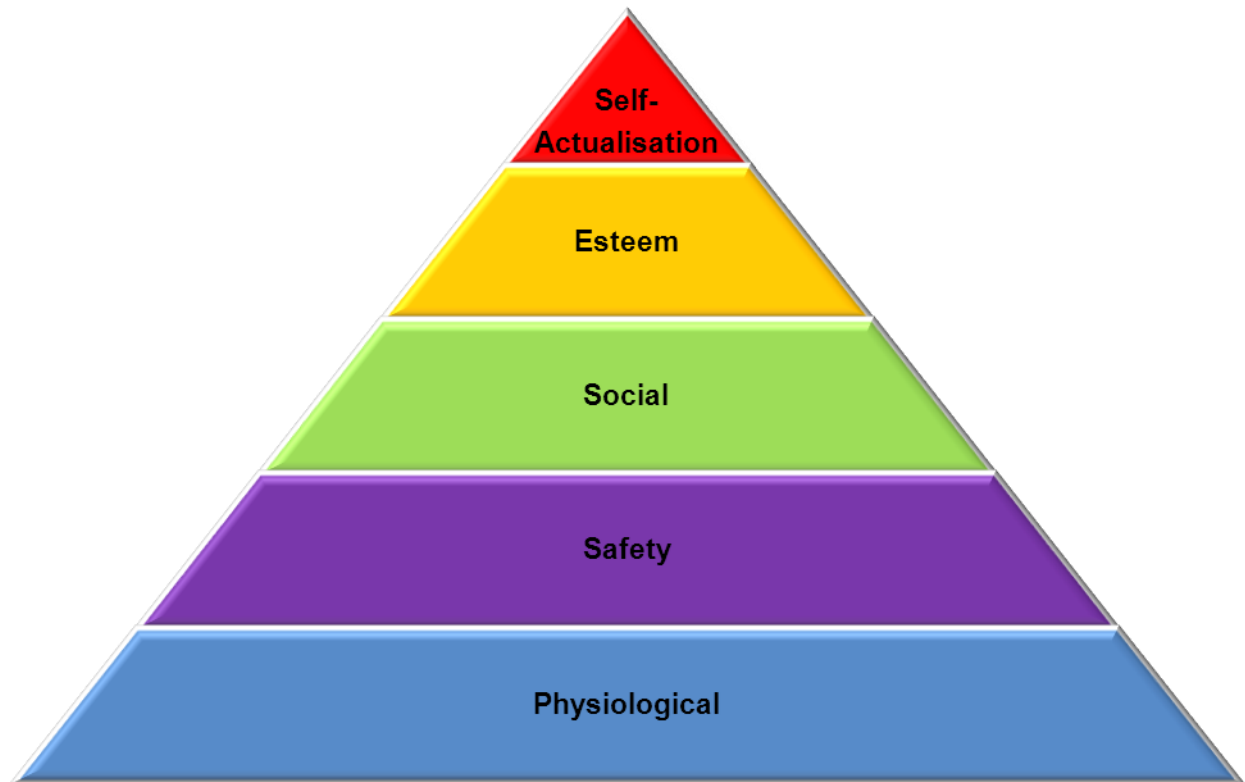
Figure 2.1 Maslow's Need Hierarchy (Kreitner, R and Kinicki, A; 2008)

Two key managerial implications of Maslow's theory are worth noting:

1. Managers need to focus on satisfying employee needs related to self-concepts – self-esteem and self-actualisation. The employee's satisfaction is notably associated with a host of outcomes such as academic achievement, physical illness, psychological well-being, money and work tribulations and performance at work.

2. A satisfied need may lose its motivational potential, Therefore managers are advised to motivate employees by devising programs or practices aimed at satisfying rising or unmet needs (Kreitner & Kinicki, 2008).

2.2.1.2 Alderfer's ERG Theory

Existence, Relatedness, Growth – or ERG Theory, is a model devised in reaction to Maslow's Hierarchy of Needs. Alderfer defined three categories of human needs that are alleged to influence a worker's behaviour: existence, relatedness and growth. These are explained thus:

1. Existence needs – physiological and safety needs which are related to Maslow's first two levels

2. Relatedness needs – social and external esteem needs which are related to Maslow's third and fourth levels.

3. Growth needs- internal self-esteem and self actualisations which are related to Maslow's fourth and fifth levels (Mackay, 2007).

Existence, Relatedness, Growth theory does not presume needs are related to each other in a step up ladder as does Maslow. Alderfer believes that more than a single need may be activated at a time (Kreitner & Kinicki, 2008). ERG theory recognises that the order of importance of the three categories may differ for each individual and recommends that managers must recognise that an employee has numerous needs to satisfy concurrently. According to the ERG theory, just focusing on a single need at a time, managers will be powerless to successfully motivate individuals (Mackay; 2007). ERG theory contains a frustration-regression component. That is, frustration of higher order needs can manipulate the desire for lower order needs. ERG theory is also consistent with the finding that individual and cultural differences influence our need states (Kreitner & Kinicki, 2008).

Relatedness Needs

Existence Needs

Growth Needs

→ Satisfaction / Progression

┅┅► Frustration / Regression

↩ Satisfaction / Strengthening
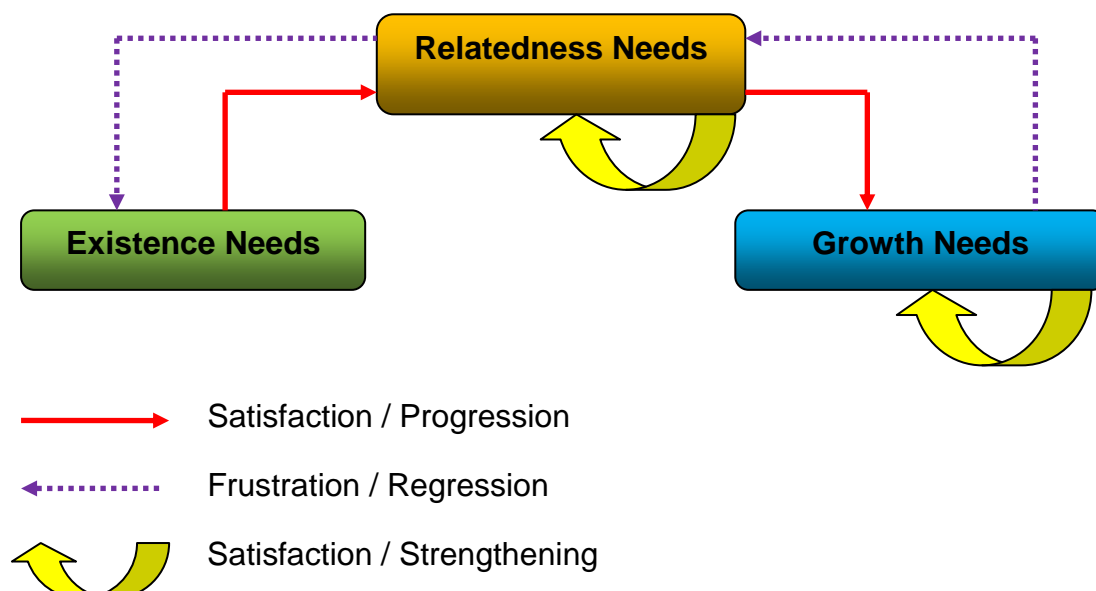
Figure 2.2 Adaptation of ERG Theory (Mackay, A; 2007)

2.2.1.3 McClelland's Need Theory

Almost as popular as the hierarchy of needs, achievement motivation was created by David McClelland. McClelland emphasizes three needs, achievement, affiliation and power:

1. The need to achieve is defined as a preoccupation to focus on goals, improving performance and tangible results.
2. The need for affiliation motivates people to make friends, to become members of groups and to relate with others.
3. The need for power refers to the need to obtain and exercise control; over others, resources and the environment (Grobler et al; 2011).

It is important for managers to realise the context of the internal and external environment when identifying the needs by which an employee is motivated. Not everyone will have a need for affiliation. Those that do will choose to spend more time maintaining social associations, joining groups and wanting to be loved and appreciated (Kreitner & Kinicki, 2008). However, according to Buelens, Kreitner & Kinicki, (2002), people who are high in the need for affiliation may not make good managers or leaders as they struggle to make decisions while worrying about been liked or disliked.

According to Kreitner and Kinicki, (2008), managers should produce demanding task assignments or goals because the need for achievement is positively associated with goal commitment and job involvement. They further argue that demanding goals should be accompanied with a more autonomous work environment and employee empowerment to capitalise on the characteristics of high achievers. Achievers desire feedback on their success and failures. McClelland concludes that people with a high need for affiliation are more likely to be successful entrepreneurs (Buelens, *et al;* 2002).

2.2.1.4 Herzberg's two factor theory of Motivation

Whereas Maslow applied the hierarchy of needs theory to motivation in general, Herzberg applied his particularly to the workplace and job design (Grobler et al, 2011). Herzberg's theory is based on a milestone study in which he interviewed accountants and engineers. Herzberg found separate and distinct set of factors linked with job satisfaction and dissatisfaction (Kreitner & Kinicki, 2008). Some factors will cause dissatisfaction if they are not exact for the people in the organisation; Herzberg called these 'hygiene factors'. A second set of factors accounts for positive feelings of satisfaction. These are called 'motivators" (Mackay; 2007). Hygiene factors are about job context – when people felt dissatisfied at work, they were disturbed about the environment in which they were working. Motivators are about job content – when people felt satisfaction at work, this had to do with the jobs they were doing (Mackay, 2007).
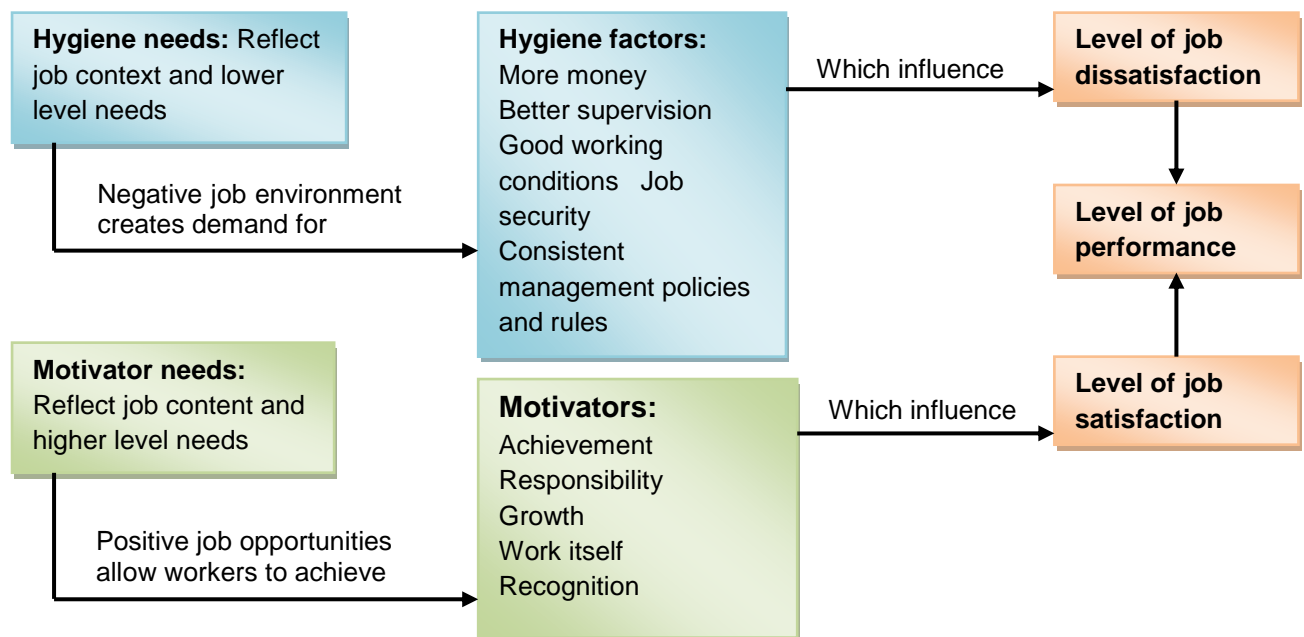
Figure 2.3 Herzberg's theory factors affecting job satisfaction (Grobler, P A, Warnich, S, Carrell, M R, Elbert, N F & Hatfield, RD; 2011)

The two factor theory has received a great deal of attention and criticism. Legitimate questions have been raised regarding the theory's methodology, as well as about the confusing relationship between satisfaction and motivation (Grobler et al, 2011). Research does not support the two-factor theory of Herzberg's nor the suggestion that hygiene factors are unrelated to job satisfaction. Furthermore Herzberg's theory

encourages managers to place emphasis more upon the adequacy of the hygiene factors to avoid employee dissatisfaction and that managers have to ensure that work is stimulating and rewarding to motivate employees to work harder (Kreitner & Kinicki, 2008).

2.2.1.5 McGregor's Theory X and Theory Y

McGregor's Theory X and Theory Y identify two management styles that are noticeable within organisations. They represent two ends of a spectrum and most organisations tend to function somewhere near the middle (Wilkinson, 1986). McGregor built the theory on psychological assumptions, generalisations, and hypotheses about human nature and behaviour.

McGregor's X-Y theory is a constructive and simple reminder of the natural rules for managing people, which under the pressure of day-to-day business are all too easily forgotten (Business balls.com). McGregor's thoughts suggest that there are two essential approaches to managing people. Many managers tend towards theory X, where managers have to constantly monitor their staff, which they cannot trust and who refuses to cooperate, and generally get poor results (Business balls.com). Progressive managers use theory Y, where managers believe that their staff want to learn in their natural activity to the extent that they develop self-discipline and self-development, which produces better performance and results, and allows people to grow and develop (Mackay, 2007) and (Business balls.com).

Although McGregor is of the opinion that theory Y is the best approach for managers to follow, research has shown that applying theory X and theory Y is dependent on the nature of work and the work environment. This is supported by Morse & Lorsch (1970). (Wilkinson, 1986) who developed a contingency theory based on the nature of the task or work. They proposed that managers must design and develop organisations so that organisational characteristics fit the nature of the task to be performed. The theory of management roles emanating from these two divergent approaches has insightful appeal, yet the theories only describe a limited aspect of leadership and management behaviour (Mackay, 2007).

2.2.2 Process Theories of Motivation

2.2.2.1 Equity Theory of Motivation

This is a model of motivation that explains how people endeavor for equality and fairness in social interactions or give and take relationships (Kreitner & Kinicki, 2008). The Adams' Equity Theory model therefore extends beyond the individual self, and incorporates influence and comparison of other people's situations - for example colleagues and friends - in forming a comparative view and awareness of Equity, which commonly manifests as a sense of what is fair (Brooks, 2006).

On the job, feelings of unfairness revolve around a person's assessment of whether he or she receives rewards to compensate for his or her contribution of inputs. People carry out these evaluations by comparing the perceived fairness of their employment exchange to that of others (Kreitner & Kinicki, 2008). According to Kreitner & Kinicki, (2008), Equity theory has at least nine important realistic implications for managers:

1. It provides managers with yet another enlightenment of how beliefs and attitudes influence job performance
2. Research on equity theory emphasises the need for managers to pay attention to employee's perceptions of what is fair and reasonable.
3. Mangers will profit by allowing employees to contribute in making decisions about important work outcomes.
4. Employees should be given the liberty to appeal decisions that affect their wellbeing.
5. Employees will agree to organisational change when they believe it is implemented fairly and it produces equitable outcomes.
6. Managers can encourage collaboration and teamwork among group members by treating them fairly.
7. By treating employees inequitably can lead to legal action and expensive settlements being paid out.
8. Employees perception of justice are strongly influenced by the leadership behaviour exhibited by their managers and,

9. Managers need to pay attention to the organisations climate for equality which will have a great impact on employee's organisational commitment and job satisfaction.

2.2.2.2 Vroom's Expectancy Theory

This theory suggests that people are motivated to behave in ways that produce preferred combinations of expected outcomes (Kreitner & Kinicki, 2008). Vroom suggests that the relationship between people's behaviour at work and their goals was not as simple as first anticipated by other researchers. Vroom realised that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities (Mackay, 2007).

The Expectancy Theory states that individuals have different set of goals and can be motivated if they believe that:

- There is a positive connection between effort and performance
- Favourable performance will result in an attractive reward
- The reward will satisfy an important need
- The desire to satisfy the need is strong enough to make the effort worthwhile (Mackay, 2007).

According to (Brooks, 2006), Vroom argues that human behaviour is directed by "subjective probability", that is the individual's expectation that his or her behaviour will lead to a particular outcome, and this can be summed up in the expectancy equation:

Motivation *(M)* = Expectation *(E)* x Valence *(V)*

As Vroom used the term, valence refers to the positive or negative value that people place on outcomes. Valence mirrors our individual preferences (Kreitner & Kinicki, 2008).

