

# **The influence of employee motivation on productivity in a merged real estate environment**

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## **ABSTRACT**

The purpose of this research was to determine if motivation had any influence on productivity in a merged real estate company. A secondary purpose of this research was also to determine the influence of commitment on motivation and productivity.

A questionnaire was designed by the researcher emanating from the literature review addressing the variables of motivation, productivity and commitment. The questionnaire consisted of 58 questions: 4 demographical questions and 54 questions on the three variables of motivation, productivity and commitment. Frequency analyses were used to determine the results from the questionnaire on the three variables of motivation, productivity and commitment.

Participants in the research included 315 employees of the 524 employees of the real estate company. These employees were located in the Carlton, Inland and the Corporate offices that are situated in Johannesburg, Pretoria, Bloemfontein and Kimberley.

The results showed a direct link between motivation, commitment and productivity based on aspects like training, work experience, work knowledge, culture and tradition, leadership styles and the understanding of information systems.

A limitation of this research entailed that additional research will be needed on mergers in real estate companies seeing that this study is not a representative sample of all mergers in real estate companies.

**Key words:** Motivation; Productivity; Commitment

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# CHAPTER 1

## NATURE AND SCOPE OF THE STUDY

### 1.1 INTRODUCTION

Recent years have witnessed an unprecedented number of mergers and acquisitions and consequently received overwhelming attention in the literature. Van der Cammen (2007:36) reflects that mergers are pursued by the stakeholders with great excitement and great vision but this excitement is often not shared by all employees. A large group of employees often see mergers, acquisitions and joint ventures as a challenge rather than an exciting venture.

Mergers and acquisitions are frequently justified with the claim that it will improve efficiency and create value. The evidence nevertheless, is not consistent with the existence of benefits relating to costs, productivity and market value (Bernad *et al.*, 2010:283). Stanwick and Stanwick (2001:9) reflect that one of the reasons that contribute to mergers failing is that top management often does not pay enough attention to the human resources issues. The announcement of a merger creates uncertainty with employees. Top management often does not communicate the expected changes of a merger with employees (Schweiger & Denisi, 1991:110). The human factors that come into play as a result of major change, such as in a merger, could have an influence on employee motivation.

The study focuses on Transnet Properties where major changes occurred together with the merger of two business units. A drop in employee motivation were experienced post the merger at Transnet Properties. The study aims to look into the influence of motivation on productivity in this merger.

Motivation in the workplace and the influence that it has on productivity can be seen as one of the most far reaching factors in any type of company. Coetsee (2002:17) as well as Robbins *et al.* (2009:144) concur that motivation in the work environment can be described as the willingness to exert high levels of effort by individuals and teams to reach company goals in conjunction with the satisfaction of the individual needs of the participants. Benson (2008:2) states that productivity relates to the effort of an employee that is measurable against the employee's effectiveness and efficiency in the achievement of the set goals or job tasks. Motivation in the work environment is the willingness of individuals or teams, to reach company goals and tasks through employee effectiveness and efficiency. In today's

ever-changing business environment, all managers and supervisors come up against motivational, commitment and productivity issues. This statement is strengthened by the suggestion of Coetsee (2002:5) that the core cause of productivity problems in South African society is people's motivation levels and work ethics. The ability of management to exert great effort in keeping the workforce as motivated and productive as possible for the betterment of the company or business is a key issue. Big changes in companies, like changes occurring through mergers or changing of computer systems could influence motivational levels of staff which in turn could influence effort exerted by these staff members. If management could be better prepared by understanding the factors that could influence motivational levels and thus productivity, it could enable them to make better judgements and decisions that can build businesses' future. Thus, to understand issues that influence motivation and the effect that this has on productivity must be seen as grounds for further investigation.

## **1.2 PROBLEM STATEMENT**

A study surrounding the role that motivation plays on productivity can be seen to be of great importance in the current situation that is being experienced in Transnet Property, seeing that Transnet Property underwent major changes recently. The changes that occurred, part being a new SAP system and the merger of two business units, are still influencing the motivation of its staff members and thus the productivity of the company. The study surrounding the effects of a merger and the influence that motivation appear to have on productivity can assist the current management team to better understand the slack in productivity and can enable them to come forth with action plans to address the issues, so as to allow the growth of the newly created business unit.

## **1.3 RESEARCH OBJECTIVES**

The objectives of the study are divided into general and specific objectives.

### **1.3.1 Primary objective**

The primary objective of this study was to measure the influence that motivation has on productivity in the workplace.

### **1.3.2 Secondary objectives**

The specific objectives of this study were to:

- indicate what is understood by the term motivation;
- determine those factors that can influence motivational levels;
- determine what role commitment plays in the motivational levels of people; and
- identify measures that can be taken to enhance motivational levels in the workplace.

## **1.4 RESEARCH METHOD**

This study, pertaining to the specific objectives, consists of two phases, namely a literature review and an empirical study.

### **1.4.1 Phase 1: Literature review**

In phase 1, a complete review is given regarding the topic of the study. The sources that were consulted include:

- Internet – Accredited journal articles and web databases approved by the library of the North-West University;
- Journals and books; and
- Information gathered from experts in the area of motivation and emotional intelligence.

The themes that will be addressed are as follow:

- Explanation of what motivation entails;
- Explanation of productivity;
- Explanation of commitment;
- Explanation of organisational mergers;
- The influence of motivation on productivity in the workplace; and
- Steps that can be undertaken in enhancing motivational levels in the workplace.

## **1.4.2 Phase 2: Empirical study**

The empirical study comprises the research design, participants, the measuring instrument, and statistical data analysis.

### **1.4.2.1 Research design**

The aim of the research design is to identify areas that need to be addressed as well as to extract possible problems that can be avoided through proper planning.

The research can be classified as descriptive and explorative, seeing that the study undertaken must firstly be descriptive of the problem being experienced and explorative in the sense that solutions need to be identified to address the specific problem of motivation in the workplace.

A questionnaire was employed as measuring instrument and was processed into a specific format to address the variables motivation, productivity, and commitment. The questionnaire was compiled by the researcher. In total the questionnaire consists of 58 questions, 4 demographical questions and 54 questions on key aspects emanating from the literature review.

The survey was performed after the major changes of the merger and the SAP implementation at Transnet Property. The questionnaire design is the most suited for the study in that information was gathered from individuals that are currently experiencing the problem identified while the individuals were readily available. The information gathered through the questionnaire was screened for errors and discarded. The interpretation of the outcomes of the questionnaire enabled the user of such information to understand the problem and how it influenced productivity. This in itself enabled the user to draw conclusions on how to proceed to rectify the problem.

### **1.4.2.2 Participants**

Convenience sampling was undertaken seeing that Transnet Property has offices countrywide and it was not viable to ask all the employees of Transnet Property to fill in the questionnaire because of the remoteness of some of the offices. Transnet Property can be divided into five regions and the Corporate Office, namely:

**Table 1.1: Regions of Transnet Property**

<b>REGION</b>	<b>SITUATED</b>	<b>NO. OF EMPLOYEES</b>
Carlton	Johannesburg	42
Central	Port Elizabeth/East London	39
Eastern	Durban	127
Western	Cape Town	43
Inland	Johannesburg / Pretoria / Bloemfontein / Kimberley	173
Corporate	Johannesburg	100

The questionnaires were distributed in the Inland and Carlton regions as well as the Corporate Office to all its employees. The sample size came down to 315 employees of the population of 524 employees resulting in a response rate of 60 percent. These offices contain all levels of employees in the company as from top management to the lowest level of employee, namely cleaners and handymen. All races and genders also participated through the distribution in these specific offices.

#### 1.4.2.3 Statistical analysis

The first phase of the empirical study consisted of an analysis of the demographical information. For this purpose, frequency analysis was done on the levels of participants, age of participants, years with the company and the gender of the participants. The second phase of the data analysis was the analysis of the three main sections of motivation, commitment and productivity. Frequency analysis was used in all of the questions under these three main sections. Descriptive statistics (bar charts) were used in order to determine linkages between the three main sections of motivation, commitment and productivity.

### 1.5 LIMITATIONS/ANTICIPATED PROBLEMS

Additional research will be needed on mergers in real estate companies seeing that this study is not a representative sample of all mergers in real estate companies.

## **1.6 CHAPTER DIVISION**

The chapters in this mini-dissertation are presented as follows:

Chapter 1: Introduction and problem statement.

Chapter 2: Literature review.

Chapter 3: Empirical study.

Chapter 4: Conclusions and recommendations.

## **1.6 SUMMARY**

Employee motivation plays a major role in the workplace seeing that productivity levels of staff members can be influenced by it. Information to prove or disprove the statement made, needs to be gathered in Transnet Property's, Inland/Carlton Regions and Corporate Office, and this information must be verified and analysed. The results will then indicate the correctness of the statement and possibly guide management into actions that can be undertaken, to enhance motivation and thus productivity.

# **CHAPTER 2**

## **A STUDY INTO MOTIVATION, COMMITMENT AND PRODUCTIVITY**

### **2.1 INTRODUCTION**

In this chapter aspects like motivation, commitment, the term merger and productivity will be scrutinized. The study is undertaken to determine the linkage between motivation, and productivity in the workplace.

### **2.2 MOTIVATION AND MOTIVATIONAL THEORIES**

#### **2.2.1 Defining motivation**

The term motivation was taken from the Latin word *movere*, which means “to move” (Kreitner & Kinicki, 2008:210). According to Coetsee (2002:17), motivation refers to the interaction between individual and environmental forces to arouse and create persistent behaviour. Coetsee (2002:17) and Robbins *et al.* (2009:224) concur that when applying motivation in the work situation, the term motivation can be described as the willingness to exert high levels of effort by individuals and teams, to reach organisational goals in conjunction with the satisfaction of the individual needs of the participants. According to Mitchell (1982:81), motivation represents psychological processes that cause the continued persistence of voluntary actions that are goal orientated by individuals.

Kreitner and Kinicki (2008:210) conclude that motivation is the psychological processes that arouse and direct goal-directed behaviour. Motivation can not be isolated in certain areas or organisations seeing that motivation are always present in everyday life.

#### **2.2.2 The nature of motivation**

Two main forms of motivation can be identified namely intrinsic motivation and extrinsic motivation. Intrinsic motivation takes place internally and occurs when people act according to the pleasure that they expect to derive from this action or because the action is seen as important or the individuals feel a desire to take the action. As can be seen from this

explanation of intrinsic motivation an action is always required. Described by Coetsee (2002:159), the intrinsic outcomes are not driven by better remuneration but by feelings of satisfaction, meaningfulness, interest and accomplishment. According to Coetsee (2002:160), intrinsic rewards cannot be given to employees by their organisations seeing that these kinds of rewards are internal, meaning each employee awards it to himself because of good performance. Although the organisation cannot award the individual intrinsic rewards, the organisation can create an environment in which the employees can feel and experience these kinds of rewards. According to Roberts-Lombard (2008:142), an internal environment must be created that is supportive to employees that are customer centred. Roberts-Lombard (2008:142) further stated that the internal environment development needs to be supported by the employees of the business with internal training policies, procedures for planning and management styles. Thee internal environment can be enhanced by the organisation by relating exactly what a task entails, how the task relates to the bigger picture and how it fits in with their co-workers' tasks but with the clear indication that it is up to the employee how the task will be done, thus creating freedom and independence in the way the task is planned and performed. Linked to this is feedback to all employees about their individual performance as well as the final outcome if all the individual tasks are put together.

Extrinsic motivation implies that there could be external factors that influence the person to do something. According to Coetsee (2002:155,192), the following outside factors could have an influence on extrinsic motivation, namely: salary, working conditions, policy, safety and security, benefits and relationships.

A key area where motivation could be presented is in the workplace. This said, it could be drawn further, in that motivation could play a major role in the success of leaders in the workplace and between the workforces of organisations. This entails that if a person does not understand the major role that motivation plays in the work environment and the application of that motivation, said person will not become or stay a leader in the organisation. It is critical for any person that is seeking to lead or motivate to understand the aspects surrounding motivation. "Howlett's Hierarchy of Work Motivators" indicates that the extrinsic motivational factors like salary, working conditions, policy, safety and security, benefits and relationships can be all seen as externally motivated needs. These external factors form part of the first three levels of "Howlett's Hierarchy". When these external needs are achieved, level four and five of the "Howlett's Hierarchy" need to be achieved. The repercussions of not achieving the first three levels will cause dissatisfaction with the job. When dissatisfaction with the job is found in the work environment the workforce becomes less productive and eventually will lead to job losses through employees quitting or

employees being fired. The next two levels of the “Howlett’s Hierarchy” are the internal factors or intrinsic factors namely things like achievement, recognition, growth, advancement, responsibility and job nature. These intrinsic factors occur when the employees motivate themselves after the external motivational needs are met. The employer or leader that meets all five these levels will see motivated employees as well as higher productivity in the work environment.

The understanding of motivation and what it entails as well as the application of it is one of the most important challenges that face modern-day companies and its managers and leaders. So, as can be seen motivation plays a major role not just in companies but in everyday life.

### **2.2.3 Motivational theories**

The motivational theories consulted are the need theories, equity theory, expectancy theory, job design model and the impact that these theories have on employee retention. These aspects surrounding motivation will be explored in conjunction with Kreitner and Kinicki’s five methods to the explanation of behaviour, namely needs, job identification/characteristics, emotions, recognition/cognition and reinforcement, which underlies the evolution of modern day theories on human motivation.

### **2.2.4 Needs theories of motivation**

The attempt by need theories is the identification of the internal factors that influence the behaviour of the employees, employers and the workforce. For all individuals, needs are one of the most important aspects of their lives, seeing that if needs are not satisfied, most people will not be able to survive. For this very reason needs have been researched extensively and this can be proved just by naming all the need theories like Maslow’s Hierarchy of Needs, McClelland’s Need Theory and the Hygiene Theory of Job Satisfaction.

#### **2.2.4.1 Maslow’s Hierarchy of Needs**

Maslow’s Hierarchy of Needs theory as defined by Benson (2008:2) is that people are motivated by five basic needs that are arranged in a pyramidal hierarchy, namely (from top to bottom) self-actualisation, esteem or self-esteem needs, social needs, safety needs and

physiological needs. The physiological needs can be classified as needs like food, clothing, shelter and all the basic needs to survive. Safety needs are seen as that needs that include protection from emotional and physical harm. Social needs are the need for love, friendship and the feeling of belonging. The esteem and self-esteem needs can be classified as things like responsibility, promotion, job-status and respect by peers. The last type of need, namely self-actualization is where all the needs come together. If all the previous mentioned needs are met in the self-actualization stage of the Maslow Hierarchy of Needs one will find a completely satisfied individual.

