

POLYTECHNIC OF NAMIBIA

HAROLD PUPKEWITZ GRADUATE SCHOOL OF BUSINESS

**The effects of equity and motivation on the work performance of support staff at
NIP Ltd.**

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International Business in the Harold Pupkewitz Graduate School of Business at the
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DECLARATION OF ORIGINAL WORK

I, Aino-Sylvia Ruhupwa Nsinano, declare that this Thesis is my own unaided work. Any assistance that I have received has been duly acknowledged in the thesis.

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ACKNOWLEDGEMENTS & DEDICATION

This paper is dedicated to my babies, Reinhold Maximillian Kino and Sasha Kiara Ndeufewa.

Table of Contents

Contents

Chapter 1: Introduction and Statement of the Problem	12
1.1 Overview	12
1.2 Statement of the Problem	12
1.3 Main Research Question:	14
1.4 Objectives of the Research:.....	14
1.5 Method of research.....	15
1.6 Plan of the Study	16
1.7 Limitations:	16
Chapter 2: Review of Related Literature	17
2.1 Introduction	17
2.2 Why is Motivation Important.....	18
2.3 Challenges to Motivation	21
2.4 How does the equity theory explain the determinants of workplace motivation? 22	
2.5 Theories of Motivation:.....	23
2.5.1 Douglas McGregor's leadership theory.....	24
2.5.2 Fredericks Herzberg's theory of motivation.....	26
2.5.3 Maslow's hierarchy of needs.....	28
2.6 Some Secondary / contemporary theories of motivation	29
2.6.1 Expectancy Theory.....	30
2.6.2 Goal-Setting Theory.....	32
2.6.3 Equity Theory.....	34
2.7 Determinants of equity for the non-technical support staff of the NIP	35

2.8	Conceptual Framework	37
2.9	Summary	38
Chapter 3: Research Design and Methodology		39
3.1	Overview.	39
3.2	Research Strategy – Method of Research.	40
3.2.1	Qualitative, Quantitative and Mixed Methods.....	40
3.2.2	Characteristics of Quantitative and Qualitative Approaches.....	41
3.3	Research Instrument.....	42
3.3.1	Sample.....	42
3.4	Research Design.....	42
3.5	Research Questions	43
3.5.1	Research Survey.....	43
3.5.2	Survey Questions.	44
3.5.3	Data Analysis.	46
3.6	Validity and Reliability of Data	46
3.7	Pilot study.....	48
3.8	Conclusion.....	49
Chapter 4: Findings.....		50
4.1	Overview	50
4.2	Description of the sample.....	50
4.3	Method of data analysis.....	51
4.4	Presentation and Discussion.....	51
4.5	Analysis of data.....	51
4.5.1	Equity of Treatment and Performance.....	51
4.5.2	Motivation and Performance.....	52

4.5.3 Overall performance levels.....	52
4.6 Correlation Analyses.....	53
4.6.1 Measures of Equity.....	53
4.6.2 Measures of motivation.....	53
4.6.3 Work performance.....	53
4.7 Reliability of instruments and validity.....	54
4.8 Limitations observed.....	54
4.9 Summary.....	54
Chapter 5: Discussions.....	56
5.1 Research sub-question: What are the determinants of equity for the non-technical support staff within the NIP?.....	56
5.2 Research sub-question: What factors contribute to or influence job motivation in the non-technical support staff of the NIP?	57
5.3 Research sub-question: Is there a link between equity, motivation and work performance of the non-technical supports staff of the NIP?	59
Chapter 6: Conclusions and Recommendations	61
6.1 Conclusions	61
6.2 Recommendations	62
6.3 Suggestions for further research.....	63
References.....	64
Appendix A: Survey Questionnaire.....	66
Appendix B: Survey Original Email.....	70
Appendix C: Survey Email Reminder	71
Appendix D: Summarised Responses from Survey Questionnaire	71

List of tables and figures

Table 1: Maslow's hierarchy of needs

Table 2: Characteristics of quantitative and qualitative approaches

Table 3: Survey questionnaire

Table 4: Correlation analysis – Determinants of equity

Table 5: Correlation Analysis – Determinants of motivations

Table 6: Correlation Analysis - Effects of equity and motivation on work performance

Figure 1: Conceptual framework

Definition of terms

NIP Ltd	–	Namibia Institute of Pathology LTD
NIP Staff members	–	Employees of the NIP
Management	–	Management team of the NIP
Support Staff	–	Non-technical support staff of the NIP
Technical Staff	–	Employees directly involved in the processing Pathology samples

Abstract

The objectives of this research were to establish the link between perception of equity and work performance of the non-technical support staff of the NIP as well as to determine whether there is a link between work performance and motivation of the NIP non-technical support staff.

Since the determination of fairness is based on individual feelings and perception data was collected through survey questionnaires and interviews to gain an in-depth understanding of issues which influence an individuals' determination of fairness of equity.

The study utilized a quantitative approach based on an interpretive theory, where data collected was analysed and communicated through correlations and interpreted to depict the norm or average of the group's performance.

The quantitative method was relevant for this study as the study aimed to establish the relationship between Equity of Treatment and Motivation as independent variables against Work Performance as the dependent variable

The study found a very strong correlation between equity of treatment and levels of work performance, as well as between the motivation and work performance.

The study further found a direct link between the two independent variables, equity of treatment and motivation.

It could thus be concluded that low levels of work performance can be attributed to

feelings of lack of equitable treatment which resulted into feelings of dissatisfaction and de-motivation.

Chapter 1: Introduction and Statement of the Problem

1.1 Overview

A survey conducted at the Namibia Institute of Pathology (NIP) Ltd by the Talent Management Academy, 2011 found that generally most employees of the Institution are de-motivated, more specifically, the support staff within the organisation. However, that survey generalized on issues regarding the working environment within the organisation and did not consider or extend to the specific reasons for the employees' de-motivation.

There are many factors that influence the level of motivation of an individual. Adams' Equity theory (1963) states that 'when people feel fairly or advantageously treated as compared to their colleagues, peers and friends they are more likely to be motivated. However when they feel unfairly treated they are highly prone to feelings of disaffection and de-motivation'.

1.2 Statement of the Problem

There is clear evidence of a very low level of productivity and quality of output within the support function, which essentially renders the function inefficient and ineffective. This is evidenced by periodic standard reports which are never submitted on time. The quality of work or output is very low and there are continuous complaints from both internal and external customers and stakeholders.

This situation has negative effect on different aspects of the NIP including:

1. Strategic and management planning and decision making; budgeting and financial planning which depends on output generated by the Finance and Procurement department.

2. The organisation's image with external stakeholders: despite having sound financial resources, the organisation is being regarded as unable to meet its commitments or pay its creditors on time.
3. The NIP's credit rating with service providers and financial institutions; the NIP has built a negative credit rating with service providers and financial institutions due to continuous delays in settlement of commitments.

In November 2011, a climate survey conducted by the Talent Management Academy on the working environment within the NIP Ltd main laboratory found that the employees of the institution are generally highly de-motivated. Previous studies have found that there is a direct correlation between motivation and job performance. Thus, in addition to various other variables such as ability to perform a given task, job performance is strongly related to motivation. As such the low level of job performance which is observed within the support functions could essentially be linked to a lack of motivation. Motivation is a combination of different factors, both intrinsic and extrinsic which determine the amount of effort an employee or individual is willing to put into his work as well as the amount of intensity and persistence one is willing to undertake.

In view of the above, this study seeks to explore the link between motivation and job performance within the department under review. Furthermore, the study will also test the balance of equity for the non-technical supports staff members and its influence on their job performance and will then identify and recommend for implementation, the issues and/or measures which can be put in place to improve the levels of motivation and in return increase the level of productivity amongst the non-technical support staff.

1.3 Main Research Question:

‘How does the Equity Theory of Motivation help us understand the influence of equity and motivation on the work performance of non-technical support staff at the Namibia Institute of Pathology (NIP) Ltd?’