Expectancy theory is useful to those managers who have insight into their employees desires and expectations and who are analytical in their thinking, however research has shown it is less effective in predicting motivated behaviour in those employees who are more impulsive and intuitive in their attitude (Misselhorn, 2005).

2.2.2.3 Motivation through Goal Setting

Goal Setting Theory primarily focuses on the effect that goal setting has on an individual or group's performance. The theory is supported by Edwin Locke (1968) who was of the idea that people are motivated by the intentions to work toward a goal (Francesco & Gold, 2005).

According to Locke's Model, goal setting has four motivational mechanisms:

1. **Goals direct Attention**. Goals direct one's attention and effort in the direction of goal related activities and away from goal unrelated activities.
2. **Goals regulate Effort**. Not only do goals make us selectively perceptive, they also motivate us to perform.
3. **Goals increase Persistence**. Within this framework, persistence refers to the effort expended on a task over an extended period of time. Persistent people tend to perceive obstacles as challenges to be triumphed over rather than reasons to fail.
4. **Goals Foster the Development and Application of Task Strategies and Action Plans.** To achieve goals, one must strategise and plan how to reach the goals set out. Thus goal setting encourages the development of goal-attainment strategies and action plans (Kreitner & Kinicki, 2008).

This said, Buelens et al, (2002) suggest that for Goal Setting theory to work, the goals must be specific, rather than unclear and must be measurable. An individual must be dedicated to the goal that is set. It does not matter whether or not that individual participated in setting the goal or if the goal was assigned to them.
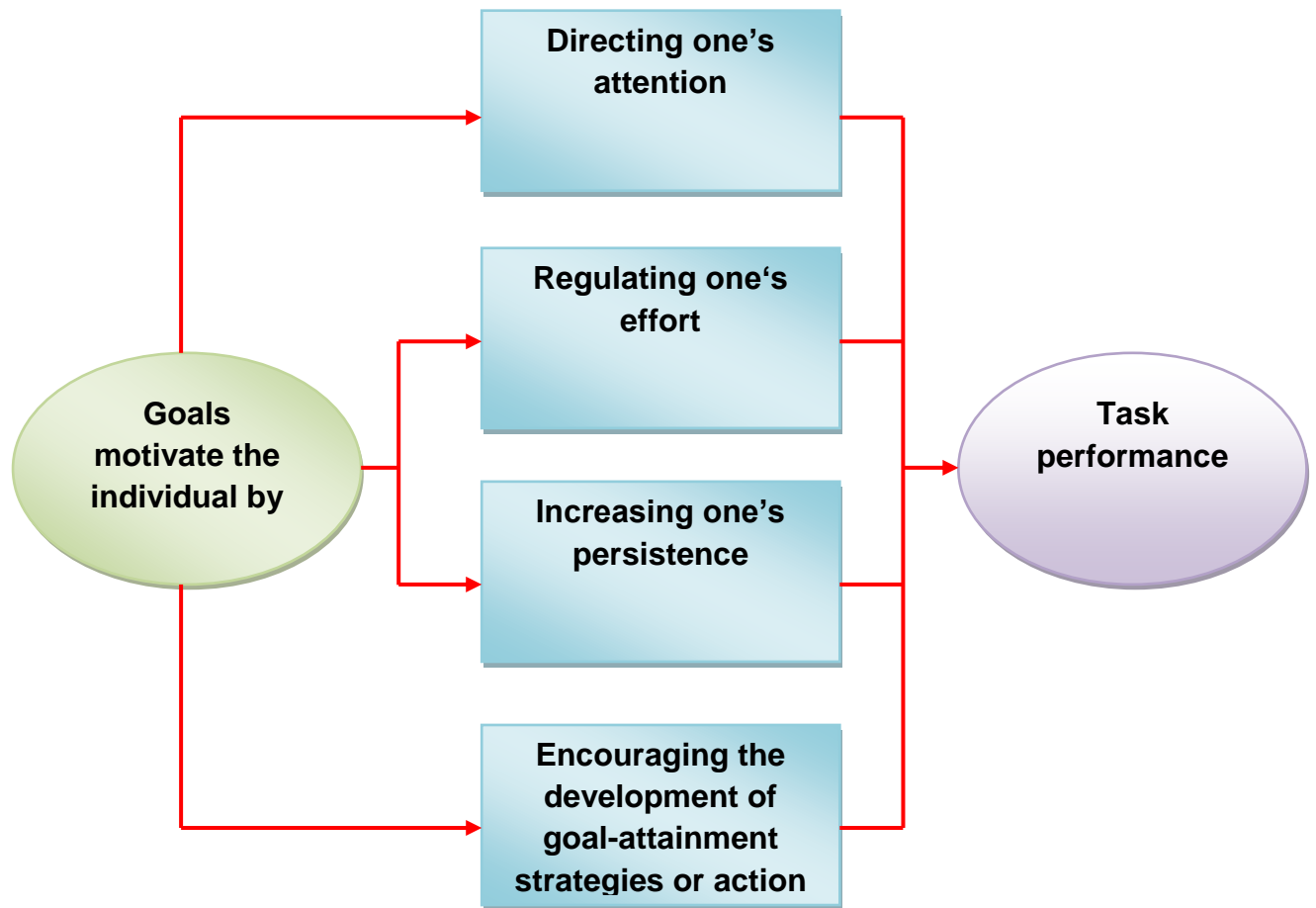
Figure 2.4 Locke's Model of Goal Setting (Buelens, M, Kreitner, R & Kinicki, A; 2002)

2.3   Work Motivation

2.3.1 The meaning of Work

According to Herriot and Pemberton (1995), as a consequence new deals have arisen at work whereby employees are expected to work longer hours, take on greater responsibility, be more flexible and to tolerate repeated change and uncertainty. It is argued that the ensuing costs to the individual can be counted in terms of increased stress, poor health (Barling, Kelloway, and Frone, 2005) and work-family conflict (Bellavia and Frone, 2005). In return, employees may anticipate receiving higher compensation levels, performance-linked rewards and simply 'a job' (Herriot & Pemberton, 1995). In contrast, the conventional arrangement, representing the workplace of twenty years ago, was characterised by employees

offering loyalty, trust and commitment in exchange for job security, training and development, promotion and support from their employers. Whereas in the past, individuals expected employers to provide the opportunity for skills development which would lead to job advancement within their existing organisation, they are now offered the chance to increase their "employability" and to become more entrepreneurial and pursue their own self-managed or limitless careers (Arthur & Rousseau, 1996). While some may have welcomed this new arrangement, for many these changes marking a reversal to a purely transactional employment contract (Rousseau, 1995), have provoked anger (Payne & Cooper, 2001) and a sense of loss due to the decline of mutual commitment and trust between the individual and the organisation (Holbeche & Springett, 2004).

It is recommended that as a result of these changes in the workplace and society as a whole, individuals are becoming increasingly frustrated and disillusioned with work and instead are looking for the opportunity for greater self-expression and achievement (Bunting, 2004). For older workers, the option may be to withdraw from the labour market, whereas the remainder may choose to reduce their work effort, divert their energies elsewhere or reappraise their employment opportunities and job requirements. Kompier (2005) suggests that those entering the workforce are typically better educated than those who leave and evidence suggests that younger workers are increasingly inquiring about the nature and meaning of work.

Scholars and practitioners care about cultivating, increasing, and maintaining work motivation. In the past three decades, extensive research has focused on motivating employees by redesigning and enriching the work itself (Hackman & Oldham, 1980). However, these efforts can be costly and prolonged, and the extent to which assigned responsibilities can be redesigned is often limited by the requirements and expectations of customers, clients, and suppliers. Consequently, these interventions have often had diverse effects and unintended consequences (Morgeson & Campion, 2003).

The job characteristics model according to Hackman and Oldham, (1975), the dominant model of work design in organisational research, includes a single job characteristic that focuses straight on relationships with other people: task

significance, the degree to which an employee's work affects the health and well-being of other people. Meta analyses suggest that task significance enhances motivation by enabling employees to experience their work as more consequential (Fried & Ferris, 1987). In providing guidelines for redesigning work to increase task significance, Hackman, Oldham, and colleagues recommended establishing contact between employees and the beneficiaries of their work—clients, customers, patients, and other recipients and constituents who are positively affected by the employees job performance (Hackman & Oldham, 1980).

Van Niekerk (1987) viewed work motivation as the creation of work conditions that influence workers to perform a definite activity or task of their own free will, in order to reach the goals of the organisation, and concurrently satisfy their own needs. Du Toit (1990) added that three groups of variables influence work motivation, namely individual characteristics; such as people's own interests, values and needs, work characteristics; such as task variety and responsibility, and organisational characteristics; such as its policies, procedures and customs.

Also from an organisational standpoint, Pinder (1998) described work motivation as the set of internal and external forces that sets off work-related behaviour, and determine its structure, direction, intensity and duration. The concept focuses on events and phenomena of the work environment only, and includes the influence on work behaviour of both environmental forces and those inbuilt in the person. Pinder (1998) contended that a vital feature of this definition is that work motivation is an unseen, internal and "hypothetical construct", and that researchers therefore have to rely on reputable theories to guide them in the measurement of noticeable manifestations of work motivation.

2.3.2 Job Satisfaction and Motivation

The most significant evidence indicating a decline in the welfare of an organisation is a low level of job satisfaction (Kaya, 1995). Thus job satisfaction is one of the key criteria for establishing a strong organisational environment. Employees generally work harder and perform better when they are satisfied with their jobs; so factors related to job satisfaction are pertinent in the prevention of employee frustration and low level of job satisfaction (Boltes, Lippke & Gregory, 1995) Why do we need satisfied employees? The answer is survival. Satisfied employees help organisations to survive and be more productive (Lindner, 1998).

Schultz and Schultz (1998) argue that job satisfaction encompasses the positive and negative feelings and attitudes people hold about their jobs, and that these depend on many work-related characteristics, but also on personal characteristics, such as age, gender, health and social relationships. Employees' feelings and attitudes towards their work are influenced appreciably by their sources of motivation and demotivation (Spector, 2003). The manner in which they identify the culture of the organisation has a direct bearing on both their level of motivation, and the degree of job satisfaction they experience. What is important to note however, is that these factors differ from individual to individual, and often also for the same individual over time and across his life stages.

The determinants of job satisfaction also vary in the extent to which they impact on job satisfaction, both amid factors and among people. In addition to personal factors, job satisfaction may be determined by a number of dimensions within the work situation (Walker, 1980), such as organisational performance, task or job characteristics, the physical working conditions, career matters (potential for advancement), social or relationship matters, and aspects relating to compensation packages and personnel policies. The point of departure of some authors is that job and life dissatisfaction contribute to the general stress a person experiences (Judge & Watanabe, 1993). Since person-related and job-related variables appear to pre-determine both motivation and job satisfaction (Schultz & Schultz, 1998), the theory was that a link exists between the two processes.

As can be seen in the model (Figure 2.5), Walker (1980) deduced that job satisfaction has several distinct dimensions, each of which is a matter of individual perception, as satisfaction is related to the needs of individuals. These dimensions are the ones typically used in studies surveying employee feelings and attitudes towards various job characteristics.

Controllable Variables:	Work context, activities and objectives	Individual skills, abilities and knowledge	Rewards
The performance Process:	Effort	Performance	Outcomes / Rewards
Work satisfaction:	Satisfaction with the work, supervision and co-workers	Sense of accomplishment, performance feedback	Satisfaction with pay, promotional opportunity, etc
Motivation:		Motivation to Work	

Figure 2.5 Determinants of individual performance, satisfaction and motivation (Walker, J W; 1980)

2.3.3 The Effects of Downsizing

To deal with environmental changes, break through management difficulties and improve organisational effectiveness, an organisation takes certain actions to endorse its competency and productivity. The most commonly used actions are reducing costs, reorganising and retrenching employees. Among these, workforce

reduction is a major and last alternative. Downsizing has been commonly acknowledged as an effective mean to reorganise and to promote efficiency in both private and public organisations (McKinley, Sanchez & Schick, 1995).

In the past, downsizing was viewed as a gauge for revealing the decline of an organisation, now it is treated as an acceptable strategy (McKinley, Sanchez & Schick, 1995). It has even been implemented by some high-performance organisations, e.g. Kodak, Citicorp, International Paper, Levi Strauss (Ellis, 1998). According to Shah (2000), many organisations conducted downsizing to sustain competitive advantages and improve technology levels, not necessarily because of organisational decline. In addition, globalisation and mergers/acquisitions to reach a most advantageous economy of scale could also lead to the actions of downsizing (Hirschman, 2001).

Whether downsizing was defined as a reactive or proactive action, it has surely become a commonly used strategy that an organisation takes to reduce the numbers of its employees and to cut down costs (Cameron, 1994). In short, downsizing is the action taken by organisations to strategically reduce the redundant workforce, improve the quality of human capital and eventually maintain and increase their competitive advantages.

Amazingly, downsizing did not automatically add value or enhance productivity for an organisation (Cameron, 1994; Fisher & White, 2000). Actually, downsizing has proved not capable to enhance an organisation's stock prices and even had a negative impact on the organisation (Rigby, 2002). Both a forceful and even a moderate downsizing strategy greatly affects employees (Greenhalgh, Lawrence & Sutton, 1988). The damage caused by downsizing is based not only in creating unemployment, but also impacts on the lives of employees' families (Sun, 1994).

Downsizing has influenced employees economically, physically, socially and psychologically (Baron & Kreps, 1999). Downsizing also had a great impact on employees' families (Sun, 1994). These negative effects of downsizing were summarized as the ''survivor's syndrome'', which could cause physical anxiety, steadily reduce creativity, increase tiredness and anger and lead to extreme

avoidance of risks. The effects on employee behaviour included absenteeism and inferior personal relationships (McKinley et al; 1995). Rousseau (1995) concluded that the breach of the psychological contract caused all the harmful phenomena.

In addition, from the viewpoint of the social network, losing colleagues and friends at work influenced the remaining employees' attitudes and behaviours. These employees tended to become disgruntled and decrease their commitment levels to the organisation and their performance and end up resigning (McKinley et al, 1995).

2.4   Conclusion

Every one of the theories covered has contributed significantly towards present perspectives on and understanding of the concept of motivation in the workplace. The needs theories, for example, are largely accountable for organisations' recognition that people's behaviour at work is motivated by highly individualised inherent needs and desires (Van Niekerk, 1987). Achievement-orientated people are, for example, driven by a much stronger need for power, affiliation and achievement than most other people (Schultz & Schultz, 1998). Employers need to ensure that they invest the necessary time and effort to evaluate the personal needs of individual employees, and tailor their jobs and working environments accordingly (Walker, 1980). Due to their inherent need to produce good work and develop themselves, most employees do not need regular management and direction and may, in fact, find such actions very demotivating. In addition, people need to experience their effort as meaningful and challenging, and therefore need significant input on the part of management to ensure a high level of job enrichment on a continual basis (Beach, 1980).

CHAPTER THREE
Research Methodology

3.1   Introduction

The previous chapter dealt with the literature pertaining to motivation, its theories and practices. Research methods can be defined at the systematic, focused and orderly collection of data for the purpose of obtaining information from them to solve or answer research problems or questions (Ghauri & Gronhaug, 2002). This chapter focuses on the various research methods employed in this study as well as the reasoning behind why those methods have been chosen.

3.2   Research Methodology

Research involves the application of various methods and techniques in order to create scientifically obtained knowledge by using objective methods and procedures (Welman & Kruger, 1999). According to Sekaran and Bougie (2010), research is simply the process of finding solutions to a problem after a thorough study and analysis of the situational factors. Business research does not exist in isolation; it is influenced by management and business as well as the intellectual traditions of the social sciences, such as the need for research arises from a pressing organisational problem or opportunity (Bryman & Bell, 2007).

Kothari (2008) stated that the scope of research methodology is broader than that of research methods. Research methodology incorporates not only knowing which of the research methods or techniques to apply in the study, but also considers the reasons inspiring those decisions and explains why a particular method has been chosen (Kothari 2008).

3.3.   Aim and Objectives of the Study

The primary aim of this study is to determine whether the staff at The Cold Chain / MERCOR Solutions are motivated in their current work environment.

The objectives of this study are as follows:

1. To determine the different levels of motivation that is prevalent among all staff.

2. To determine what motivational factors if any, that are inherent at the two Distribution Centres.

3. To establish whether improving motivational levels has a positive impact on work performance.

3.4. Participants and Location of the Study

The Cold Chain – MERCOR Solutions has a total of approximately 350 staff members which comprises of both permanent and contract staff (excluding management). In this study, the researcher will be focusing on employees in KwaZulu-Natal.

