

## **EMPIRICAL FINDINGS ON THE MOTIVATIONAL FUNCTION AND ROLE OF THE SOCIAL WORK MANAGER**

### **5.1 INTRODUCTION**

In the previous four chapters concepts related to motivation, motivation in the workplace, motivation of human resources as a function of the social work manager and motivational strategies and guidelines for social work managers were discussed. In this chapter emphasis is placed on the data collected in the survey and it is presented as follows:

### **5.2 THE RESEARCH PROCESS**

The research process followed correlates with the nine steps of the quantitative research of Grinnell (1997:80-97) namely 1) selecting a problem area, 2) definitions of concepts and operationalising variables, 3) formulating research statements, 4) developing a sampling plan, 5) selecting a data collection method, and 6) analysing and interpreting the data.

The questionnaire (Annexure 5) was based on the aims of the study as well as the contents of the preceding literature study. To pre-test the questionnaire a preliminary study was done to determine the relevance of the questions and vocabulary used. Three social workers (one full time social worker, one full time chief social worker in a supervisory position and one part time social worker) were involved in the pre-testing of the questionnaire. During the pre-testing the comment was made that substantial time (1½ hours) was needed to complete all the questions.

Seven social work managers and 22 social workers employed by the DCS, Western Cape stationed at prisons and/or community corrections offices in the Worcester, Dwarsriver, Warmbokkeveld, Brandvlei, Caledon, Helderstroom, Buffelsjags, Swellendam and Robertson management areas were involved in this research study. Cluster sampling was used to select the respondents. Respondents were able to remain anonymous. The data was collected by means of completed questionnaires and analysed by computer.

### **5.3 RESULTS OF THE EMPIRICAL STUDY**

The response rate is displayed in TABLE 5.1.

TABLE 5.1 Response rate to questionnaires  
**n=29**

TOTAL OF QUESTIONNAIRES SEND OUT		TOTAL OF QUESTIONNAIRES RECEIVED BACK				RESPONSE RATE	
		RESPONDED		NOT RESPONDED			
f	%	f	%	f	%	f	%
35	100	29	83	6	17	29	83

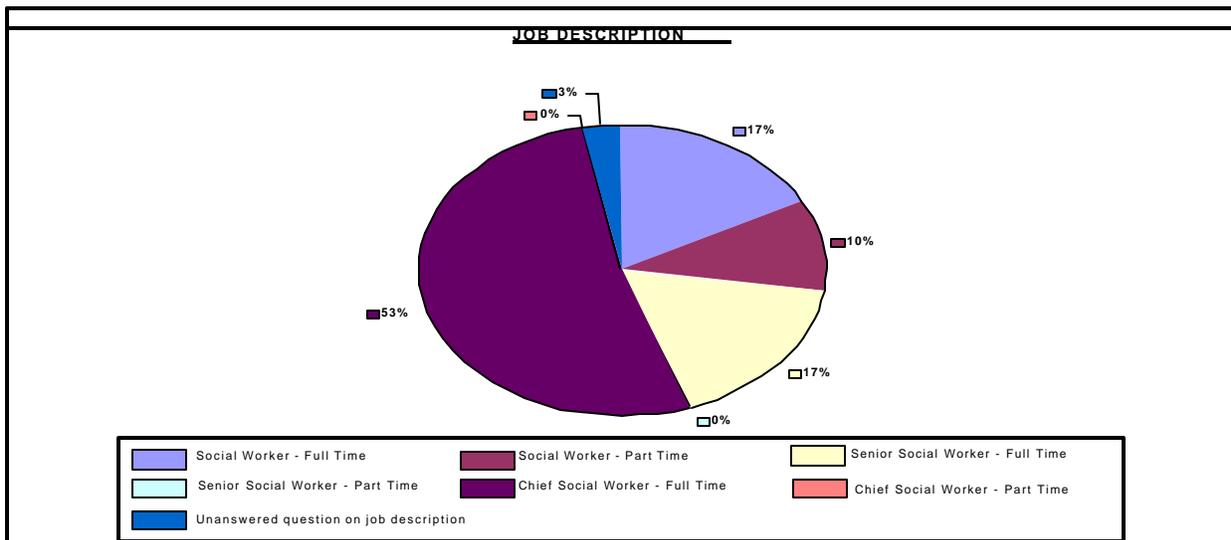
Twenty nine questionnaires from social workers and social work managers were returned. The results of the questionnaires are discussed in the same sequence as the questions were presented in the questionnaire namely: 1) identifying particulars, 2) motivation in the workplace and 3) motivation as a function of the social work manager.

**5.3.1 Section A: Identifying particulars**

**Job description of social workers**

An explanation of the job description of social workers in the DCS (question 1 of the questionnaire, Annexure 5) is displayed in FIGURE 5.1.

FIGURE 5.1 Job descriptions of social workers



A total of 25 (87%) respondents are full time social workers in posts as social workers, senior social workers and chief social workers. The results reveal that 20 (69%) respondents in the post as senior and chief social workers are full time employed. Seven (24%) respondents are social work managers

in chief social work posts and are employed full time. Three (10%) of the respondents are part time social workers. The assumption can be made that the respondents have extensive practice experience as senior and chief social workers and social work managers. The respondents were therefore able to give an informed view of the work-related and personal aspects that influence their motivation in the organisation.

Motivational guidelines for permanently employed social workers and guidelines for part time social workers as suggested in the literature (see literature study chapter 4 pages 53-56) are therefore applicable on social workers (permanent/full time/part time) in the DCS.

### **Length of employment in DCS**

Respondents were asked to indicate how long they have been employed in DCS. The length of employment of respondents was tabulated in TABLE 5.2.

TABLE 5.2 Length of employment in the DCS  
n=29

LENGTH	TOTAL	
	f	%
0 - 12 MONTHS	1	3
1 - 5 YEARS	13	45
6 - 10 YEARS	11	38
11 -15 YEARS	0	0
16 - 20 YEARS	1	3
21 - 25 YEARS	1	3
UNANSWERED	2	7
<b>TOTAL</b>	29	100

The length of employment of respondents varies from between five months to twenty five years. The majority, 24 (83%) respondents were employed at DCS for between one year and ten years. Only one (3%) of the respondents at the time of the research study had been employed for five months and one (3%) respondent for twenty five years. The appointment of social workers to supervisory positions, not only "... increases status coupled with financial indemnity, but also implies adaptations for the newcomer" (Du Toit, 1992). Social workers are often appointed to supervisory positions by virtue of their field-experience without them having adequate managerial skills. In this study the number of

years of employment of social work managers reflects adequate experience in social work practice. Based on the years of experience the assumption can be made that social work managers should possess managerial skills to motivate their incumbents.