According to Stephens (2000:73), Maslow believed that people wanted to become self-actualizing and that people's potential is vastly underestimated and underused. Maslow (1943) stated that people, and this includes employees of organisations, are motivated by the desire to accomplish and achieve conditions on which their satisfaction rests by making use of certain intellectual desires. Maslow (1943:394) further stated that the average individual of society is in most cases just partially satisfied and partially unsatisfied by one's wants. This theory adds great value in the organisation seeing that managers are now able to identify the most common wants and needs of their employees. Through the knowledge that the managers get out of Maslow's Need Hierarchy Theory the managers can find ways of motivation their employees by devising practices or programmes that are aimed to the satisfaction of their employees needs. It also allows management teams to address unmet needs which could cause dissatisfaction by employees which could lead to de-motivation. According to Kreitner and Kinicki (1998:209), an additional outflow of Maslow's Hierarchy was the creation of support groups that could help the employees of the organisation in dealing with stress, especially during stressful and changing times. Described by Ramlall (2004:52) the need hierarchy concept, when applied in organisations, makes the actions clear that need to be undertaken by the organisation's managers. Some of the actions that can be undertaken to satisfy the employee needs are mentioned by Champagne and McAfee (1989:124), namely:

**Table 2.1: Employee needs**

<b><u>NEED</u></b>	<b><u>EXAMPLE</u></b>
Physiological	Cafeterias, water fountains
Security	Economic needs like wages and salaries, benefits
	Psychological needs like proper job descriptions
	Physical needs like smoking times, lunch times and proper working conditions in offices that have all the necessary furniture and air-conditioning
Social	Work teams, social interaction, participation
Esteem, Self-esteem	Provision of training, delegation of work, participation
Self-actualisation	Enhance creativity, provide proper training

When scrutinizing the different activities and ideas mentioned in the examples above it can be seen that some are easily accomplished with no great expense while others will be highly expensive and time-consuming. In addition to this scenario it must also not be forgotten that the needs of individuals do differ and what will work for the one individual does not necessarily will work for the next individual.

#### 2.2.4.2 McClelland's Need Theory

McClelland's Need Theory is the second widely-used needs theory, according to Kreitner and Kinicki (2008:213). Described by Ramlall (2004:52), the three needs identified by McClelland as forming part of each individual are a need of achievement, a need for power and lastly a need for affiliation. Benson (2008:4) suggested that each individual is different with regard to their needs which complicate the matter of addressing the individuals' needs for the managers and employers of these individuals. This will have the effect that the manager of the employee needs to know the employee thoroughly as to allow clear understanding of the different employee's needs with regard to the three common needs

identified by McClelland. The need for achievement can be defined as a drive to excel, or the striving by an individual to succeed. The need for power can be defined as getting individuals to act according to your guidelines and not necessarily according to how the individual would have behaved in their own accord. The need for affiliation can be defined as the need for interpersonal relationships. According to Kreitner and Kinicki (2008:214), achievement theories propose that motivation and performance differ according to the strength of the need for achievement by the individual. This statement by Kreitner and Kinicki (2008:215) is in close relationship of what McClelland (1961) has stated in that the need for achievement proposes that motivation and performance vary according to the strength of the one's need for achievement and can be seen as a desire by the individual to master something difficult. The need for power can be seen as forming part of the setup of an effective manager, according to Kreitner and Kinicki (2008:216), seeing that the need for power reflects the individual's desire to teach, manipulate, influence and encourage other to achieve. The need for affiliation are a trademark of people that prefer spending time in maintaining social relationships and activities, joining groups and wanting the feeling of love surrounding them.

#### 2.2.4.3 Hygiene theory of job satisfaction

This third needs theory was developed by Frederick Herzberg and is often referred to as the Hygiene Theory of Job Satisfaction according to Kreitner and Kinicki (2008:218). Described by Coetsee (2002:14) this theory is called Herzberg's Motivator-hygiene Theory. The suggestion by Herzberg was that all organisations have elements that can be classified as satisfiers and dissatisfiers, and that it is up to the manager to remove the elements that add to the dissatisfaction of the employees and improve the elements that add to the satisfaction of the employees. Some of the dissatisfiers and satisfiers according to Benson (2008:5) are:

**Table 2.2: Motivational dissatisfiers and satisfiers**

<b><i>DISSATISFIERS (HYGIENE FACTORS)</i></b>	<b><i>SATISFIERS (MOTIVATORS)</i></b>
Salaries and wages	Promotional opportunities
Work environment	Work challenges
Rules and regulations	Job recognition
Policies and procedures	Learning opportunities

Both satisfiers and dissatisfiers are equally important when looking at motivation in an organisation. This has the effect that managers must guide in not just concentrating on the removal of the dissatisfiers but spending equal time and effort in the enhancement of the satisfiers.

Although a look was now undertaken in most of the well known need theories there is still one disadvantage to all of these theories according to Coetsee (2002:15) and that is that all of the theories makes the assumption that one gets an “*average human being*” and that all people more or less are the same in regard to their needs, urges, motivation, attitudes and behaviour. This is definitely not true seeing that individuals differ drastically in the way they reason, think and act. Individuals needs differ and their outlook towards certain aspects of their working environment differs. For example, better remuneration will have the cause that some of the employees will feel more motivated over a certain timeframe in the same organisation while other employees of the same organisation will rather have better working conditions that will increase their motivational levels. Just by looking at this simple example a clear indication can be seen that regarding the type of need that the individual sees as being important the motivational levels will differ and a common motivational element brought into the organization will not have the same result on all of its employees.

### **2.2.5 Process theories of motivation**

According to Coetsee (2002:15), the process theories of motivation are concerned with the questions of how the individual behaviour is directed, maintained, energized and stopped. Process theories are theories like expectancy theory, equity theory and goal-setting theory.

### 2.2.5.1 Equity theory

According to Coetsee (2002:16), equity theory is the way in how individuals develop their perspective of fairness about the distribution of rewards and recognition in the exchange for the inputs or effort given by them. The experience of fairness (equity) can be seen as the perception by the employees on how equitable or just the rewards or recognition is. Management need to always ask the questions, “*What is being perceived as equitable by my employee?*” and “*What is being experienced by my employee as meaningful?*” These questions will not just be useful in the better understanding of the equity perception but will also influence the outcomes of performance and thus productivity. Ramlall (2004:52) stated that individuals are not just concerned with the amount of rewards for the effort that they have put in but also with the relationship of what they receive in comparison to what others receive. As per Adam’s Equity Theory the major components are inputs and outcomes. As mentioned by Carrell and Dittrich (1978:202) inputs can be seen as work experience, education, effort on the job, training and competence. Outcomes are those factors that resulted from the exchange of the inputs and can be things like salary, fringe benefits, job assignments and status symbols. Described by Carrell and Dittrich (1978:203) equity theory rest upon three assumptions, namely:

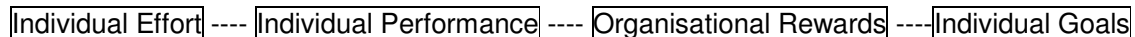
- *First assumption* – Individuals develop beliefs about what makes up a fair return for their inputs.
- *Second assumption* – Individuals tend to compare their perceived value for the inputs provided to the outcomes provided by their employers.
- *Third assumption* – When the individuals believe that their own treatment is not equitable in comparison with the perceived outcomes of others , they will be motivated to take action according to what they see fit in the circumstances.

Adams (1965:267) suggested that the expectations of equity by the individuals, between inputs and outcomes are learned during socialization where the individuals compare their inputs against the outcomes of others. These perceptions of fairness by the individuals causes a problem for the organisation seeing that to be seen as fair and to keep the employees satisfied, the organisation must implement reward systems that is perceived as fair and equitable and in line of the employees own belief of what they are worth for the organisation.

### 2.2.5.2 Expectancy theory

According to Ugah (2008), the expectancy theory was created by Victor Vroom in 1966. Vroom (1964) suggested that one outcome (performance level) is interlinked with other outcomes. According to Robbins *et al.* (2009:157), the expectancy theory is based on the strength to act in a certain way depended on the strength of an expectation that the act will be followed by a given outcome which will be attractive to the individual that started the act. To strengthen Robbins' *et al.* (2009) suggestion, Ugah (2008) stated that if employees are of the belief that actions will be rewarded, they will provide motivated effort which means that they will decide to work harder to the achievement of the reward. One of the outcomes according to Vroom (1964) is performance. Performance as defined by Vroom is the degree to which the individual will belief that performing at a particular level will lead to the achievement of a desired outcome. According to Robbins *et al.* (2009:158), a simplified expectancy model can be seen as follow:

**Figure 2.1 Simplified expectancy model**



A second expectancy theory that needs to be look at was developed by Porter and Lawler that is an extension to Vroom's work. Described by Kreitner and Kinicki (1998:210), Porter and Lawler's expectancy model of motivation attempted two things, namely the identification of the source of the individuals expectancies and secondly the link between effort, performance and job satisfaction. Porter and Lawler (1968) stated that employees need to show more valued effort when the belief is created that they will receive reward for the accomplishment of tasks. It was further stated that there is a relationship between effort and performance, where performance is measured on the employee's abilities, traits and role perceptions. A conclusion that can be reached is that the work performance and the effort put into actions will be linked directly to the employee's experience regarding previous experience with rewards.

### 2.2.5.3 Goal setting theory

Described by Benson (2008:4) the concept of goal setting can be defined as a motivational technique that allows employees to have a sense of ownership in their work, creating an

environment where these employees are more committed to the objectives set out by the organisations. As suggested by Drucker (2000), as cited in Hoopes (2003), the manager/employee relationship was immoral due to the difference in power between the manager and the employees under him/her. The solution mentioned by Drucker (2000) was the process of Management-By-Objective (MBO), in which the employee does have some control over his or her tasks and work goals. The MBO process has the result that varying compensation levels in the organization will be created and it gives the employees a feeling of being in control of their performance. According to Kinicki and Williams (2003), Locke and Latham have formalised the goal setting theory through the SMART goals acronym. SMART's definition is Smart, Measurable, Achievable, Relevant, and Time bound. The SMART acronym also spells out what is required to achieve a specific goal in that the individual that is tasked with the goal must think about the goal that has been set. This allows the individual to plan the way in how to proceed to accomplish the set goal in a timely manner that is measurable as to allow appropriate reward. The setting of goals per Coetsee (2002:108-118) creates an environment in which employees are all committed and in which employees share the responsibility for the achieving of that set goal; it creates security and trust among co-employees. This feeling of being part of the team will also have the result that co-employees will take responsibility for the outcomes together as well as individually which could lead to better performance by the whole team.

## **2.4 PRODUCTIVITY**

Productivity can be defined as a measure in relating the quality and quantity of output against the input provided by individuals to produce said output. The normal measure for productivity is to link a rand value against hours worked or tasks accomplished. The definition of productivity according to Benson (2008:6) is the output of an employee that is measurable against the employee's effectiveness and efficiency in the achievement of the set goals or job tasks. Du Plessis and Ferreira (2009:2) stated that productivity is the time spent by an employee actively participating in his/her job that he or she was hired for, in order to produce the required outcomes according to the employers' job descriptions. As suggested by Coetsee (2002:5) the core cause of the productivity problems in the South African society are people's motivation levels and their work ethics. This statement can be enhanced by just looking at the question raised by Coetsee (2002:5) in which it was asked what will happen if all workers were really motivated. Some of the answers were:

- That the workers would work, produce and render services at, at least 80% of their potential;
- Less time would be wasted because the workers will be more focused on their work as well as the outcomes;
- Less unproductive time through workers being punctual at work;
- Less sick leave or absences from work;
- Increased quality of products and services
- Less supervision and looking after workers; and
- Fewer human relationship problems.

All of the answers provided above have in one or more instances to do with productivity and motivation. By accomplishing a motivational workforce a result will automatically be a more productive and performance orientated workforce. According to Benson (2008:6), having the technical knowledge and ability does not guarantee that employees will be efficient and effective in their job tasks. To get effectiveness and efficiency in the work environment one also needs to provide the necessary resources that are required in accomplishing the task, have a supportive management structure and lead with vision, which is in alignment to the employees' goals and objectives. Employees are influenced by the management styles employed by their managers and as described by Benson (2008:6) the transformational leadership style can be closely tied to employee performance and productivity in an environment of change. A study that was undertaken by Sabine *et al.* (2007:15) indicated that performance was positively influenced by transformational leadership. Transformational leadership can be defined as leadership that include the stimulation of intellects, showing of consideration towards any human being individually as well as group related, inspiration and idealized influence. Through management showing these traits towards their employees, the employees will feel that the managers care about them and will listen to them when problems arise.

Models of performance were created to establish the connection between performance and things like inspiration and motivation. The first model that will be looked at was discussed by Kouzes and Posner (2003) in which they clearly established a connection between motivational leadership styles and employee performance. This connection was created by them analysing leadership practices. They identified five leadership practices that caused better productivity for managers but also had the effect that the managers were seen as better leaders with higher job satisfaction. The five leadership practices are:

- Create a shared vision;
- Challenge the standing processes;
- Enablement of others to act;
- Model the way that need to be undertaken to achieve the required outcome; and
- Encouragement of employees.

According to the model of performance as created by Mitchell and Daniels (cited in Kinicki & Kreitner, 2006), three things flow from employee motivation:

- Firstly, the employee brings a skill with him attached to knowledge, emotion and belief.
- Secondly, it is the employer that provides the setting and job context, like the work environment, the resources, the rewards and tasks in which the skill will be used.
- Lastly, it is the manager of the employee that makes use of skills that he or she has acquired to motivate the employee to act according to the required outcome that is needed, through giving attention and direction to the employee, being interested and persistent.

All of the before-mentioned behaviour, results in getting the employee motivated and focused in accomplishing the task or goal that was handed to the employee for completion in a timely, measurable manner. A clear link between motivation of employees, productivity and performance can now be established after analysis of performance models.