The target population was determined using simple random sampling which is the most elementary form of probability sample. Each unit of the population has an equal probability of being included in the sample (Bryman & Bell, 2007). The advantage of the simple random technique includes the fact that it is easy to implement.

3.5   Sampling

A sample can be defined as the segment or subset of the population that is chosen for investigation. The method of selection may be based on a probability or a non-probability approach (Bryman & Bell, 2007).

3.5.1 Probability sampling

A probability sample is that which has been selected using random selection so that each unit in the population has a known chance of being selected (Bryman & Bell, 2007).

Probability sampling can be distinguished as follows:-

- Random samples

- Stratified random samples

- Systematic samples

- Cluster samples

3.5.1.1 Random sample

A random sample gives every unit of the population a known and non-zero probability of being selected. As it implies equal probability to every unit in the population, it is important that the simple chosen is free from any bias (Beri, 2008). In this study the researcher will be making use of a random sample.

3.5.1.2 Stratified random sample

A random sample is one where the population is divided into mutually exclusive and mutually exhaustive strata or sub-groups and then a simple random sample is selected within each strata or sub-group. For example the human population may be divided into different strata on the basis of gender, age groups or occupation and within these groups a simple random sample is chosen (Beri, 2008).

3.5.1.3 Systematic sample

In this method, the researcher chooses units directly from the sampling frame, that is without resorting to a table of random numbers (Bryman & Bell, 2007). This form of sample is found to be very convenient and once the first sample is selected the selection of subsequent sampling become obvious. As a result, this form of sampling has been questioned whether the process of selection for subsequent units is indeed random (Beri, 2008).

3.5.1.4 Cluster samples

According to Beri (2008), cluster sampling implies that instead of selecting individual units from the population, entire groups or clusters are selected at random. With cluster samples, the primary sampling unit (the first stage of the sampling process) is

not the units of the population to be sampled but groupings of those units. It is the latter groupings or aggregations that are known as clusters (Bryman & Bell, 2007).

3.5.2 Non-probability sampling

This type of sampling can be described as a sample that has not been selected using a random selection method. This essentially implies that some units of the population are more likely to be selected that others (Bryman & Bell, 2007).

Non-probability can be distinguished as follows:

- Quota sampling
- Convenience sampling
- Snowball sampling

3.5.2.1 Quota sampling

This form of sampling is quite frequently used in marketing research and involves the fixation of certain quotas which are to be fulfilled by the interviewers (Beri, 2008). The aim of quota sampling is to produce a sample that reflects a population in terms of the relative proportions of people in different categories such as gender, ethnicity, age qroups, socio-economic groups and region of residence. The final selection of the sample size is left up to the researcher (Bryman & Bell, 2007).

3.5.2.2 Convenience sampling

A convenience sample can be defined as one that is simply available to the researcher by virtue of its accessibility (Bryman & Bell, 2007). Convenience sampling as the name suggests, is based on the convenience of the researcher who is to select the sample. This type of sampling is also called accidental sampling as the respondents in the sample are included in it merely on account of their being available on the spot where the survey is in progress (Beri, 2008).

3.5.2.3 Snowball sampling

This approach involves the researcher making contact with a small group of people who are relevant to the study and then uses them to establish contacts with others. This is in no way a random sample because there is no way of knowing the precise extent of the population from which the sample would have to be drawn (Bryman & Bell, 2007).

The sample for this study was extracted from the staff establishment of a sales, warehousing and distribution company, The Cold Chain - MERCOR Solutions and consisting of 350 employees across KwaZulu-Natal comprising middle management and general staff levels and excluding management. The sample was segmented by five demographic categories, namely age, gender, job tenure, education level and seniority. The Cold Chain deals with the Warehousing and Distribution side of the business and MERCOR Solutions deals with the Sales and Merchandising functions of the business. Samples taken from The Cold Chain were predominantly based at each depot, whereas the sample from MERCOR Solutions was drawn from various locations around the wider KZN area.

3.5.3   Population

According to Welman and Kruger (1999), the population is the study object which may be individuals, groups, organisations, human products and events or conditions to which they are exposed. The size of the population is denoted by N. The size of the population usually makes it impractical and uneconomical to involve all the members of the population in a research project. The researcher relies on a sample of the population which is denoted by an n (Welman & Kruger, 1999). According to Bryan and Bell (2007), the bigger the sample size, the more representative it is likely to be (provided the sample is randomly selected), regardless of the size of the population from which it is drawn. In other words as sample size increases, the sampling error decreases.

3.5.4   Sample size

The sample consisted of (n = 350) of the permanent staff complement of The Cold Chain / MERCOR Solutions, KwaZulu-Natal, with branches in Durban and Dundee. Participation was voluntary, and ensured confidentiality of their responses, assisted

in securing the sizeable sample. Probability sampling was utilised using specifically, the simple random sample in the study. Every person was given equal opportunity to respond through the permission granted by the management of the company.

Cooper & Schindler (2003: 190) list the following principles that influence sample size. These include:

- The greater the dispersion of variance within the population, the larger the sample must be to provide estimation precision;
- The greater the desired precision of the estimate, the larger the sample must be;
- The narrower the interval range, the larger the sample must be;
- The high the confidence level in the estimate, the larger the sample must be;
- The greater the number of subgroups of interest within a sample, the greater the sample size must be, as each subgroup must meet minimum sample size requirements;
- If the calculated sample size exceeds 5 per cent of the population, sample size may be reduced without sacrificing precision.

3.5   Research design

According to Kerlinger (1983), the research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control variance. A research design specifies the methods and procedures for conducting a particular study. It can be grouped into three categories, exploratory studies, descriptive research and causal research. Another factor that is relevant is the scope of the proposed study. If the scope is wide enough covering a number of aspects, then the research design will be different from a study having an extremely limited scope (Beri, 2008).

Although considerations surrounding convenience, timing and cost also influenced the decision regarding the choice of methodology, a quantitative research design was deemed appropriate, primarily because of the descriptive nature of the project. This type of research involves the use of structured questions where the response options have been predetermined and a large number of respondents are involved.

Researchers seek sample sizes which yield findings with at least 95% confidence interval (which means that if the survey is repeated 100 times, 95 times out of a hundred, you would get the same response) and approximately 5% point's margin error (Creswell, 2003). It allowed for the precise and objective measurement of the dimensions of the constructs of employee motivation, job satisfaction and corporate culture, as experienced by the respondents.

The study was guided by a general aim statement that was based on the theory and literature survey, and set at the conceptualisation of the project. The results obtained will help the management to explore the factors affecting motivation and make appropriate changes to motivate the employees at The Cold Chain-MERCOR Solutions.

3.6 Data collection strategies

Once the data has been collected, the researcher has to process, analyse and interpret the same. The correct data collecting method has to be considered in light of the research problem. There are two types of data that can be used, secondary and primary data. Secondary data is information collected by individuals or agencies and institutions other than the researcher themselves. Primary data are original data collected by the researcher for the purposes of his or her own study on hand (Welman & Kruger, 1999).

With reference to the above, the research instrument that will be utilised was a self-completion questionnaire that will be distributed personally to all the employees of the company. According to Bryman & Bell (2007), some of the advantages of utilising this method are as follows:

- Cheaper to administer

- Quicker to administer

- Convenience for the respondent

- Absence of interviewer effects

- No interviewer variability

- greater accuracy of results,

- data is collected at a much faster pace with greater accessibility of population elements

3.6.1   Questionnaire

Sekaran and Bougie (2010) stated that questionnaires are an efficient method of data collection when the researcher knows what is required and how to measure the variables of interest. Questionnaires can either be structured or unstructured. According to Beri (2008), a structured questionnaire is a formal list of questions structured in a manner so as to obtain the facts and is used when it is known at the outset what information is required and comprises of definite, concrete and predetermined questions. Thus, a structured questionnaire is one in which all the questions and answers are specified and the respondents own words are kept to a minimum.

3.6.2 Questionnaire design

Questionnaires that are completed by respondents themselves are one of the main instruments for gathering information (Bryman & Bell, 2007). The researcher made use of structured questions in this study to gather information. It was constructed in a simple and was easy to understand.

Questionnaires will be forwarded by hand to all the employees of the Cold Chain – MERCOR Solutions and will be completed at their leisure. A time frame of two weeks will be set by which time all questionnaires should have been answered. Once the data has been obtained, it will then be analysed using MS Excel and SPSS tool to provide analysis of a descriptive nature.

3.6.3   Pretesting of the questionnaire

A two stage design is envisaged for this study. A pilot study was conducted initially to validate the questionnaire and the requirements. The pilot study consisted of ten participants who were employees at The Cold Chain – MERCOR Solutions.

The aim of the pilot study (pretesting) will be to discover errors as well as establish the effectiveness and understanding of the instruction. It also gave the researcher an indication of the time required to complete the questionnaire. Pretesting will enable the researcher to discover the participants' reactions to the questions. It will also help discover where repetitiveness or redundancy is present or what topics were not covered that the participant expected. Pretesting will enable the researcher to look for questions or even sections that the participant perceives to be sensitive or threatening or topics about which the participant knows nothing.

3.6.4 Validity and Reliability

Reliability is concerned with the question of whether the results of the study are repeatable and in fact consistent. (Bryman & Bell 2007) The reliability of a measure indicates the extent to which the measure is without bias, i.e. error free and therefore offers a consistent measurement across time and across various items in the instrument. It therefore indicates the stability and consistency with which the instrument measures the concept and assesses the consistency of the measure. (Sekaran, 2000).

Validity on the other hand is concerned with the integrity of the conclusions that are generated from a piece of research (Bryman & Bell 2007). According to Beri (2008), validity refers to the success of the scale in measuring what it sets out to measure so that differences between individuals' scores can be taken as representing true differences in the characteristic under study.

3.7   Administration of the Questionnaire

Prior to the administration of the questionnaires, ethical clearance had to be obtained from the Ethical Clearance Committee. Secondly, a gatekeeper's letter had to be obtained from the Merchandising Executive of MERCOR Solutions granting permission to conduct the study amongst the employees of the company. The letter included information pertaining to the purpose of the study and that participation is voluntary and the participants' confidentiality will be maintained at all times.

3.8   Analysis of Data

The first step in data preparation for analysis will be to edit the collected raw data to detect errors and omissions that would compromise quality standards. The researcher ensured that the data was accurate, consistent with other data, uniformly entered and ready for coding (Beri, 2008).

Cooper and Schindler (2003), explains that the data will be coded so as to classify the responses into categories. Coding involves assigning numbers or other symbols to answers so that responses can be grouped into a limited number of classes or categories. The classifying of data into limited categories sacrifices some data detail but it is necessary for efficient analysis. The coding method to be used in this study will be numeric. Coding also helps the researcher to reduce several thousand replies to a few categories containing the critical information needed for analysis. In coding, categories are the portioning of a set; and categorization is the process of using rules to partition a body of data (Cooper & Schindler, 2003).

Variables being studied in research may be classified as objects or as properties. In a literal sense researchers do not measure either objects or properties (Cooper & Schindler, 2003). They measure indicators of the properties or indicators of the properties of an object. In this study, it will not be easy to measure properties like "the ability to tolerate stress", however inferences will be made by observing some indicator or pointer of measurement e.g. working hours, relationship with manager, volume of work and so forth.

The study will attempt to find a relationship between motivation of staff and their work performance. The distribution of data is expected to be normal. Raw data from the research instrument will be captured using a statistical package, the SPSS programme for analysis of the data. This will establish the general response rate of the questionnaire.

3.9   Analysis of the Questionnaire

In order to measure the employee response at MERCOR Solutions, the researcher chooses to use a questionnaire. The questionnaire comprises of 33 questions that was constructed in a manner that is easily understood by the participant. The

questionnaire is divided into two sections. The first section of the questionnaire comprises of demographic information. The second section contains exploratory data analysis and deals with the subject matter for the purpose of understanding the response distribution.

3.10   Conclusion

This chapter provided an overview of the methodology followed in the research process. A quantitative research method was chosen for this study. A detailed discussion of the research design, including the research aims, sample structure and measuring instruments, as well as by a description of the sample, and how it was obtained. Chapter Four focuses on the presentation and discussion of results.

CHAPTER FOUR
Presentation of Results

4.1 Introduction

This chapter provides a presentation of the results obtained from the survey. This has been achieved with the aid of the Statistical Package for Social Sciences (SPSS). The presentation and interpretation of the results are approached in two sections; the first section discusses the demographic profile of the respondents and the second section focuses on the findings related to the objectives of the study. The findings of this study are discussed with reference to the relevant literature pertaining to the objectives of the study.

4.2   Data collection

A total of 320 questionnaires were circulated to the staff of The Cold Chain; MERCOR Solutions (both Durban and Dundee distribution centres). Of the respondents 139 completed the survey representing a completion rate of 43%. The data from incomplete questionnaires were used only to the extent that the responses completely and adequately answered questions relating to a particular objective. The average time taken to complete the questionnaire was five minutes.

4.3   Treatment of data

The data collected has been screened for errors, after which only complete and accurate data were used for further analysis. Most of the data are presented in a diagrammatic and tabular format to make the interpretation and understanding of the information easier.

4.4   Demographic information

The demographic profile of the respondents included the gender, race, marital status, age group, number of children, university sector, the number of years in the current position and their employment status.

The demographic data is illustrated in Table 4.1

Table 4.1   Presentation of demographic information

Demographics		Frequency	Percentage
Distribution centre	Durban	**110**	**80**
	Dundee	29	20
To which division do you work	The Cold Chain	42	30
	MERCOR Solutions	**97**	**70**
Which department do you work in	Sales	**97**	**70**
	Operations/Warehouse	21	15
	Transport	14	10
	Finance	7	5
How many years have you been working for The Cold Chain/ MERCOR Solutions	1-2	19	14
	3-4	**38**	**27**
	5-6	31	22
	7-8	24	17
	9-10	8	6
	over 10 years	19	14
Age	Below 20	0	0
	20-30	57	41
	31-40	**58**	**42**
	41-50	19	14
	51-60	3	2
	Above 60	2	1
Gender	Male	**106**	**76**
	Female	33	24
Race	Black	**112**	**81**
	Coloured	2	1
	Indian	21	15
	White	4	3
Marital Status	Single	**78**	**56**
	Married	58	42
	Divorced	3	2
No of dependents	None	13	9
	1	29	21
	2	35	25
	3	22	16
	4 and above	**40**	**29**

It is evident from Table 4.1 that the majority of the respondents were from the Durban distribution centre (80%) and MERCOR Solutions (70%) which contributed towards this study as the Durban distribution centre is far larger than that at Dundee. Blacks (81%) were the largest race group that participated in this study, with

Coloureds accounting for just 1%. It is clear that 70 % of the respondents were from the Sales department and that Males (76%) contributed mostly towards this study.