### Highest academic qualifications

TABLE 5.3 demonstrates the highest academic qualification of social workers and social work managers.

TABLE 5.3 Academic qualifications of respondents  
n=29

SOCIAL WORK PERSONNEL					TOTAL RESPONSE	
Qualifications	Social workers		Social work managers		f	%
	f	%	f	%		
3 year diploma in Social Work	0	0	1	3	1	3
4 year diploma in Social Work	10	34	2	7	12	41
BA in Social Work	6	21	1	3	7	24
B Diac degree in Social Work	2	7	2	7	4	14
MA in Social Work	0	0	1	3	1	3
B Soc Sc (SWK), PGDM	1	3	0	0	1	3
Probation & Correctional Practice (Hons)	1	3	0	0	1	3
Unanswered					2	7
<b>TOTAL</b>	<b>20</b>	<b>69</b>	<b>7</b>	<b>24</b>	<b>29</b>	<b>100</b>

The majority of respondents, 12 (41%), have a four-year diploma in social work. Two (7%) of these respondents are social work managers. Eleven (38%) respondents have a four year undergraduate degree that became compulsory in terms of the registration requirements set by the South African Council for Social Service Professionals. Three of them are social work managers.

In a discussion with managers conducted by Smit in 1994 and entitled “The Welfare Managers: *Judicia Publica*”, it was found that only a few social work managers seek post-graduate qualifications (Smit, 1994:1). The results in this study seem to correspond with Smit’s findings as only one social work manager has a post-graduate qualification. The lack of post-graduate qualifications in management might influence social work managers’ management potential and ability to motivate because of inadequate knowledge on what motivates employees to achieve job satisfaction and how to maintain high levels of motivation for optimal performance.

**Courses attended that relate to personnel motivation**

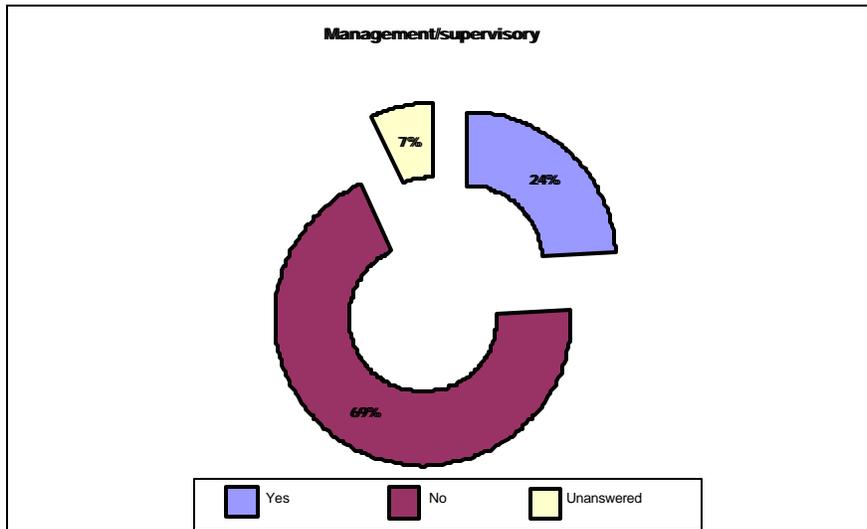
Respondents were asked whether they attended courses that relate to personnel motivation. Sixteen (55%) respondents indicated that they have not attended courses of this nature. Eleven (38%) respondents did attend courses relating to personnel motivation while two (7%) respondents did not answer the question. The course on personnel motivation that were attended, include investment in excellence; motivational speeches; personnel development sessions; human resource studies; studies in personnel management III; coping with stress sessions; Elsabe Alrichs' sessions on "7 habits of highly effective people" (Covey 1994) and "Free to grow". Three (43%) of the seven social work managers did attend the fore-mentioned courses that relate to personnel motivation while four (57%) of them did not attend such courses.

The attendance of courses/sessions related to personnel motivation does not necessarily imply that specified aspects such as the concepts related to motivation, the motivation cycle/process, motivation theories, levels of motivation, motivational strategies and guidelines were part of the content of the course material.

**Indication of management position and number of subordinates**

The social work manager as first-level manager and/or middle level manager in the DCS has control over a number of social workers and are responsible for the effective management of social work services in a particular prison or geographical area.

Social workers were asked to indicate whether they are in a management position. Their response is illustrated in FIGURE 5.2.

FIGURE 5.2 Management positions

Seven (24%) of the 29 (100%) respondents are in management positions and are qualified social workers. The social workers in management positions were asked to indicate their number of subordinates and also to indicate the posts they occupy. Eighteen (69%) respondents, which includes social workers, senior social workers, chief social workers and a warder are subordinates of the seven social workers in management positions. Three of the seven respondents have only one subordinate, two of the respondents both have two subordinates, and one respondent has four subordinates while another respondent has seven subordinates. The results also revealed that nine subordinates on chief social worker level are supervised by chief social workers in management positions.

### **5.3.2 Section B: Motivation in the workplace**

#### **Form of motivation that will motivate social workers best**

Respondents were asked what form of motivation would motivate social workers best.

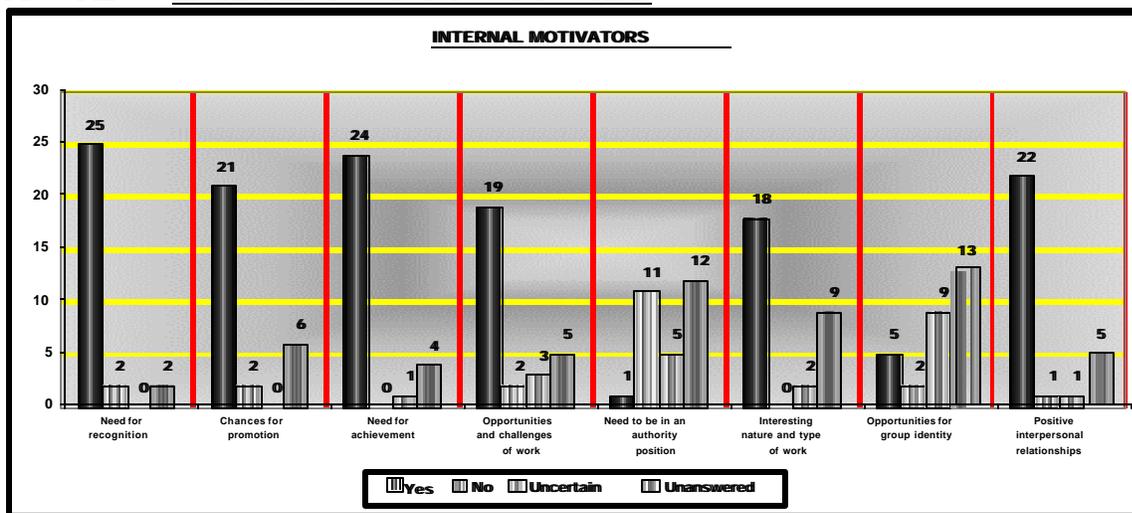
Twenty (69%) respondents are of the opinion that motivation, referring here to self-generated factors that arise from within the worker, for example, personal pride in a job well done will motivate social workers best. Self-generated factors are also referred to by Armstrong (1990:63) as related to intrinsic motivation. The findings of this study correlates with research done by Van Dyk (1998) and Rawlins (1992) (see literature study page 17) which found that intrinsic motivation is more influential than extrinsic motivation.