## **2.4 COMMITMENT**

Commitment, as described by Meyer and Herscovitch (2001:299) is a force that binds an individual to a course of action that is of relevance to the achievement of a particular target. Commitment can also be seen as a pledge or promise to do something that can reach over a short time, or it can be a dedication to a long-term course of action. Another definition for commitment is that it is an agreement that a particular activity must be performed at a certain time in the future under certain circumstances.

According to Meyer *et al.* (2004:991), the most significant development in commitment theory in the last two decades were that commitment can take different forms and that it can be directed towards various targets, or foci. As argued by Meyer and Allen (1991:61) and numerous other authors it was believed that commitment binds an individual to an

organisation and thereby reduces the turnaround figure of employees. The main differences were in the mindsets presumed to characterize the commitment. The outflow of these mindsets was three themes that were labeled by Meyer and Allen as “affective commitment”, “normative commitment” and “continuance commitment”. The reason for distinguishing between the different forms of commitment was because of the different implications it has on behaviour. Although all three forms of commitment binds individuals to the organisation their relations to other types of work behaviour can differ quite significantly. Affective commitment can be seen as the development of personal involvement, identification with the relevant target and value congruence (Meyer *et al.*, 2004:992). Normative commitment develops as a function of cultural and organisational socialisation as well as the receipt of benefits described by Scholl (1981:589) and Wiener (1982:418). Lastly, continuance commitment is described by Becker (1960:32) as being the result of the accumulation of investments that would be lost if the individual discontinued a course of action, and as a result of lack of alternatives to the present course (Powell & Meyer, 2004:157). Research showed that affective commitment has the strongest positive correlation to job performance, organizational behavior by employees, and attendance. Normative commitment is second to affective commitment regarding the positive correlation while continuance commitment tends to be unrelated to these behaviors.

The second development in the commitment theory is that commitment can be directed towards different foci or targets in the workplace. The different foci or targets can be identified as teams, supervisors, programs, customers, unions and organisations. The belief is shared that these different foci in commitment can be complementing to one another or stand in conflict with one another.

To identify if there is a link between motivation and commitment a comparison was done at the hand of the individual definitions. It came to light that both were described as being energizing forces with implications on behaviour. This statement is strengthened by Pinder (1998:213) describing motivation as a set of energising forces and Meyer and Herscovitch (2001:300) defining commitment as being a force that binds individuals’ actions. According to Meyer *et al.* (2004:998) the previous statements implies that motivation is a broader concept as commitment and that commitment is just one of the energizing forces that is making up motivational behaviour. It can further be said in the quest of linking commitment and motivation that both these theories were created in an attempt to better understand individual behaviour so as to allow the better educated decisions to be made in business as well as social environments.

## **2.5 ORGANISATIONAL MERGERS**

A merger takes place when two or more organisations voluntarily decide to put their assets and liabilities together into a new legal entity and continue working together to the betterment of the new legal entity. According to Harvey (2004), the definition of merger is the voluntary amalgamation of two organisations on roughly equal terms into a new legal entity. It is further said that mergers are effected by exchange of pre-merger shares for the shares of the new organisation. The understanding is also drawn that the owners of the organisations that what to merger into a new organization will continue being the owners of the merged organisation. The only difference in this new merged organization will be that the different organisations that will be amalgamated will pool their resources towards the benefit of the newly created organisation. If the merged organisations were competitors, the merger will be called horizontal integration while if they were suppliers or customers of one another, the merger will be called vertical integration. Described by Harvey (2004) the definition of a merger is the acquisition in which all assets and liabilities are absorbed by the buyer or generally speaking the combination of two organisations. In general it is said that the new organisation's activity were that of merger and acquisition. Scott (2003) defined the term of merger as the combination of two or more companies by way of the accumulation of assets and liabilities of the selling organisation by the buying organisation. Scott (2003) further stated that even if the buying organisation differs significantly after the merger it still keeps its original identity. It is further stated in the Dictionary of Financial Terms (2008) that a merger is a tax-free transaction. This means that the shareholders do not owe any capital gains or lost taxes on the shares that is being exchanged by way of the merger.

The real estate organisation in which the study for this dissertation was undertaken was also recently part of a merger. No buying or selling happened seeing that both the organisations were owned by the same organisation although the two merged organisations were both separately run business entities. Both were already in the real estate business although the one business entity was focused on the commercial owning and renting out of properties while the second business entity was concerned with the owning and renting out of residential properties. By means of the merger a new business entity was created in which the core focus is the owning and renting out of commercial and residential properties to the benefit of the owners. Basically all assets and liabilities of the previous two business entities were put together to be managed to the best benefit of the newly formed organisation.

## 2.5 MOTIVATION AND PRODUCTIVITY IN A MERGED REAL ESTATE COMPANY

The merged real estate organisation in which the study was undertaken has the goal of providing properties on a residential as well as a commercial basis to tenants. In the process of doing so one can understand that human behaviour plays a major role in the accomplishing of this set goal. With human behaviour an understanding must be reached of motivation, productivity and commitment. By way of the definitions of motivation and the motivational theories that were discussed some major aspects of motivation of staff can be drawn. The first thing that comes to mind is that all employees have needs that were clearly identified by the discussion of Maslow's Need Theory. The first need is the acquiring of a job and then the need of securing that job. By the acquirement of a secure job additional needs of the employee, like physiological and safety needs, are reached. These needs add to the satisfaction, commitment and productivity of that employee. After the physiological and safety needs are met the employees will look towards the need of belonging, self-esteem and self-actualisation. These needs can be met through the efforts of the organisation towards training, allowing creativity and problem solving in the work environment. In the merged real estate organisation a lot of insecurity could have been created by way of the merger. A great deal of change was linked to the merger seeing that the computer systems that were used by the individual business organisations had to change to a commonly used computer system in which training had to be provided. Structures had to change according to the positions in the newly formed organisation as well as that the new organisation had now twice as many employees. All this change caused insecurity regarding knowledge, remuneration, feeling of belonging, socialisation between employees and the way forward.

Herzberg's two-factor theory regarding satisfiers and dissatisfiers are of great importance as well. It must be understood that all employees feel that they need to grow and reach something different in the organisation which is closely linked to goal setting theories. The motivators that drive all employees can commonly be seen as things like recognition by superiors; responsibility that is added to the day-to-day work that gives a sense of fulfilment and well-being; ideas that is adopted. Some of the motivators per Herzberg's two-factor theory will further add to the needs of achievement, power and affiliation that were identified in McClelland's Need Theory.

Process theories like the equity theory has a big place in the merged real estate organisation by way of comparison of work done before the merger against the work required after the merger, remuneration against the responsibilities after the merger, work schedules, benefits and rewards in comparison with rewards received by other employees and even comparison

of rewards received against rewards received by friends and family outside of the real estate organisation. Remuneration and reward can even be seen as one of the most important areas that need to be looked at by managers and employers, seeing that if the remuneration and reward system is not carefully administered, it could result in problems of perceived or actual inequity. In the real estate organisation this is even more true seeing that the structures changed because of the merger and thus the perception of employees also changed towards the remuneration and reward system.

A second process theory that needs to be looked at in the sense of the real estate organisation is the expectancy theory. In the expectancy theory it is mentioned that employees exert effort for a performance that will have the result of a preferred reward. The merger caused big changes in structures and knowledge and by implementing the expectancy theory it can be made clear that by employees showing certain skills and abilities it could put them on a better foot in the new structures. Management of the newly merged real estate organisation also needed to realise that they need to provide proper training regarding the computer system that changed as well as numerous other areas of the day-to-day work that changed. By providing the necessary training the employees will be more motivated, committed to their employers and job and will have the outflow of better performance and thus better productivity.

Management in all sectors, not just the real estate organisation, also needs to understand that employee motivation flows out of numerous things but in most cases out of the knowledge by the employee, their emotions and beliefs. Employers and managers just provide the setting in which employees' live out their knowledge, emotions and beliefs. For this knowledge, emotions and beliefs the employees expect the employer to provide the environment, resources, rewards and tasks. It must further be understood by managers and employers that leadership practices also add to the employees' performance, commitment and motivation. By managers showing encouragement, attention, direction and interest in the work that the employees need to perform it creates a feeling in the employees' mind that the manager trusts and believes in them. These feelings will cause the employees to be more committed to the manager and thus the organisation. By being more committed to the manager, the common outflow will be to satisfy the manager. If management guides these feelings of the employees towards their work, performance will increase and thus productivity.

## **2.7 SUMMARY**

Management needs to understand motivation, productivity and commitment. By them understanding these concepts value can be added to any organisation. It can further be said that each individual is unique and that to manage employees, managers need to understand and discover each employee as to allow them to identify which motivational strategy will be most appropriate for that specific individual. By identifying the most likely motivational strategy for the individual, management will be able to determine which leadership style will work best to get the highest levels of commitment and productivity out of the individual.

Some factors that can influence motivation, commitment and productivity will be discussed in the chapter on empirical investigation. Each factor is measured via frequency analysis to determine if a link exists between motivation, commitment and productivity.

# **CHAPTER 3**

## **EMPIRICAL INVESTIGATION**

### **3.1 INTRODUCTION**

#### **3.1.1 Quantitative research**

The rationale for a quantitative study is to define the boundaries of this quality assurance study through limited research within the specific real estate company. For the purpose of this study the research focuses on the motivation, productivity and commitment of the different levels of employees, age groups and genders in the real estate company. The empirical research has been executed using questionnaires as measuring instrument. The real estate company's corporate office and the Inland Region offices participated in the research study. The data received were statistically analysed to determine the link, if any, between motivation, productivity and commitment and the effect it has on the employees of the real estate company.

#### **3.1.2 Study population**

The real estate company consists of five regions and the Corporate Office, namely Carlton, Central, Eastern, Western, Inland and Corporate (refer to Table 1.1)

In total, the real estate company has 524 employees of which the Corporate Office, Carlton Region and the Inland Region was included in this study. Convenience sampling was undertaken by making use of the Inland Region which employs 173 employees; Carlton Region which employs 42 employees and the Corporate Office which employs 100 employees. The sample included, in total, 315 employees of the 524 employees in the real estate company.

Although the sampling was done for convenience purposes it still contained all levels of employees as well as all types of work that are done in the real estate company. The inclusion of the Corporate Office as part of the study sample was to ensure that the research does include the policy makers of the company. The inclusion of the regional offices into the study sample was to include the policy and operational executioners into the research. The study sample of the research includes the following sections of the company:

### 3.1.2.1 Corporate Offices (Johannesburg based)

- Strategic inputs are provided by top management like the chief executive officer and the top management of the group of companies under which the real estate company situates.
- The managers underneath this chief executive officer's position provide various operational inputs in operations, finance, sales, land surveying and valuations.

### 3.1.2.2 Regional offices – Carlton and Inland

- Principals provide strategic inputs.
- Operational coordinators provide operational inputs, especially regarding leasing and facilities management.
- Financial coordinators provide operational inputs focussed on cost management and income proficiency.
- Sales coordinators provide operational inputs in the selling and acquiring of property.
- Land surveying and valuations provide inputs on value and ownership of property, especially surrounding investment property, and subdivisions and creation of plans.

### 3.1.3 Method of data collection

Key aspects of the questionnaire, compiled by the author, translate into an appropriate set of questions as a measuring instrument. The first section of the questionnaire comprises four questions focusing on demographical information:

- Level: Level in company (that is Level D, Level E, Level F, Level G, Level H, Level I, Level J, Level, Level L)
- Age: Age of the employee (that is 30 years and younger, 31 to 40 years, 41 to 50 years, 51 to 60 years and 61 years and older)
- Years: Time employed in the company (that is 1 to 10 years, 11 to 20 years, 21 to 30 years, 31 to 40 years and 41 and longer years)
- Gender: Male or female

The next three sections of the questionnaire comprise 54 questions and focus on key aspects:

- Motivation (19 items)
- Commitment (15 items)
- Productivity (20 items)

In total the questionnaire consists of 58 questions, 4 demographical questions and 54 questions on key aspects of the research.

### **3.1.4 Data analysis**

The first phase of the empirical study consisted of an analysis of the demographical information. For this purpose, frequency analysis was done on the levels of participants, age of participants, years with the company and the gender of the participants. The second phase of the data analysis is the analysis of the three main sections of motivation, commitment and productivity. Frequency analysis is used in all of the 54 questions under these three main sections. Descriptive statistics (bar charts) were used in order to determine linkages between the three main sections of motivation, commitment and productivity in the first 11 questions of each section.

## **3.2 RESULTS OF THE EMPIRICAL STUDY**

An e-mail request with the questionnaire attached was sent to all employees of the Corporate and Inland region offices, requesting them to complete and respond back through the Intranet e-mail service of the real estate company. A second drive was also undertaken at the different work sites like the hostels, where two staff members underwent training on the questionnaires. They went to the different working sites to assist with the completion of the questionnaires on a verbal basis while they completed the questionnaire. A total of 84 completed questionnaires were returned by the employees of the Corporate and Inland region offices that participated in the study. The response from all the offices was satisfactory except for the response from the top executive offices in the Corporate Office.

### **3.2.1 Frequency analysis**

Levine *et al.* (2007:32) state that when working with categorical data, responses are tallied into categories and then presented into frequencies or percentages for the specific category by way of tables or charts. For the ease of understanding the study undertaken in the real estate company, frequency analysis was used with the results being presented by way of bar charts. Levine *et al.* (2007:33) mentioned that with bar charts the bar shows the category, while the length of the bar represents the amount, frequency or percentage of values falling into that specific category. The main use of the bar chart as per Levine *et al.* (2007:33) is the comparison of frequencies, percentages or amounts in different categories. The main focus of the study undertaken is to do just that, by comparing the different categories of motivation, commitment and productivity with one another to see if there is any link between these categories or not.

Frequency analyses were performed on the first four demographical questions. The frequency analyses were performed to identify the levels, age groups and gender of the participants of the study. Tables 3.1, 3.2, 3.3 and 3.4 show the results of the frequency analysis on the demographical questions.