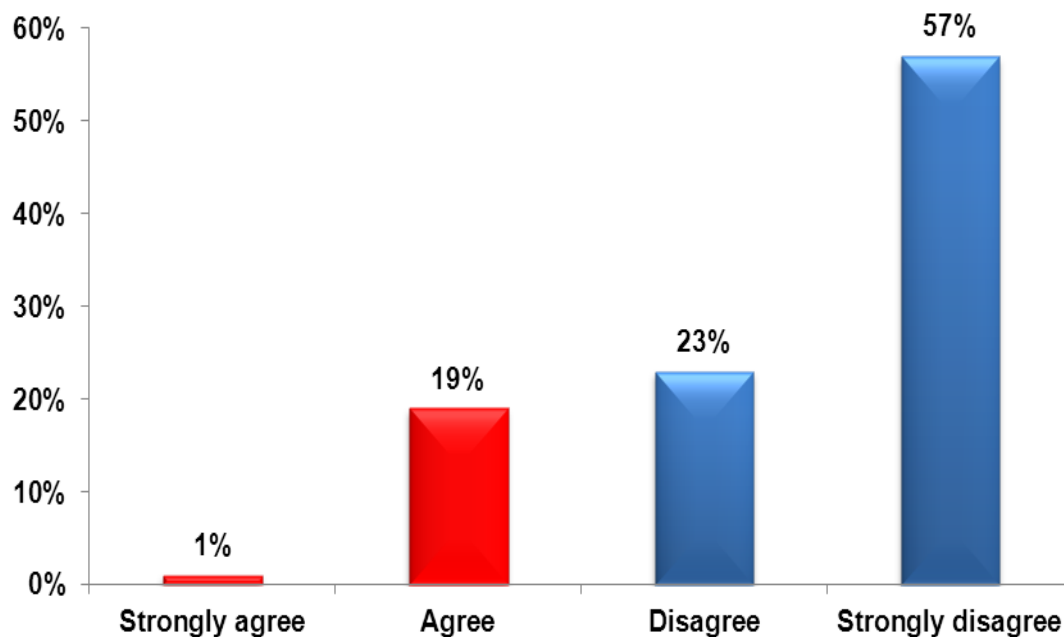## 4.5 Work environment

Figure 4.1   Satisfied with current work environment

It is evident from Figure 4.1 that the majority (57%) of the respondents were not satisfied with the current work environment, and only 1% strongly agreed and 19% agreed that they were satisfied with the current work environment. According to Herriot and Pemberton (1995), "employees are expected to work longer hours, take on far greater responsibility, become more flexible and tolerate continual change and ambiguity". Barling, Kelloway and Fone, (2005) argued that the resultant costs to the individual can be counted in terms of increased stress, poor health and reduced motivational levels
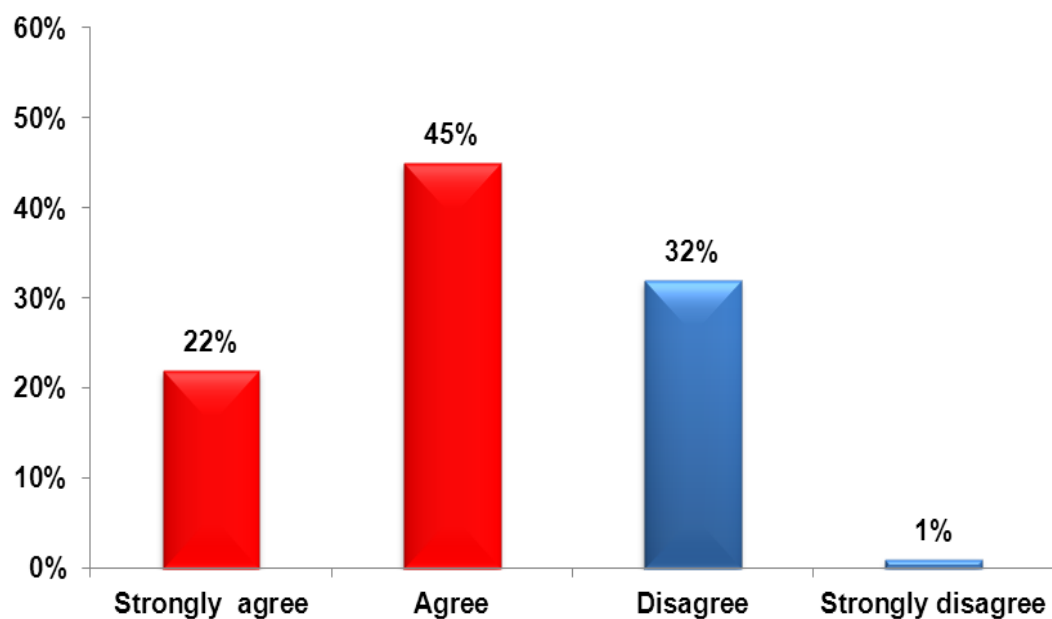
4.6 Skills development

Figure 4.2   Opportunity to Improve skills

In Figure 4.2 more than half (67%) of the respondents were in agreement that the organisation offered opportunities for skills development. It is also clearly evident however that 33% are in disagreement that the organisation gives them the opportunity to improve their skills. This is in keeping with (Grobler et al 2011), who stated that employee training and development is seen as a key factor in meeting the employer's strategic, business and operational goals. In order for employees to feel motivated the organisation that encourages training interventions and promotes skills development across all employee levels, maintains a higher degree of motivational level among employees (Grobler et al 2011).
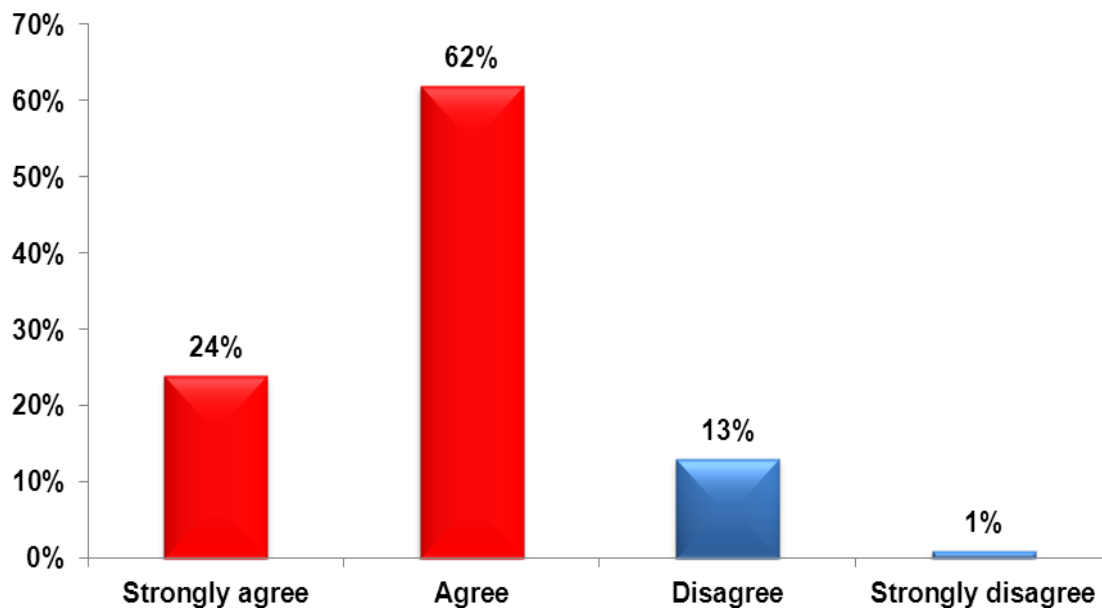
4.7 Interesting Work

Figure 4.3 I find the work that I do interesting

It is evident in Figure 4.3, that the majority (86%) of the respondents were in agreement that the work that they were engaged in was interesting. The minority (14%) were in disagreement to this. According to Sirota, Mishkind and Meltzer, (2005), enthusiastic workers that derive satisfaction from doing their jobs, routinely produce significantly more than the job requires, searching for ways to improve things, and encourage co-workers.

Mackay, (2007), puts forth the idea of increasing the energy levels of employees, is a critical ingredient for success. He also stresses the point that progressive organisations think about time and space, creativity and communication, and also measure and invest in energy as this is a factor that affects all others. The author further proposes that the employees that have higher energy levels generally are the employees that find that the work that they are doing is interesting and meaningful.
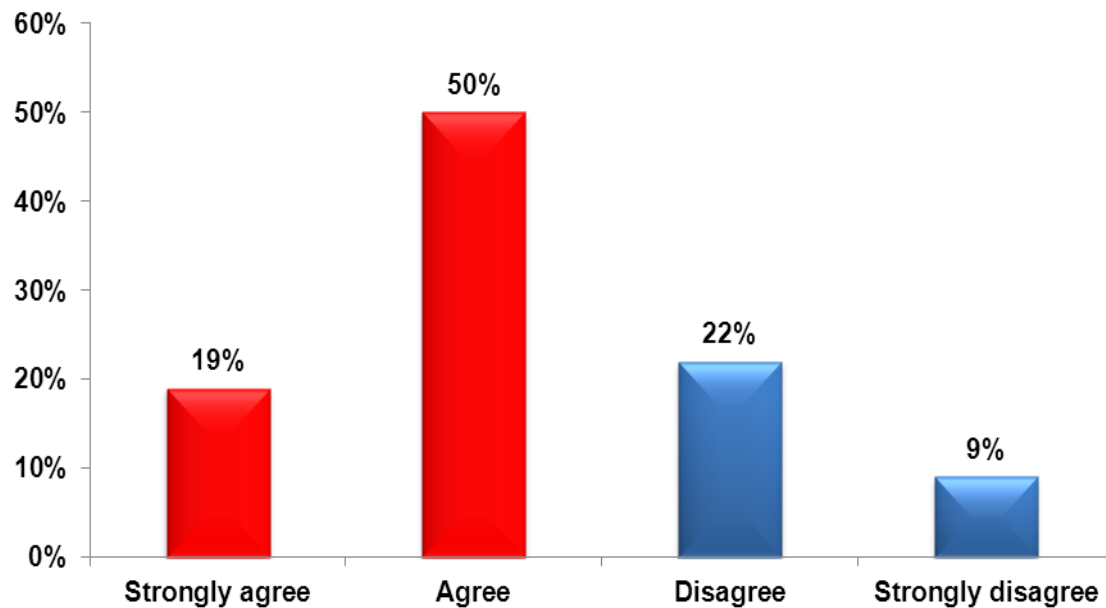
Figure 4.4   Performance is regularly communicated

In Figure 4.4 the majority (69%) of the respondents were in agreement that their performance was communicated to them on a regular basis. The balance (31%) of respondents felt that they received no communication and feedback about their performance. This is evident in the literature by Grobler et al, (2011), who stated that in some organisations, appraisal discussions and feedback are omitted from the process. The supervisor should emphasise work performance – those areas in which the employee has met or exceeded expectations or where the employee requires improvement.

4.9 Coaching and training
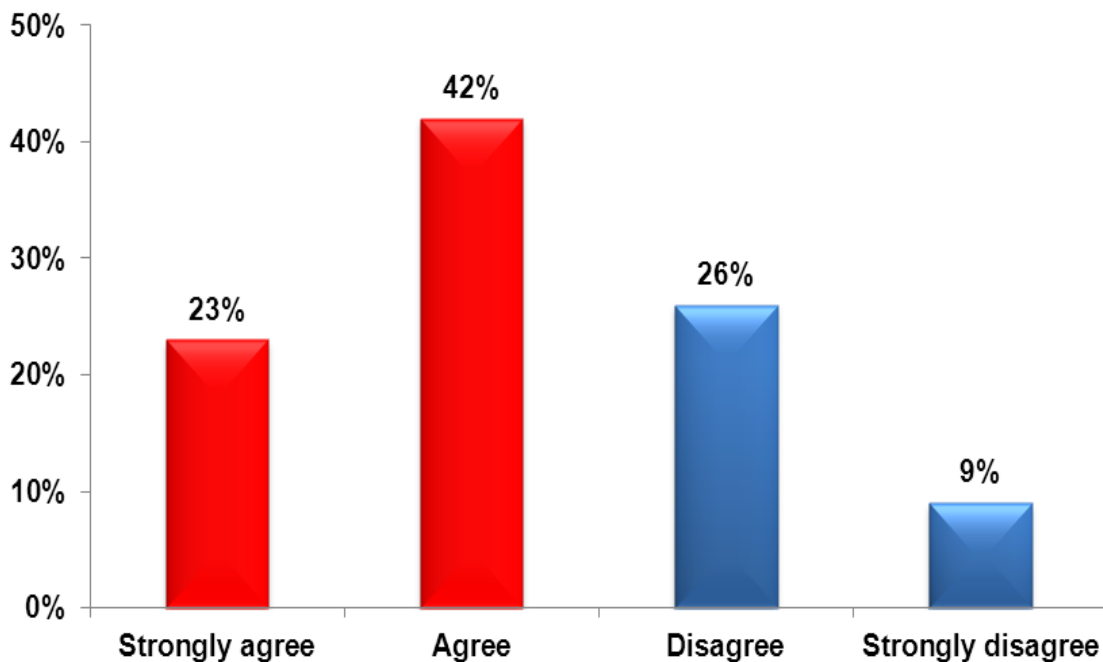
Figure 4.5   Manager/supervisor coaches and trains me

In Figure 4.5 the majority (65%) of the respondents were in agreement that their manager or supervisor coaches and trains them in the job. The remaining (35%) of the respondents were in disagreement with this statement as they felt that their manager or supervisor did not coach or train them. According to Swanson and Holton, (2001), training and development (T&D) is defined as a process of systematically developing work related knowledge and expertise in employees for improving job assignments. Grobler et al, (2011) stated that T&D techniques are undertaken by an employee's supervisor and involves on the job training techniques. They also indicated that in South Africa, about 90% of T&D is performed on the job.

4.10 Current job level satisfaction
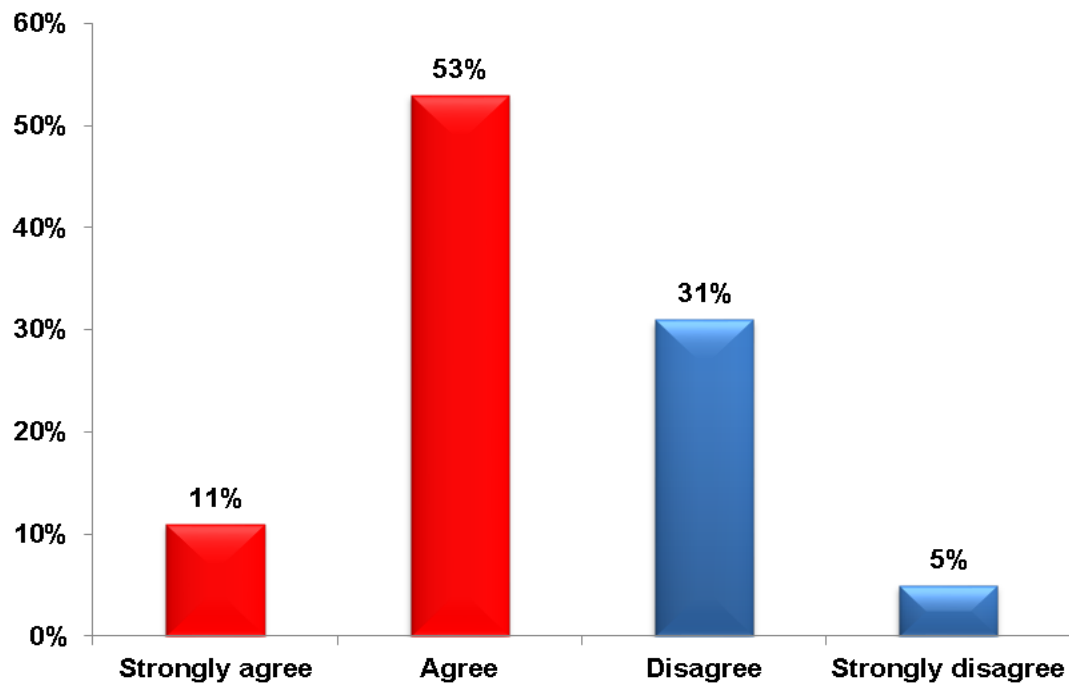
Figure 4.6 Satisfied with current position

It is evident from Figure 4.6 that majority (64%) of the respondents are satisfied with their current positions and 35% are in disagreement with this statement. According to Locke, (1991), who stated that a company that was able to satisfy its workers would as a result improve its own productivity. He further stated that effective work design is an important method in which a company can use to assist an employee in achieving a satisfying work experience.

4.11 Job expectation
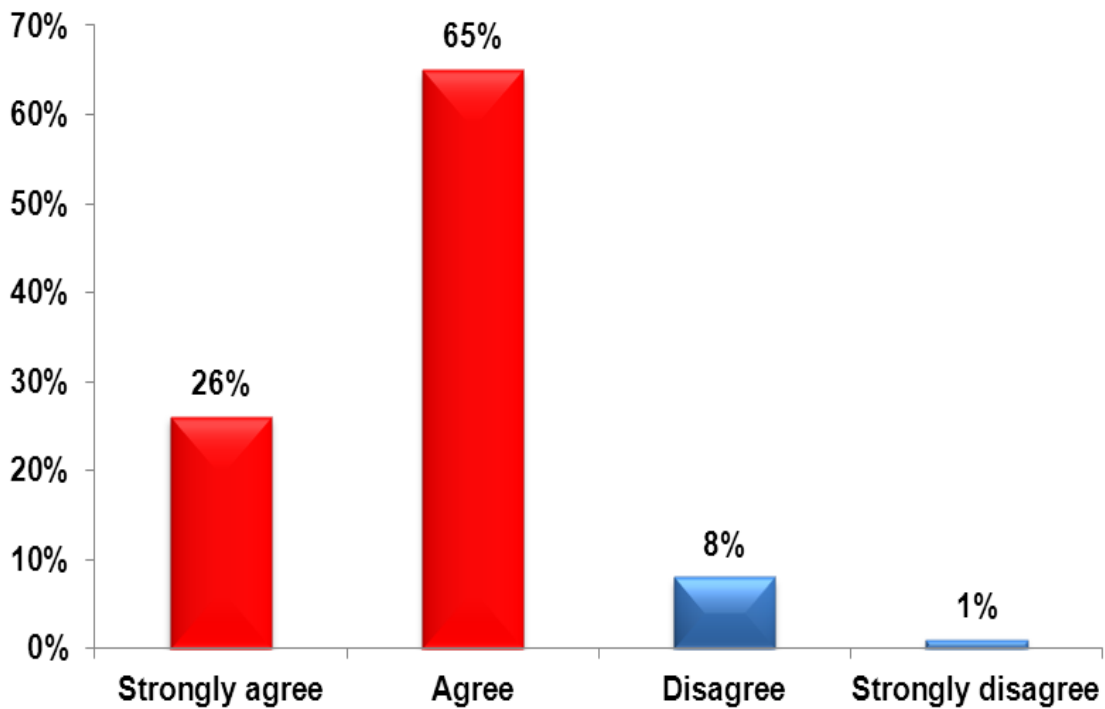
Figure 4.7 Job expectation of current position

In Figure 4.7, majority (91%) of the respondents indicated that they are aware of the job expectation in their current position at the company. This is further explained by Kreitner & Kinicki, (2008) who indicated that met expectations represent the difference between what an individual expects to receive from a job such as good pay and promotional opportunities and what he or she actually receives. From the results attained from this survey, it is evident that the majority of the employees' expectations, indicating highly motivated individuals.

