

**WORK MOTIVATION AMONGST EMPLOYEES IN A PRINTING DEPARTMENT
IN A PRINT ORGANISATION IN THE WESTERN CAPE**

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ABSTRACT

Work motivation amongst employees in a printing department in a printing organisation in the Western Cape. For the printing industry, ICT (Information, Communication, and Technology) have far-reaching implications for the organisation, operation, and management of printing activities. The industry is changing roles, from mere manufacturing to full-scale service provision. Digital technology is a key driver of innovation in this industry, as practically all solutions are becoming digitally integrated. This ranges from digitally generating and printing (e.g. regional and local newspapers) to digital post-press activities. Moreover, conventional printing technologies face disruptive digital technologies and services, such as e-book or print-on-demand services, and end-user devices. The market for such digital printing services is still small but growing (European Commission Enterprise & Industry, 2005).

From a broad perspective, companies in the Printing and Packaging sector are confronted with the challenge how to handle "convergence management". Convergence and its economic and regulatory implications have been widely discussed since the mid-1990s. The development is far from being completed. The current developments in the P&P industry, and the further evolution of electronic business in this sector, are driven by the proliferation of new technologies (e.g. in printing, online editing systems) on the one hand, and changing patterns in consumer behaviour on the other. As a result, companies have to cope with technical complexity, changes in their value chain, increased competition in the advertising market, the erosion of traditional business models, and organisational change (European Commission Enterprise & Industry, 2005).

Notwithstanding these challenges, there are ICT and e-business related opportunities for companies from this sector. This includes improving workflow-management, the fast growth in online advertising, and new digital delivery models. For exploiting these opportunities, publishers of print media have to take a variety of strategic decisions, for instance on cross-media publishing, channel diversification, and whether to enter the emerging but highly uncertain mobile commerce market. Similarly, publishers of recorded media are seeking strategies how to integrate internet-based delivery into their business models, with many uncertainties regarding the future development (e.g. digital rights management issues).

Job functions within the printing industry range from unskilled for generic functions to highly specialised skills required for specific job functions. Considering the above opportunities and challenges in the printing industry, the department that is selected for this research study requires specialised skills to perform functions that impact on the productivity of the business. The aim of the research was to measure work motivation amongst employees in a printing department at a printing organisation in the Western Cape.

Research has shown that motivated and satisfied employees are more productive and this impacts on the productivity of the organisation. For the purpose of this research, a questionnaire was used as the data collection instrument. The questionnaire consisted of biographical information and the motivational factors. This questionnaire as set out by De Beer (1987) includes all sixteen factors (16) of Herzberg's motivator-hygiene or two-factor theory and consists of these nine (9) categories.

An organisational Motivation Questionnaire (OMQ) was administered to respondents to gain responses on how the dimensions of their work content, compensation, advancement, working conditions, work benefits, personal, general and supervision/leadership influence work motivation and job satisfaction. The sample group consists of one hundred and forty-two (142) employees on various employee skills and salary levels, which yielded one hundred and six (106) responses. The results suggest that some critical dimensions significantly impact work motivation and job satisfaction. While significantly relationships emerged from the biographical variables in relation to work motivation and satisfaction, the demographic variables did not significantly explain the variance in work motivation and satisfaction.

DECLARATION

I, Lesley Ann Wicomb hereby declare that the thesis, "**Work Motivation amongst Employees in a Printing Department in a Print Organisation in the Western Cape**", is her own work and that all sources that have been referred to and quoted have been indicated and acknowledged with complete references.

LESLEY ANN WICOMB

Date

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CHAPTER 1

INTRODUCTION AND OVERVIEW

1.1 INTRODUCTION

An understanding of motivation is important because high levels of motivation are significant contributors to exceptional performance. Managers prefer highly motivated employees because they strive to find the best way to perform their jobs. Motivated employees are interested in producing high-quality products or services; they are more likely to be productive than non-motivated or apathetic employees (Gibson, Ivancevich, Donnelly & Konopaske, 2009).

According to Lawler (2003), a really motivational reward system must be designed with a few parameters in mind: it must motivate employees to perform through valued and truly sufficient rewards, provide them with a clear line of sight, give them the power to influence their performance, and deliver on its promise.