Figure 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10 and 3.11 show the results of the frequency analysis on the 3 sections in the questionnaire, namely motivation, commitment and productivity. The first 11 questions of each section were created as to allow the comparison of the results between the 3 different sections of motivation, commitment and productivity. This comparison via the frequency analysis was undertaken to identify if there is a link between the 3 different sections of motivation, commitment and productivity. The rest of the questions following question 11 of each of the 3 sections will be discussed and interpreted separately and do not form part of the comparison of the 3 sections. Frequency analysis was also done on these questions so as to allow a better understanding of what the section is about and how the participants experience the specific trade in the work environment.

### **3.2.2 Demographical analysis**

#### **3.2.2.1 Levels of employment in the real estate company**

The frequency analysis on the levels obtained by the participants in the real estate company identified that Level F participated the most in this questionnaire at 21 of the 84 participants,

resulting that a quarter or 25 percent of the participants relates to Level F which translates to middle management in the company. Lower middle management or Level G participated the second most at 16.7 percent or 14 of 84 participants. Levels J, K and L that consist of secretaries, repairmen and women, archive assistants and messengers responded the least at 6 percent, 14.3 percent and 6 percent respectively. This can be accounted for by lack of knowledge and understanding on the subjects dealt with in the questionnaire and in some instances because of illiteracy. Level H, supervisors in the different departments and Level I, administrators in the different departments respectively responded at 11.9 percent and 13.1 percent. Level D that relates to top management has not responded at all. It thus seems that middle management at Level F going down to administrators in the different departments at Level I contributed the most to the questionnaire at 66.7 percent. Frequency analysis for the Levels of employment obtained by the participants of the questionnaire is presented in Table 3.1.

**Table 3.1: Levels of employment in the real estate company**

<b>Level</b>	<b>Frequency</b>	<b>Valid Percentage</b>
1 – Level D	0.0	0.0
2 – Level E	6.0	7.1
3 – Level F	21.0	25.0
4 – Level G	14.0	16.7
5 – Level H	10.0	11.9
6 – Level I	11.0	13.1
7 – Level J	5.0	6.0
8 – Level K	12.0	14.3
9 – Level L	5.0	6.0

### 3.2.2.2 Age of employees in the real estate company

The age of the employees that participated in this study are also indicated in Table 3.2. One of the 84 participants in this questionnaire did not complete the question about age thus the valid percentage was adjusted to accommodate the difference. 31 of the 83 participants, resulting in a percentage of 37 percent, indicated that their age ranged between 51 to 60 years and 30.1 percent indicated that their age ranged between 41 years to 50 years. This might be seen as a problem seeing that the employees tend to be on the older side, which means nearer to retirement while the age group ranging between 30 years and younger

accounts for 9.6 percent of the respondents, meaning that new skills and knowledge do not seem to be coming into the company at an early stage. It can be concluded that knowledge and skill that accumulated over years are soon to leave the company while these acquired skills are not presented to younger entrants into the company causing appointments at higher levels because of appointees' better qualification but the outflow of this is that the appointments in most part are at a higher cost.

**Table 3.2: Age of employees in the real estate company**

<b>Age of Employees</b>	<b>Frequency</b>	<b>Valid Percentage</b>
– 30 years and younger	8.0	9.6
– 31 to 40 years	18.0	21.7
– 41 to 50 years	25.0	30.1
– 51 to 60 years	31.0	37.3
– 61 years and older	1.0	1.2

### 3.2.2.3 Years of employment in the real estate company

According to Govender and Parumasur (2010:247), it is of importance to look at salaries of long-service employees, seeing that most often younger employees, that could be better educated, are better paid upon entering the organisation than their long-service counterparts, which could lead to lack of motivation among these long-service employees. The frequency analysis of this study showed that the employees' full years of employment in the real estate company are most frequent between 1 to 10 years at 39.3 percent and between 31 to 40 years at 28.6 percent. On average it is also seen that employees stay long periods with the real estate company and even their whole careers as indicated by the large amounts of employees, namely 24 between the periods of 31 to 40 years and even 4 that have been with the company for a period of 41 and longer years. Table 3.3 indicates the frequency analysis on the full years of employment with the real estate company.

**Table 3.3: Full years of employment with the real estate company**

Full years of employment	Frequency	Valid Percentage
1 – 1 to 10 years	33	39.3
2 – 11 to 20 years	11	13.1
3 – 21 to 30 years	12	14.3
4 – 31 to 40 years	24	28.6
5 – 41 and longer years	4	4.8

#### 3.2.2.4 Gender

Table 3.4 indicates that the genders of the participants are males at 54.8 percent and women at 45.2 percent of the participants of the study. This indicates that equality do exist in the real estate company when just looking at gender as the criteria of equality.

**Table 3.4: Gender of the employees with the real estate company**

Gender	Frequency	Valid Percentage
Male	46	54.8
Female	38	45.2

#### 3.2.3 Frequency analysis

The next 11 questions of each of the sections, namely Section A – Motivation, Section B – Commitment and Section C – Productivity will be making up the next section. Frequency analysis was done on all of the questions and bar charts have been done to draw comparisons between the percentages of the different categories. The categories identified for this study were as follow:

- 1 – Disagree Totally
- 2 – Disagree Slightly
- 3 – Agree Slightly
- 4 – Agree Totally

The abovementioned categories make out the x-axis of the bar charts for Figure 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10 and 3.11. These bars on Figure 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10 and 3.11 each have a colour allocated to them with the next meaning:

Blue	– Motivation (A)
Red	– Commitment (B)
Green	– Productivity (C)

The y-axis is made up by the percentage of the frequency analysis that was undertaken on the questionnaire for this study. Each figure also contains on the right side of the bar chart an A, B and C with a figure next to it. The A indicates Section A of the questionnaire which is motivation, the B indicates Section B of the questionnaire which is commitment and C indicates Section C which is Productivity. Each number next to the A, B and C indicates the question number that the figure relates to as per the questionnaire.

#### 3.2.3.1 Frequency analysis – Effect of the merger on motivation, commitment and productivity in the real estate company

As indicated in Table 3.5 and Figure 3.1 the effect of the merger in the real estate company on motivation, commitment and productivity is as follow:

- Motivation  
It is seen that 40.5 percent or 34 of the 84 respondents disagree slightly that the merger of the two companies that dealt with residential properties on the one side (company 1) and commercial properties (company 2) on the other side had a positive effect on the morale of the merged company (company 1 and 2).
- Commitment  
As indicated by B1 in Table 3.5, 32.1 percent of all respondents agree slightly that the merger has affected their commitment to the company negatively while 31 percent disagree totally that their commitment was affected negatively.
- Productivity  
As indicated by C1 in Table 3.5 and Figure 3.1 it can clearly be seen that the majority of the respondents totally disagree that the merger has affected their productivity negatively.

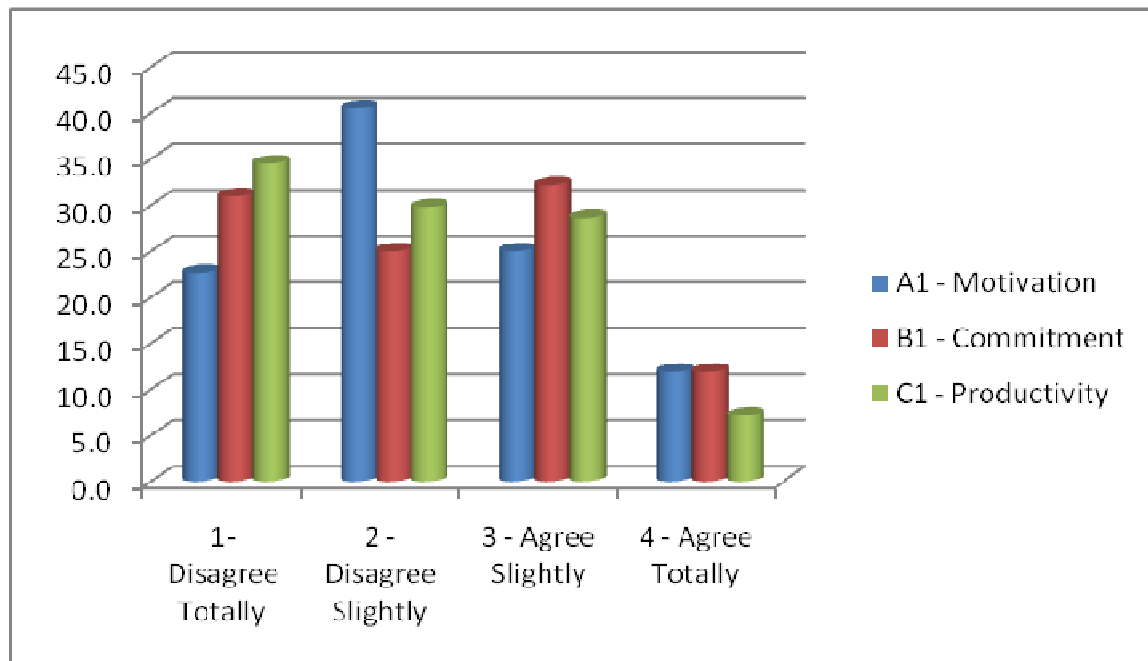
The conclusion to be drawn is that the respondents have different opinions surrounding the effect that the merger had on the motivation, commitment and productivity in the real estate

company with the common ground that more than half of the respondents either disagreeing totally or disagreeing slightly that motivation (63.1 percent), commitment (56 percent) and productivity (64.3 percent) were affected by the merger.

**Table 3.5: Merger**

Merger	1- Disagree Totally	2 - Disagree Slightly	3 - Agree Slightly	4 - Agree Totally
<b>A1 - Motivation</b>	22.6	40.5	25.0	11.9
<b>B1 - Commitment</b>	31.0	25.0	32.1	11.9
<b>C1 - Productivity</b>	34.5	29.8	28.6	7.1

**Figure 3.1: Effect of the merger of two companies into the real estate company**



### 3.2.3.2 Frequency analysis – Clear instructions from management

With the question: “My manager provides clear instructions as to what needs to be done to reach the company objectives” the respondents responded as follow on motivation, commitment and productivity:

- Motivation  
39 respondents as indicated by Table 3.6 responded that they slightly agree that the giving of clear instructions by managers do have a positive effect on motivation.

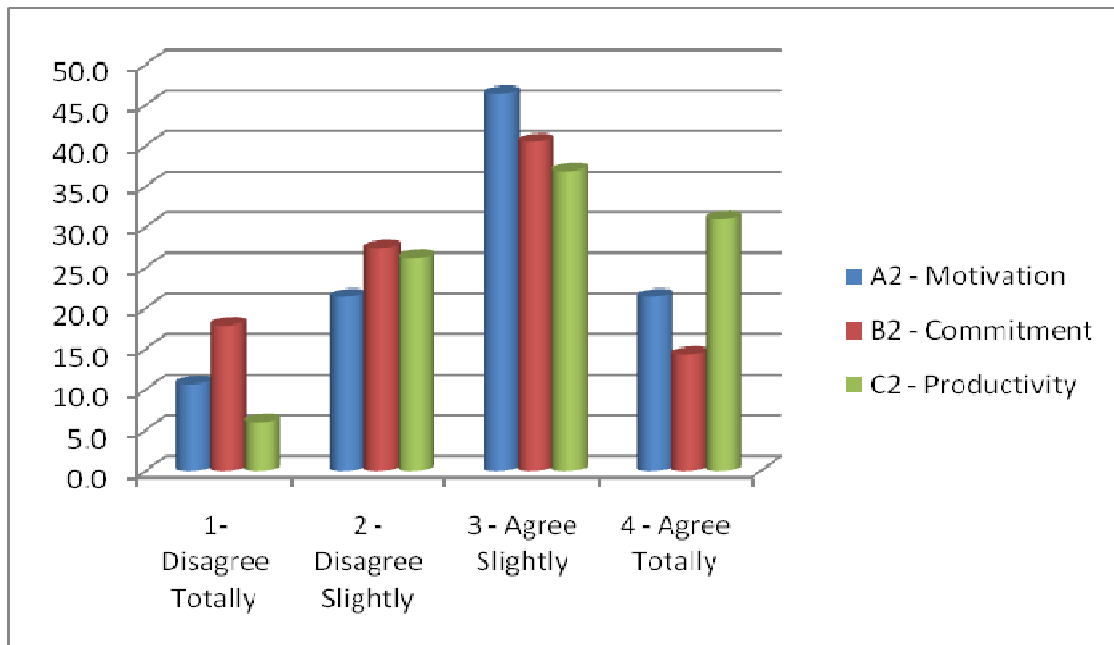
- Commitment  
As indicated by Figure 3.2, 40.5 percent of the respondents slightly agreed that commitment will be affected by clear instructions from managers.
- Productivity  
36.9 percent of the respondents slightly agreed that their productivity were positively affected by clear instructions from management.

The conclusion can thus be drawn that clear instructions by management do have a positive effect on motivation, commitment and productivity.