Six of the seven social work managers indicated that social workers would be best motivated by self-generated factors that have the power to energise or motivate them. From the findings it can be deduced that social workers in the DCS prefer intrinsic rewards as motivators.

### Internal motivators for social workers

Robbins and Coulter (1999:507), Van der Westhuizen et al. (1991:203-204) and Werner (2001:331) identify several internal motivators (see literature study chapter 2 page 18). Respondents were asked to indicate which of these they would regard as internal motivators for social workers. Their response is illustrated in FIGURE 5.3.

FIGURE 5.3 Internal motivators for social workers



\*Respondents could choose more than one option.

The need for recognition (25, 86%), the need for achievement (24, 83%), positive interpersonal relationships (22, 76%) and chances for promotion (21, 72%) are regarded by respondents as the strongest internal motivators. These results correlate with a survey referred to by Robbins, Odendaal and Roodt (2001:153) which states that "... recognition can be a potent motivator" when social work managers appreciate and compliment social workers for the effort they make. According to Robbins and Coulter (1999:507) job challenge tends to be ranked high as a motivator for professionals. This study showed that 19 (66%) of the respondents indicated opportunities and challenging work as an internal motivator. The DCS also supports the notion that all employees are entitled to ongoing and meaningful opportunities. The results do not point to opportunities for group identity as an important internal motivator.

The large number of respondents that did not answer this question indicates that some of them did not regard opportunities and challenging work as an important internal motivator. One respondent added personal growth as an internal motivator for social workers but the literature regards it as a content factor rather than as an internal motivator. Twelve (41%) respondents did not answer the question dealing with on the need to be in an authority position and opportunities for group identity.

### External motivators for social workers

External motivators described by Hellriegel and Slocum (1996:409-411) and summarised in the literature study (see chapter 2 pages 18-19) were listed in the questionnaire. Social workers and social work managers had to indicate one or more factors they regarded as external motivators for social workers. TABLE 5.4 illustrates the responses with regard to each external motivator.

TABLE 5.4 External motivators for social workers  
n=29

ETERNAL MOTIVATORS	NEVER	SELDOM	SOME TIMES	OFTEN	ALWAYS	UNAN= SWERED	TOTAL
Personal needs	1 (3%)	1 (3%)	6 (21%)	11 (38%)	5 (17%)	5 (17%)	29 (100%)
Personal values	1 (3%)	1 (3%)	6 (21%)	10 (34%)	6 (21%)	5 (17%)	29 (100%)
Personal attitudes	0 (0%)	2 (7%)	4 (14%)	10 (34%)	7 (24%)	6 (21%)	29 (100%)
Personal interests	1 (3%)	1 (3%)	5 (17%)	8 (28%)	8 (28%)	6 (21%)	29 (100%)
Work security	0 (0%)	0 (0%)	5 (17%)	7 (24%)	14 (48%)	3 (10%)	29 (100%)
Variety of skills to do the job	1 (3%)	0 (0%)	3 (10%)	15 (52%)	5 (17%)	5 (17%)	29 (100%)
Opportunity to complete tasks from beginning to end	1 (3%)	0 (0%)	4 (14%)	9 (31%)	10 (34%)	5 (17%)	29 (100%)
Working independently	1 (3%)	0 (0%)	5 (17%)	6 (21%)	12 (41%)	5 (17%)	29 (100%)
Feedback on performance	1 (3%)	0 (0%)	3 (10%)	2 (7%)	19 (66%)	4 (7%)	29 (100%)
Paid vacation, bonuses and special allowances	1 (3%)	1 (3%)	4 (14%)	2 (7%)	19 (66%)	2 (7%)	29 (100%)

\* Percentages are rounded to the nearest unit hence do not summon to 100%

\* Respondent could choose more than one option.

Nineteen (66%) respondents regarded both feedback on performance and paid vacation, bonuses and special allowances as external motivators for social workers. Work security and working independently were regarded by 14 (48%) and 12 (41%) respondents respectively as external motivators. Fifteen (52%) respondents often regard a variety of skills to do the job as an external

motivator. Hellriegel and Slocum (1996:409-411) categorise these external factors into individual differences, job characteristics and organisational practices. External motivators are associated with job satisfaction and promote motivation that may increase work performance and productivity.

### **Identifying and addressing basic needs of social workers by social work managers**

Questions were asked as to whether social work managers are able to **identify** and **address** the basic needs of social workers to improve work performance (see TABLE 5.5).

TABLE 5.5 Identifying and addressing of basic needs of social workers by social work managers

**n=29**

BASIC NEEDS	NEVER		SELDOM		SOME TIMES		OFTEN		ALWAYS		UNANSWERED		TOTAL	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%
Identifying basic needs	1	3	7	24	13	45	4	14	3	10	1	3	29	100
Addressing basic needs	1	3	6	21	13	45	5	17	0	0	4	14	29	100

With regard to the ability to identify the basic needs of social workers, Banks (1997:19) and Kadushin (1992:198) argue that the identification of basic needs will motivate social workers and consequently improve their work performance. Thirteen (45%) respondents indicated that social work managers are sometimes able to identify the basic needs of social workers to improve work performance. Respondents motivated their opinions as follows: “social work managers can do better through regular supervision/consultation sessions”, “social work managers sometimes appear to be incompetent to perform the supervisory role” and “social work managers criticise work performance more often”.

With regard to the ability of social work managers to **address** the basic needs of social workers to improve work performance, the response was similar. Thirteen (45%) respondents were of the opinion that social work managers are sometimes able to address their basic needs. Respondents mentioned that social work managers do try their best with limited resources but are still isolated in the organisation. These results point out that social work managers do not take proper cognisance of the needs of social workers so as to develop effective motivational strategies.