Without the emotional plea there is no motivational impact, and the latter is ultimately what organisations want to achieve. Successful employee-recognition programmes that offer tangible rewards that people can imagine receiving and enjoying, more easily motivate people to their highest level of performance. This can be done at a much lower cost than monetary rewards (Sarvadi, 2005).

It would appear that the greatest amount of motivation is present when people perform tasks that are both intrinsically and extrinsically rewarding (Lawler, 2003). The types of rewards available to employees and the manner of their distribution can have a salient impact on both employee satisfaction and organisational effectiveness. Although a variety of purposes may potentially be served, rewards are most typically used to motivate employees or induce some desired action or behaviour (Arnold & Feldman, 1986).

Birt, Wallis and Winterniz (2004) reveal that intrinsic variables remain highly important, which does not in any way imply that the extrinsic variables are not at all influential in decisions to leave which are influenced by moderate variables such as age, gender and working experience.

Organisations that focus on intrinsically important variables are considered to benefit by engendering an increased level of affective commitment amongst talent (DeConnick & Bachmann, 1994; Meyer & Allen, 1997). This is exhibited in behaviours and attitudes such as strong beliefs in and acceptance of the values and goals of an organisation, a willingness to exert effort for the benefit of the organisation, and a desire to remain with the organisation (du Plooy & Roodt, 2013).

In line with the above on intrinsic variables, Demerouti and Bakker (2011) propose job resources may play an intrinsic motivational role because they foster employees' growth, learning and development, or they may play an extrinsic motivational role because they are instrumental in achieving work goals.

Swanson (2001) restate the need for business practices to be theoretically grounded, so even though a combination of employee retention efforts may have been successful in particular organisations, there is an imperious need for researchers and practitioners to build such practices from a sound theory with an aim to develop and implement employee retention practices that are based on established motivation theories (Ramlall, 2004).

Rapid technological and economic changes are setting radically new tasks for maintenance divisions of printing works. Revolutionary changes have occurred in the world's printing industry in the past three decades. The half millennium old "Gutenberg technology" is the history of printing industrial today. Electronics and computer technology have completely taken over the role of the text generation. The integrated manufacturing systems, introduced to printing and bindery processing, have completed this development process (Horvath, 2010).

Among those antecedents and consequences of employee turnover, job satisfaction has a direct and significant influence on increasing job retention and decreasing turnover (Arnold & Feldman, 1982; Michaels & Specter, 1982; Mobley, 1977; Peter Bhagat, & O'Connor, 1981). In their meta-analyses, which examines the relationship between job satisfaction and turnover, Porter and Steers (1973) and Arnold and Feldman (1982) found support for a negative relationship. Mobley (1977) suggested that dissatisfaction triggers an employee's thinking of leaving, searching for other jobs, evaluating of job alternatives, intending to quit, and finally turnover (Jang, 2008).

According to Macleod (1999), it is important for owners/managers to realise that if employees are not motivated, the Small and Medium Enterprises (SMEs) will be faced with numerous problems, such as high employee turnover, high absenteeism, increased levels of sick-leave taken, low productivity, unwillingness to work overtime, and arriving late for work. All these factors could lead to lower productivity and higher costs, both of which the firm would like to avoid. The focus of this study is therefore on motivational theories and the factors that may motivate SME employees, which could impact on their satisfaction and commitment levels (Kruger & Rothman, 2010).

The above highlights the current research emphasis on employee motivation and job satisfaction within an organisation. A brief outline of how motivators can influence employee motivation and job satisfaction is important to gain an understanding as it impacts on the work environment. With the emergence of a new generation of employees and increasing competitiveness among companies in the printing industry, this present study tries to investigate what influences motivation and job satisfaction amongst employees in the printing industry.

1.2 BACKGROUND OF PROBLEM

Horvath (2010) summarised the threats, weaknesses, strengths and opportunities facing the printing industry in Hungary which can be reviewed and applied to a South African, particularly Western Cape, context. The findings of a study conducted by Afolabi (2005) on the impact of the organisational climate on job satisfaction indicate

that perceived organisational climate influenced job satisfaction and turnover intentions of employees.