4.12 Salary
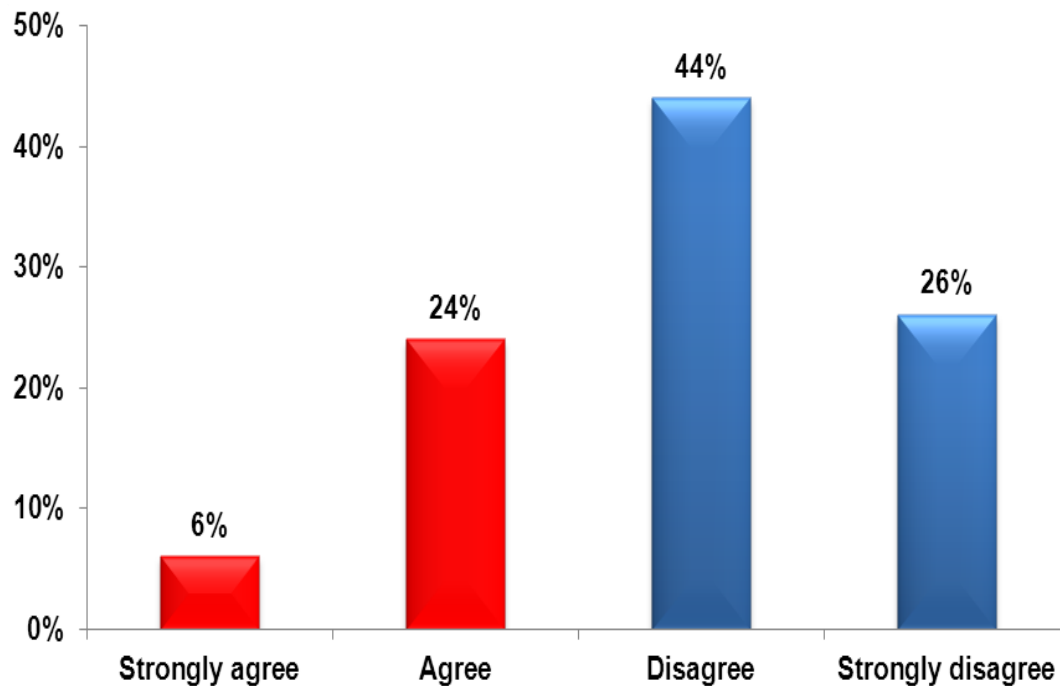
Figure 4.8 Satisfied with the salary received

The majority (70%) of the respondents indicated that they are not satisfied with the salary that they receive at The Cold Chain, MERCOR Solutions. The minority (30%) indicated that that are satisfied with the salary that they receive. According to Grobler et al, (2011), there are two approaches to motivating staff – natural and extrinsic approaches. The natural approach as promoted by B.F Skinner who stated that human behaviour is a product of consequences and is influenced by positive reinforces such as increases, promotions, bonuses and rewards. The extrinsic approach is noted by Herzberg who believed that monetary rewards will not bring happiness to employees (Grobler et al, 2011).

4.13 Recognition for work
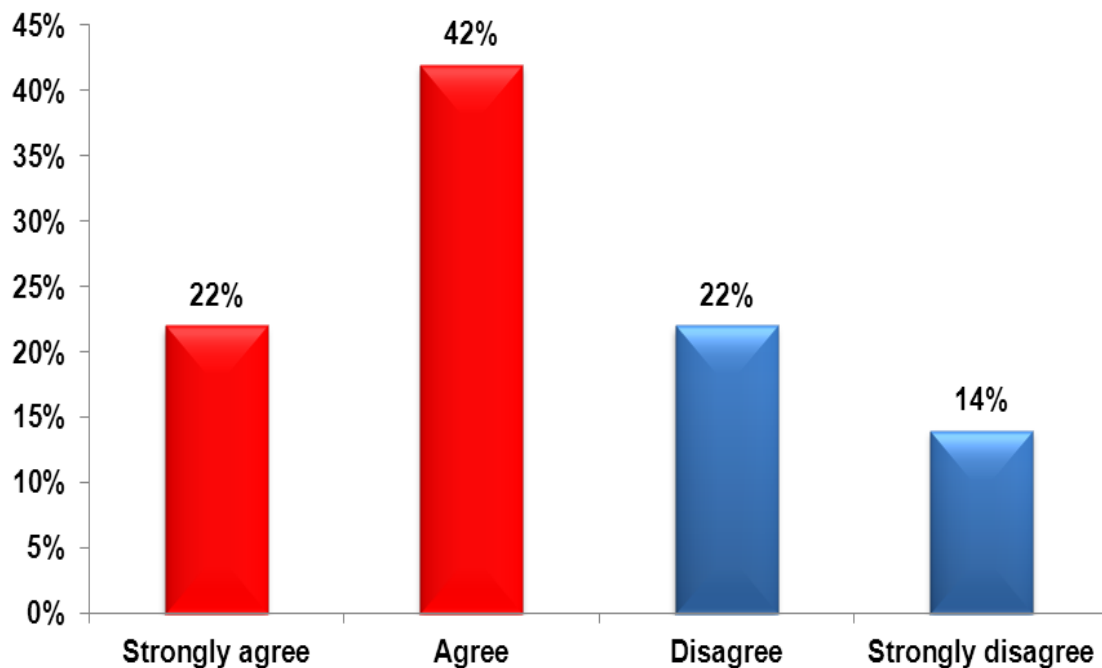
Figure 4.9 Manager/supervisor recognises good performance

It is evident from Figure 4.9 that majority (64%) of the respondents were in agreement that their manager or supervisor recognises the good work performance while 36% were in disagreement. This is supported by Overman, (2010) who stated that people want to feel valued and know if their job contributes towards the welfare of the organisation and that they are being recognised by the employer for their efforts. She further stated that the lack of recognition also leads to job satisfaction and low job motivation.

4.14 Challenging work
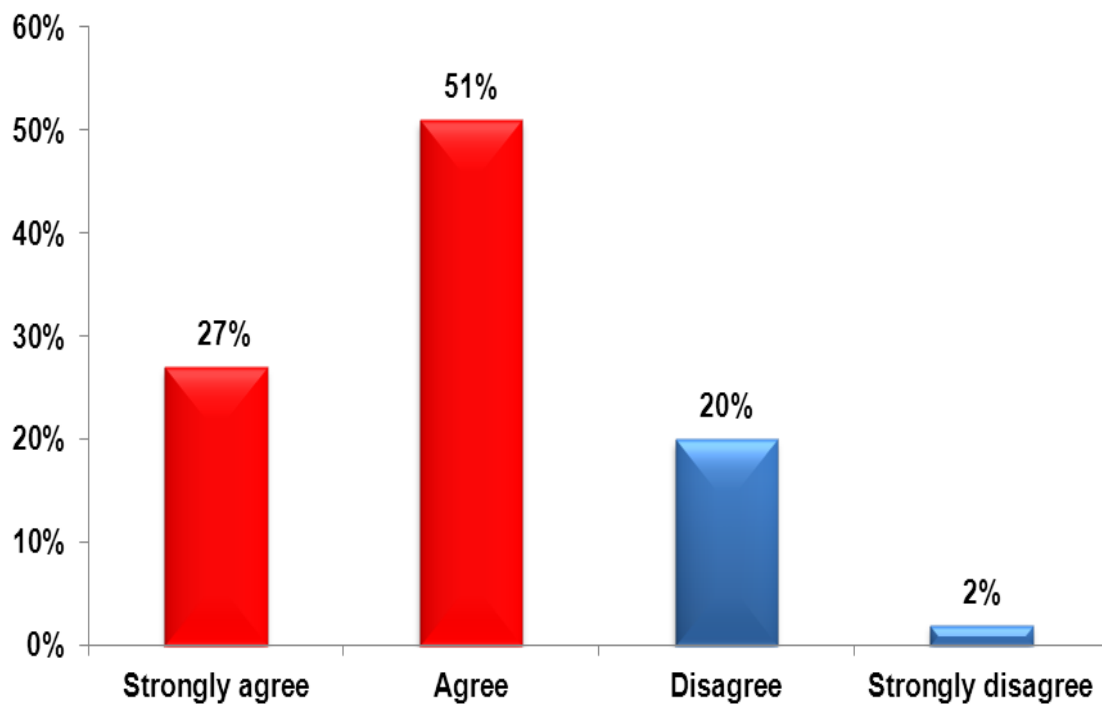
Figure 4.10 Challenging work environment

Figure 4.10 reveals that the majority (78%) of the respondents agree that their job is challenging. This is in keeping with research by Kreitner & Kinicki, (2008) who indicated that people who are achievement motivated are characterised by three traits. They have a preference for moderately difficult tasks. The task is thus achievable yet presents a challenge. This preference reinforces achievement behaviour by reducing the possibility of failure while increasing the satisfaction affiliated with successfully completing a challenging task.

4.15 Enjoy going to work
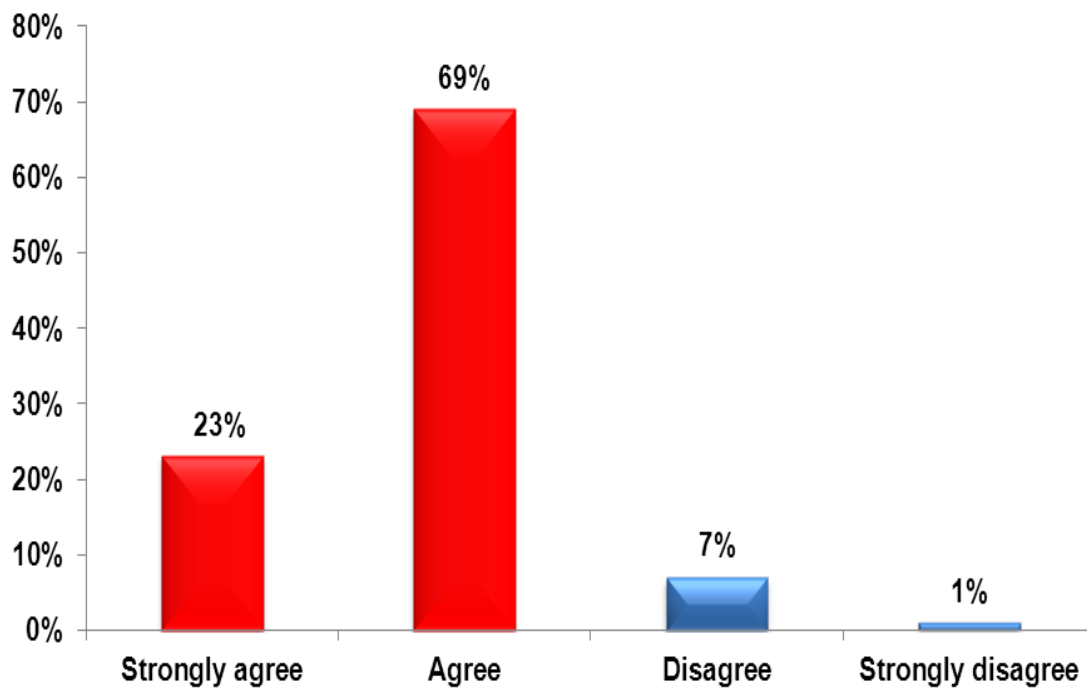
Figure 4.11 I enjoy going to work

It is evident from Figure 4.11 that majority (92%) of the respondents enjoy going to work. This is in keeping with literature by Mackay (2007), who recognised that a happier, more fulfilled workforce delivers better productivity than an exhausted demoralised one.

4.16 Communication
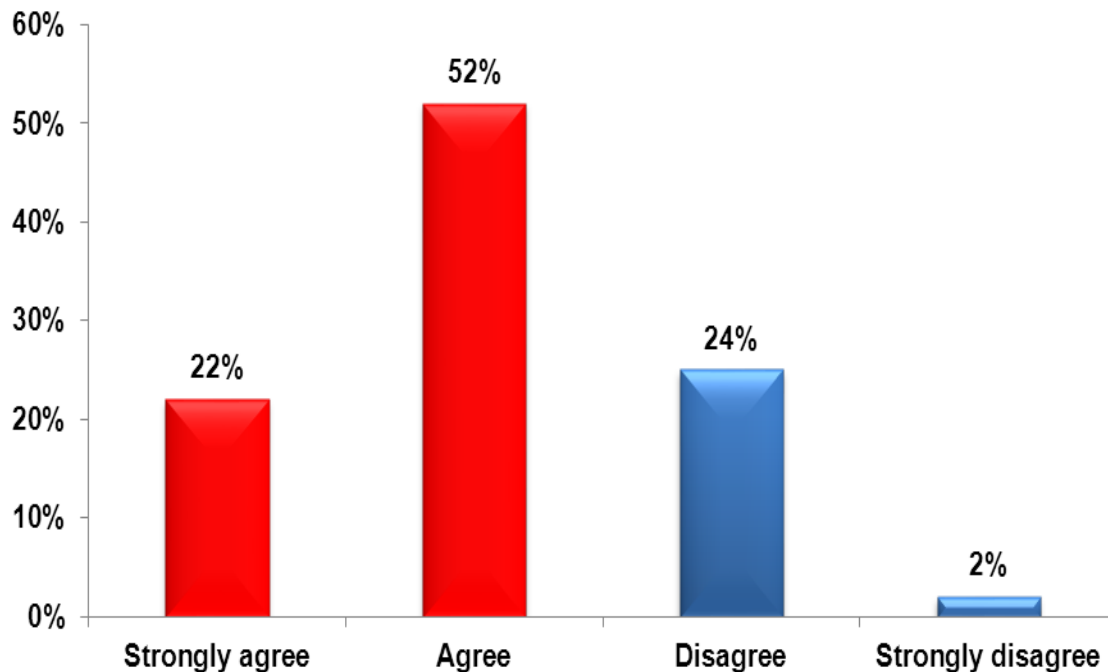
Figure 4.12 Communication with manager/supervisor

It is evident from Figure 4.12 that the majority (75%) of the respondents agreed that they communicate freely with their manager or supervisor while 25% do not communicate freely with their managers. According to Brooks (2006), communication within organisations, between employees and managers is a vital ingredient of motivation. Employees need to communicate their desired outcomes to their managers. Employees react differently, where one employee maybe be motivated by a year-end bonus, another may prefer to work with a particular team or on a certain project. Communicating these needs is essential to maintaining a motivated workforce (Brooks, 2006).