This study seeks to explore the link between the job motivation of the non-technical support staff of the NIP Ltd and their perception of equity. This will be done by answering the following related sub-questions:

This will be done by addressed by answering the following sub-questions:

- What are the theories of motivation at the workplace?
- What are the determinants of equity for the non-technical support staff within the NIP?
- What factors contribute to or influence job motivation in the non-technical support staff of the NIP?
- Is there a link between equity, motivation and work performance of the non-technical supports staff of the NIP?

1.4 Objectives of the Research:

This study is based on the non-technical support staff of the NIP Ltd and the main objectives are to:

1. establish the link between perception of equity and work performance of the non-technical support staff of the NIP and,
2. determine whether there is a link between work performance and motivation of the NIP Non-technical support staff.

1.5 Method of research

This study will utilize the action method of research to explore the issue of motivation with specific focus on determining the perceived balance of equity of the non-technical staff of the NIP. Since the determination of the individual's fairness of equity is based on that individual's feelings and perception, this research will take a quantitative approach based on an interpretive theory to gain an in-depth understanding of the issues which affect or influence the individuals' determination of the fairness of equity.

The following methods were applied:

- a. Conducted a survey through the design and distribution of a questionnaire
- b. Interviewed some members to gain insight into their actual feelings and get clarity on issues or views expressed
- c. Analyzed data collected from the survey questionnaires and interview with members.
- d. Prepared a research report based on the interpretations and understanding of the applications of relevant theories of motivation.
- e. Made recommendations for possible implementation by the NIP management.

1.6 Plan of the Study

This study is based on the non-technical support staff of the NIP Ltd and includes literature review on workplace motivation, motivating and de-motivating factors as well as related theories on motivation.

It also considers any previous related or relevant reports done on the same issue and based on any department within the NIP Ltd or the organisation as a whole.

In support of any findings and recommendations, data was collected through questionnaires as well as member engagements through interviews and general observation with specific focus on behavior, productivity and output over a period of 2 (two) to 4 (four) weeks.

Finally, data collected was analyzed based on the understanding and interpretations of relevant theories of motivation and thereafter prepare a final report with possible recommendations or measures that can be put in place to address the issue of motivation in the Finance department and possibly organisation wide.

1.7 Limitations:

This study is based on the finding by the Talent Management Academy (2011) that the staff members under consideration are de-motivated. As such, the research was limited to de-motivating factors and determining the possible reasons for the lack of motivation amongst the non-technical support staff.

Chapter 2: Review of Related Literature

2.1 Introduction

Motivation is the effect of certain factors on the performance of individuals. These effects vary from one individual to another, Smit, Cronje, Brevis & Vrba (2011).

According to DeCenzo and Robbins (2005) motivation is defined as “a set of energetic forces that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity and persistence. Thus motivation determines the exact amount of effort and persistence an individual is willing to put in to any assignment.

Motivation reflects a passion and willingness to work or persistently exert efforts to successfully complete a work assignment for reasons other than mere money or status. A lack of that passion and willingness to perform or complete a task can thus be attributed to de-motivation or a pure lack of inspiration or drive to complete a task. This can however occur due to various reasons.

Many factors influence motivation and in different ways, to different individuals, however these factors are generally categorized in two main parts, being extrinsic and intrinsic motivators. These parts then represent the total motivational levels of any individual. Extrinsic Motivators, for example benefits and perks, are controlled by a possibility that depends on a task being performed and are thus essentially those factors associated with the environment surrounding a job. Intrinsic Motivators for examples Accomplishments, on the other hand are those that are associated with the job itself. Theorist, Herzberg (1959) implied that certain extrinsic factors can only potentially de-motivate any individual while at the same time suggesting that intrinsic factors will

almost always motivate people. These extrinsic motivators can be associated with the physiological and safety needs of Maslow's hierarchy of needs (1954 / 1970). However, previous studies have found that culture also has an influence on the factors which act either as motivators or de-motivators, Samovar, Porter & Mc Daniel (2009).

Over the years, a number of theorists have come up with different theories, some more complex and sophisticated than others, on factors that could affect the level of motivation for both individuals and groups alike. While some of these theories are seen to complement one another, others are actually merely an extension or improvement (review) of some older, existing theories. These include a study conducted by Basset-Jones & Lloyd (2005), which tested the relevance of Herzberg's two-factor motivational theory to the current workplace environment, and found that there are ultimately other factors such as demographics and culture which influence the effect of extrinsic or intrinsic factors on an individuals' motivation levels. All the same, these theories seek to explain the factors which are key to motivating people.

2.2 Why is Motivation Important

Motivation is directly linked to performance as a motivated employee puts more effort into their tasks and thus more likely to yield positive results or output from their work, DeCenzo & Robbins (2005). This will increase productivity and yield positive results for the organization due to an improved overall effectiveness and efficiency at organisational level. The increased productivity of an organisation will in return lead to amongst others an improved bottom line or profitability and customer retention. It is thus of utmost importance for an employer and in particular a manager to understand what motivates

employees in order to optimize the use of the employees abilities and get the best possible performance from them.

According to DeCenzo & Robbins, (2005) it is challenging to motivate technical staff and once motivated, it is an even greater challenge to keep them motivated. This is mainly because highly professional or technical people like, pathologists and laboratory technicians, engineers, etc. are often found to be more loyal to their professions than to their employers. These professionals are usually always highly paid and thus money and promotions are not necessarily motivators to them. Erasmus, Schenk, Swanepoel & van Wyk (1998) also found that the more effort an organisation puts into finding means to motivate highly technical professionals, the less the effort put into motivating the non-technical staff.

Further reasons why it is important to motivate and keep employees motivate in the workplace are :(www.managementstudyguide.com/importance_of_motivation.htm retrieved 1 May 13)

Motivation can increase an organisation's competitiveness in its market:

Motivation improves the levels of efficiency of employees within an organisation.

Therefore, in order to be competitive and successful, it has become increasingly important for organisations to manage its employees and their behaviors in order for them to perform at their best. However, for the employee to perform at their best, the employer must attempt to fill the gap between an employee's ability and willingness to perform at their best. This in return helps in improving the level of performance of those employees.

Motivation increases job performance: Motivation in the workplace has been directly linked to job performance and organisational commitment as motivated employees are found to work faster and longer, thus outperforming unmotivated employees by far.

Motivation leads to the achievement of organisational goals. Motivation in the workplace can further be linked to the bottom line of any organisation in that motivated employees are more efficient and effective thus leading to better quality output, be it in products or service. This will in return have a positive impact on the bottom line of an organisation in terms of increased output and thus increased income for the organisation.

Motivation enhances customer retention: Motivated employees were found to deliver a much better, friendly and efficient service to customers / clients thus increasing customer satisfaction and through that enhance customer retention as well as an increase in number of customers through word of mouth references by satisfied customers.

Motivation leads to stability of a workforce and that permanence of a workforce is very important from the point of view of reputation and goodwill of a business. The employees can remain loyal to the organisation only when they have a feeling of participation in the management.

The skills and efficiency of employees will always be equally of an advantage to both the employees as well as the employer as this will lead to a good public image in the market which will attract competent and qualified people into that organisation. Therefore, the older the workforce the more their experience and adjustment into the workplace and this can be of great benefit to the business.

In view of the above, it is therefore important for the employer to motivate its employees in order to attract and retain them. Organisations should thus ensure that motivation is included into or forms an integral part of the organisation's human resource and development strategies.