### Statements that portray motivation on the part of social workers

In the literature study (see chapter 2 page 21) statements that portray motivation, as referred to by Clarke, (1998:120) have been identified. The responses of social workers to statements that indicate to social work managers that they are motivated are displayed in TABLE 5.6.

TABLE 5.6 Statements that portray the motivation of social workers  
n=29

STATEMENTS	YES		NO		UN=CERTAIN		UNAN=SWERED		TOTAAL	
	f	%	f	%	f	%	f	%	f	%
Willingness to work hard	24	83	2	7	0	0	3	10	29	100
Determination to succeed	19	66	2	7	2	7	6	21	29	100
High level of achievements	20	69	3	10	1	3	5	17	29	100
Consistently good results	18	62	3	10	1	3	7	24	29	100
Willingness to go the extra mile	21	72	1	3	1	3	6	21	29	100
Do things with a cheerful attitude	20	69	0	0	1	3	8	28	29	100
A sense of bustle, energy, drive, etc.	16	55	1	3	3	10	9	31	29	100
High, cohesive team spirit with full participation	22	76	1	3	0	0	6	21	29	100
Enjoying work with its challenges	18	62	0	0	2	7	9	31	29	100
Total commitment to service delivery	23	79	2	7	0	0	4	14	29	100
Loyalty towards clients	21	72	1	3	0	0	7	24	29	100
Loyalty towards the organisation itself	18	62	2	7	1	3	8	28	29	100
Attachment to organisational goals, objectives, etc.	17	59	1	3	3	10	8	28	29	100

\* Percentages are rounded to the nearest unit hence do not summon to 100%.

\* Respondents could indicate one or more hence the high total of uncertain and unanswered responses.

The majority of respondents agree with Clarke (1998:120) that the statements mentioned do portray the motivation of social workers. These statements with a response rate of higher than 70% are worth mentioning: 24 (83%) respondents indicated that a willingness to work hard would indicate to social work managers that they are motivated, 23 (79%) respondents indicated that total commitment to service delivery would portray motivation, 22 (76%) respondents indicated that a high, cohesive team spirit with full participation of its members illustrate their motivation, 21 (72%) respondents indicated that a willingness to go the extra mile and loyalty towards clients would indicate that social workers are motivated.

### The importance of Maslow's hierarchy of needs

Respondents were asked to indicate to social work managers the importance that Maslow's hierarchy of needs holds for them. TABLE 5.7 demonstrates the responses in relation to each option.

TABLE 5.7 The importance of Maslow's hierarchy of needs  
n=29

NEEDS	DEGREE OF IMPORTANCE															
	VERY IMPOR-TANT		FAIRLY IMPOR-TANT		SOME WHAT IMPOR-TANT		NOT VERY IMPOR-TANT		NOT AT ALL IMPOR-TANT		CAN'T CHOOSE		UNAN-SWERED		TOTAAL	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%	f	%
Need for belonging	11	38	7	24	6	21	1	3	0	0	1	3	3	10	29	100
Need for affection	2	7	8	28	11	38	2	7	0	0	1	3	5	17	29	100
Need for social interaction	11	38	8	28	5	17	1	3	1	3	1	3	2	7	29	100
Need for esteem and status	7	24	7	24	5	17	4	14	1	3	1	3	4	14	29	100
Need for self-actualisation	19	66	2	7	3	10	1	3	0	0	2	7	2	7	29	100

\* Percentages are rounded to the nearest unit hence do not sum to 100%

Twenty four (84%) respondents indicated that the need for belonging, the need for social interaction and the need for self-actualisation as *very*, *fairly* and *somewhat* important. The need for self-actualisation seems to be an essential pre-condition in motivating social workers. Twenty one (73%) respondents regarded the need for affection *very*, *fairly* and *somewhat* important while 19 (66%) denoted the need for esteem and status as *very*, *fairly* and *somewhat* important. These needs are inherent (internal), as mentioned previously (see chapter 5 page 64) and if satisfied will motivate.

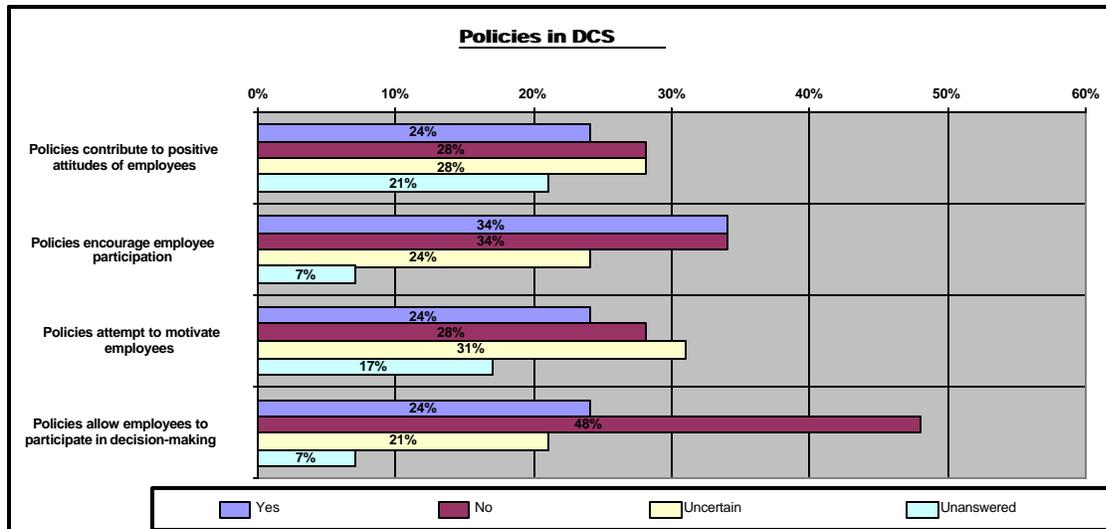
The results support Banks (1997:19), Kadushin (1992:198) and Smit and Cronje's (1997:308-321) view that fulfilling Maslow's hierarchy of needs is important to employees.

### Policies in the DCS

The aim of the question was to determine if policies in the DCS are motivational. Respondents were asked to evaluate policies in the DCS. In chapter two policies that influence motivation are described and according to Weinbach (1998:83) and Hollis-Turner (1999:267) have the advantage

amongst others of directing employees towards reaching organisational goals and motivates employees intrinsically. FIGURE 5.4 graphically illustrates those responses.