**Table 3.6: Clear instructions**

Clear instructions	1- Disagree Totally	2 - Disagree Slightly	3 - Agree Slightly	4 - Agree Totally
<b>A2 - Motivation</b>	10.7	21.4	46.4	21.4
<b>B2 - Commitment</b>	17.9	27.4	40.5	14.3
<b>C2 - Productivity</b>	6.0	26.2	36.9	31.0

**Figure 3.2: Clear instructions**



### 3.2.3.3 Frequency analysis – Understanding the information systems

From Table 3.7 and Figure 3.3 it can be seen that on the question if the understanding of the information systems has an effect on motivation, commitment and productivity the responses were as follow on:

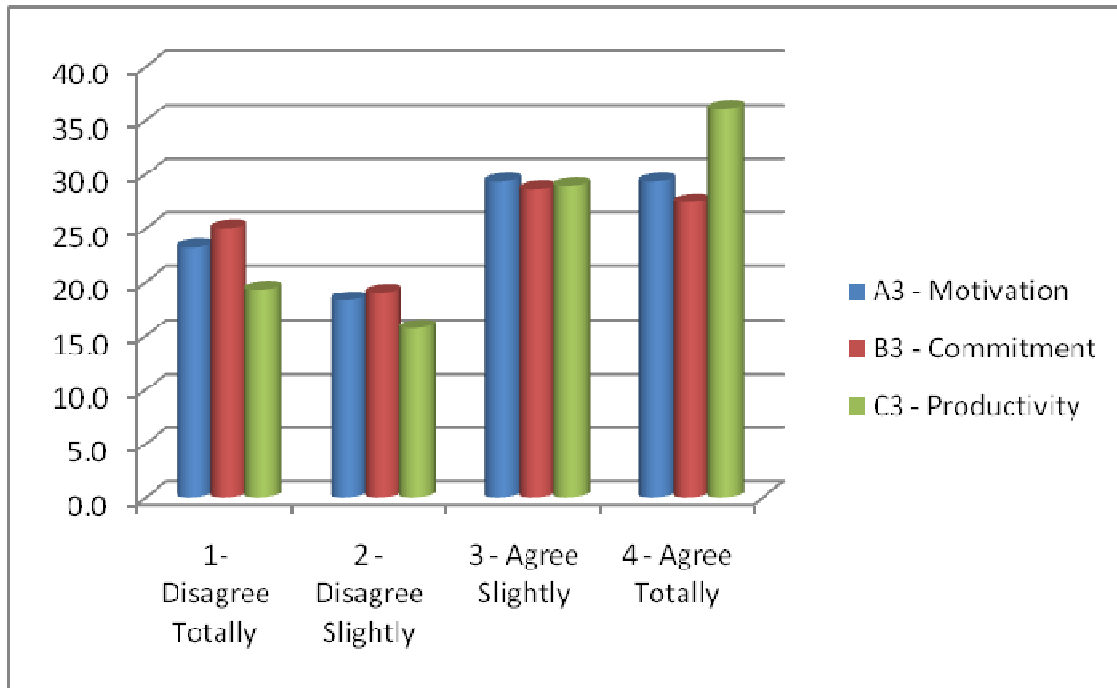
- **Motivation**  
The respondents slightly agreed to totally agreed at 29.3 percent in both counts that the understanding of the information systems added to their motivational levels.
- **Commitment**  
The respondents responded that they slightly agreed at 28.6 percent while they totally agreed at 27.4 percent that commitment was affected by the understanding of the information systems. This accounts for 56 percent of respondents agreeing that the understanding of the information systems do add to their commitment, just in a lesser or bigger way.
- **Productivity**  
The response toward productivity was that the respondents totally agreed at 36.1 percent and 28.9 percent slightly agreed that productivity does increase if understanding is reached of the information system.

The conclusion can thus be made that the understanding of information systems does play a role in motivation, commitment and productivity in the work environment.

**Table 3.7: Understanding of information systems**

<b>Understanding of information systems</b>	<b>1- Disagree Totally</b>	<b>2 - Disagree Slightly</b>	<b>3 - Agree Slightly</b>	<b>4 - Agree Totally</b>
<b>A3 - Motivation</b>	23.2	18.3	29.3	29.3
<b>B3 - Commitment</b>	25.0	19.0	28.6	27.4
<b>C3 - Productivity</b>	19.3	15.7	28.9	36.1

**Figure 3.3: Understanding of the information systems**



#### 3.2.3.4 Frequency analysis – Training

When asked if training has an effect on motivation, commitment and productivity in the work environment the responses as indicated in Table 3.8 and Figure 3.4 were that:

- Motivation**

22.6 percent of respondents totally disagreed while 32.1 percent slightly agreed and 23.8 percent totally agreed that training has an influence on motivation. It can be seen that the majority of the respondents thus do agree that training has an influence on motivation, just in levels of importance.
- Commitment**

Respondents slightly agreed at 29.8 percent and totally agreed at 26.2 percent that training has an influence on commitment. As indicated in Table 3.8, 22.6 percent of the respondents totally disagreed and 21.4 percent slightly disagreed that training has an influence on commitment.
- Productivity**

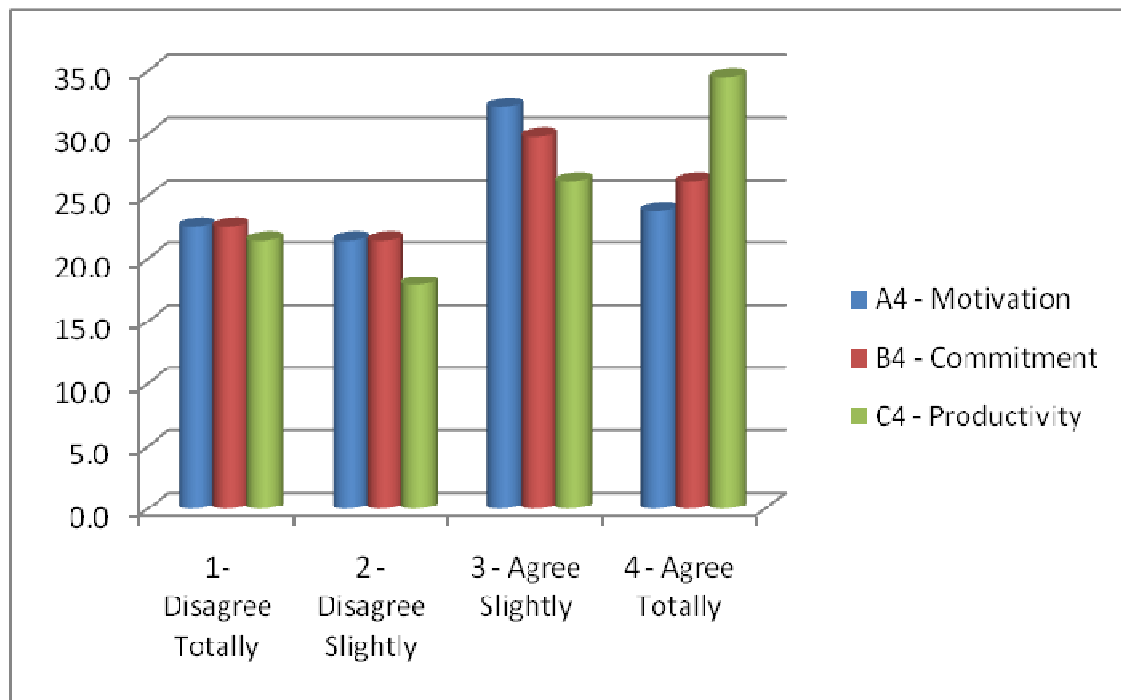
34.5 percent of respondents totally agreed that training plays a role when looking at productivity while 21.4 percent totally disagreed.

The conclusion can thus be drawn that training does play a role in both motivation and commitment in a lesser degree while training play a bigger role in productivity.

**Table 3.8: Training**

Training	1- Disagree Totally	2 - Disagree Slightly	3 - Agree Slightly	4 - Agree Totally
<b>A4 - Motivation</b>	22.6	21.4	32.1	23.8
<b>B4 - Commitment</b>	22.6	21.4	29.8	26.2
<b>C4 - Productivity</b>	21.4	17.9	26.2	34.5

**Figure 3.4: Training**



### 3.2.3.5 Frequency analysis – Remuneration

On the question if remuneration has an effect on motivation, commitment and productivity, the answers respectively were as follow:

- Motivation  
25 of the 84 respondents totally agreed and 25 slightly agreed bringing both the percentages to 29.8 as indicated by Table 3.9 and Figure 3.5.

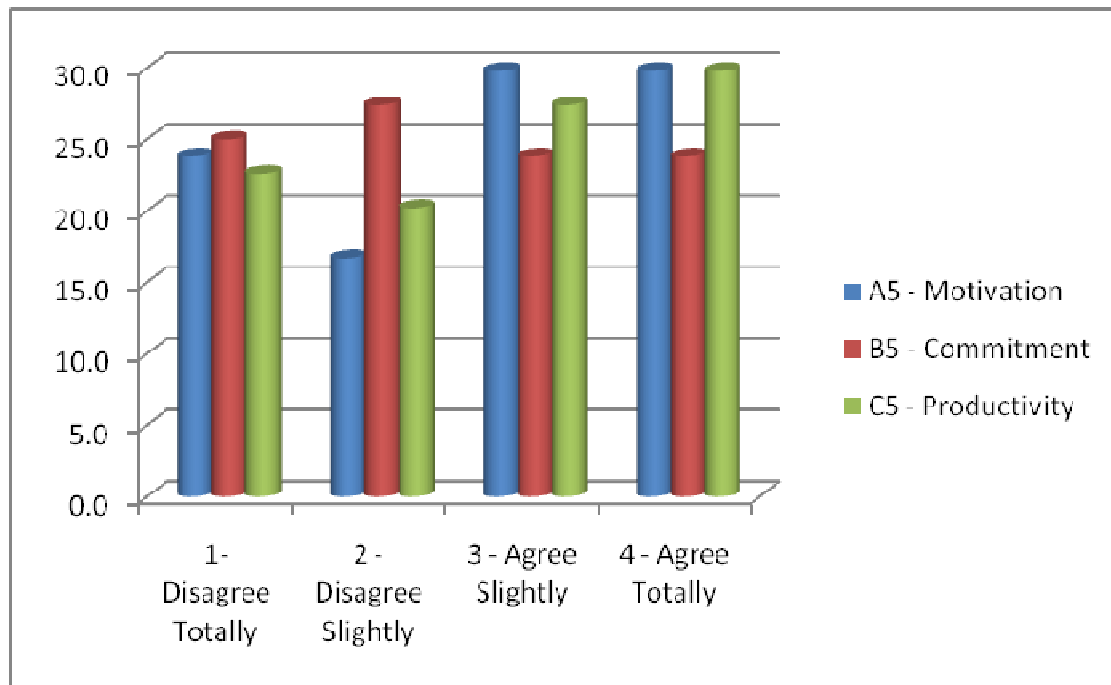
- **Commitment**  
The response to the same question of remuneration had the result that 25 percent of the respondents totally disagreed and at the highest level, 27.4 percent slightly disagreed that remuneration has an effect on commitment.
- **Productivity**  
The respondents responded at 29.8 percent or 25 of the 84 participants totally agreed that remuneration has an effect on productivity and 27.4 percent or 23 of the 84 slightly agreed that remuneration has an effect on productivity.

The conclusion can thus be made that remuneration does have an effect on motivation and productivity but not on commitment.

**Table 3.9: Remuneration**

<b>Remuneration</b>	<b>1- Disagree Totally</b>	<b>2 - Disagree Slightly</b>	<b>3 - Agree Slightly</b>	<b>4 - Agree Totally</b>
<b>A5 - Motivation</b>	23.8	16.7	29.8	29.8
<b>B5 - Commitment</b>	25.0	27.4	23.8	23.8
<b>C5 - Productivity</b>	22.6	20.2	27.4	29.8

**Figure 3.5: Remuneration**



### 3.2.3.6 Frequency analysis – Work experience

Work experience as per Table 3.10 and Figure 3.6 can be seen to have different effects on motivation, commitment and productivity as mentioned hereunder:

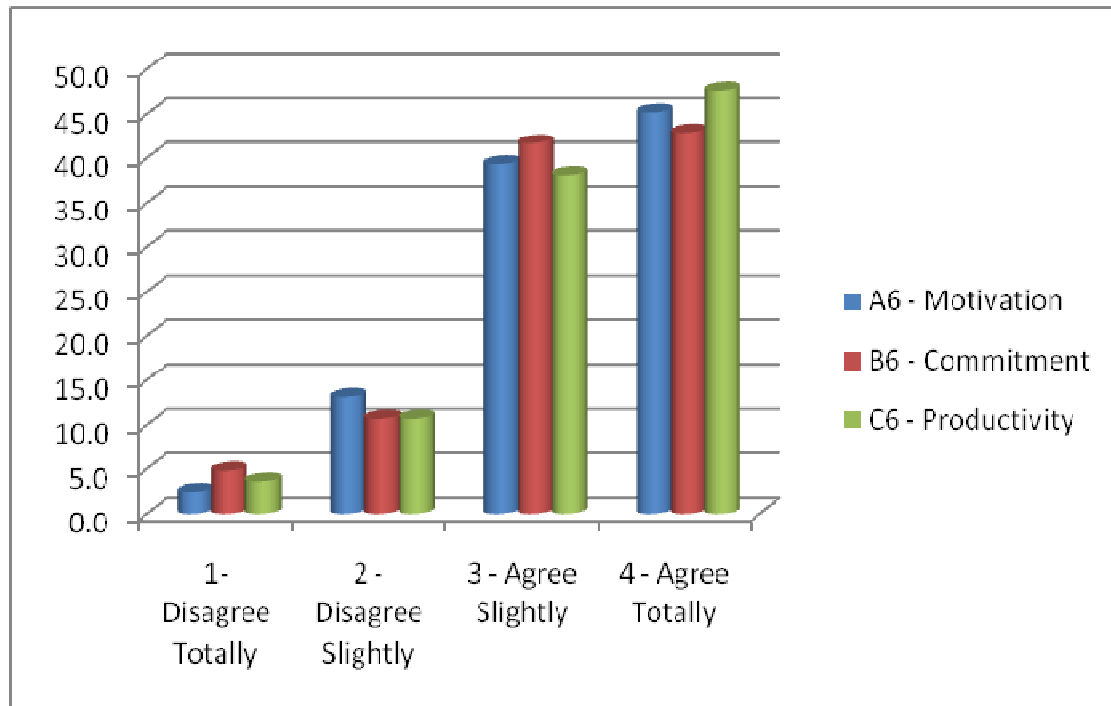
- **Motivation**  
Work experience has a very strong effect on motivation at 45.2 percent of respondents totally agreeing while just 2.4 percent totally disagreed on work experience having an effect on motivation.
- **Commitment**  
42.9 percent totally agreed that work experience has an effect on commitment while 4.8 percent totally disagreed.
- **Productivity**  
47.6 percent totally agreed that work experience has an effect on productivity while 3.6 percent of the respondents' totally disagreed that work experience has an effect on productivity.

The conclusion that can be made is that work experience has a big influence on the respondents' perception of motivation, commitment and productivity in the work environment and thus the real estate company.

**Table 3.10: Work experience**

Work experience	1- Disagree Totally	2 - Disagree Slightly	3 - Agree Slightly	4 - Agree Totally
<b>A6 - Motivation</b>	2.4	13.1	39.3	45.2
<b>B6 - Commitment</b>	4.8	10.7	41.7	42.9
<b>C6 - Productivity</b>	3.6	10.7	38.1	47.6

**Figure 3.6: Work experience**



### 3.2.3.7 Frequency analysis – Work knowledge

With the question about work knowledge the respondents responded as follow:

- Motivation  
52.4 percent, as indicated by Table 3.11 and Figure 3.7, of the respondents, totally agreed that work knowledge add to the motivation in the work environment, 33.3 percent slightly agreed, while 11.9 percent slightly disagreed and 2.4 percent totally disagreed.