2.3 Challenges to Motivation

Much as Motivation is very important in organisations, practically, motivation in itself is very challenging. Some reasons why motivation is challenging are as follows:

1. The workforce of any organisation is diverse and each different individual is motivated by different factors depending on their circumstance, needs and wants based on their beliefs, attitude towards their work and others around them, values and background. As a result, it is challenging to motivate a diverse workforce
2. Employees with the same circumstance for instance the same age, remuneration and qualification can perform at different levels, as they could be motivated by different factors. Thus, while one individual could be motivated by levels of pay, the other might be motivated by job security. As a result, it will be challenging to determine what motivates different people.
3. Different people are motivated by various factors depending on their needs and expectations. These needs and expectations of each individual are however not constant but are always changing. As a result, it will be challenging to keep up with constantly changing circumstances of

different individual and thus determining the factors which could motivate them. For instance, someone who was never much concerned with pay levels as motivation could change and start focusing on levels of pay due to a change in their financial situation.

These factors influencing motivation can be better explained by analyzing and understanding the different theories on motivation.

2.4 How does the equity theory explain the determinants of workplace motivation?

The equity theory states that when an individual feels fairly or equitably treated and rewarded for their efforts, they are more likely to be motivated and encouraged to perform better.

According to Smit, Cronje, Brevis & Vrba, (2011) any inequities could yield different reactions from different individuals depending on their needs or the perceived level of unfairness. These include an employee distorting their own outcome or that of their referent others in order to equate their ratio to theirs. The employee could further influence their referents to change input or outcome. This could be in the form of disrupting productivity of others or instigating others to demand for better rewards. The employee could also change their efforts to adjust their input or output. In this instance the employee could either choose to put in more effort into their job thus improving their input with the hope and expectation of improving their output, or they could also reduce their level of output in line with what they believe is equal to their output. Based on their needs, should the perceived level of inequity or lack of fairness be very significant to an employee, that employee could also choose to resign from their job. Regardless of what

action an employee chooses to take, the results will have an effect on productivity (efficiency) and the overall quality of output (effectiveness)

2.5 Theories of Motivation:

Early studies on motivation focused on quantitative measures of productivity with little or no emphasis placed on the quality of output, Barnes (2003). These measures are characterized by quantification of results as well as a possible development of mathematical models, Eiselen (2012)

Motivation is however based on personal experience and individual perception which can be better explained using qualitative measures. As a result, the more current studies on motivation put more emphasis on the quality of work in value addition.

As opposed to previous belief that employees were just paid hands and thus the only relationship between workers and an organisation was that of payment in return for work done, in recent times, especially where higher levels of skills, responsibility and discretion are required, the relationship has developed to a more internalized one where motivation is required for better performance from employees, Barnes 2003.

There are many theories on motivation, both historic and current. The early view of motivation not only played a key role in motivation research, but also have been the basis of many contemporary views on motivation, Schunk, Pintrich & Meece (2008).

Some of the more influencing primary/early motivational theories include:

2.5.1 Douglas McGregor's leadership theory.

This theory was developed by theorist Douglas McGregor (1960), and suggests that there are two fundamental approaches to managing people. This was illustrated by the development of the XY model where theory X represents the Authoritative Management style while Theory Y is a represents the Participative Management style.

Research has found that many managers are inclined towards theory X, DeCenzo & Robbins (2005). This is mostly due to the nature of a particular business, its operational mode as well as organisational culture. However, these managers have also been found to generally yield poor results including low productivity and output. Those managers who are inclined towards theory Y are however found to produce better performance and results from their people and are also generally seen to allow people to grow and develop. The authoritative management style is applied by managers who generally share the belief that the average person dislikes work and will avoid it he/she can and that as a result most people must be forced with the threat of punishment to work towards organisational objectives. Furthermore, these managers also believe that the average person prefers to be directed and would thus avoid responsibility, and that the average person is relatively un-ambitious, and wants security more than anything else. These beliefs are however not necessarily applicable to everyone, as the efforts of these different individuals are influenced by different factors or reasons making each person perform at a different level. Therefore generalizing these beliefs and applying them to everyone equally by adopting the same management style for all could cause a negative reaction from different individuals in the same workplace. Much as this could work with

some individuals, others would tend to find this type of manager to be controlling and over-policing and thus will not be motivated to perform.

Generally, this type of management style is used in an environment where there is an existing issue of low performance and productivity. Being authoritative will in this instance ensure that work assignments get done. This entails constant monitoring and supervision of assignments and tasks. With this management style, there is constant control and subsequent threat of consequence for non-performance.

Similarly, those managers who practice the participative management style tend to have more faith in their people and thus also tend to encourage independence and innovation in their people. These managers believe that people can actually apply self-discipline, self-control and self-direction in executing their work assignments as well as in the pursuit of the overall organisational objectives, without external control or the threat of punishment. They also believe that the average individual would generally accept and often want to be assigned responsibilities. Many people tend to feel valued and trusted by the amount and degree of responsibility assigned to them.

The Y theory manager further believes that people have the capacity to use a high degree of imagination, ingenuity and creativity in solving problems both in their individual assignments as well as at department or organizational level. Thus, these managers tend to give each individual the benefit of the doubt in that every individual is to a given extent capable of overcoming obstacles encountered during or in the execution of their tasks or assignments. As such these managers allow and encourage their members to be innovative, independent and creative in executing their functions and tasks.

They further believe that the average person's intellectual potential is only partly utilized. Thus, these managers also believe that there is potential in each individual and that given the chance, any individual can operate independently without force or threat.

2.5.2 Fredericks Herzberg's theory of motivation.

Herzberg (1959) developed a two-dimensional paradigm of factors affecting people's attitudes about work by focusing on what people want from their jobs. According to his theory, even though different individuals are motivated by different factors, matters affecting motivation or job satisfaction can still be sub-divided into two (2) main dimensions being motivators and hygiene factors. Certain factors were found to be *intrinsic* such as achievement, responsibility, recognition and self-growth, and thus relating to job satisfaction. These are motivators, while the rest were found to be *extrinsic* such as working conditions, salary, company policy and administration, job security and status. These were found to lead to job dissatisfaction and are thus merely hygiene factors.

Herzberg further found that with regards to motivation in the workplace, the opposite of satisfaction is not necessarily dissatisfaction. Thus the absence of hygiene factors can create job dissatisfaction, but their presence does not necessarily motivate or lead to job satisfaction. He further stated that factors that lead to job satisfaction are those that are involved in doing the job i.e what the individual is doing, while the factors that lead to job dissatisfaction are those that deal with job context i.e the conditions in which I am or expected to do the job. Many organisations tend to confuse hygiene factors for motivators and as a result focus more on hygiene factors to try and motivate their

employees. However, dealing with hygiene factors will lead to people not being dissatisfied with their jobs, but will also not necessarily lead to job satisfaction. Hygiene factors lead to temporary satisfaction and soon the individual would go back to their initial level of satisfaction. Herzberg recommends focusing on motivators as these increase job satisfaction and also leads to longer lasting satisfaction levels as they are concerned with inner satisfaction and carry more personal meaning and fulfillment.

Furthermore, Herzberg addressed the issue of money as a motivator with particular reference to salary, earnings and remuneration and concluded that money is not particularly a motivator like other primary motivators. He stated that “viewed within the context of sequences of events, salary as a factor belongs more in the group that defines the job situation and is primarily a satisfier”. As a result, salary is classified as a hygiene factor according to the Herzberg table of Motivation-Hygiene theory. Yet, much as this theory is still widely cited in business literature and also studied by many learners, the issue of money as a hygiene factor instead of a motivator, in particular has raised questions from critics with regards to the relevance or applicability to different working environments and conditions or even in different industries and professions. As such some critics believe that Herzberg’s theories are old or outdated as compared the current situations.

However, Herzberg based his studies and research on a group of engineers and accountants, both of which could be classified as technical.