FIGURE 5.4 Policies in the DCS



\* Percentages are rounded to the nearest unit hence do not sum to 100%

Based on the information in FIGURE 5.4 it is clear that policies in the DCS **do not** contribute to positive attitudes of employees. Respondents did not distinguish whether or not policies encourage employee participation as 20 (68%) answered yes and 20 (68%) answered no. From the results it can be deduced that policies in DCS **do not** encourage employee participation. FIGURE 5.4 also illustrates that the majority of respondents are **uncertain** whether policies in the DCS attempt to motivate employees. From the responses the assumption can be made that policies in DCS **do not** attempt to motivate employees. The results pointed out that policies in DCS **do not** allow employees to participate in decision making and are therefore not motivational.

### Characteristics of an environment that is conducive to work

In the literature study (see chapter 3 page 39) certain criteria for a conducive work environment are mentioned (Botha 2000:211; Hollis-Turner 1999:271; Vinokur-Kaplan & Bogin 2000:188). TABLE 5.8 shows the responses to the question regarding the environment that is conducive to work and which will promote motivation of employees in the workplace.

TABLE 5.8 Characteristics of a conducive work environment that promotes motivation  
n=29

CHARACTERISTICS OF A CONDUCTIVE WORK ENVIRONMENT	YES		NO		UNANSWERED		TOTAL	
	f	%	f	%	f	%	f	%
Physically acceptable	18	62	1	3	10	34	29	100
Safe	22	76	0	0	7	24	29	100
Satisfying social needs	19	66	2	7	8	28	29	100
Emphasising respect and trust	22	76	0	0	7	24	29	100
Allowing free communication	18	62	1	3	10	34	29	100
Accepting diverse opinions	20	69	0	0	9	31	29	100
Other (self-actualisation)	1							

\* Percentages are rounded to the nearest unit hence do not sum to 100%

Twenty two (76%) respondents view a conducive work environment as both safe and emphasising respect and trust. Social workers and social work managers are of the opinion that by accepting diverse opinions, as indicated by 20 (69%) of the respondents and satisfying social needs, as indicated by 19 (66%) of the respondents motivation will be enhanced. Eighteen (62%) respondents regard their work place as physically acceptable and allowing free communication.

The Constitution of the Republic of South Africa (1996:10) states: “Everyone has the right to an environment that is not harmful to their health or well-being”. The results support Stapelberg (1999:285) and Ferreira’s (1999:156) view that “...pleasant working conditions” are indeed a factor that contributes to a motivated workforce.

### **5.3.3 Section C: Motivation as function of the social work manager**

#### **The importance of motivation as a management function**

Twenty seven (94%) respondents (including all seven social work managers) indicated that motivation is an important management function. This finding confirms the important role that motivation fulfills as a management function as suggested by Cronje et al. (2000:161), De Cenzo and Robbins (1999:5), Le Roux et al. (1996:133,134), Smit and Cronje (1997:10), De Villiers and Crous (1998:387), Kroon (1995:8-12), Van Biljon (1987:21) and Weinbach (1998:135). Only one (3%)

respondent said no and another (3%) respondent did not respond to the statement.

### **Awareness of social work managers of the motivational function they perform in respect of social workers**

Respondents were asked whether social work managers are aware of their motivational function in respect of social workers. The results in TABLE 5.9 show that social work managers are not constantly (19, 66% respondents indicated *never/seldom/sometimes*) aware of their motivational responsibility towards employees.

TABLE 5.9 Awareness by social work managers of their motivational function towards employees  
n=29

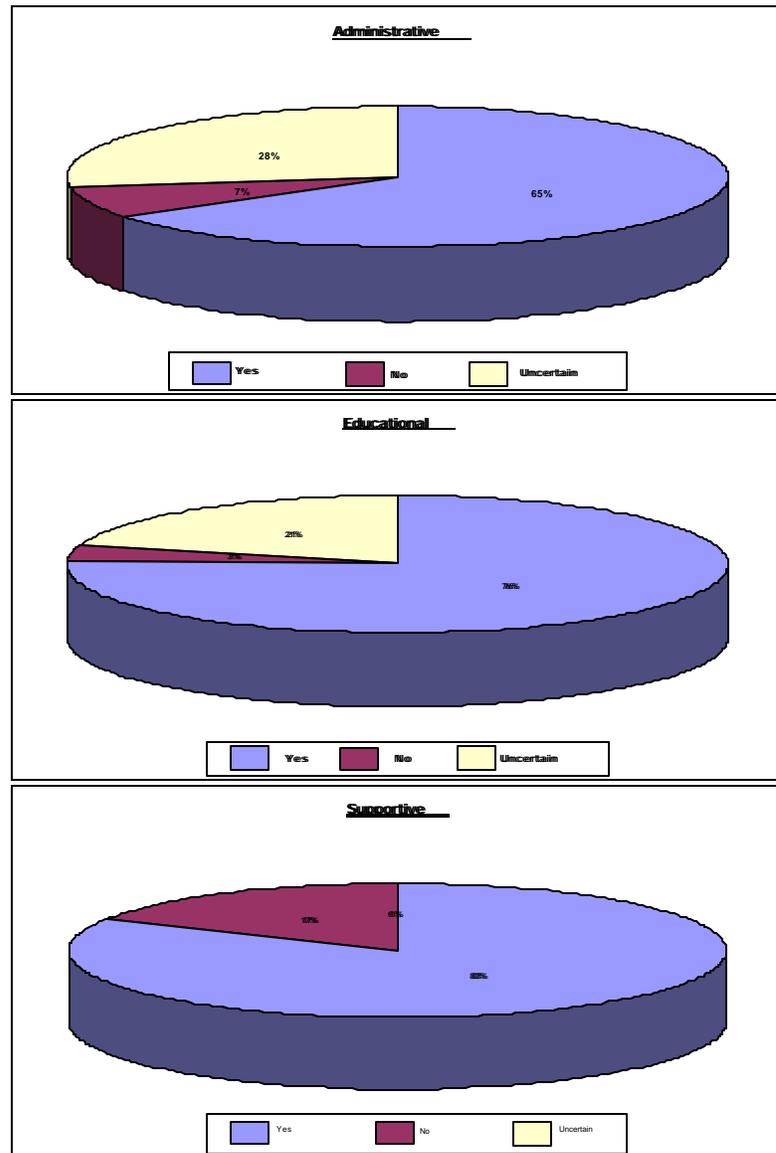
AWARENESS	NEVER		SELDOM		SOME TIMES		OFTEN		ALWAYS		TOTAL	
	f	%	f	%	f	%	f	%	f	%	f	%
Social work managers' motivational function	2	7	9	31	8	28	8	28	2	7	29	100

Social workers and social work managers agree with Swanepoel et al. (2003) since only 9 (31%) respondents are of the opinion that social work managers are seldom aware of their motivational function. Respondents commented that some social work managers do show a keen interest in the work of their employees.