4.17 Tools
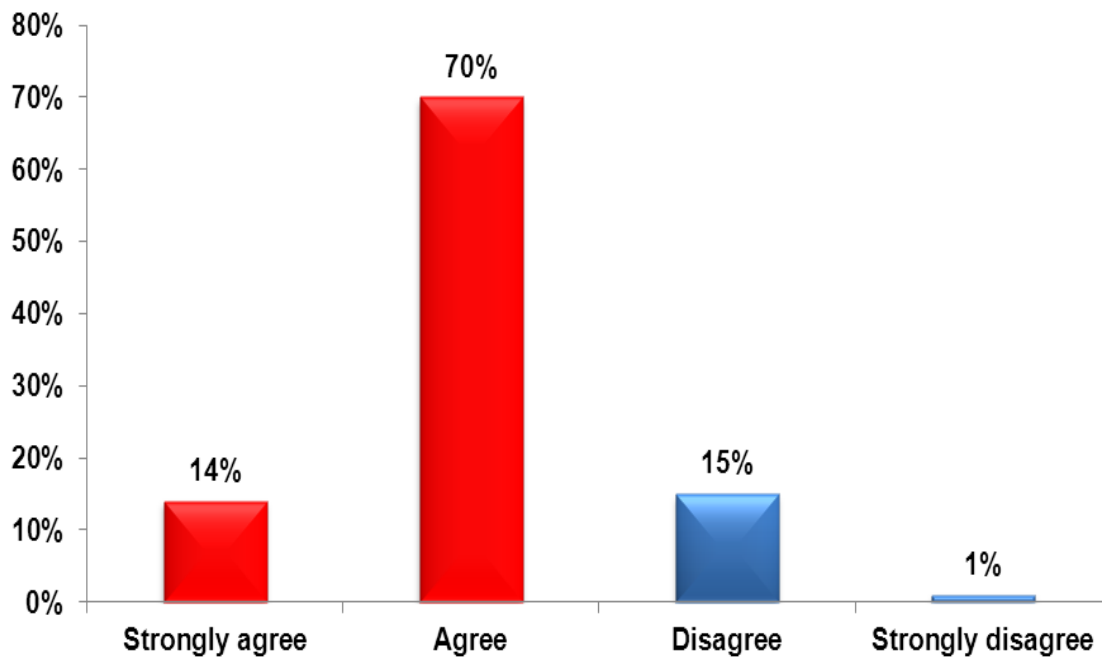
Figure 4.13 Necessary tools to do my work

The majority (84%) of the respondents indicated that they agree, they have the necessary tools required to do their jobs. This is in keeping with research by Bunting, (2004), who suggests that as a result of changes in the workplace, individuals are becoming increasingly frustrated and by equipping them with the necessary tools, employees seek opportunities for greater self-expression and fulfilment in their jobs.

4.18 Company policies and procedures
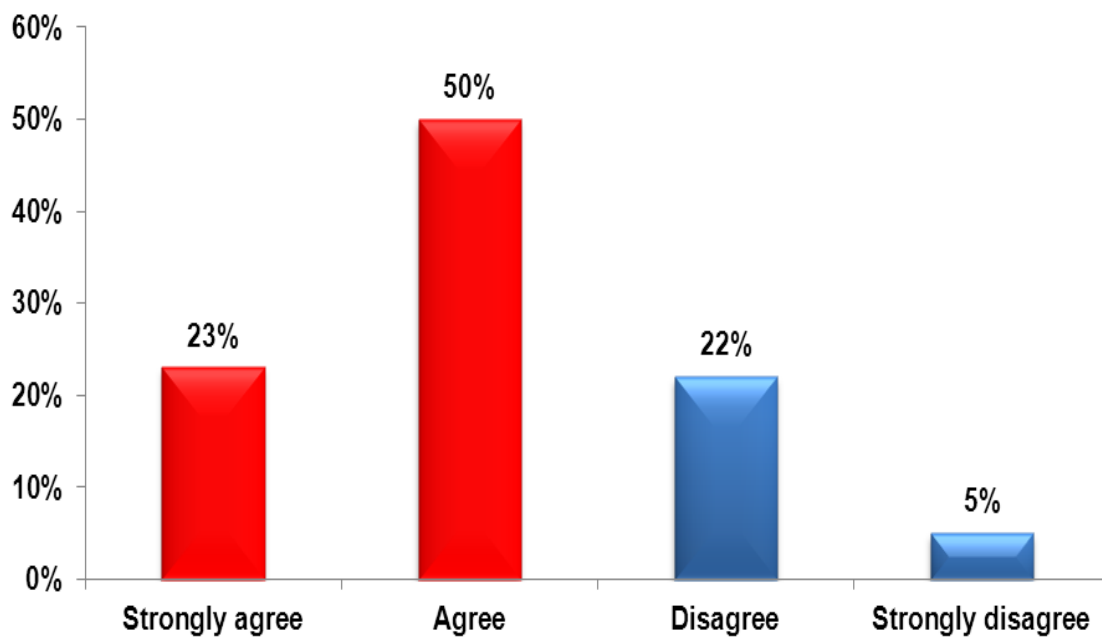
Figure 4.14 Periodic updates on company policies and procedures

Figure 4.14 reveals that the majority (73%) of the respondents agreed that their supervisors provided them with up to date information on the company policies and procedures. Björklund, (2001), indicated that leadership can also influence motivation through a wide range of behaviours, such as having realistic expectations, communicating goals, creating a motivating climate through openness between management and employees, and by using reward systems. It is also argued by Holbeche and Springett, (2004), that leaders need to demonstrate greater transparency in the way information is shared and to treat employees like adults.

4.19 Feedback
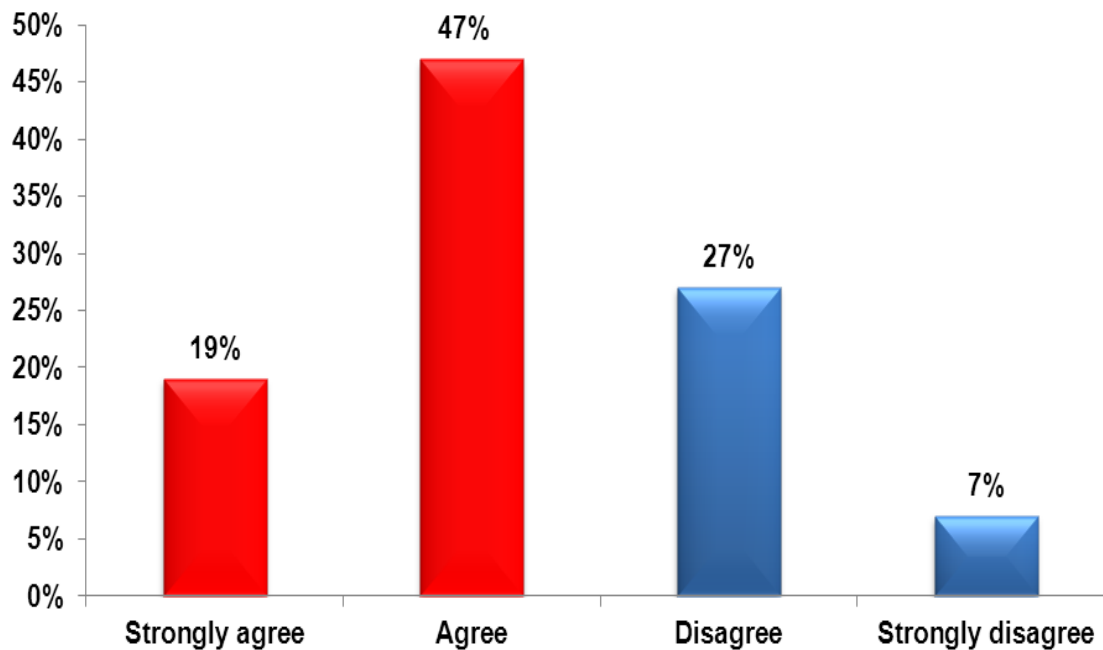
Figure 4.15 Feedback about work from manager/supervisor

It is evident from Figure 4.15 that the majority (66%) of the respondents agree that their supervisors provide adequate feedback to them about their work performance while 34% disagree with this statement. This is in keeping with literature by Sirota et al, (2005) who stated that employees naturally want to know how they can do their jobs better because improvement will give them a greater sense of achievement and pride. Kreitner and Kinicki, (2008) states that feedback provides information and direction that will help employees focus on relevant tasks, activities and goals. They also stress that managers should strive to provide specific, timely, and accurate feedback to employees.

4.20 Motivation
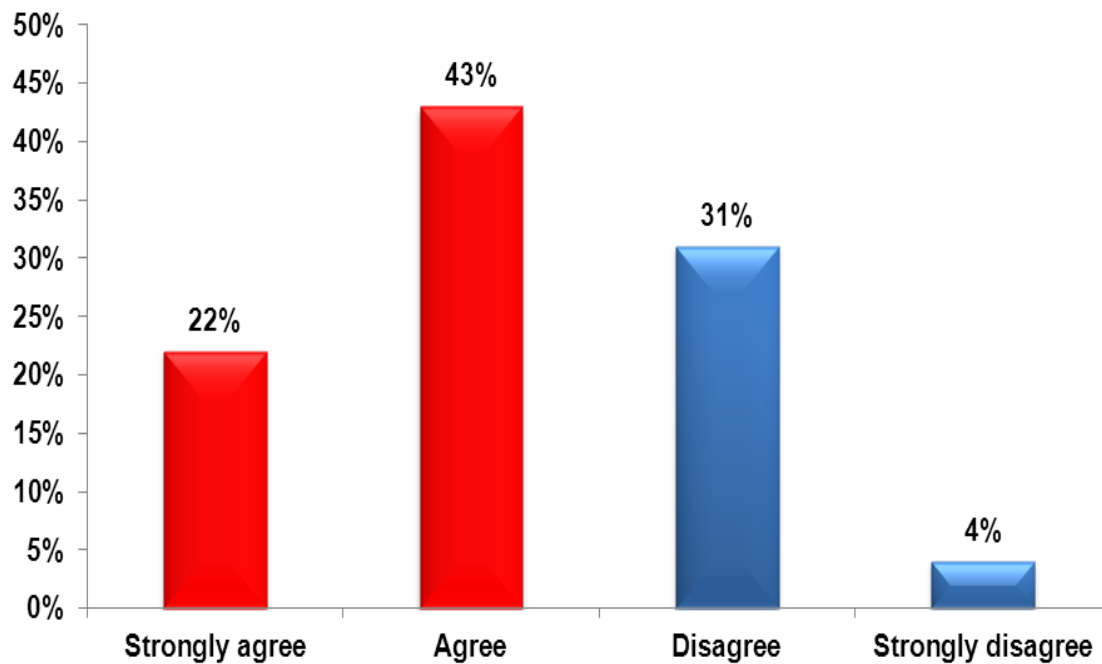
Figure 4.16 Inspired and motivated by their work

Figure 4.16 reveals that majority (65%) of the respondents indicated that they were inspired and motivated by the work that they do. According to Lindner, (1998), who stated that employees generally work harder and perform better when they are inspired by their jobs and satisfied employees help organisations to survive and be more productive.

4.21 Job security
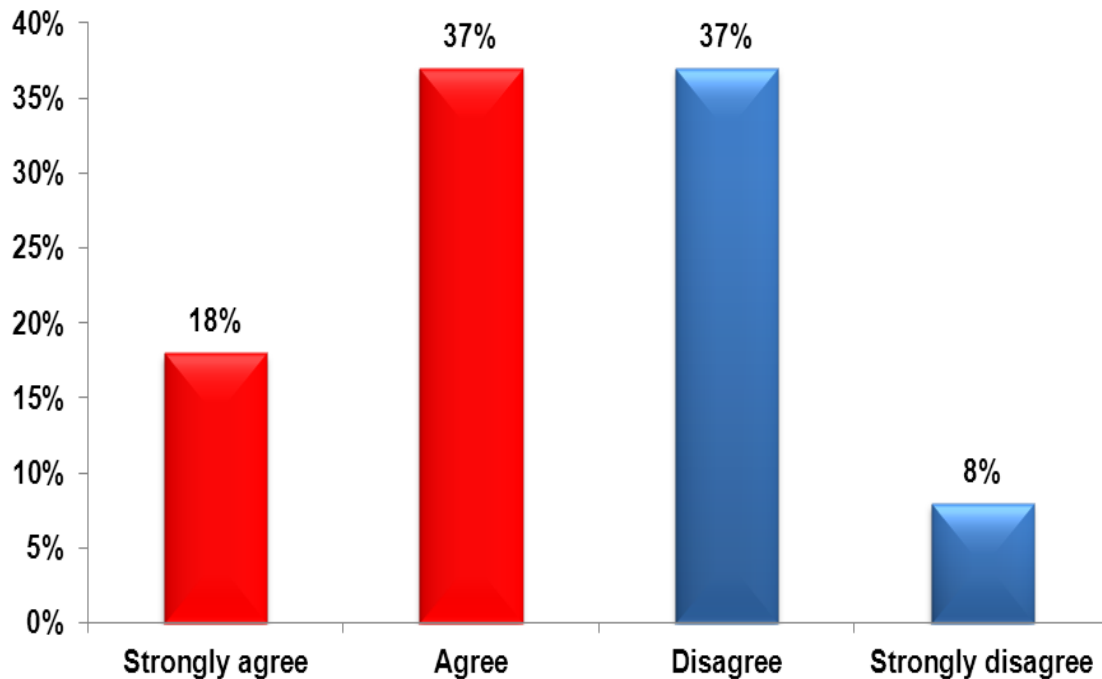
Figure 4.17 Feel secure in current job

It is evident from Figure 4.17 that majority (55%) of the respondents feel secure in their current jobs while 45% do not feel secure. According to Sirota et al, (2005), surveys clearly show that job security has risen to a usual high position on the list of worker concerns. Workers rank job security as the number one attribute they looked for in potential employers. Although employees in many organisations previously expected lifetime job security, employees today rarely expect that as they understand that the business environment has changed but it does not mean that their desire for security has diminished (Sirota, 2005).

4.22 Freedom to make own decisions
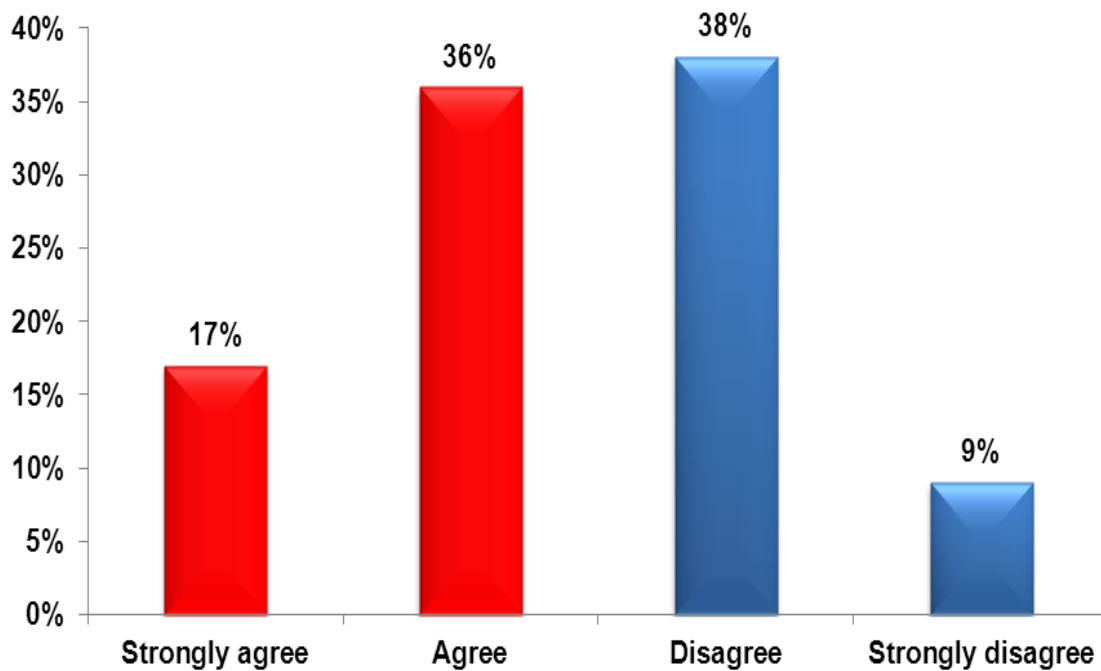
Figure 4.18 Freedom to make own decisions in job

Figure 4.18 reveals that majority (53%) of the respondents agreed that they have the freedom to make their own decisions in their jobs while 47% is in disagreement with this statement. According to Serota (2005), employees want to be proud of their work; they want to exercise their judgement that makes sense for the job they are doing in line with their skills. People are not stupid and have a need to be treated on the job as intelligent human beings but the standards by which this is judged is somewhat different.