DeCenzo & Robbins (2005) found that it is an enormous challenge to motivate technical people. According to their book, *Fundamentals of Management* (2005) that is because technical people are more loyal to their professions than to their employers and that they

are usually quite well paid (remunerated). As such money is not particularly a motivator for both these groups of professionals. However, another study based on teachers and educators found that these groups of professionals do not respond to the same motivators or hygiene factors as those employed in general business Schunk, Pintrich & Meece (2006). The study concluded that money is a motivator to both teachers and educators as in most cases they perceive a salary increase to be directly linked to their achievement. This study was however conducted in the USA and is not necessarily relevant in the Namibian context as in Namibia most teachers are employed by government and as such their salaries and increments are pre-set. Although Herzberg's findings appear to be correct and valid for the accountants and engineers and perhaps other technical people, it is not necessarily applicable to other working environments, conditions or professions.

2.5.3 Maslow's hierarchy of needs.

Although Abraham Maslow developed the Hierarchy of Needs model in 1940-50, his theory is still regarded as valid today and continues to be used for understanding human motivation, management training as well as personal development. This theory highlights the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfill their own unique potential (self-actualization). This need for self-actualization has become more real in today's world than ever before.

Each individual is motivated by a need with the most basic needs being inborn. Maslow's theory states that individuals are motivated by their respective needs some of which are more immediate and urgent than the others. These needs however must be

satisfied in the given order as indicated in Maslow's hierarchy of needs and all subsequent hierarchies developed by follow-up researchers. Only when the lower order or most immediate needs of physical and emotional well-being are satisfied, then one would be concerned with the higher order needs of influence and personal development. However, if our lower order needs are not satisfied, we will no longer have concern or have the need to satisfy our higher order needs. For instance, it is not possible for one to grow personally (stage 5) without that person feeling that they have achieved anything significant (stage 4). One must first achieve something or reach a certain level of achievement and then use that achievement as a basis of their growth.

Although the model is largely believed to be relatively easy to understand, getting the correct interpretation or result depends on an individual's definition of a certain behavior. For instance where one person might classify "helping others" as part of stage three(3) Belongingness and love needs, for another person, helping others could actually be self-actualization i.e personal growth and fulfillment. It is thus important to define the individual behavior according to each individual's need.

Table 1

Maslow's Hierarchy of Needs

Level	Type of Need	Examples
1	Physiological	Thirst, sex, hunger
2	Safety	Security, stability, protection
3	Love and Belongingness	To escape loneliness, love and be loved, and gain a sense of belonging
4	Esteem	Self-respect, the respect of others
5	Self-actualisation	To fulfill one's respect of others

Source: The table was retrieved from <http://www.businessballs.com/maslow.htm>)

2.6 Some Secondary / contemporary theories of motivation

Whilst the primary theories of motivation attempt to define motivation, its causes and its effects, the contemporary theories of motivation attempt to explain why, even with the presence of motivation, some individuals within the same environment, are more motivated than others.

Many researchers have subsequently reviewed the abovementioned primary motivational theories and some have even produced new and more current theories, some in criticism of the initial theories while others have come in support of those theories and offering extensions in their motivation. The most common of these contemporary theories of motivation include **Expectancy Theory**, the **Goal-Setting Theory** as well as the **Equity Theory**;

2.6.1 Expectancy Theory.

The **Expectancy Theory** was proposed by **Victor Vroom** of Yale School of Management in 1964. This theory assumes that employee motivation is an outcome of how much an individual wants a reward (*Valence*), the assessment that the likelihood that the effort will lead to expected performance (*Expectancy*) and the belief that the performance will lead to reward (*Instrumentality*). It thus assumes that the more effort one puts into an assignment, the more successful the outcome or result of that assignment. Therefore, when an individual believes that no matter how much effort they put into a certain task, it would still not achieve the desired result, that individual would not be motivated to perform that given task. However, an individual would be motivated to complete a task if they feel confident that trying hard and putting in more effort will allow them to complete a given task.

In all, once expectancy is determined by *self-efficacy*, which is the belief that a person has the capabilities needed to exert the correct behavior for a given task, as well as *Instrumentality* which is the belief that successful performance will result in some sort of outcome.

According to Adler and Gundersen (2008), another factor affecting an individual's expectancy and their definition of reward is their culture or the dominant culture in their work environment. In terms of Maslow's hierarchy of needs, people in certain cultures will be more concerned and thus put a great emphasis on building relationships and being accepted by others (belongingness and love needs – stage 3) as a reward, while an individual in another culture, status and respect (Esteem needs - stage 4) will be accepted as a reward.

In the Namibian context, a reward to many individuals is linked to monetary rewards as this takes care of their basic needs (Biological and Physiological needs – stage 1) This is evidenced by:

- a) The emphasis made in the negotiations (mainly by unions) for rewards.
- b) Most Namibians rely on a monthly salary (reward) and are quite content with a monthly salary even if they remain at the same salary level for many years.

Some advantages of the Expectancy Theory:

- It is based on self-interest individual who want to achieve maximum satisfaction and who wants to minimize dissatisfaction.
- This theory stresses upon the expectations and perception of “what is real and actual is immaterial.

- It emphasizes on rewards or pay-offs.
- It focuses on psychological excessiveness where the main and final objective of an individual is to achieve maximum pleasure and least pain.

Some Limitations of the Expectancy Theory

- The expectancy theory seems to be idealistic because quite a few individuals do not necessarily perceive high degree correlation between performance and rewards.
- The application of this theory is limited as reward is not directly correlated with performance in many organisations. It is related to other parameters also such as position, effort, responsibility, education, etc.

2.6.2 Goal-Setting Theory.

This theory was proposed by Edwin Locke in 1960's and states that goal setting is essentially linked to task performance. The theory assumes that factors such as assigning specific and challenging goals to an individual as well as giving timely and correct feedback, can lead to improved performance. Similarly according to Frederick Herzberg's theory of motivators and hygiene factors, being assigned responsibilities is one of the factors or elements which directly leads to job satisfaction and is thus classified as a motivator.

Goals provide an employee with direction on what needs to be done and thus determines the intensity and persistence of effort to be put into an assignment. This in return also determines the amount of motivation the employee would have to complete a

given task. The specific and challenging goal is thus used as a measuring stick to monitor progress in a given assignment.

This theory thus most specifically argues that assigning individuals specific and challenging or difficult goals would result in higher levels of performance and effort than assigning no goals or easy goals. This is because the individual regards the successful completion of those assignments as a long term achievement with a stronger feeling of satisfaction and fulfillment.

Some advantages of the Goal Setting Theory are

- It can be used as a technique to encourage and reward employees for completing their assignments efficiently and effectively.
- It can increase motivation and efforts, thus ultimately improving overall performance.

Retrieved on 14/04/2013 from www.managementstudyguide.com/goal-setting-theory-motivation.htm

Limitations of Goal Setting Theory

- The organisation's goals can sometimes be in conflict with those of the manager or direct supervisor, especially where rewards and incentives are attached to performance.
- Very difficult and complex goals can lead to risky behavior which could sometimes lead to serious consequence.

- Setting specific and challenging roles will not necessarily lead to improved job satisfaction.

2.6.3 Equity Theory.

Adams' Equity theory was developed in 1963 and compliments the earlier theories on motivation by Maslow, Herzberg and others by acknowledging that there are different factors which effects any individual's assessment and perception of their work and thus their job satisfaction and motivation in the work place. However, according to Adams, apart from those factors, there is also a level of influence and comparison between oneself and the referent others.

The equity theory states that when an individual feels fairly or equitably treated and rewarded for their efforts, they are more likely to be motivated and encouraged to perform better. According to DeCenzo & Robbins (2005) however, the determination of their is however based on their individual perception which is not always necessarily the truth, but when an individual perceives an inequity in his treatment, these inequities will influence the amount of effort they put or are willing to put into their work which is ultimately their level of motivation.