### **The administrative, educational and supportive functions of the social work manager are motivational**

The respondents were asked their views on whether the administrative, educational and supportive functions of social work managers are motivational (SECTION C: question 3, 4 & 5, Annexure 5). The response is illustrated graphically in FIGURE 5.5.

FIGURE 5.5 The motivational quality of the administrative, educational and supportive functions/roles of the social work manager/supervisor



Respondents, both social workers and social work managers, regarded the administrative (19, 65%), educational (22, 76%) and supportive (24, 83%) functions of the social work manager in the organisation as motivational. These findings correspond to those of Botha (2000:196,197), Kolb et al. (1991:106-107), Kadushin (1992:227) and Weinbach (1998:152-153) who believe that the said management functions are motivational.

### **The functional levels of employees**

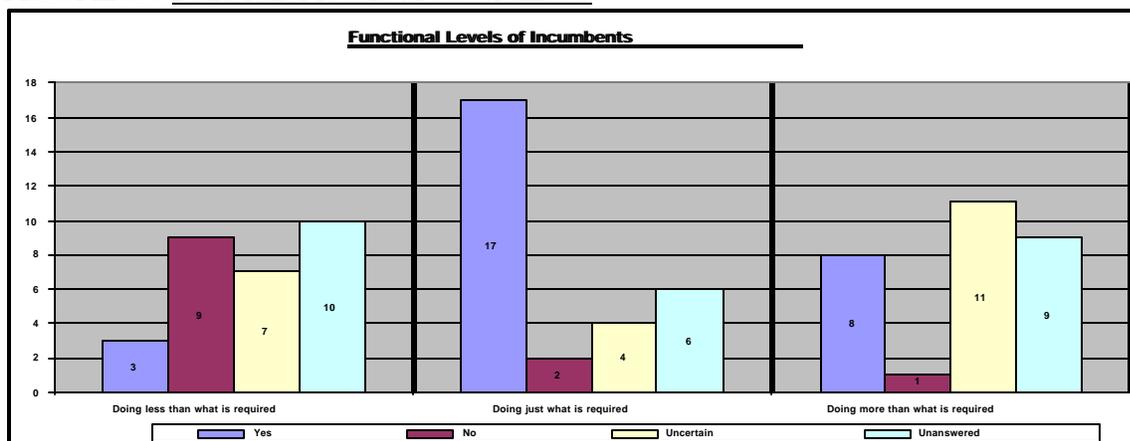
The statement was put to respondents that employees function at one of three basic levels namely minimum, expected and maximum levels (Werner, 2001:326). Respondents had to indicate whether

the functional levels of subordinates (SECTION C: questions 6.1) should receive any attention as motivating factors by social work managers.

Twenty (69%) respondents confirmed that the functional levels of subordinates should receive attention, while four (14%) of the respondents said no and two (7%) respondents were uncertain. Three (10%) respondents did not answer the question. Respondents commented that the functional levels of social workers served as a barometer for measuring their motivation.

Respondents were also asked how they would describe the functional levels of subordinates to indicate their motivation to the social work manager. FIGURE 5.6 clearly illustrates the responses of social workers and social work managers with regard to the different functional levels of subordinates.

FIGURE 5.6 Functional levels of subordinates



\* Percentages are rounded to the nearest unit hence do not sum to 100%

Seventeen (59%) respondents described the functional level of the social work managers' subordinates as doing that which is required of them. A rigid, low level of remuneration/incentives is given the reason for this level of functioning (question 6.3). FIGURE 5.6 shows that 25 (86%) respondents did not answer this question that reflects two kinds of interpretation, namely 1) respondents chose the category they identified with best, or 2) respondents chose to answer on all categories.

### **Leadership styles of managers**

Social workers and social work managers were asked to indicate which one or more of the given

leadership style(s) will promote their motivation in the DCS. The responses are displayed in TABLE 5.10.

TABLE 5.10 Leadership styles of social work managers that motivates  
n=29

LEADERSHIP STYLE	DEFINITELY WILL PROMOTE		PROBABLY WILL PROMOTE		PROBABLY WILL NOT PROMOTE		DEFINITELY WILL NOT PROMOTE		CAN'T CHOOSE		UNANSWERED	
	f	%	f	%	f	%	f	%	f	%	f	%
Autocratic	0	0	0	0	3	10	24	83	1	3	1	3
Democratic	16	55	11	38	2	7	0	0	0	0	0	0
Laissez-faire	0	0	2	7	9	31	16	55	0	0	2	7
Transformational	19	66	7	24	1	3	0	0	1	3	1	3
Participative	22	76	5	17	1	3	0	0	0	0	1	3

\* Percentages are rounded to the nearest unite hence do not summon to 100%

\* Respondents could choose more than one option.

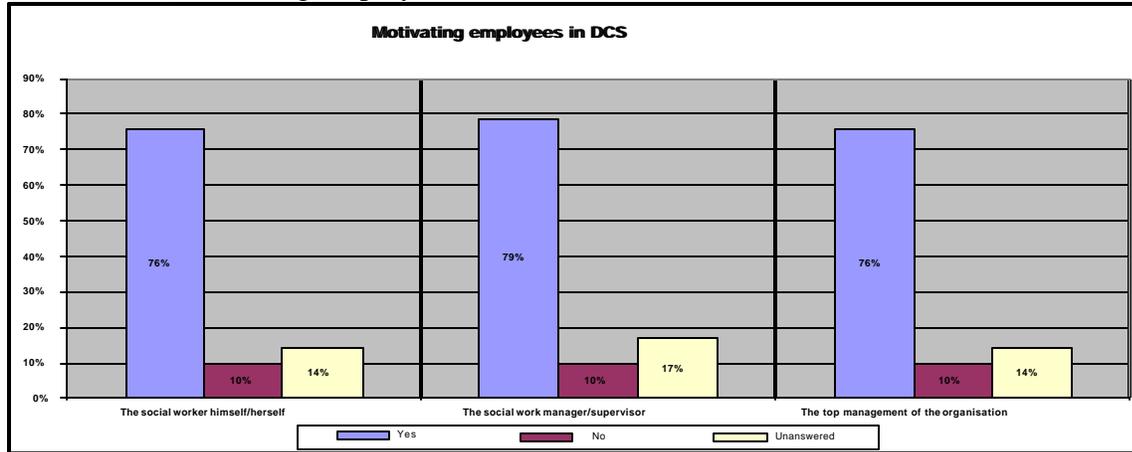
According to Amos and Ristow (1999:132,133), Baron and Byrne (1997:14,464), Rawlins (1992:179), Smit and Cronje (1997:278-279,290-291), Van Dyk (2001:66) and Wright (1995:63) an effective leadership style of social work managers is one of the most important motivating factors for social workers.