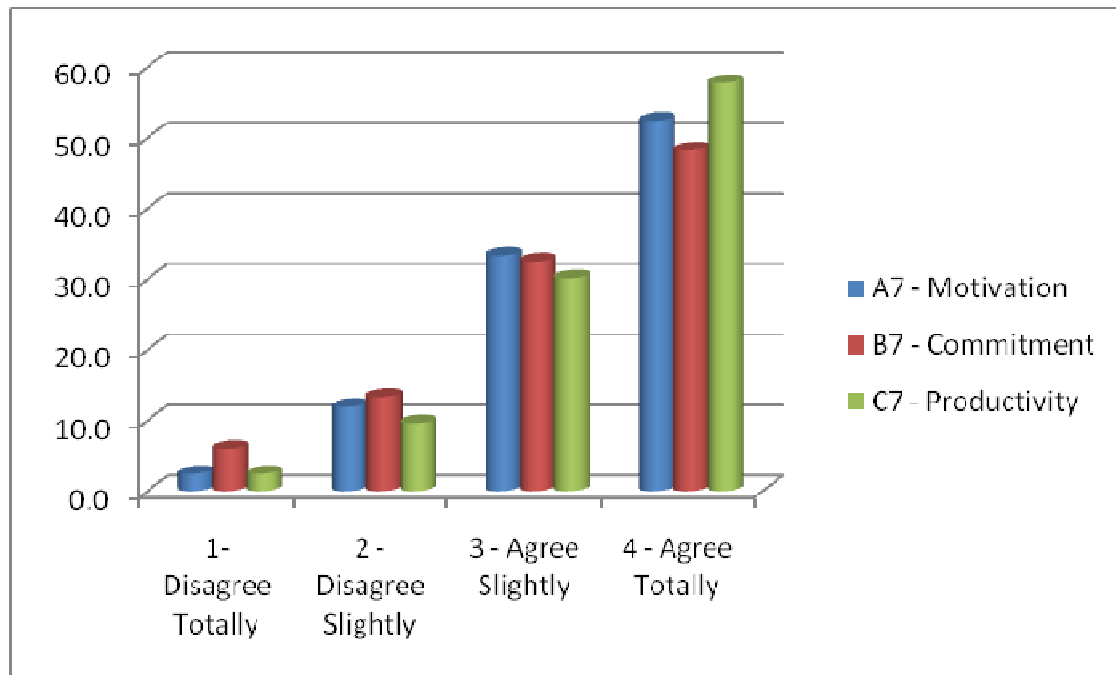
- **Commitment**  
48.2 percent, as indicated by Table 3.11 and Figure 3.7, of the respondents totally agreed that work knowledge add to commitment while just 6 percent totally disagreed.
- **Productivity**  
As indicated by Table 3.11 and Figure 3.7, 57.8 percent of the respondents totally agreed that work knowledge add to the productivity in the work environment while just 2.4 percent totally disagreed and 9.6 percent slightly disagreed.

The conclusion that can be drawn is that work knowledge plays a major role in the motivation of employees as well as their commitment and productivity.

**Table 3.11: Work knowledge**

<b>Work knowledge</b>	<b>1- Disagree Totally</b>	<b>2 - Disagree Slightly</b>	<b>3 - Agree Slightly</b>	<b>4 - Agree Totally</b>
<b>A7 - Motivation</b>	2.4	11.9	33.3	52.4
<b>B7 - Commitment</b>	6.0	13.3	32.5	48.2
<b>C7 - Productivity</b>	2.4	9.6	30.1	57.8

**Figure 3.7: Work knowledge**



### 3.2.3.8 Frequency analysis – Culture and tradition

As indicated by Figure 3.8 the respondents replied on the effect of culture and tradition on motivation, commitment and productivity as follow:

- **Motivation**  
The respondents slightly disagreed that culture and tradition had an influence on motivation at 36.9 percent while 26.2 percent slightly agreed. The lowest ranking were at 14.3 percent of the respondents totally agreeing that culture and tradition had an effect on motivation.
- **Commitment**  
The respondents slightly disagreed at 36.9 percent that culture and tradition had an effect on commitment. The second highest response by the respondents was at 26.2 percent that slightly agreed while the lowest percentage at 11.9 was for those respondents that totally agreed that culture and tradition affected commitment.
- **Productivity**  
34.5 percent of the respondents slightly disagreed, 25 percent slightly agreed and 16.7 percent totally agreed that culture and tradition had an effect on productivity.

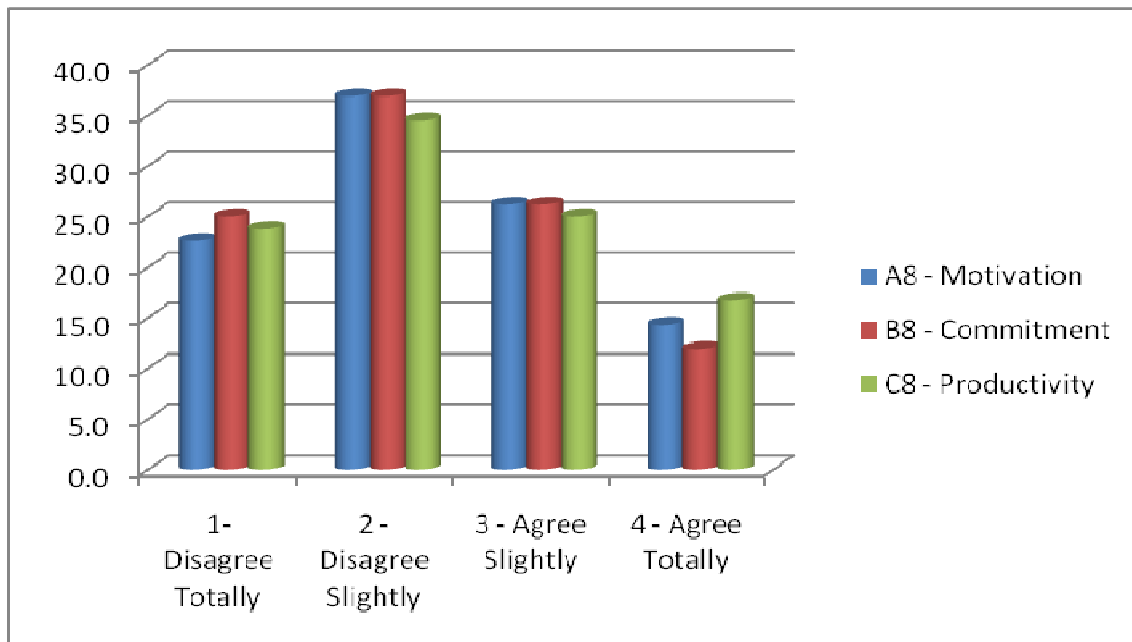
In all three aspects of motivation, commitment and productivity the respondents scored culture and tradition as not being very important by scoring culture and tradition the highest at slightly disagreeing while the lowest percentage as indicated by Table 3.12 for all three criteria is situated with those respondents that totally agreed that culture and tradition plays a major role in motivation, commitment and productivity.

The conclusion that can be drawn indicates that culture and tradition do not play a major role in motivation, commitment and productivity in the work environment.

**Table 3.12: Culture and tradition**

<b>Culture and tradition</b>	<b>1- Disagree Totally</b>	<b>2 - Disagree Slightly</b>	<b>3 - Agree Slightly</b>	<b>4 - Agree Totally</b>
<b>A8 - Motivation</b>	22.6	36.9	26.2	14.3
<b>B8 - Commitment</b>	25.0	36.9	26.2	11.9
<b>C8 - Productivity</b>	23.8	34.5	25.0	16.7

**Figure 3.8: Culture and tradition**



### 3.2.3.9 Frequency analysis – Leadership styles from managers

As indicated in Table 3.13 and Figure 3.9, leadership styles from managers have the following effect:

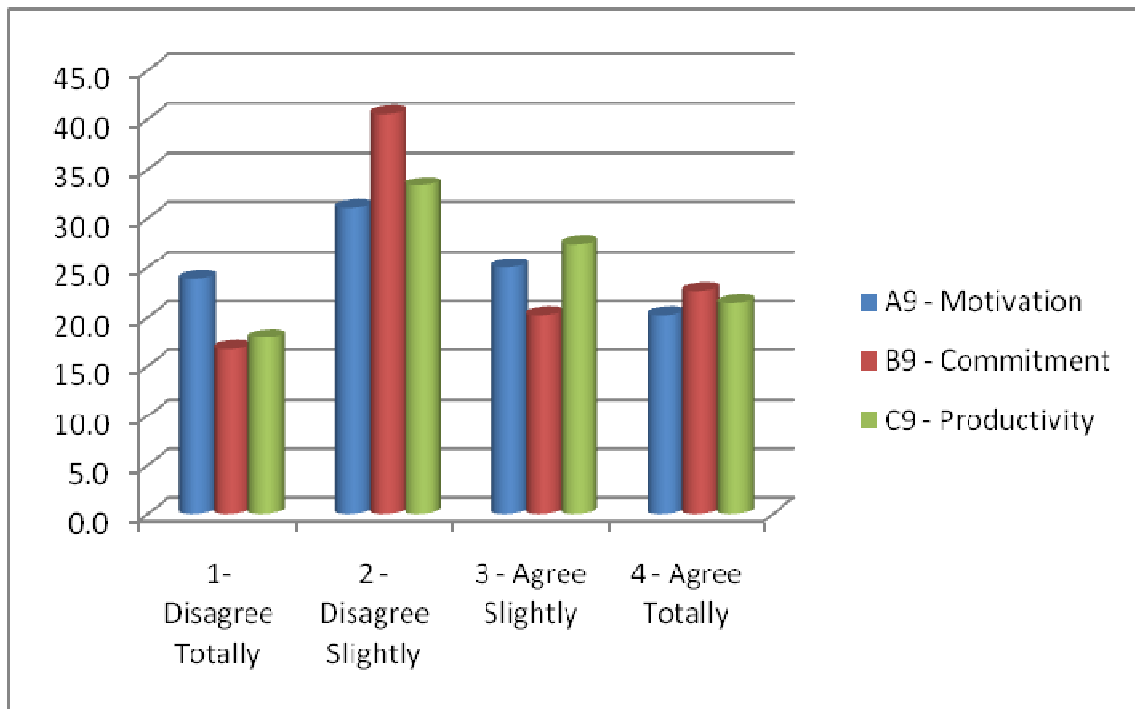
- **Motivation**  
31 percent of the respondents slightly disagreed that the leadership styles of the managers in the work environment add to their increase in motivational levels, with the second highest response of 25 percent slightly agreed.
- **Commitment**  
The respondents scored commitment at 40.5 percent as slightly disagreeing that leadership styles of the managers influence them positively with the lowest score on the same question at 16.7 percent totally disagreeing.
- **Productivity**  
Productivity was scored the highest at slightly disagreeing that leadership styles have a positive effect on productivity with a score of 33.3 percent and the lowest totally disagreeing with a percentage of 17.9.

The conclusion to draw is that leadership styles of the managers do not lead to the increase of motivation, commitment and productivity in the work environment of the real estate company.

**Table 3.13: Leadership styles from managers**

<b>Leadership styles from managers</b>	<b>1- Disagree Totally</b>	<b>2 - Disagree Slightly</b>	<b>3 - Agree Slightly</b>	<b>4 - Agree Totally</b>
<b>A9 - Motivation</b>	23.8	31.0	25.0	20.2
<b>B9 - Commitment</b>	16.7	40.5	20.2	22.6
<b>C9 - Productivity</b>	17.9	33.3	27.4	21.4

**Figure 3.9: Leadership styles from managers**



### 3.2.3.10 Frequency analysis – Acknowledgement in the work environment

Motivation, commitment and productivity have been affected by acknowledgement in the work environment as follow:

- **Motivation**  
27.4 percent of the respondents as indicated by Table 3.14 slightly disagreed that acknowledgement in the work environment positively influenced motivation in the work environment.
- **Commitment**  
29.8 percent of the respondents responded with totally agreeing that acknowledgement in the work environment positively influenced commitment.
- **Productivity**  
34.5 percent of the respondents slightly agreed that productivity is positively influenced by acknowledgement in the work environment.

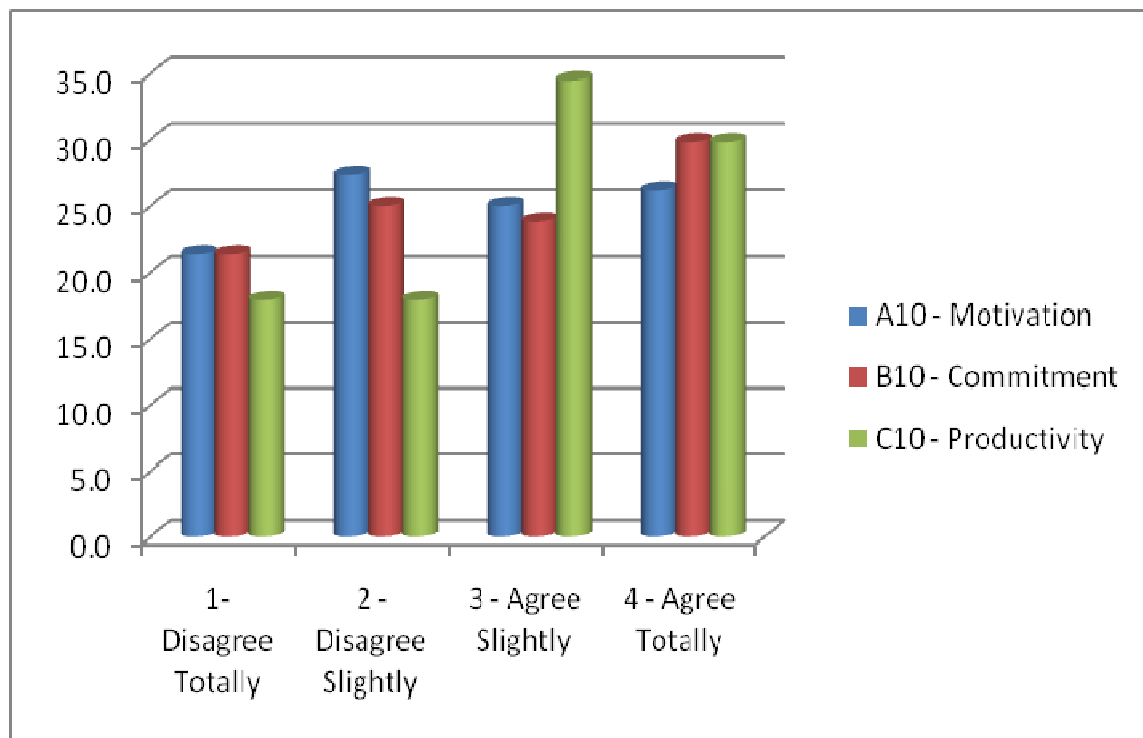
It is concluded that acknowledgement in the work environment influences commitment of employees the most, while it also influences productivity in a slightly lesser manner, while it

does not really influence motivation that much although it is almost 50/50 as seen in Table 3.14.