Though based on perception, the assessment of equity is done through comparison of an individual's own situation to referent others. Referent others are classified in:

- other persons; this comparison is with work colleagues in the same organisation, friends and acquaintances as well as professional associates with similar jobs and or qualifications

- the system; comparison based on the individual's assessment and perception of an organisation's rewards and remunerations policies and procedures and how well in their view those policies and procedures are administered
- Self; this comparison is based on the individual's input-output ratio. This ratio is a result of an employee's perception of the amount of resources, effort, competence, qualifications and time they put into their jobs (Input) against the reward they get from the same job (output) such as salary, recognition and other factors depending on their individual needs. This ratio is then compared to the perceived input-output ratio of relevant others to determine the level of equity.

Based on their assessment, employees expect their ratio to be equal to those of their referents, Smit, Cronje, Brevis & Vrba (2011).

2.7 Determinants of equity for the non-technical support staff of the NIP

The Namibia Institute of Pathology is a highly technical operator which has a combination of highly technical staff, the laboratory technicians and operators, as well as non-technical support staff. However, due to the nature of its business, the NIP places more emphasis and effort on the technical staff and less so with non-technical staff. Previous research has found that it is quite a challenge to motivate technical staff and once motivated to any extent, it is an even greater challenge to keep them motivated, Erasmus, Schenk, Swanepoel & van Wyk (1998). This is mainly because highly professional or technical staff like, pathologists and laboratory technicians, engineers, scientists, etc. are often found to be more loyal to their professions than to their employers. These professionals are usually always highly paid and thus money and promotions are not necessarily motivators to them. Therefore the more effort an

organisation puts into finding means to motivate these professionals, the less the effort, on a balance it will put into motivating the non-technical staff members.

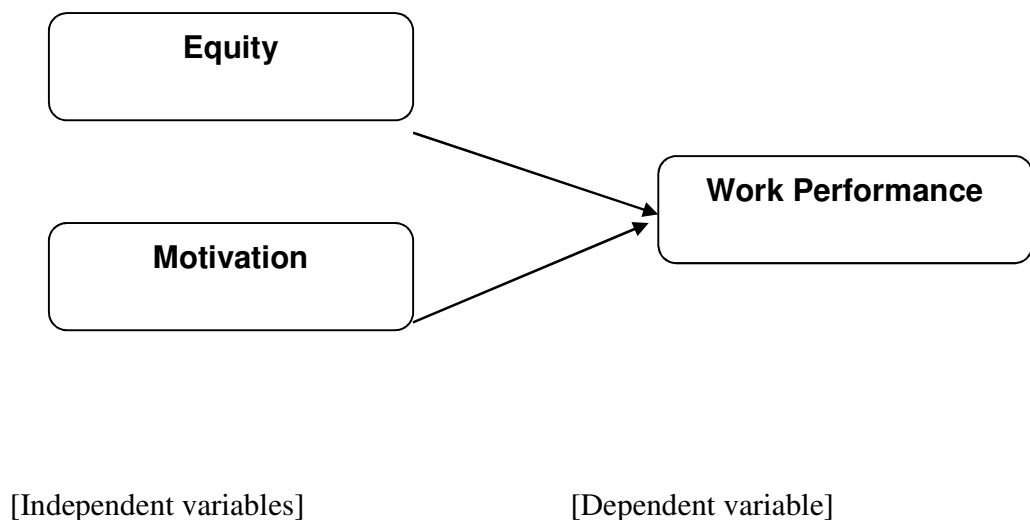
The Non-technical support function is however a core to the effective functioning of the technical operations. It is responsible for procuring both materials and equipment on time, which are core to the technical functions as without these materials and equipment the technical operations literally come to a standstill. At the same time, it is also responsible for payment of suppliers to ensure that materials are being delivered. There have been instances where suppliers would refuse to deliver goods due to late or non-payment of their accounts. It is thus important that the members of the Non-technical support staff are motivated in order for them to optimally, efficiently and effectively support not only the technical operations of the NIP Ltd i.e with timely payment of salaries on behalf of the human resources department.

However, by nature of its business, the NIP having a highly technical business focuses most of its efforts and resources on the technical aspect of business as compared to the support functions. These include rewards and remuneration as well as efforts of motivation and staff retention. As a result, there is a constant comparison drawn between technical and non-technical support staff. Furthermore, there is a wide network of support functions like accountants and human resources practitioners in Namibia who due to the size of the industry are most likely to know one another. This makes it relatively easy and likely for the staff members of the NIP support functions to discuss, share information and thus compare themselves to these groups of referents. This comparison could most likely have an effect on the level of productivity currently experienced in the department under consideration.

The equity theory is not based or dependent on the extent to which an individual believes that reward exceeds effort but rather considers the amount of fairness an individual perceives in his/her input-output ratio as compared to relevant others.

2.8 Conceptual Framework

Figure 1



This framework sets out the relationship between Equity of Treatment and Motivation as independent variables against Work Performance as the dependent variable.

Adams' equity theory (1963), states that when an individual feels fairly or equitably treated, they are more likely to be motivated. This shows a relationship between the two independent variables. The theory further states that when feeling equitably treated and motivated, that individual will also be encouraged to perform better. That indicates that work performance is dependent on both motivation and equity of treatment. This study shows the influence of both equity of treatment and motivation on the work performance of the non-technical support staff of the NIP Ltd.

2.9 Summary

There are many factors which influence and affect the amount of time and effort an individual is willing or prepared to put into their job. These are dependent on that individual's level of motivation to perform and successfully complete a given job. An individual's motivation levels and thus the amount of effort they are willing to put into their job depends on their immediate need and the situation they are in. As such, different people are motivated by different factors and will as a result respond differently to any efforts to motivate them.

There has been a very low level of productivity and output in the support function of the Namibia Institute of Pathology Ltd. Previous research has found that there is a direct link between productivity and an employee's level of motivation. The purpose of this study is to explore the levels of motivation within that department and to establish a link between those levels of motivation to the output or performance of members of that department. Furthermore, the study will also try to establish the reasons and the specific factors affecting or contributing to the levels of motivation, thus to find the reasons why the members are motivated or de-motivated.

The information will be used to make recommendations to the management of the institution on ways to motivate and retain the members of that department in order to improve the level of productivity in the department and thereby for the company as a whole.

Chapter 3: Research Design and Methodology

3.1 Overview.

This study seeks to explore the application and effects of the Equity theory of motivation on the Non-technical support staff of the Namibia Institute of Pathology (NIP) Ltd.

There are many the theories on motivation, and particularly motivation in the workplace, some more complex than others. While some are seen to complement older existing theories, others are mere extensions or improvements of existing ones. The older, primary theories attempt to define workplace motivation and factors influencing or contributing to that motivation, like Abraham Maslow's Hierarchy of needs model (1940-1950) which implies that each individual is motivated by a need. However, the more current, contemporary theories attempt to explain why even with the presence of motivators, some individuals in the same environment are more motivated than others. This study will focus on Adams' Equity Theory of motivation (1963) which states that apart from other factors, there is also a level of influence and comparison between oneself and the referent others which effects any individual's assessment and perception of their work and thus their job satisfaction and motivation in the work place.

This study will thus seek to explore

1. the link between perceived equity and work performance of the non-technical support staff of the NIP and,
2. Determine if there is a link between work performance and motivation of Non-technical support staff of the NIP.

The following will explain the research design used for this study.

3.2 Research Strategy – Method of Research.

This study will utilize the applied method of research to explore the link between the Equity Theory and motivation of non-technical support staff of the NIP. Since the determination of an individual's fairness of equity is based purely on their individual perception, this research will take a quantitative approach based on an interpretive theory to gain an in-depth understanding of the issues under review Eiselen, (2012).

3.2.1 Qualitative, Quantitative and Mixed Methods.

Qualitative: this method is based on an interpretive theory and aims to gain an in-depth understanding within the context of the subject and is characterized by detailed descriptive results.

This method also requires interaction between the researcher and the subjects

Quantitative: This is based on a positivist theory and applies a systematic and objective investigation into objects and their issues. This is usually characterized by quantification of results as well as possible developments of mathematical models. When utilizing this method, the researcher takes a more independent and hopefully less bias role.