According to the respondents, leadership styles that is characterised by a democratic, transformational and participative approach are favoured to promote the motivation of social workers in the DCS. These leadership styles are directive (greater satisfaction when tasks are more ambiguous), supportive (high employee performance and satisfaction when tasks are more structured), participative (satisfy employees with an internal locus of control) and achievement-oriented (increase employees' expectations that effort will lead to high performance when tasks are ambiguously structured) (Maritz, 2003:248,249). According to the respondents the autocratic and laissez-faire leadership styles will definitely not promote motivation. The transformational leadership style of the social work manager has certain implications for both the organisation and the individual social worker. It will result in lower turnover rates of social workers in the organisation, increased productivity and higher levels of employee satisfaction on the part of social workers (Maritz, 2003:253).

### Whose responsibility it is to motivate employees

In the literature study (see chapter 3 pages 35-37) it is mentioned that authors like Banks (1997:7,75), Botha (2000:219), Du Toit (1995:329) and Smit (1992:1) state that the individual himself/herself, the social work manager and the top management of the organisation have a role to play in the motivation of employees. The results of this study confirm this (see FIGURE 5.7).

FIGURE 5.7 Motivating employees in the DCS



\* Percentages are rounded to the nearest unit hence do not sum to 100%

Twenty three (79%) of the respondents regarded the social work manager as responsible for motivating employees. Social work managers should have “... the ability to inspire and influence the thinking, attitudes and behaviour of people” in order to motivate employees (Adler, 1997:154). Twenty two (76%) respondents were of the opinion that both the social worker himself/herself and the top management of the organisation are responsible for motivating employees in the DCS.

These results regarding who is responsible for motivating employees, confirm the opinion of Swanepoel et al. (2003:62) that managing human resources (in this study the social workers and social work managers) is a general management function shared by all those involved in the management of people within the context of getting the work of an organisation done. Twenty eight (97%) respondents viewed motivation as a shared responsibility of the social work manager and top management of the DCS.

### Motivational strategies

Eight motivational strategies suggested in the literature (see chapter 4 pages 44-53) that organisations/managers can apply to motivate employees, are listed in TABLE 5.11. Both social

workers and social work managers had to indicate the extent to which they agree or disagree that these motivational strategies should be applied by social work managers to motivate employees.

TABLE 5.11 Motivational strategies  
n=29

STRATEGIES	DEGREE OF IMPORTANCE													
	STRONGLY AGREE		AGREE		NO OPINION		DISAGREE		STRONGLY DISAGREE		UNANSWERED		TOTAL	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%
Job design	11	38	14	48	1	3	0	0	0	0	3	10	29	100
Job enrichment	8	28	14	48	4	14	0	0	0	0	3	10	29	100
Job enlargement	7	24	15	52	2	7	1	3	0	0	4	14	29	100
Job rotation	9	31	10	34	4	14	3	10	0	0	3	10	29	100
Incentives	13	45	14	48	1	3	0	0	0	0	1	3	29	100
Pay/Salary	14	48	9	31	3	10	0	0	0	0	3	10	29	100
Personnel development	19	66	9	31	0	0	0	0	0	0	1	3	29	100
Performance Management	10	34	14	48	2	7	1	3	0	0	2	7	29	100

\* Percentages are rounded to the nearest unit hence do not sum to 100%

TABLE 5.11 shows that social workers and social work managers *agree* and that some of them *strongly agree* that social work managers should apply the above mentioned motivational strategies. It seems that the implementation of motivational strategies by social work managers is of importance for both social workers and social work managers, particularly with regard to the following:

- Job design (involves the content of work, how the job is performed and the depth of responsibility associated with the job). The majority of respondents, 25 (87%), strongly agree or agree that social work managers should apply job design to motivate social workers. The importance of job design is confirmed by the literature (Noe et al. 2000:127,128; Kolb et al. 1991:105-107; Covey, 1999:185,186).
- Job rotation (opportunity for exposure to more activities by rotating workers from one job to another). From these results, based on the practice experience of the respondents, the assumption can be made that the application of job rotation by social work managers is motivational.

- Job enlargement (greater variation of tasks to make the job more interesting and to relieve boredom). The majority of the respondents - 22 (76%) – strongly agree or agree that social work managers should apply job enlargement to motivate them. This finding confirms the view held by Smit and Cronje (1997:257) that job enlargement motivates employees.
- Job enrichment (opportunities provided through the extension of a job with more responsibility for personal achievement). This response corresponds to the findings of Hellriegel and Slocum (1996:421,423) and Smit and Cronje (1997:324,325) who found that job enrichment motivates and promotes job satisfaction.
- Incentives (individual and group incentives for example bonuses, lump-sum payments, etc.). Twenty seven (94%) respondents strongly agree or agree that social work managers should apply incentives to motivate employees.
- Pay/Salary. Twenty three (80%) respondents strongly agree or agree that social work managers should participate in pay/salary negotiations. Pay/salary, which also refers to money, as an extrinsic reward is satisfying as it leads to prestige, independence, security, etc (Ivancevich & Matteson, 2002:198).
- Education, training and development. The result, 28 (97%) respondents supports the research finding of Saggars (1994) as referred to by Stewart, Manhire and Hall in Leopold et al (1999:225) that on-the-job **training** of managers “...provide guidance and help to allow managers to achieve and fulfil their responsibilities” in motivating employees. However, the “... responsibility of positive ownership” to be taken by social workers cannot be ignored (Gray & Van Rooyen, 2002:3).
- Performance management (to plan, organise, lead and control job evaluations). The responses confirm the findings reflected in the literature that performance management/evaluation of social workers is the most important function of the social work manager in managing human resources (Ivancevich & Matteson, 2002:188).

### **Motivation by incentives**

The question was asked which incentive/s (monetary/non-monetary) could be described as motivational (see question 10).

The results regarding the motivational effect of incentives do not show significant differences between monetary or non-monetary incentives. Eighteen (62%) of the respondents describe monetary

incentives as being motivational. Five (17%) respondents view them as **not** motivational. Non-monetary incentives are described by 21 (72%) of the respondents as being motivational. Only one (3%) of the respondents said no. One (3%) respondent made the comment that money is always a compensational factor.