When employees perceived their organisational climate as favourable through evaluation, this increased their satisfaction with their job. In line with this view, Eisenberger, Cummings, Armeli and Lynch (1997), Alarape and Akinlabi (2000) reported that when employees perceive that their organisation cared about their well-being and valued their contribution, they are satisfied with their job and an increased effort is made on behalf of the organisation. The result also showed that employees' view of the organisational climate as favourable is actually needed to ensure a high level of commitment (Afolabi 2005; Alarape & Akinlabi 2000).

Therefore it is important to increase the knowledge base of owners/managers about what factors motivate employees, so as to ensure employee satisfaction. Bosch, Tait and Venter (2006) agree that it is absolutely vital to the success of SMEs to create an environment in which employees are motivated and ultimately satisfied. It is therefore imperative that managers learn how to motivate employees, and more importantly, how to keep them motivated. According to Cronjè, Du Toit and Motlatla (2000) and Ireland, Hoskisson and Hitt (2009), understanding employees' needs and motivating them has become an essential skill for managers. Only once owners/managers understand the different motivational factors that employee's value, will they be able to influence their employees' behaviour to the best interest of the business (Kruger & Rootman, 2010).

According to Thomas (2003), it is difficult to keep employees happy, hence the key is to find out what matters most to the organisational staff. Results from research by the Society for Human Resource Management (SHRM), USA Today and Job Satisfaction Poll (2002), show that employers have a poor understanding of employees' opinions. In the survey, employees and HR professionals responded to the survey and had different ideas about what they deemed to be "very important". The results revealed the top five "very important" job components for employees to be job security, benefits, communication between employees and management, employee flexibility to balance work and life issues and compensation/pay.

The concept of motivation has taken many forms and sometimes it is made unambiguous so that it may be scrutinised, but more often it is implied, unanalysed and unquestioned. The key, therefore, to motivating staff is to ensure that senior managers create a healthy work environment so that the perceptions of staff remain positive (Paramasur, 2010). In this new century, the relationship between managers and employees is undergoing dramatic change and motivating staff thus takes on a new dimension. The new workforce, if it is to be energised at all, is increasingly demanding a genuine say in how the work is to be done.

The prevailing mode of work has shifted to empowerment, collaboration and teams, which requires a shift from "managing" people to "helping people manage themselves and the business" (Paramasur, 2010). From the views stated above, the research provides some evidence that employees value the importance of employee motivation and job satisfaction. Ramlall (2004) offers an explanation of how employee motivation affects employee retention within organisations. It has, therefore, become

important to be mindful of the changing nature of the modern employee. The New Age employee increasingly appears to value flexibility and places equal importance on work and family life.

Employees are also changing jobs more frequently and looking to explore new challenges more openly. It has become a reality that if their existing employer cannot provide this in a short space of time, movement to another organisation is almost inevitable (du Plooy & Roodt, 2013). Likewise, Dockel, Basson and Coetzee (2006) maintain that a revolutionary change in the world of work has resulted in the nature of work becoming more flexible and boundary less. Harris (1996) upholds that workplace rules have changed contending that the workplace realities of yesterday no longer exist, and argues that factors that influence employee motivation and job satisfaction and what was once a dream of a lifetime job assured in give-and-take for lifetime company loyalty have expired. As the workplace rules have changed, so too must the way organisations meet the new motivational needs of today's employee.

Motivating employees is one of the most vital activities that managers have to perform, but it is also one of the most challenging. What motivates one individual does not necessarily motivate another. It is therefore a complex task to determine what motivates whom, and how to apply such motivational factors in practice (Robbins & Coulter, 1999). Motivation is a very complicated issue, and there is no single magic formula that can be used to motivate every individual. It is therefore important to investigate motivation in more depth, in order to advise small businesses about which motivational factors need to be applied to the fullest extent (Kruger & Rootman, 2010).

1.3 PROBLEM STATEMENT

A printing department in a printing organisation in the Western Cape was identified for the research to be undertaken. Employees are involved in the operation of general to highly specialised machinery which requires various skills levels of employees to perform a variety of job functions. The top management including human resources department raised areas of concern with regard to employee morale and conduct. This included high absenteeism, low morale and high turnover of staff reported which could impact on the productivity of the organisation and has a long term effect on the turnover of the organisation.