Mixed Method: This method can also be applied in research and entails a combination of both qualitative and quantitative methods.

3.2.2 Characteristics of Quantitative and Qualitative Approaches.

Table 2

The characteristics of Quantitative and Qualitative approaches

	Quantitative	Qualitative
1. Purpose	<ul style="list-style-type: none"> • Seeks to Explain and predict • Confirm and validate the theory • Test the theory 	<ul style="list-style-type: none"> • Seeks to describe and explain • Explore and interpret the theory • Build a theory
2. Research Process	<ul style="list-style-type: none"> • Focused on the issue • Known variables • Uses establishes guidelines • Uses predetermined Methods • Has detached/unbiased view 	<ul style="list-style-type: none"> • Takes a holistic approach • Uses unknown variables • Uses flexible guidelines • Expresses personal views
3. Data Collection	<ul style="list-style-type: none"> • Numeric data • Representative data focused on large samples • Uses standardized instruments 	<ul style="list-style-type: none"> • Image-based data • Informative data focused on small sample • Non-standardised observations and interviews
4. Data Analysis	<ul style="list-style-type: none"> • Statistical Analysis • Stress on Objectivity • Deductive reasoning 	<ul style="list-style-type: none"> • Look for themes and categories • Analysis is subjective and potentially biased • Inductive reasoning
5. Reporting of Findings	<ul style="list-style-type: none"> • Numbers • Statistics and aggregated data • Formal, scientific style 	<ul style="list-style-type: none"> • Words • Narratives and individual quotes • Personal views, literary style

Source: The table was adapted from Leedy and Ormrod: “Practical Research – planning and design” (2005)

3.3 Research Instrument

3.3.1 Sample.

Target population and sample selection

This study is based on all non-technical support staff of the NIP Ltd who in total are 40 individual members excluding management. The group includes the Finance, Accounts and Procurement, Human Resources & Training, IT & Administration departments as well as management support (secretaries and administrative assistants)

3.4 Research Design

This research will involve a phenomenological study to gain a more in-depth understanding on the perception of balance of equity and its influences on the motivation of the non-technical support staff of the NIP Ltd. Leedy & Ormrod (2005), define a phenomenological study as that which attempts to understand people's perceptions, perspectives and understanding of a particular situation. Also, since the researcher has had similar experiences from working in the same department, looking at multiple perspectives of the same situation could offer a better understanding of the experiences of others and also offer generalized conclusions from an insider's perspective, Leedy & Ormrod (2005)

The following methods were applied:

- a. Conducted a survey through the design and distribution of a questionnaire
- b. Interviewed some members to gain insight into their actual feelings and get clarity on issues or views expressed

- c. Analyzed data collected from the survey questionnaires and interview with members.
- d. Prepared a research report based on the interpretations and understanding of the applications of relevant theories of motivation.
- e. Made recommendations for possible implementation by the NIP management.

Permission was obtained from the management of the NIP Ltd to base the study on the non-technical support staff within the organisation. As such, management guaranteed support and all participants will be duly informed of the study being conducted as well as its aims and objectives, before their participation is required.

3.5 Research Questions

3.5.1 Research Survey.

According to Leedy & Ormrod (2005), a survey research involves acquiring information about one or more groups of people, about their characteristics, opinions, attitudes or previous experiences, by asking them questions and tabulating their answers. This means, enquiring about or testing certain issues on a selected sample and then drawing conclusions or extrapolating the findings, on the whole population

Some issues to be considered regarding surveys are as follows, Leedy & Ormrod, (2005):

1. Findings from a survey at a given time are not constant and should thus not be accepted for all times, as data changes over time
2. Individual input from the sample or population is based on individual perception as people will tell the surveyor either what they believe to be true or what they think the surveyor wants to hear. Findings are thus not necessarily conclusive as people could change their views at any point.

3. There is a risk of deliberate misrepresentation of facts by some individual.

Thus the researcher needs to put mechanisms in place to ensure reliability of data collected.

Survey research can be done in different ways including; questionnaires and interviews (telephonic or face-to-face). Data for this research was collected through the design and distribution of a survey questionnaire to all 40 participants. In addition to that, face-to-face interviews were also conducted with 13% of the participants to gain more clarity on issues raised.

3.5.2 Survey Questions.

Table 3

RESEARCH QUESTION	SURVEY QUESTION
1. What are the determinants of equity for the non-technical support staff within the NIP?	<ol style="list-style-type: none"> 1. Overall, I believe that my performance at work is influenced by how I am treated at work 2. I believe I am fairly rewarded for the amount of time and effort I put into my work 3. I believe I get the due recognition for the work I do well 4. At NIP, technical staff members are as fairly rewarded for their responsibilities as compared to the non-technical staff 5. I believe I am always equally considered for any work assignments as any other person in the NIP

2. What factors contribute to or influence job motivation in the non-technical support staff of the NIP?	<p>6. Overall, I believe the more motivated I am the better I will perform at work</p> <p>7. In NIP, Technical staff are more motivated than non-technical staff</p> <p>8. I believe, the more money I get the more motivated I will be</p> <p>9. Prospects of growth will motivate me to perform better</p>
3. Is there a link between equity, motivation and work performance of the non-technical supports staff of the NIP?	<p>10. Overall, I believe my performance at work is very good.</p>

3.5.3 Data Analysis.

The main purpose of quantitative research is to establish, confirm and validate relationships amongst measured variables in order to develop generalisations that contribute to a theory. It applies statistical analysis and relies heavily on deductive reasoning to explain or validate theory.

In communicating the findings, researchers reduce the data collected to correlations and other summarized statistics. These statistics are then summarized and interpreted to depict the norm or average of a group's performance.

This method will be relevant for this study as the study seeks to find the effect of the independent variables on the dependent variable.

3.6 Validity and Reliability of Data

Validity is defined as the extent to which the research instrument measures what it is supposed to measure, Leedy & Ormrod (2005), referring to the accuracy, meaningfulness and credibility of the research instrument.

Reliability is the consistency with which a measuring instrument yields a certain result when the entity being measured hasn't changed Leedy & Ormrod (2005). Thus the consistency with which results can be measured.

In their book *Research Methodology for the Business and Administrative Sciences*, Welman & Kruger (2000) define reliability as the extent to which obtained scores may be generalized to different measuring occasions, measurements/tests forms and measurement /test administrators. Generalisation in this instance refers to the reliability of scores obtained. Thus, referring to the consistency of the ranking of scores which we

assign to things irrespective of when the measuring instrument was applied, which form of it was used and by whom it was administered or scored.

Thus validity and reliability mean that we measure the correct thing, consistently using the same measuring instrument.

This study required comparing multiple data to find common issues from the different data sources. As such, to ensure reliability and validity of that data, the following was undertaken:

1. A pilot survey questionnaire was prepared and tested on a pilot group of 4 individuals
2. Obtained Input on the final survey questionnaire from the project supervisor as well as another individual outside the NIP, on the final survey questionnaire
3. Checked survey results for consistency and common responses
4. Feedback from technical staff: The same questionnaire was given to 3 technical staff to get their views on the interpretation and conclusions of the results.
5. Respondent Validations: The participants were engaged to confirm or disagree with the conclusions and interpretation of their input

3.7 Pilot study

Survey questions were sent to the project supervisor, for review and the following suggestion was made:

To add questions that tested the overall view of the respondents on the 3 (three) variables being tested:

- Overall perception on equity treatment
- Overall perception on motivation and work performance
- Overall perception on the individual's level of work performance

After incorporating the changes, a pilot survey questionnaire was distributed to 3 individuals via the web-based survey program, Survey Monkey. The aim of the pilot survey was:

1. To test whether the questions were clear and could be easily understood by the recipients
2. To test the functionality of the web based system, Survey Monkey

From the pilot survey the objective of Question 7 was found to be unclear. It was thus changed **from**; Technical and non-technical staff members are equally motivated in the NIP,

to; NIP Technical staff are as equally motivated as non-technical staff.