4.23 Goals of the Company
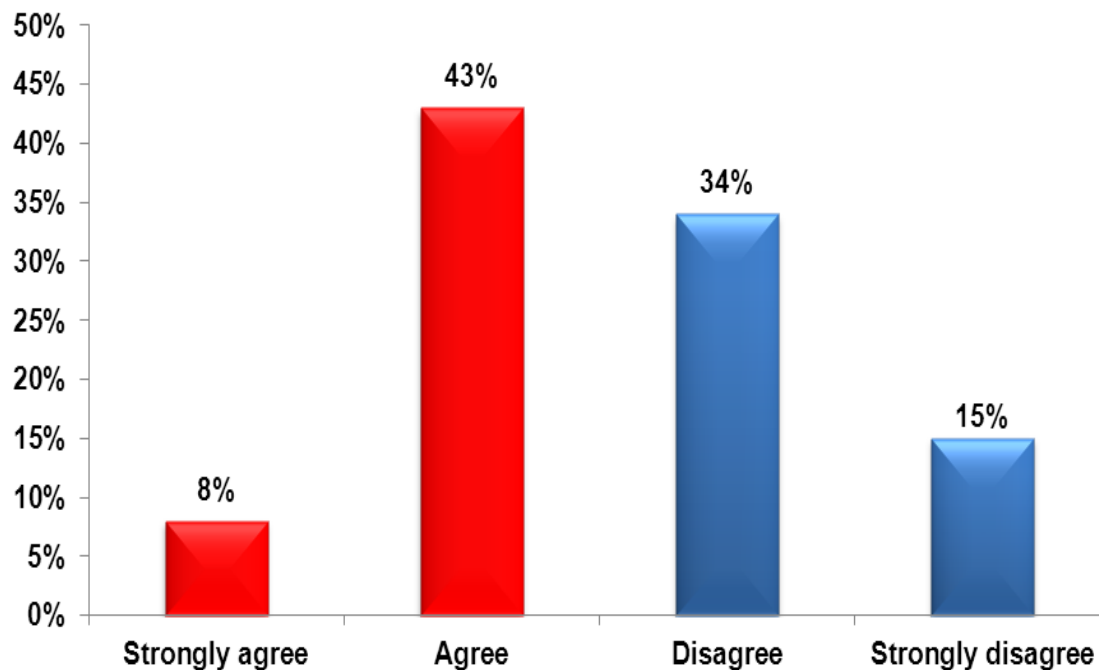
Figure 4.19 Company communicates goals to me

Although 51% of the respondents indicated that the company communicates the goals to them, it is alarming to see that 49% do not know the company goals. This means that their actions are not aligned to the goals of the company. According to Kreitner and Kinicki, (2008), research supports goal setting as a motivational technique. Setting performance goals increases individual, group and organisational performance.

4.24 Willing to go the extra mile
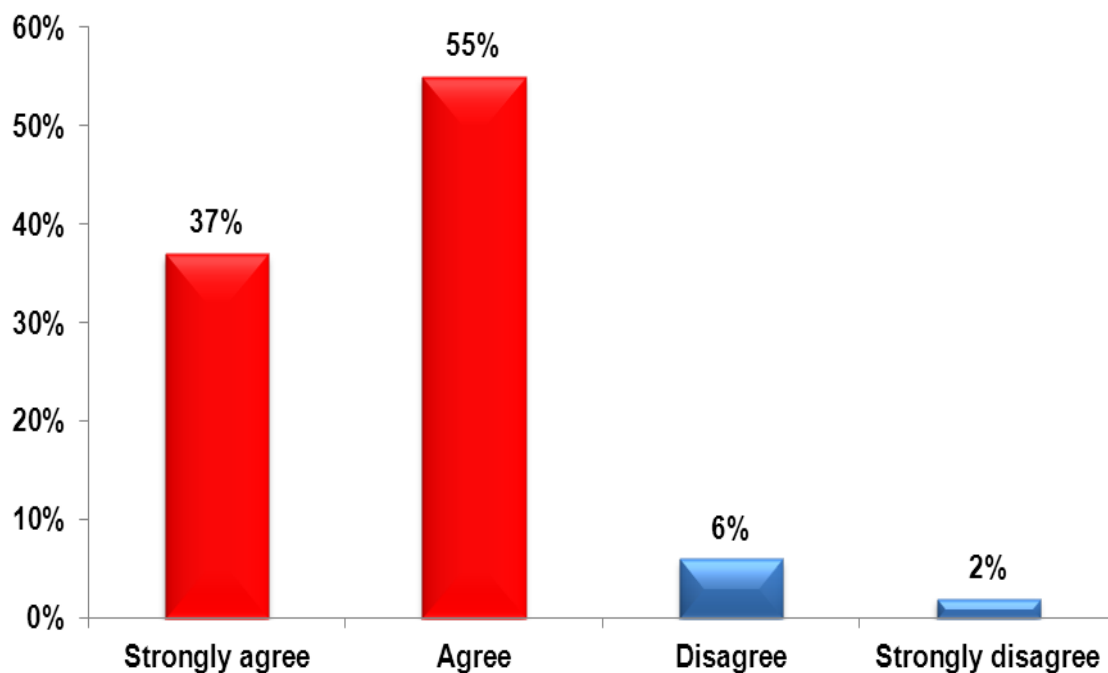
Figure 4.20 Always willing to go the extra mile

It is evident from Figure 4.20 that majority (92%) of the respondents are always willing to go the extra mile. This is in keeping with research by Boltes et al, (1995) who stated that job satisfaction is one of the major criteria for establishing a healthy organisational environment as employees generally work harder and perform better when they are satisfied with their jobs.

4.25 Work-life balance
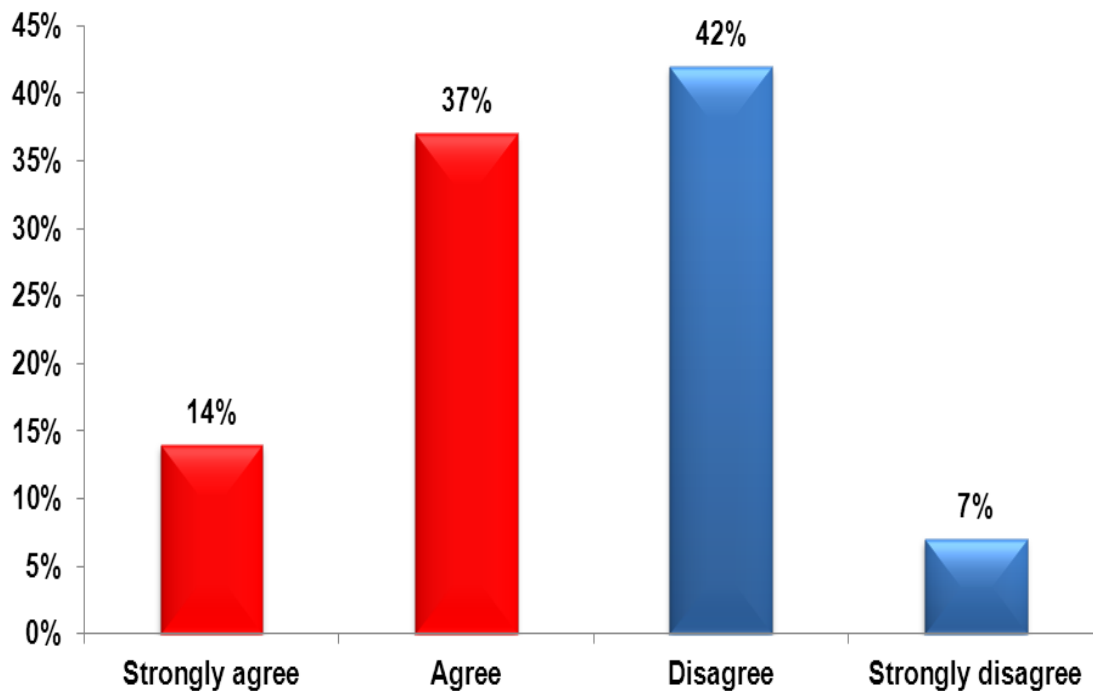
Figure 4.21 Company encourages a healthy work life balance

It is evident from Figure 4.21 that the majority (51%) of the respondents agreed that the company encourages a healthy work-life balance while 49% disagreed with this statement. According to Pahl, (1994, pg 25), who stated that "the late twentieth century marked a new age of anxiety in which the meaning of success has become more elusive and where people are seeking a new balance between work, family and other obligations." Mackay, (2007), further indicated that staff who does not take breaks or their leave can also be vulnerable to burnout and lack of holidays can cause low morale and resentment.

4.26 Training
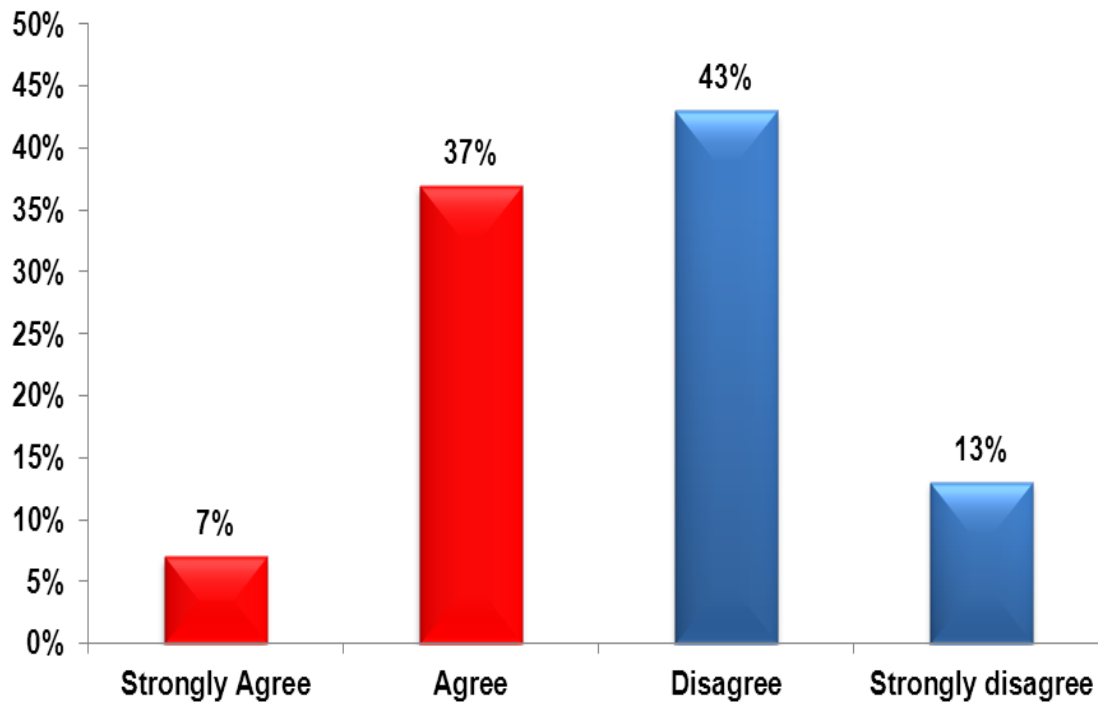
Figure 4.22 Training is provided by company to improve my skills

It is evident from Figure 4.22 that the majority (56%) of the respondents do not agree that training is provided by the company to improve their skills in the job while 44% agree that training is provided to improve their skills. Research by Chalmers Mill, (2010), recognised that with effective training and personal growth, leaders should create a climate for vision building empowering others and themselves to reach their optimum potential. She further states that effective communication and development training, coaching, mentoring, leading and inspiring employees to work positively have a dramatic and positive effect on work culture. This in turn improves staff morale, health and wellbeing and as a result increases bottom line figures.

4.27 Cross-tabulations

The following section represents the results obtained when specific variables were cross tabulated with each other and can be viewed in the tables below.

4.27.1 Coaching and training of staff

Table 4.2 Cross-tabulation between coaching and training of staff

N=139		My manager/supervisor coaches and trains me				
		Strongly disagree	Disagree	Agree	Strongly Agree	Total
Division	The Cold Chain	17.1%	34.2%	46.3%	2.4%	100%
	MERCOR Solutions	24.5%	45.9%	17.4%	12.2%	100%

In Table 4.2, 46.3% of The Cold Chain staff agreed that their supervisors trained them and 45.9% of MERCOR Solutions respondents were in disagreement to this. It is evident that the two organisations have different views on the coaching and training provided to them.

4.27.2 Communicate freely with my manager/supervisor

Table 4.3   Cross-tabulation between division and communication between manager/supervisor

N=139		I am able to communicate freely with my manager/supervisor				
		Strongly disagree	Disagree	Agree	Strongly Agree	Total
Division	The Cold Chain	14.6%	58.5%	22%	4.9%	100%
	MERCOR Solutions	24.5%	50%	25.5%	0%	100%

In Table 4.3, 58.5% of The Cold Chain staff and 50% of MERCOR Solutions respondents disagreed that they were able to communicate freely with their manager

or supervisor. This reveals that more than half of the respondents had difficulties communicating with their supervisors. This is in line with research by Grobler et al, (2011) who stated that a critical communication need is to provide employees with a comfortable and effective means for bringing problems or complaints to the attention of their supervisors. An excellent upward communication technique is the open door policy where a manager's door is open to any employee who has a suggestion, question or complaint. Over time employees feel more comfortable and lines of communication are open between employees and management (Grobler et al, 2011).

4.27.3 Communication of the goals to each division

Table 4.4   Cross-tabulation between division and communication of goals

		My company communicates the goals that are set to me				
N=139		Strongly disagree	Disagree	Agree	Strongly Agree	**Total**
Division	The Cold Chain	5%	20%	65%	10%	100%
	MERCOR Solutions	9.2%	53.1%	21.4%	16.3%	100%

In Table 4.4, 65% of The Cold Chain staff agreed that the company sets out the goals to them while 53.1% of MERCOR Solutions respondents were in disagreement. The difference in these percentages clearly shows that management at The Cold Chain communicates goals more effectively than their counterparts at MERCOR Solutions. It also has to be noted that although these two divisions operate side by side, they are managed differently with some overlapping goals. According to Kreitner & Kinicki, (2008), goals should be realistic, challenging and attainable. Corporate goals should focus on desired end results that support the organisation's vision. Impossible goals can reduce motivation because people do not like to fail.

4.27.4 Salary received within each distribution Centre

Table 4.5 Cross-tabulation between distribution centre and salary received

N=139		I am satisfied with the salary that I receive				
		Strongly disagree	Disagree	Agree	Strongly Agree	Total
Division	Durban	6.3%	18%	46.8%	28.8%	100%
	Dundee	3.6%	50%	32.1%	14.3%	100%

Table 4.5 reveals that 46.8% of the respondents in Durban are satisfied with the salary that they receive while 50% of the respondents in Dundee were in disagreement of this. According to Warr, (1987), work fulfils a variety of individual needs other than financial benefits. People rate purpose, fulfilment, satisfaction and learning as more important than money.

4.27.5 Communication of the goals to each department

Table 4.6 Cross-tabulation between department and communication of goals

N=139		My company communicates the goals that are set to me				
		Strongly disagree	Disagree	Agree	Strongly Agree	Total
Division	Sales	9.3%	53.6%	20.6%	16.5%	100.0%
	Operations	5.0%	35.0%	55%	5.0%	100.0%
	Transport	0%	0%	85.7%	14.3%	100.0%
	Finance	14.3%	14.3%	57.1%	14.3%	100.0%
	Total	8.0%	43.5%	34.1%	14.5%	100.0%

Table 4.6 reveals that majority (53.6%) of the respondents in Sales disagree that the company communicates the goals to them. The majority of the respondents (55% in Operations, 85.7% in Transport and 57.1% in Finance) are in agreement with this statement. In Kreitner & Kinicki, (2008), barriers to effective communication could create a misinterpretation in communication. Decoding and creating meaning,

feedback, personal barriers are some of the few that pose a threat to effective communication.

4.27.6 Race against coaching and training

Table 4.7 Cross-tabulation between race and training

N=139		My manager/supervisor coaches and trains me				
		Strongly disagree	Disagree	Agree	Strongly Agree	Total
Division	Black	21.4%	43.8%	24.1%	10.7%	100%
	Coloured	100%	0%	0%	0%	100%
	Indian	19%	42.9%	33.3%	4.8%	100%
	White	25%	25%	50%	0%	100%

Table 4.7 reveals that the majority (43.8%) of Black and majority (42.9%) of Indian respondents disagreed that their manager/supervisor coached or trained them, 100% of the Coloured respondents strongly disagreed with this statement while 50% of White respondents were in agreement with this statement. Kreitner & Kinicki, (2008), explains unrealistic expectations should be avoided when it comes to cross cultural training. Different race groups offer different cultures and different results should be expected.

4.27.7 Race against company goals

Table 4.8 Cross-tabulation between race and communication of goals

N=139		My company communicates the goals that are set to me				
		Strongly disagree	Disagree	Agree	Strongly Agree	Total
Division	Black	6.3%	45.9%	30.6%	17.1%	100%
	Coloured	0%	50%	50%	0%	100%
	Indian	14.3%	28.6%	52.4%	4.8%	100%
	White	25%	50%	25%	0%	100

In Table 4.8, majority of Black (45,9%), Coloured (50%),and White (50%) respondents indicated that they disagreed that the company communicated the goals to them. The table further indicated that the sample of Indians (52,4%) and 50% of Coloureds agreed with the statement. Kreitner & Kinicki, (2008), discusses vertical communication as communication up and down the organisation. Kreitner goes on to say that in downward communication managers normally have five types of information – job instructions, job rationale, organisational procedures and practices, feedback about performance and indoctrination of goals.