Dess, Lumpkin and Eisner (2008) states that hiring and developing the best employee could be unproductive if organisations cannot provide the working environment, as well as intrinsic and extrinsic rewards to retain their best and brightest talent. All of these factors impact on the organisation's overall productivity which affects its competitive advantage, competencies and high performance culture to achieve desired organisational goals and objectives.

The printing organisation in the Western Cape for the research study raised concerns regarding high employee turnover and absenteeism and low morale among employees. Costs incurred by turnover have a huge impact on overall turnover and business profit. It is crucial for the organisation to decrease employee turnover, absenteeism and increase employee morale. It is therefore important for the printing organisation to understand the factors that motivate employees in order to focus a concerted effort to maximise these.

1.4 AIMS OF THE RESEARCH STUDY

According to Paramasur (2010, p. 527) “the best way to keep employees focused on institutional goals and objectives is to reward and recognise individuals and groups who have achieved their assigned task.” In other words, managers must reward people for accomplishing results and not just for completing an assigned task.

This research study aims to highlight the importance of motivation and job satisfaction of employees at a printing organisation. The research findings strive to identify key motivational factors and explore which of these factors have a greater impact on employee motivation and job satisfaction. The findings could improve and encourage the development of effective initiatives to increase work motivation and job satisfaction levels. The research findings could also encourage the printing organisation to contemplate a more inventive approach to manage work motivation that could increase the productivity of the department.

1.5 OBJECTIVES OF THE RESEARCH

The objectives of this study are to determine if there is a relationship between work content, payment, promotion, recognition, working conditions, benefits, personal, leadership/supervision, general and work motivation and job satisfaction. The study aims also to determine which of these factors are regarded as core motivational variables by employees that contribute to work motivation and job satisfaction. It also examines the impact of biographical variables on work motivation and job satisfaction.

1.6 RESEARCH HYPOTHESES

Hypothesis 1:

There is no statistically significant relationship between work content, payment, promotion, recognition, working conditions, benefits, personal, leadership/supervision, general and work motivation and job satisfaction in a printing department in a printing organisation in the Western Cape.

Hypothesis 2:

The nine independent variables (work content, payment, promotion, recognition, working conditions, benefits, personal, leadership/supervision and general) will not significantly explain the variance in work motivation and job satisfaction.

Hypothesis 3:

There are no statistically significant differences in work motivation and job satisfaction based on the biographical variables (race, gender, marital status, age, educational level, years of services and nature of work).

1.7 LIMITATIONS OF THE RESEARCH STUDY

The research identified that the target population and sample group should to be limited to staff in a printing department at a printing organisation in the Western Cape. The research study was limited to the employees across salary levels and various positions within a printing department at a printing organisation in the Western Cape. To ensure a focused research study within set boundaries, a sample of employees from a department within a printing organisation was identified to provide data that could be utilised for this study in line with the outcomes of the study.

1.8 OVERVIEW OF THE CHAPTERS

Chapter 1: Introduction and overview

This chapter provides a background and context for the research; an overview of the problem statement and the aims of the research study are discussed. The objectives of the research are addressed and the hypotheses are stated.

Chapter 2: Literature review

This chapter provides an overview of the literature review conducted pertaining to the aspects of this study. It provides an insight into motivational theories, defines motivation, discusses the antecedents and consequences of motivation and job satisfaction as well as discusses the influence of biographical factors on motivation.

Chapter 3: Research methodology

This chapter focuses on the methodology used to investigate the research problem. In particular the sample, procedure, biographical questionnaire, research instrument and the statistical methods used to test the hypotheses are discussed.

Chapter 4: Presentation of results

Chapter 4 presents the research results. The chapter provides an overview of the results based on the statistical analysis. A brief discussion is provided, highlighting some of the core trends which emerged from the empirical analysis.

Chapter 5: Discussions, Conclusions and Recommendations

Chapter 5 discusses the findings of the research study, presents limitations of the research and concludes with recommendations for the organisation and offers future suggestions for research.

1.9 Summary of chapter

This chapter provided an overview of the problem statement and rationale for undertaking this research. The background detailing why research within this area is warranted, is also presented. In this chapter the importance of the study was highlighted. The aims of the study were outlined, including the identification of