Furthermore, the functionality of the system in terms of accuracy and timely delivery of the questionnaire to the correct respondents' emails was found to be correct. The survey questionnaire was delivered to recipients' emails within 20 minutes of sending and the responses were also updated within the same period after completion.

3.8 Conclusion

The study was based on all non-technical support staff of the NIP Ltd who are non-managers. This chapter sets out the survey and research design and methodology to be applied to explore factors of motivation in the workplace and gain a more in-depth understanding on the perception of balance of equity and its influences on the motivation of the staff members

Chapter 4: Findings

4.1 Overview

This chapter provides a summary of data collected and the analysis thereof as well as an explanation on the responses. The analysed data was used to establish a relationship between;

1. Equity of treatment and employee performance,
2. Employees motivation and levels of performance, as well as
3. Employees perception/measure of their own performance levels

This was done to achieve the main objectives of this study, which were to;

1. establish the link between the Equity Theory of Motivation and work performance of the non-technical support staff of the NIP and,
2. determine whether there is a link between work performance and motivation of the NIP Non-technical support staff.

4.2 Description of the sample

The survey questionnaire consisted of 10 close ended questions of which 5 questions explored the equity of treatment of employees, 4 questions explored employee motivation while 1 question was an independent variable, exploring the overall perception of the employee regarding their job motivation. These questions were measured on a 5 point scale ranging from 1 (strongly agree) to 5 (Strongly disagree).

4.3 Method of data analysis

A web based survey program, Survey Monkey was used to collect and analyze data from the respondents.

4.4 Presentation and Discussion

The survey was sent to all non-technical support staff of the NIP Ltd who are at non-management level. This equaled a total population of 40 employees. From that population, a sample of 37 or an equivalence of **93%** responded. However, of the 37 respondents, 4 specifically declined to respond to the survey questions on grounds that they do not have any interest in any study related to the NIP Ltd. There were thus three (3) non-respondents.

4.5 Analysis of data

4.5.1 Equity of Treatment and Performance.

The following questions were used to test the employees' perception on their balance of equity treatment against their performance:

- 1...Overall, I believe that my performance at work is influenced by how I am treated at work
2. I believe I am fairly rewarded for the amount of time and effort I put into my work
3. I believe I get the due recognition for the work I do well
4. At NIP, technical staff members are as fairly rewarded for their responsibilities as compared to the non-technical staff
- 5...I believe I am always equally considered for any work assignments as any other person in the NIP

4.5.2 Motivation and Performance.

The following questions were used to test the effect of the employees' motivation levels against their performance:

6. Overall, I believe the more motivated I am the better I will perform at work
7. In NIP, Technical staff are more motivated than non-technical staff
8. I believe, the more money I get the more motivated I will be
9. Prospects of growth will motivate me to perform better

4.5.3 Overall performance levels.

The employees' perception on their overall performance above all other issues was measured by asking the respondents the following question;

10. Overall, I believe my performance at work is very good.

4.6 Correlation Analyses

4.6.1 Measures of Equity.

The determinants of Equity were measured by correlating question 1, which measures the individual's overall perception on their equity of treatment, against questions 2 to 5 which measure specific factors which could have a direct effect on equity.

Equity of treatment was measured by correlating question 1 to questions 2-5 to determine the questions / factors which can directly influence equity.

Table 4: Correlation analysis – Determinants of Equity

Correlating Question 1 to Questions 2-5		
Q2	-0.04	very low negative correlation
Q3	-0.4	medium negative correlation
Q4	0.4	medium positive correlation
Q5	-0.3	low negative correlation

4.6.2 Measures of motivation.

The determinants of motivation were measured by correlating question 6 to questions 7-9 to determine the questions / factors which can directly influence the individual's level of motivation.

Table 5: Correlation Analysis – Determinants of Motivation

Correlating Questions 6 to Questions 7-9		
Q7	-0.8	very strong negative correlation
Q8	-0.3	low negative correlation
Q9	0.9	very strong positive correlation

4.6.3 Work performance.

To determine the relationship between the two independent variables against the dependent variable, a correlations analysis was done between all questions under the independent variables, questions 1 to 9 against the dependent variable, question 10 which measures the employee's overall perception of their level of work performance.

Table 6: Correlation analysis – Effects of equity and motivations on work performance

Correlating Question 10 to Questions 1-9		
Q1	0.9	very strong positive correlation
Q2	0.04	very low positive correlation
Q3	-0.4	low negative correlation
Q4	0.4	low positive correlation
Q5	-0.1	very low negative correlation
Q6	0.6	relatively strong positive correlation
Q7	-0.7	strong negative correlation
Q8	0.03	very low positive correlation
Q9	0.8	very strong positive correlation

4.7 Reliability of instruments and validity

To ensure reliability and validity of the data collected, the margin of error is set at 5%. This means, with the survey response level of 95% one can accept between 90% and 100% of the responses to be accurate and reliable.

4.8 Limitations observed

During the survey, it was evident that there is division, suspicion and a lack of trust and between the employees and the management as well as amongst employees themselves. This will influence the reliability and accurateness of data collected.

4.9 Summary

This Chapter set out the analysis of data collected as well as the interpretations and discussions of the responses. Responses were grouped to explore and get answer 3 specific issues:

- Equity of treatment and employee performance,
- Employees motivation and levels of performance, as well as
- Employees perception/measure of their own performance levels

Chapter 5: Discussions

5.1 Research sub-question: What are the determinants of equity for the non-technical support staff within the NIP?

To address this question, the study aimed to determine the correlation between the employees' perception of their equity of treatment against factors which could influence their balance of equity. This was done by correlating question 1 to questions 2-5.

There was a very low (almost none) correlation between reward and equity

While the majority of the respondents, (85%) agree that their performance is influenced by how fairly they believe they are treated in their workplace, there was a very low (almost none) correlation found between rewards and equity. Thus rewards are not a determinant of equity for the non-technical staff of the NIP.

According to the Edwin Locke's goal-setting theory, factors such as assigning specific and challenging goals to individuals as well as giving timely and accurate feedback could lead to improved performance. More than half (52%) of the respondents believe that they do not get the due recognition for work well done (27% neutral). According to Locke, one would expect poor performance from these respondents. However, the study found a medium negative correlation between recognition and the equity of treatment. Thus for the respondents, there is not necessarily a link between recognition and equity of treatment.

There is also a medium positive correlation between the equity of rewards between technical and non-technical staff. Thus the respondents believe that knowing or feeling that they are equally rewarded as compared to their technical counterparts will have an

effect on their feeling of equitable treatment and is thus a determinant of their equity of treatment.

Finally, there is a low negative correlation between the perception of equity and distribution of work assignments. Thus and increase in equally distribution of work assignments may not necessarily improve the individual's feeling of equitable treatment.

5.2 Research sub-question: What factors contribute to or influence job motivation in the non-technical support staff of the NIP?

To address this question, the study aimed to determine the correlation between the employees' perception of their job motivation against factors which could influence their levels of motivation. This was done by correlating question 6 to questions 7-9.

Although the majority of the respondents (94%) agree that their work performance depends on their levels of job motivation, a corresponding majority were also of the opinion that their referent others, being the technical staff, are more motivated than they are. There is thus a very strong negative correlation between the respondents' job motivation and their perception of the motivation levels of their referent others.

According to Adams' Equity theory (1963), 'when people feel fairly or advantageously treated as compared to their colleagues, peers and friends they are more likely to be motivated. However when they feel unfairly treated they are highly prone to feelings of disaffection and de-motivation'. Based on the very strong negative correlation it can be deduced that since the respondents are of the opinion that their referent others are more motivated and that the motivation can be attributed to a higher balance of equity.