4.28 Summary

In this chapter the data that was collected from respondents was analysed and the key findings identified. The findings were related to the objectives of the study that was set out in Chapter One. Some of the salient findings are that both the distribution centres indicated that they were motivated in their jobs, the majority of respondents were satisfied with their work environment and agreed that they received adequate training and coaching in the job. However, when certain variables were cross-tabulated with each centre, the results indicated that Durban and Dundee differed in their responses.

Based on the above findings, some conclusions have been drawn from which recommendations are suggested. The limitations of the study have been identified and recommendations for further research are described in Chapter Five.

CHAPTER FIVE

Recommendations and Conclusions

5.1 Introduction

In light of today's business conditions, motivating people to perform at their best has become an integral part of the organizational culture. Profit margins have diminished, and for some organisations virtually evaporated as competition in the market place becomes increasing difficult. Only through improving employees performance through motivation, managers can help employees generate excellent performance that will enable companies to boost profitability and even survive through difficult times. This chapter focuses on the conclusions drawn from this study, limitations identified, recommendations based on the findings and further research studies that are to be undertaken in future.

5.2 Findings of the study

The aim of this study was to understand how motivated the staff of the two Distribution centres and whether similarities exist between these two branches in relation to staff motivation. The findings will help management to adopt and improve on existing management practices and look at ways in which motivation levels can be improved using a common strategy across all departments at The Cold Chain and MERCOR Solutions.

5.3 Recommendations based on Findings

5.3.1   Work environment

The results of the survey conducted concluded that 80% of the respondents were not satisfied in the current work environment in which they carry out their daily duties. The aim here would be to re-energise these individuals that are not comfortable at work by using network analysis and targeted survey questions that will ask the respondents to identify the energising and de-energising effects of their surrounding environment in relation to both people and work. This would clearly show areas of

concern and similarities can be drawn from common factors that are causing employees to become negative and targeted interventions can be adopted to stimulate these employees to new energised levels. Energising people in their work environment has a positive effect on morale, motivation and behaviour. This positive spin-off creates awareness among other employees and behavioural changes for the better, becomes more evident.

To inspire people to excel, employees need to find meaning in their work and feel productive on the job. Enhancing personal qualities to enhance employee performance and feel the same dedication to the organization as mangers do, is key in fostering an environment that leads to the success of the individual, team and department.

5.3.2 Remuneration Levels

Frederick Herzberg (2003) stated in his theory that "money, perks, workplace conditions" and company policy and administration are all hygiene factors – extrinsic to the job itself. These are not enough to generate employee commitment. For sustained performance improvement, Herzberg (2003) argues, that only intrinsic motivators such as job enrichment, which responds to employees' growth and achievement will do the trick. Almost 70% of the respondents to the survey were not happy with the remuneration they received.

Employees have the belief that their income will always go up and by them not receiving an increase or bonus means that the company does not value their contributions or effort. Managers should educate employees in a few basic principles of finance, thereby removing much of the psychodrama from salary discussions and instead turning them into rational conversations about the constraints on what the company can do for the employee given the current economic climate and financial performance.

Direct reports need to understand the difference between the company's revenues and its profitability. Explanations on how the markets define worth as a combination of pricing and brand value. Make employees understand how their work contributes

to the bottom line and that the trade-offs that accompany lack of profitability and monetary gain.

5.3.4   A challenging work environment

Management needs to take cognisance of the fact that many employees find the work challenging as can be seen by the results of the survey in which 78% agreed that the current work environment poses a challenge to them.

Although 84% of the respondents to the survey have agreed to receiving the necessary tools in order for them to do their jobs, it must be noted that they still find their current work environment challenging. Management need to equip the workforce with the correct tools in order for them to overcome challenges in the work environment as too often generic work designs and tools are implemented without the effects on employees taken into account.

5.3.5   Worker Motivation

Job design techniques can be used when a manager suspects that the type of work that an employee is performing or characteristics of the work environment are causing motivational problems (Kreitner & Kinicki, 2008). Scientific management techniques can be implemented by using research and experimentation to find the most efficient way to perform a job. The application of scientific management involves the following steps:

- developing standard methods for performing jobs by using time and motion studies,
- carefully selecting employees with the appropriate abilities,
- training workers to use the standard methods and procedures,
- support workers and reduce workplace interruptions, and
- provide incentives to reinforce performance.

The organisation needs to also adopt some sort of motivational approaches to job design in order to improve employee's effective reactions to job satisfaction and

intrinsic motivation as well as a host of behavioural outcomes such as absenteeism, turnover and performance. Kreitner & Kinicki (2008) recommended using the following two techniques that can aid motivation through job design:

- **Job Rotation** - This calls for moving employees from one specialised job to the next. By rotating the employees from on job to the next, managers will be able to stimulate interest and motivation and at the same time expose the employee to other aspects of the organisation. This would increase worker flexibility and easier scheduling due to employees being able to perform different jobs.
- **Job Enrichment** - This entails modifying a job in such a manner that the employee will be able to have the opportunity to experience achievement, recognition, stimulating work, responsibility and advancement.

5.3.6 Employee recognition

To be effective recognition needs to come from those that the employee holds in high esteem, such as ones manager. Timing is vitally important as managers who acknowledge employee's performance quickly, enables the employee to get a clear message and is more likely to repeat a desired level of performance that is favourable. Recognition is most powerful when it is contingent upon desired behaviour and performance as employees will value recognition more which will lead to better results (Kreitner & Kinicki, 2008).

If Employees see that hard work and superior performance are recognised and rewarded by the organisation, they will expect such relationships to continue in the future (Herriot & Pemberton, 1995).

5.3.7 The Importance of setting and reviewing goals

The goal-setting process begins with the formation of long-range objectives, through to the organisational objectives, departmental goals and finally ends at the individuals goals. It is here at the individual goal-setting that the goals are mutually set by the manager and employee. The participation of goal setting and the general

agreement that follows strengthens employee motivation and commitment. Characteristics of good goals that are set include:

- a description of what needs to be accomplished and how the goals will be measured;
- target dates for goal accomplishment; and
- the amount of resources to be used in achieving the set goals.

As a process model of motivation, setting goals activates a powerful motivational process that leads to sustained high performance (Krietner & Kinicki, 2008). The authors further stresses that goal setting can give managers these four practical insights:

- Specific high goals can lead to greater performance.
- Feedback enhances the effect of specific, difficult goals.
- Participative goals, assigned goals, and self-set goals are equally effective
- Goal commitment and monetary incentives affect goal- setting outcomes.

Managers need to periodically review and measure progress in achieving goals. This review process is particularly important as discussions takes place on obstacles and problems encountered by the employee in attaining the set goals. Review periods should be set and action plans and milestones that are set in the goals should be reviewed and adjusted accordingly depending on the accomplishment of the goals (Kreitner & Kinicki, 2008).

5.3.8 The need for training

Although employee training and development is seen as a key factor in meeting the employers, strategic, business and operational goals, 56% of the respondents felt that they have not received sufficient training from the organisation. According to Mackay (2007), the purposes of good training and development programmes are

- Improving performance of employees and minimizing in-effective performance.
- Updating employee skills to keep up with technological changes.

- Keeping abreast with changes in improving on methods and processes.

- Solve organisational performances through effective training programmes.

- Creating a favourable environment through an effective orientation program.

- Training enables the acquiring of skills needed for promotion and advancement.

- Satisfy personal growth needs through providing of activities that results in both greater organisational effectiveness and personal growth for employees.

Sometimes the need for training and development is not very clear to employees. Employees may consider these programmes as a waste of time and may even resist being taken away from their jobs. The more effective way to ensure participation is to show the employees the link between achieving organisational and personal goals.

5.4 Limitations of the study

The limitations that arose during the study and ways to overcome them are listed below:

- The study was limited to just the distribution centers based in KwaZulu Natal, and the management style and polices adopted and practiced at these distribution centers. Lack of time and inexperience limited the depth of questioning. More time should be taken in questionnaire design and implementation.

- Questionnaires were deemed to be too long and time consuming amongst employees and reliability of responses would have been dependent on the nature of the respondent's attitude and emotions at that specific time. Questionnaires should be shortened and cover a specific aspect of motivation.

- Respondents were not very comfortable filling in their names and signing the consent forms fearing victimisation from the company based on their responses. Some of the responses would have been skewed in favour of the company, which would not have reflected the true state of the respondents answer. Anonymity of the respondent will have to be taken into account for further studies.

- Literature was limited in the South African context and in the FMCG field relative to the industry that The Cold Chain / MERCOR Solutions operate in. Journal articles were used to substantiate theories and processes and provided a general viewpoint around the topic.

- This study was limited to the two distribution centers in KwaZulu Natal, and results obtained are not a true reflection of the organizational on a national basis. This study can be expanded to include all the other distribution centres around the country to get a better understanding of all employees' motivational levels.

- Qualitative analysis can also be used to achieve an in-depth response and interviews and focus groups can be used to gauge respondent's behavior.

5.5 Topics for further research

The following topics can be considered for any future research:

1. Motivation and Reward Systems.
2. Management's role in Motivating employees.
3. The quest for Meaning full work.
4. Energising employees to new heights.
5. Assessing Motivation for improvements.
6. Motivation: A Top Down Approach.
7. Motivation and Employee commitment.

Further studies can show the link between motivating employees by initiating a fair reward system, as well as the role that line managers will have to play in order to motivate their employees. Studies can also be undertaken to show the relevance of having an energised workforce that is motivated by their work and thereby improving performance and productivity. Studies can also show the how Manager motivate their employees and what steps are undertaken to enhance employee commitment to their jobs.

5.6   Summary

The purpose of this study was to gauge the motivational levels among the staff at The Cold Chain / MERCOR Solutions KZN. The objectives were to determine if staff were motivated in their current work environment and also if the two distribution centres had similarities in terms of motivation amongst staff. The results have showed us that the staff are motivated at the two distribution centres but also stresses the work environment is also challenging, which may pose a few concerns at a later time. Literature that was used also substantiated the fact that motivating employees is off paramount importance to the performance of the organisation. The results also revealed that staff at both the distribution centres were unable to communicate freely with their manager or supervisor and this could be extremely detrimental in communicated goals, assigning tasks and taking corrective actions should interventions be needed. Coaching ant training is of paramount importance to maintain motivational levels of any organisation. Literature in this study confirms this point and management needs to ensure that on-going training and on the job coaching is required to motivate and stimulate employee growth. Although there were limitations, this study has proved to be beneficial to both the employees and the organization which if implemented could improve motivational levels at The Cold CHAIN / MERCOR Solutions.

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Appendix I

Informed Consent Letter

UNIVERSITY OF KWAZULU-NATAL

MBA Research Project

Researcher: Mr. S Maharaj   031 274 3800
Supervisor: Mr. T Vajeth   031 260 7575
Research Office: Ms P Ximba   031 260 3587

Dear Respondent,

I, Sudesh Maharaj an MBA student, at the Graduate School of Business, University of Kwazulu Natal invite you to participate in a research project entitled **Assessing the Motivation levels amongst Employees at the Cold Chain/ MERCOR Solutions KZN in relation to the Work Environment.** This study will aim to establish the different motivational levels amongst all staff employed at TCC/MERCOR Solutions amongst the two Distribution Centres in KZN. The aim of this study will also be to look at comparing the similarities and differences amongst the staff at the two Distribution Centres as well as among permanent and contract employees.

Through your participation in completing this research, it will help me gauge and understand the levels of motivation amongst the various employees across various departments in the workplace. The research will hope to cover the important factors that motivate and de-motivate employees and the extent to which their level of motivation impacts on their work.

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

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above. The survey should take you about 10 minutes to complete.

Thank you for time and participation.

Yours Sincerely

                                                07 / 11/ 2011

_____   _____
S. Maharaj (Researcher)   **Date**

Questionnaire

1. To which Distribution Centre do you report to:
   - Durban ☐
   - Dundee ☐

2. Which division do you work for:
   - The Cold Chain ☐
   - MERCOR Solutions ☐

3. In which Department do you work in:
   - Sales ☐
   - Operations /Warehouse ☐
   - Transport ☐
   - Finance ☐

4. How many years have you been working for The Cold Chain/ MERCOR Solutions:
   - 1-2 ☐
   - 3-4 ☐
   - 5-6 ☐
   - 7-8 ☐
   - 9-10 ☐
   - 0ver 10 years ☐

5. Age:
   - Below 20 ☐
   - 20-30 ☐
   - 31-40 ☐
   - 41-50 ☐
   - 51-60 ☐
   - Above 60 ☐

6. Gender:

- Male ☐
- Female ☐

7. Race:

- Black ☐
- Coloured ☐
- Indian ☐
- White ☐

8. Marital Status:

- Single ☐
- Married ☐
- Divorced ☐

9. Number of Dependants:

- None ☐
- 1 ☐
- 2 ☐
- 3 ☐
- 4 and above ☐

10. I am happy in my current work environment.

Strongly Agree	Agree	Disagree	Strongly Disagree

11. I am given the opportunity to improve my skills.

Strongly Agree	Agree	Disagree	Strongly Disagree

12. I find the work that I do interesting.

Strongly Agree	Agree	Disagree	Strongly Disagree

13. Information about my performance is regularly communicated to me.

Strongly Agree	Agree	Disagree	Strongly Disagree

14. My manager/supervisor coaches and trains me.

Strongly Agree	Agree	Disagree	Strongly Disagree

15. I am satisfied with my current position.

Strongly Agree	Agree	Disagree	Strongly Disagree

16. I know what is expected of me in my current position.

Strongly Agree	Agree	Disagree	Strongly Disagree

17. I am satisfied with the salary that I receive.

Strongly Agree	Agree	Disagree	Strongly Disagree

18. My manager/supervisor recognizes me for doing a good job.

Strongly Agree	Agree	Disagree	Strongly Disagree

19. I find my job challenging.

Strongly Agree	Agree	Disagree	Strongly Disagree

20. I enjoy going to work.

Strongly Agree	Agree	Disagree	Strongly Disagree

21. I am able to communicate freely with my manager/supervisor.

Strongly Agree	Agree	Disagree	Strongly Disagree

22. I am given the necessary tools to do my work.

Strongly Agree	Agree	Disagree	Strongly Disagree

23. My manager /supervisor always keep me up to date with company policies and procedures.

Strongly Agree	Agree	Disagree	Strongly Disagree

24. I receive adequate feedback about my work from my manager/supervisor.

Strongly Agree	Agree	Disagree	Strongly Disagree

25. I am inspired and motivated by the work that I do.

Strongly Agree	Agree	Disagree	Strongly Disagree

26. I feel secure in my current job.

Strongly Agree	Agree	Disagree	Strongly Disagree

27. I communicate well with my manager/supervisor.

Strongly Agree	Agree	Disagree	Strongly Disagree

28. I have the freedom to make my own decisions that will help me with my job.

Strongly Agree	Agree	Disagree	Strongly Disagree

29. My company recognises me for the job that I do.

Strongly Agree	Agree	Disagree	Strongly Disagree

30. My company communicates the goals that are set to me.

Strongly Agree	Agree	Disagree	Strongly Disagree

31. I am always willing to go the extra mile.

Strongly Agree	Agree	Disagree	Strongly Disagree

32. My company encourages a healthy worklife balance.

Strongly Agree	Agree	Disagree	Strongly Disagree

33. My company provides me with the necessary training to improve my skills.

Strongly Agree	Agree	Disagree	Strongly Disagree

Appendix II
Ethical Clearance

UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

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

16 November 2011

Mr S Maharaj (208509220)
Graduate School of Business

Dear Mr Maharaj

PROTOCOL REFERENCE NUMBER: HSS/1184/011M
PROJECT TITLE: Motivation levels amongst employees at The Cold Chain / MERCOR Solutions in KZN in relation to the Work Environment

In response to your application dated 31 October 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 T Vajeth
cc. Ms C Haddon

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Appendix III
Gatekeeper's
Letter

mercor

S O L U T I O N S

Head of School   31st October 2011
Graduate School of Business
University of KwaZulu-Natal

Att: Anesh Maniraj Singh

Re: <u>Permission to conduct research as part of the MBA qualification – Sudesh Maharaj</u>

Dear Sir

With regards your request for Sudesh to conduct research within Mercor Solutions and present it as part of his MBA qualification, we have considered your request and hereby grant permission for Sudesh to proceed with the process. In terms of publishing his findings, we request that the company remain anonymous.

We trust that this meets your requirements and we wish Sudesh as the best in his studies.

Yours faithfully

Michael Hichens

Merchandising Executive
MERCOR SOLUTIONS

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