**Table 3.14: Acknowledgement in the work environment**

Acknowledgement in the work environment	1- Disagree Totally	2 - Disagree Slightly	3 - Agree Slightly	4 - Agree Totally
<b>A10 - Motivation</b>	21.4	27.4	25.0	26.2
<b>B10 - Commitment</b>	21.4	25.0	23.8	29.8
<b>C10 - Productivity</b>	17.9	17.9	34.5	29.8

**Figure 3.10: Acknowledgement in the work environment**



### 3.2.3.11 Frequency analysis – Award and reward systems

Award and reward systems have the following effects, according to this study, on motivation, commitment and productivity:

- Motivation  
Motivation is positively influenced by an award and reward system in the work environment as indicated in Table 3.15 with the respondents' score at 56 percent at

totally agreed as well as in Figure 3.11 in which case the motivation bar far exceeds the rest. The lowest rating by the respondents was at 8.3 percent for totally disagreeing that award and reward systems will have a positive effect on motivation.

- **Commitment**

On the other spectrum commitment has 42.9 percent of the respondents totally disagreeing that an award and reward system will positively influence commitment. The lowest rating by the respondents on the award and reward systems was at 6 percent agreeing totally that commitment will be positively affected by award and rewards systems.

- **Productivity**

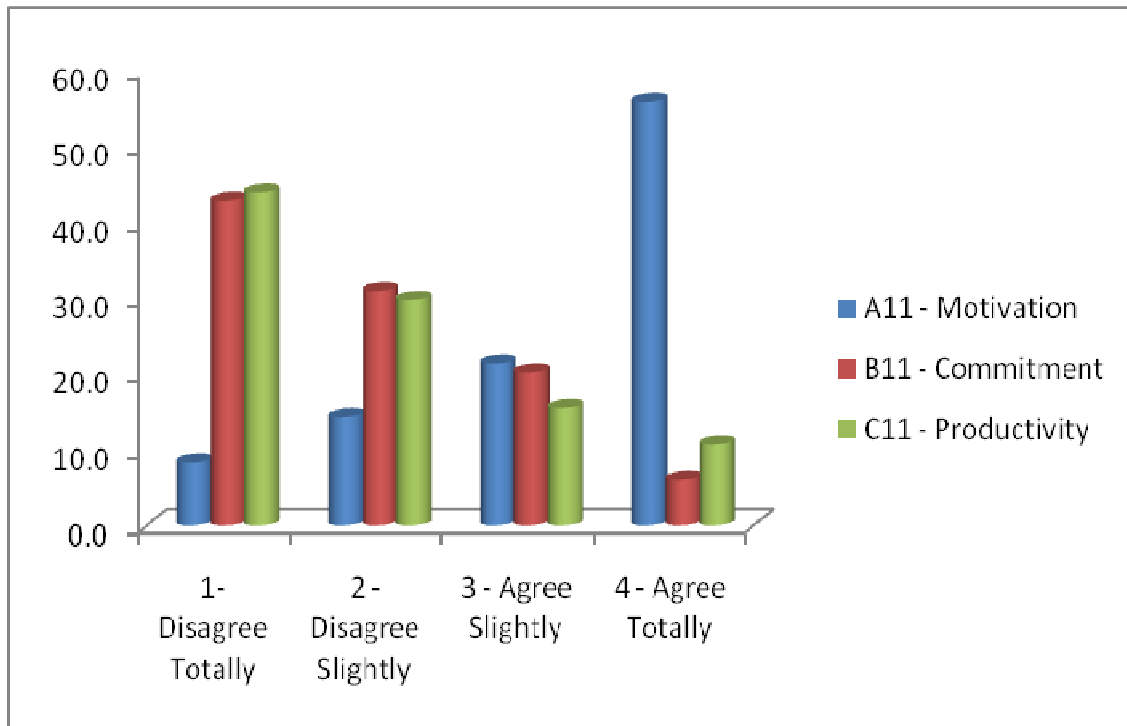
44 percent of the respondents as indicated in Table 3.15 totally disagreed that award and reward systems will positively influence productivity. Productivity's lowest rating was reached at 10.7 percent of the respondents that totally agreed that the award and reward systems will have a positive effect on productivity.

It is concluded that award and reward systems influence motivational levels of employees very strongly while the same award and reward systems do not influence the commitment and productivity of employees very strongly according to the survey undertaken in the real estate company.

**Table 3.15: Award and reward systems**

<b>Award and reward systems</b>	<b>1- Disagree Totally</b>	<b>2 - Disagree Slightly</b>	<b>3 - Agree Slightly</b>	<b>4 - Agree Totally</b>
<b>A11 - Motivation</b>	8.3	14.3	21.4	56.0
<b>B11 - Commitment</b>	42.9	31.0	20.2	6.0
<b>C11 - Productivity</b>	44.0	29.8	15.5	10.7

**Figure 3.11: Award and reward system in the real estate company**



### 3.2.3.12 Frequency analysis – Motivation (Questions A12 to A19)

The response on the individual questions surrounding the frequency analysis on motivation contained in questions A12 to A19 are as follow:

- In question A12 it was asked how motivated the employees perceived their co-employees to be. The response was that 36.9 percent slightly agreed that their co-employees were perceived as motivated while 31 percent slightly disagreed that their co-workers are perceived as motivated. 19 percent totally disagreed and 13.1 percent totally agreed that their co-employees are perceived as motivated.
- Question A13 asked if management listens to their employees in which instance the response was that 34.5 percent of the respondents totally disagreed, 39.3 percent slightly disagreed, 26.2 percent slightly agreed and lastly no response for totally agreed. The conclusion can now be made that management does not listen to their employees to the extent that the employees want them to.
- When asked if the salary received is considered fair in questions A14 and A15 an overwhelming, totally disagreed response was received at respectively 42.9 percent and 51.2 percent with a very close second of slightly disagreed at respectively 33.3

percent and 32.1 percent. In each of the questions just 4 respondents, 4.8 percent, responded that they totally agreed that they earn a fair salary compared to salaries in the same company as well as for what is done on a day-to-day basis.

- The response on question A16, if management provided sufficient training was also negative with 32.1 percent of the respondents totally disagreeing, 39.3 percent slightly disagreeing which make up a total of 71.4 percent of all the respondents responding in the negative, just on different levels of intensity. 21.4 percent slightly agreed, while a meagre 7.1 percent totally agreed that management provided sufficient training.
- 44 percent of the respondents responded negatively in totally disagreeing that their job descriptions were clear and had been discussed with them as per question A17. 29.8 percent slightly disagreed while 14.3 percent of the respondents totally agreed that their job-descriptions had been discussed and are clear. The conclusion that needs to be drawn by this result is that job descriptions must be discussed with the appropriate employees in a clear and understanding manner.
- In question A18, 50 percent of the respondents totally agreed that their knowledge and experience were sufficient to perform the work that is required by them. 39.3 percent slightly agreed while just 1.2 percent indicated that they totally disagreed that they retain sufficient knowledge and experience to accomplish their daily work.
- When asked in question A19 if the employees' beliefs caused difficulty in the work environment a negative response was given by 38.1 percent that totally disagreed and 34.5 percent that slightly disagreed. 21.4 percent slightly agreed that beliefs caused some difficulties in the work environment while 6 percent totally agreed that beliefs caused some difficulties. The conclusion can be reached that beliefs do not play a major role as a cause of problems in the work environment.

### 3.2.3.13 Frequency analysis – Commitment (Questions B12 to B15)

The response on the individual questions surrounding the frequency analysis on commitment contained in questions B12 to B15 are as follow:

- With question B12 it was stated that a specific value system was maintained in the real estate company on which 31 percent of the respondents agreed slightly and 29.8 percent slightly disagreed. 25 percent totally disagreed while 14.3 percent totally agreed. The conclusion that can be made is that a value system is implemented but that not all employees either support it or understand it.

- Scott-Ladd *et al.* (2005) cited by Stander and Rothmann (2008:8) found that participation in decision-making promotes commitment. In the study that was undertaken when asked in question B13, if the respondents were satisfied with the allowed participation during decision-making processes, 38.1 percent slightly disagreed that they were satisfied with the participation in decision-making processes, while 26.2 percent totally disagreed as well as slightly agreed. Just 9.5 percent of the respondents totally agreed that happiness was reached with the participation in decision-making processes.
- 34.9 percent slightly agreed that the perception towards co-employees' remuneration, position and benefits decreased the commitment to the company as per question B14. 13.3 percent totally agreed, while 26.5 percent and 25.3 percent respectively slightly disagreed and totally disagreed that the commitment was affected by the perception of co-employees' remuneration, benefits and positions.
- A negative response was received on question B15 which is indicated by the 41.7 percent total disagreement and 40.5 percent slightly disagreement towards the statement made that employees were satisfied with the job in the real estate company. A small percentage of the respondents slightly agreed at 15.5 percent and totally agreed at 2.4 percent that satisfaction was reached by the employees towards the job in the real estate company. The conclusion can be made that most of the employees are not satisfied by the work with the real estate company.

#### 3.2.3.14 Frequency analysis – Productivity (Questions C12 to C20)

The response on the individual questions surrounding the frequency analysis on productivity contained in questions C12 to C20 are as follow:

- 33.3 percent of the respondents in question C12 agreed slightly that the value system in the real estate company added to the productivity of the employees, while 19 percent totally agreed, 25 percent slightly disagreed and 22.6 percent totally disagreed. The conclusion can be made that values like honesty, quality, customer services and profit do add to productivity.
- In question C13 the statement was made that co-employees maintain high levels of performance in which case the respondents slightly disagreed by 38.1 percent, 20.2 percent totally disagreed, 34.5 percent slightly agreed while just 7.1 percent totally agreed to the statement of high performance by co-employees. The conclusion that

can be reached is that co-employees are perceived as low performers compared to own performance by the participants to the study.

- The response on question C14, of necessary guidance by managers to enhance performance was that 35.7 percent of the respondents agreed slightly, 14.3 percent agreed totally, 32.2 percent slightly disagreed and 17.9 percent totally disagreed. The conclusion to be drawn is that better guidance by managers will have a positive effect on productivity of employees.
- In question C15 the statement made was that the line-managers set specific goals to be achieved by each individual. The response was that 40.5 percent of the respondents slightly agreed to this statement, 14.3 percent totally agreed, 26.2 percent slightly disagreed while 19 percent totally disagreed. The conclusion drawn is that productivity will be influenced positively if clear and detailed instructions are given by managers.
- When asked in question C16 if the quality of work that is provided by the respondents' co-employees are a cause to be proud of 45.2 percent slightly agreed, while 28.6 percent slightly disagreed. 17.9 percent totally agreed and 8.3 percent totally disagreed. The conclusion to be made is that employee productivity can increase if responsibility for work is shared and each team member can be proud of the work done.
- 36.9 percent of the respondents slightly disagreed on question C17 in that the perception of co-employees' productivity was lesser than own productivity. 25 percent totally disagreed that productivity was perceived as the same between co-employees while 27.4 percent slightly agreed and 10.7 percent totally agreed. The conclusion to be made is that perception of own productivity to co-employee productivity will in most cases be higher than the co-employee productivity.
- In question C18 if the performance management system was developed in a combined effort of management and employees 39.8 percent of the respondents slightly disagreed while 37.3 percent totally disagreed. 18.1 percent and 4.8 percent respectively agreed slightly and totally. The conclusion to be made is that the performance management system was not created with the involvement of all parties involved in the work environment which could cause productivity issues.
- The statement that the individual employee's reward and recognition in the real estate company are linked to performance as per question C19, was strongly disregarded by the respondents by way of 38.1 percent of the respondents totally disagreeing to the statement and 36.9 percent slightly disagreeing. 8.3 percent totally agreed that the statement was true while 16.7 percent slightly agreed. A conclusion

that can be drawn is that to enhance performance in the real estate company the reward and recognition systems must be linked to the performance of each individual in the company.

- 41.7 percent of the respondents respectively disagreed totally and slightly to question C20's statement that there is transparency in the real estate company's method of giving rewards and recognition while 11.9 percent agreed slightly and 4.8 percent agreed totally. The conclusion to be made is that transparency during the reward and recognition process need to be addressed to become more transparent.

# **CHAPTER 4**

## **CONCLUSIONS AND RECOMMENDATIONS**

### **4.1 CONCLUSIONS ON THE DEMOGRAPHICAL QUESTIONS**

- Top management seems not to understand the importance of surveys trying to better the motivational environment in the company because of the lack in response by them on this type of questionnaire, may it be internally undertaken or for research purposes.
- Another concern is that the same can be said about the lower levels of employees with the difference that they, in most part, seem not to respond because of lack in knowledge as well as understanding of the subjects under question.
- On the question of age of the employees it can be concluded that knowledge and skill that accumulated over years are soon to leave the company while these acquired skills are not presented to younger entrants into the company causing appointments at higher levels because of appointees' better qualification. The drawback in this is that the appointments normally cost more and the appointees still do not have the necessary hands-on experience.
- The conclusion when looking at the years of employment with the real estate company is that it seems that most of the employees have been with the company between 1 and 10 years at 39.3 percent of the respondents falling in this category at an age group ranging between 20 and 40 years.
- It was found that 28.6 percent of the employees have been with the company for long periods of between 30 and 40 years and these employees fall in the 50 to 60 age group.
- The conclusion is that employees tend to stay with the company between 1 and 10 years then they start moving to other companies while the employees that did not move out stay with the company for their whole working careers. The reason for this tendency is that experience is being built up before leaving the company while the people that stay their whole working careers with the company, stay on building up pensions and a vast volume of knowledge. A concern is that these lifelong employees are starting to reach retirement age and the company will be losing all the knowledge that they have built up in their working careers.