According to the equity theory, the feeling of inequitable treatment could lead the respondents prone to feelings of disaffection and de-motivation. It can thus be concluded that the motivation levels of referent others is a determinant of motivation for the non-technical support staff of the NIP Ltd.

Based on the findings, there is a low negative correlation between motivation and money. According to Herzberg's Motivation-Hygiene theory (1956) money is merely a hygiene factor and not a motivator. That study was however based on a group of engineers and accountants, who were classified as technical people. Those findings were however also supported by DeCenzo & Robbins (2005) who found that money is not particularly a motivator for technical people. For this study the negative correlation means that the respondents agree that money is not a motivator.

It can thus be concluded that the findings of both Herzberg and DeCenzo & Robbins (2005) of money not particularly being a motivator are true and still valid.

According to Vroom's Expectancy Theory (1964), the assessment of the likelihood that one's effort will lead to expected performance (*Expectancy*) and the belief that the performance will lead to reward (*Instrumentality*), will motivate an individual to perform better. This study found a very strong positive correlation between prospects of growth and job motivation. Thus the prospects of growth are a determinant of motivation for the non-technical staff of the NIP. It can thus be concluded that the expectancy theory is true and still valid.

5.3 Research sub-question: Is there a link between equity, motivation and work performance of the non-technical supports staff of the NIP?

To address this question, the study aimed to determine the correlation between the employees' measure of their work performance against their perceived balance of equity and motivation. This was done by correlating question 10 to questions 1-9.

From the findings, there is a very strong positive correlation between equity of treatment and work performance. An equal number of individuals believe that their work performance is very good and that the level of performance is influenced by their equity of treatment.

With a very low correlation between work performance and expected rewards including money, it is evident that amount of reward or money does not have an effect on the work performance of the respondents. Also, although the majority of respondents believe that their overall work performance is very good, there is a moderate negative correlation between work performance and the equitable allocation of work assignments. Thus, for the respondents, a change in distribution of work will not necessarily affect their work performance.

Furthermore, there is a very strong negative correlation between the perceived equity of referent others, with the majority of respondents believing that technical staff members are more motivated and better rewarded than them. Thus, the belief that their referent others have a better equity will have a direct effect on the work performance of the non-technical support staff of the NIP Ltd.

Finally, there is a very strong positive correlation between prospects of growth (expectancy) and work performance. According to Maslow's hierarchy of needs (1940-

1950), any prospect for growth and promotion would be a need which has to be fulfilled as either an esteem need or even for self-actualization. The absence of these prospects of growth could thus lead to feelings of dissatisfaction. Also, the expectance of a specific outcome like growth and/or promotion will encourage the respondents to perform better.

Chapter 6: Conclusions and Recommendations

6.1 Conclusions

From the responses, it is evident that there is a link between equity of treatment and work performance as well as between motivation and work performance of the non-technical support staff of the NIP Ltd. In view of the first objective of this research, the study found that there is a very strong correlation between equity of treatment for the respondents and their level of work performance. It is evident that the non-technical support staff believe that their referent others, the technical staff, are more equitably treated than them. According to Adams' Equity Theory on job motivation (1963), this would leave them with feelings of dissatisfaction and de-motivation and thus lead to poor work performance.

Furthermore, in view of the second objective of this research, the study also found that there is a relatively strong correlation between the motivation levels of the respondents and their level of work performance. There are clearly different factors which influence the levels of job motivation. With a very strong negative correlation between reward and money against work performance, it can be concluded that rewards and money are motivators for the non-technical staff of the NIP. Similarly, there is also a very strong correlation between prospects of growth and work motivation. It is evident that the expectancy of a particular outcome, in this case a promotion or growth opportunity, would encourage the respondents to perform better. It can thus be concluded that any prospect of growth or promotion is a motivator for the non-technical support staff of the NIP Ltd.

Finally, apart from the relationship between equity of treatment and work performance as well as between motivation and work performance, from the findings it is also evident that there is a direct link between the independent variables, equity of treatment and motivation. According to the equity theory of motivation, Adams (1963), feelings of equitable treatment lead to motivation. This is also valid for the non-technical support staff of the NIP Ltd as evidenced by the very strong negative correlation between the feelings of equitable treatment, motivation and work performance. It can thus be concluded that the observed low levels of work performance could be attributed to feelings of lack of equitable treatment which resulted into feelings of dissatisfaction and de-motivation. This is thus how equity and motivation influence the work performance of non-technical support staff at the Namibia Institute of Pathology (NIP)

6.2 Recommendations

Based on the findings, the following are recommendations to the NIP Ltd management for possible further action:

1. There is evidence that feelings of equitable treatment have a strong effect on the work performance of the non-technical support staff. It is however also evident that the non-technical support staff members do not feel equitably treated as compared to their technical counterparts. This could lead to low levels of performance.

It is thus recommended that the organisation engage the staff members to gain more understanding into factors leading to the feelings of inequitable treatment and confirm whether those are facts or mere perceptions.

It is further recommended that NIP put strategies in place to balance the equity of treatment for all employees without perceived favor.

2. There is evidence that prospect of growth or promotion is a motivator for non-technical support staff of the NIP Ltd.

It is thus recommended that the NIP consider introducing promotional and growth opportunities to motivate employees to perform better.

3. Finally, there is also evidence that money or reward is not a motivator for the non-technical staff of the NIP. It is thus recommended that the NIP introduce strategies other than money and rewards, to motivate its employees to perform better

6.3 Suggestions for further research

The following areas are recommended for further research:

1. How does culture influence equity
2. Culture and job motivation
3. Organisational culture and workplace motivation

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Appendix A: Survey Questionnaire

1. Overall, I believe that my performance at work is influenced by how I am treated at work

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

2. I believe I am fairly rewarded for the amount of time and effort I put into my work

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

3. I believe I get the due recognition for the work I do well

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

4. At NIP, technical staff members are as fairly rewarded for their responsibilities as compared to the non-technical staff

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

5. I believe I am always equally considered for any work assignments as any other person in the NIP

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

6. Overall, I believe the more motivated I am the better I will perform at work

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

7. NIP Technical staff are as equally motivated as non-technical staff

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

8. I believe, the more money I get the more motivated I will be

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

9. Prospects of growth will motivate me to perform better

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

10. Overall, I believe my performance at work is very good

- ☐ Strongly Agree
- ☐ Agree

- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Appendix B: Survey Original Email

To: [Email]
"ruhupwa@gmail.com via surveymonkey.com"
From: <member@surveymonkey.com>
Subject: Survey - Job Motivation
Body: My name is Aino-Sylvia Nsinano and I am currently undertaking a research in relation to my studies at the Harald Pupkewitz Graduate School of Business. The objective of this research is to explore the levels of job motivation amongst the members of NIP support departments. As such the aim of this questionnaire is to collect data and information for the completion of this research .Here is a link to the survey: <http://www.surveymonkey.com/s/9RVMQ8V>. This link is uniquely tied to this survey and your email address. Please do not forward this message. This research is purely for academic purposes and your response would be appreciated. Thanks for your participation!
<http://www.surveymonkey.com/optout.aspxhttp://www.surveymonkey.com/s.aspx>

Appendix C: Survey Email Reminder

To: [Email]
From: "ruhupwa@gmail.com via surveymonkey.com"
Subject: Reminder: Take My Survey
Body: We are conducting a survey, and your response would be appreciated.

Here is a link to the survey:

<http://www.surveymonkey.com/s.aspx>

This link is uniquely tied to this survey and your email address. Please do not forward this message.

Thanks for your participation!

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.

<http://www.surveymonkey.com/optout.aspx>

Message Subject	Send Date	Sent
Reminder: Take My Survey	Mailed on June 9, 2013 1:29 PM	40
Survey - Job Motivation	Mailed on June 4, 2013 2:46 AM	41

Appendix D: Summarised Responses from Survey Questionnaire

[illegible]