## **4.2 RECOMMENDATIONS ON THE DEMOGRAPHICAL QUESTIONS**

- It is recommended that top management becomes more involved with projects undertaken in the fields of motivation, productivity and commitment.
- It is also suggested that top management should make an effort listening to their employees by way of undertaking road shows to the different offices to just communicate to the employees the future and strategy of the company. This will have the effect that the employees will feel involved in the decision-making processes and the future of the real estate company. This simple action from top management could have the far reaching effect of better knowledgeable, motivated and committed employees.
- It is also recommended that key positions held by employees that will be reaching retirement age in the next five to three years must be identified, so as to allow new appointees for those positions, prior to the current knowledgeable employees' leaving the company. New appointees need then to shadow the almost retired employees to get the hands-on-know-how experience needed for that specific specialist role.

## **4.3 CONCLUSIONS ON THE FREQUENCY ANALYSIS OF THE THREE SECTIONS OF MOTIVATION, COMMITMENT AND PRODUCTIVITY**

The study was undertaken to identify if there is a direct link between motivation, commitment and productivity in the work environment. The conclusions made in this section of the study will address this.

- It was concluded that clear instructions from management do have a positive effect on motivation, commitment and productivity. This means that when just looking at this as a criterion it must be concluded that there is a definite direct link between motivation, commitment and productivity.
- The second criterion that was looked at was information systems and what effect that had on motivation, commitment and productivity in the real estate company. The conclusion could be drawn that the understanding of the computer system does influence motivation, commitment and productivity positively. This means that a link does exist between the three aspects of motivation, commitment and productivity.

- The third criterion that was looked at was training and the role it has on motivation, commitment and productivity. The study showed that training does play a slightly lesser positive role with the motivation and commitment of employees than with productivity. With productivity, the study indicated that 34.5 percent of the respondents totally agreed that training plays a major role towards the productivity of employees. The conclusion that can be made is that training does have a positive link with motivation, commitment and productivity which indicate that there is a link between these three aspects of the work environment.
- The fourth criterion that has been looked at is the effect of remuneration on motivation, commitment and productivity. The conclusion was made that remuneration does have a major influence on motivation and productivity but not really on commitment, thus no direct link between the three aspects.
- In the fifth criterion of work experience the respondents indicated in most part that work experience does have a major influence on their motivation, commitment and productivity. The conclusion is that there is a definite link between motivation, commitment and productivity surrounding work experience.
- Work knowledge as the sixth criterion in the study, indicated that the respondents to the questionnaire do think that work knowledge play a major role in the motivation, commitment and productivity of employees of the real estate company. The conclusion is made that work knowledge does play a major role in motivation, commitment and productivity.
- Culture and tradition as the seventh criterion indicated that it does not play an important role towards the motivation, commitment and productivity of the respondents, thus the conclusion that culture and tradition does act as an indicator of a direct link between motivation, commitment and productivity seeing that all three aspects were answered as not playing a major role in the employee's motivational levels, commitment and productivity.
- Leadership styles of managers as the eight criterion showed that in most part the respondents slightly disagreed that leadership styles play a role towards motivation, commitment and productivity in the work environment. The conclusion was made that there by leadership styles not having a major effect on motivation, commitment or productivity it indicates a direct link between the three aspects of motivation, commitment and productivity.
- Acknowledgement in the work environment as the ninth criterion indicated that it influences commitment strongly in the positive, productivity in a slightly positive manner while motivation is not really influenced. The conclusion that has been drawn

is that there is no direct link between motivation, commitment and productivity based on acknowledgement in the work environment.

It can also be concluded that management does not listen to the employees and provide clear job-description as and how the employees want, causing negativity towards management and thus the company which in turn affects motivation negatively.

Another conclusion that was drawn is that the employees were not involved with top management's creation of the belief and value system of the company which influences the motivation and commitment of the employees negatively. It can further be concluded that values like honesty, quality, customer service and profit will add to employees' productivity, thus the conclusion that productivity would also be affected negatively by the employees not being involved with the creation of the belief and value system of the real estate company.

The conclusion to be drawn after considering all the results from the questionnaire is that there is a direct link between motivation, commitment and productivity based on aspects like training, work experience, work knowledge, culture and tradition, leadership styles and the understanding of information systems. The aspects mentioned are but a few and numerous others can still exist that was not taken into consideration in this study.

#### **4.4 RECOMMENDATIONS ON THE FREQUENCY ANALYSIS OF THE THREE SECTIONS OF MOTIVATION, COMMITMENT AND PRODUCTIVITY**

Some of the recommendations to get motivation, commitment and productivity to a higher level in the real estate company are:

- Management needs to get input from employees before embarking on big changes like the merger of two companies in the real estate company. Communication needs to play a major role in any company, even more so when big changes are undertaken. It is indicated by the results of the questionnaire that communication by the different levels of management could enhance motivation, commitment and productivity. This statement can be made seeing that communication is the beginning of any training, giving of clear instructions and understanding of work policies, systems and values.

- A look into aspects that influence motivational levels in people, like the emotional intelligence of individuals, must also be investigated to create the understanding of the issues that play a role in motivational levels. This understanding will enable management to create counter plans to increase staff motivation and thus productivity.
- Top management needs to embark on speaking to all employees of all offices to get a better understanding of the needs and requirements of the company's employees. This will also have the added benefit that employees will feel that they are known in decision-making and they will feel part of the whole process. When changes are undertaken communication will play a major role seeing that top management needs to have all the employees buying into the changes to allow the change to be concluded successfully. The benefit of happy, informed employees are a workforce that is committed to the company, are more productive and motivated.

In the real estate company a merger between companies took place which caused numerous changes. Information systems changed, work methods changed, reporting channels changed and even top management changed. These types of changes will influence all employees in numerous ways but ultimately it could affect motivation, commitment and productivity. A few aspects are easier addressed than others but communication plays a major role in keeping employees motivated, committed and productive.

- Management needs to address these types of changes before it happens by way of direct communication, e-mail and numerous other communication channels.
- Top management needs to be seen as one of the employees of the company working towards the betterment of the company. This will be accomplished by open channels of communication. Managers need to communicate in a clear and understanding manner what they want to get accomplished by changes and how these changes will affect the employees. Set goals for each individual need to be identified with assistance of the employees and measurement of these goals need to be done by way of performance scorecards.
- Proper training needs to be scheduled for all employees, managers included, that is affected by changes. This will allow employees to obtain the necessary work knowledge to perform the daily functions required by the company. Training must be done in an understanding and constructive manner by experts in the field, not just for changes but also in daily areas where it is felt that employees are lacking in.

Knowledgeable employees are automatically more motivated, committed and productive if the results of the questionnaire are taken into consideration.

- Employees also need to be encouraged to learn new aspects of the work and from one another so as to allow knowledge not to leave the company if the employee should retire or resign.
  - Work knowledge and experience cannot be easily replaced thus rotation of employees in the same departments and even inter-departmental rotations are recommended. These rotations will have the effect that employees will learn different aspects of the business and different functions.
  - A second method of keeping the work knowledge and experience in the company is to identify all specialists in the different areas that are known to be exiting the company in the next three to five years, and appointing shadow staff, at a fraction of the cost of a specialist from outside the company, to start shadowing the employee. This will have the result that work knowledge and experience will be carried over to the shadower before the specialists leave the company causing the company to retain the work knowledge and experience. An added bonus will be that the employees will always be challenged which will cause the employees to be stimulated in their work. Productivity in the long run will be enhanced seeing that a scenario will not appear that one will lose all the knowledgeable and experienced employees all of a sudden without having a backup. The study has shown that work experience and work knowledge have a direct link to motivation, commitment and productivity, thus the conclusion that the rotation of employees to acquire more work experience and work knowledge will directly influence the motivation, commitment and productivity of that employee.
- A proper performance scorecard needs to be implemented with individually identified key performance indicators (KPI) and key performance areas (KPA). These KPAs and KPIs need to be drawn up by the individual that will be measured and a score between 1 and 4 need to be given on each point of the KPAs and KPIs. This performance scorecard of the employee should be discussed with the direct line manager before the scorecard can be finalised. The direct line manager should also rate the employee and a comparison between the employee's rating and the manager's rating should be made and discussed before finalisation. Before the performance scorecard can be done, the employees should make sure that they do understand their responsibilities and the processes in how to accomplish it. This will mean that the employees will require detailed job descriptions from management which have been discussed between management and employees.

- In the discussion of the job descriptions management needs to make clear what is required from the employee on a daily basis and agreement need to be reached. By having employees understanding their work requirements and understanding the instructions from management a more productive team is being created. As per the study indication there is a direct link between motivation, commitment and productivity, thus by having a more informed, productive team a better motivated and committed team will follow.

#### **4.5 CONCLUSION**

A better motivated, committed and productive team of employees will be created by good and proper communication between management and employees on a regular basis, by way of management knowing the employees in decision-making, giving clear instructions and discussion of requirements on positions. The same can be said from the employees' side, meaning that employees need to communicate any distractions, mistrusts, perceptions and reasons that could lead to dissatisfaction, de-motivation, non-commitment and un-productivity. This will allow management and employees to meet one another on the same playing field and lead to the quick resolution of issues before the employees' motivation, commitment and productivity could be affected.

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## **ANNEXURE A**

**Questionnaire regarding the motivation, commitment and productivity in a real estate environment**

**Disclaimer:** The survey you have received is interested in studying the influence that motivation has on productivity. You have been selected by forming part of the Inland Region and Corporate Office of the company that is forming the target population for the study. By completing this survey you agree that the information that you provide may be used for research purposes. Know that you are free to decide not to participate and complete the survey, or withdraw at any time, although your data cannot be replaced by anyone else's. The survey is however completed anonymously, and we as researchers will have no way of connecting the information you provide to you personally. Even so, the researcher(s) undertake to keep the individual information provided herein confidential, not to let it out of their possession, and to analyse results only at the group level.

**The key to the questionnaire is:**

**1 - Disagree Totally**

**2 - Disagree Slightly**

**3 - Agree Slightly**

**4 - Agree Totally**

**Level:**

1 - Level D

2 - Level E

3 - Level F

4 - Level G

5 - Level H

6 - Level I

7 - Level J

8 - level K

9 - level L


**Age:**

1 - 30 years and younger

2 - 31 to 40 years

3 - 41 to 50 years

4 - 51 to 60 years

5 - 61 years and older


**Full years with the Company:**

1 - 1 to 10 years

2 - 11 to 20 years

3 - 21 to 30 years

4 - 31 to 40 years

5 - 41 and longer years


**Gender:**

1 - Male

2 - Female


**Instructions:**

Answer the questions or respond to the statements by making a cross in the relevant block.  
Read the questions and statements carefully before answering according to the questionnaire's key.

**Section A - Motivation**

		1	2	3	4
A1	The merger between the two business units had a positive effect on the personnel morale of this company.				
A2	My manager provides clear instructions as to what needs to be done to reach the company objectives.				
A3	The following aspects in the company lead to my motivation: - Understanding the information systems				
A4	- Training				
A5	- Remuneration				
A6	- Work Experience				
A7	- Work Knowledge				
A8	- Culture and tradition				
A9	- Leadership styles from managers				
A10	- Acknowledgement in the work-environment				

A11	An award system for good work will have a positive influence on employee morale and motivation.				
A12	How motivated are you/do you perceive employees of this company to be?				
A13	The management of the company listens to their employees.				
A14	My salary is fair in consideration to what other people in the same company earn.				
A15	I am earning what I should be earning for the work that I am doing.				
A16	Management provide sufficient training.				
A17	My job description is clear and has been discussed with me.				
A18	My knowledge and experience is sufficient to perform my work satisfactorily.				
A19	My beliefs cause difficulty in the work environment.				

**Section B – Commitment**

		1	2	3	4
B1	The merger of the business units caused my commitment towards the company to decline.				

B2	My work objectives are not clearly defined.				
B3	<p>The following aspects in the company lead to my increase in commitment towards the company:</p> <ul style="list-style-type: none"> <li>- Understanding the information systems</li> <li>- Training</li> <li>- Remuneration</li> <li>- Work Experience</li> <li>- Work Knowledge</li> <li>- Culture and tradition</li> <li>- Leadership styles from managers</li> <li>- Acknowledgement in the work-environment</li> </ul>				
B4					
B5					
B6					
B7					
B8					
B9					
B10					
B11	The company's reward system (salaries, promotions, benefits) are based on commitment to the company.				
B12	A specific value system is maintained in the company (things like honesty, quality, customer service, profit, etc.)				
B13	I am satisfied with my participation during the decision-making process in the company.				
B14	My perception towards people in the same company causes a decrease in my commitment towards the company (things like my perception of their remuneration, position, benefits, etc. In comparison to mine.)				
B15	Workers are satisfied in their job with the company (low job-retention.)				

**Section C - Productivity**

		1	2	3	4
C1	The merger of the companies caused my productivity to decline.				

C2	My manager emphasizes productivity as one of the key objectives of the company.				
C3	Aspects that lead to my productivity in the company is:				
C4	- Understanding the information systems				
C5	- Training				
C6	- Remuneration				
C7	- Work Experience				
C8	- Work Knowledge				
C9	- Culture and tradition				
C10	- Leadership styles from managers				
C11	- Acknowledgement in the work-environment				
C11	The company's reward system (salaries, promotions, benefits) is based on employee commitment, performance, ability and value.				
C12	The company's value system adds to my productivity (things like honesty, quality, customer service, profit, etc.)				
C13	High performance standards are maintained by my co-workers.				
C14	My managers provide me with the necessary guidance to perform better in my work.				
C15	My line-manager sets specific goals that need to be achieved by me.				
C16	The quality of work provided by my work team is a cause to be proud of.				
C17	My perception on productivity of other employees of the company is in line with my own productivity.				

C18	The company's performance management system was developed as a combined effort of management and employees.				
C19	My reward and recognition in the company is linked to my performance.				
C20	There is transparency in the companies method of giving rewards and recognition.				