The results confirm the view of Louw (2000:132) who refers to Schuler and Jackson (1996:398) who state that money (in the form of monetary incentives) is an effective motivator to be used by organisations to motivate employees. Harris (1999:208) refers to Armstrong (1996:244) stating that social work managers' decisions on monetary/non-monetary incentives should be equitable, fair and consistent. Swanepoel (ed) et al. (2003:266) acknowledged that managers know their people and are normally in a good position to know the strengths and weaknesses of employees. Managers are in the best position to recommend their subordinates for incentives. It is also true that the managers' opinions can be subjective and thus susceptible to bias and discrimination.

The South African Government made a commitment by stating in The White Paper for Social Development (1977:26): "Incentives will be developed to attract personnel".

### **Contextual and content factors of Herzberg's two-factor motivation theory**

The statement was made that social work managers must be aware of certain contextual factors and content factors that, if they are not present, can make an individual feel dissatisfied with a job (see questions 11 & 12). Contextual factors (also called hygiene factors) and content factors (also called motivation factors) gathered from the literature study (Kadushin, 1992:198; Smit and Cronje, 1997:311-313; Weinbach, 1998:143, 2003:132; Werner, 2001:331) in chapter two were tabulated.

Respondents were asked to indicate whether or not they are in favour of or against **contextual factors** (also called hygiene factors) as satisfiers. These responses are presented is displayed in TABLE 5.12.

TABLE 5.12 Contextual factors that satisfy  
n=29

FACTOR	DEGREE OF PREFERENCE													
	STRONGLY IN FAVOUR OF		IN FAVOUR OF		NEITHER IN FAVOUR OF NOT AGAINST		AGAINST		STRONGLY AGAINST		UNANSWERED		TOTAL	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%
Job security	20	69	6	21	1	3	0	0	0	0	2	7	29	100
Status	2	7	7	24	12	41	4	14	0	0	4	14	29	100
Good working conditions	25	86	3	10	0	0	0	0	0	0	1	3	29	100
Fringe benefits	10	34	13	45	1	3	0	0	0	0	5	17	29	100
Relationship with manager and top management	10	34	11	38	6	21	0	0	0	0	2	7	29	100

\* Percentages are rounded to the nearest unit hence do not sum to 100%

Twenty six (90%) respondents are strongly in favour of or in favour of job security as a satisfier. This finding is confirmed by Kadushin (1992:259) who believes that the job is the most important thing in the lives of some workers. Less than half of the respondents - 12 (41%) - are neither in favour of nor against status as a satisfier. Respondents do not share the same sentiment as reflected in the literature where it is regarded as an "... important factor" and is a "... significant satisfier" (Keyser, 2003:184). The majority - 28 (97%) - respondents are strongly in favour of or in favour of good working conditions as a satisfier.

The White Paper for Social Development (1977:25) states that, in general, "... working conditions and service conditions are poor" for all social work personnel. Such fears may be unfounded as the results of this study reveals that working conditions are conducive to work in the DCS. Twenty three (80%) respondents are strongly in favour of or in favour of fringe benefits as a satisfier. Nel (2001:163) supports the notion of fringe benefits as a general employment practice. Twenty one (72%) respondents are strongly in favour of or in favour of the relationships with the manager and top management.

Respondents were also asked to indicate the extent to which they are in favour of or against **content factors** as motivators. The responses are displayed in TABLE 5.13.

TABLE 5.13 Content factors that motivate  
**n=29**

FACTOR	DEGREE OF PREFERENCE						TOTAL
	STRONGLY IN FAVOUR OF	IN FAVOUR OF	NEITHER IN FAVOUR OF NOT AGAINST	AGAINST	STRONGLY AGAINST	UNANSWERED	
Challenge	12 (41%)	14 (48%)	0 (0%)	0 (0%)	0 (0%)	3 (10%)	29 (100%)
Freedom	8 (28%)	14 (48%)	5 (17%)	0 (0%)	0 (0%)	2 (7%)	29 (100%)
Responsibility	13 (45%)	13 (45%)	0 (0%)	0 (0%)	0 (0%)	3 (10%)	29 (100%)
Potential for growth	18 (62%)	10 (34%)	0 (0%)	0 (0%)	0 (0%)	1 (3%)	29 (100%)
Achievement	11 (38%)	15 (52%)	0 (0%)	0 (0%)	0 (0%)	3 (10%)	29 (100%)
Feedback	14 (48%)	13 (45%)	0 (0%)	0 (0%)	0 (0%)	2 (7%)	29 (100%)

\* Percentages are rounded to the nearest unit hence do not sum to 100%

The results are summarised as follows:

Challenge: The majority of respondents, 26 (90%), are strongly in favour of or in favour of challenging work being a motivating factor. This finding is supported by Kadushin (1992:52) and Rothmann (2003:335) who state that employees need the stimulation of challenges.

Freedom: As far back as 1992 greater emphasis was placed on freedom from supervisory control (Kadushin, 1992:14). The responses given in this particular study correlates with the opinion of the said author, as 22 (76%) respondents are strongly in favour of or in favour of freedom as a motivating factor.

Responsibility: Twenty six (90%) respondents are strongly in favour of or in favour of responsibility as a motivator. The findings indicated that social workers would welcome delegated responsibility. Kadushin (1992:58) supports the idea that the social work manager should be able to delegate effectively as it proves that he/she can relate to his/her subordinates.

Potential for growth: The majority of the respondents - 28 (97%) – are strongly in favour of or in favour of potential for growth as a motivating factor. Social work managers' awareness of social workers' potential for growth will enable them to facilitate the changing needs of social workers in the growth process (Kadushin, 1992:214).

Achievement: Twenty six (90%) respondents are strongly in favour of or in favour of achievement as a motivating factor. Social work managers should be aware that some social workers will seek more challenging goals, while others tend to seek more moderate or less challenging goals (Ivancevich & Matteson, 2002:201).

Feedback: Twenty seven (93%) respondents are strongly in favour of or in favour of feedback as a motivator. The majority of the respondents agree that feedback is a favourable motivator. This result corresponds to the findings of with Ivancevich and Matteson (2002:186) who mention that providing feedback is "... essential to an employee's ability to perform job duties effectively".

### Facets of job satisfaction

Social workers and social work managers were asked to indicate the degree to which they regard the five facets of job satisfaction as emphasised by Schermerhorn et al. (2000:118-120) and Werner (2001:587) as motivating the social work manager's subordinates. TABLE 5.14 clearly illustrates the different responses given by the respondents to each factor.

TABLE 5.14 Facets of job satisfaction for the motivation of subordinates of social work managers

n=29

FACETS OF JOB SATISFACTION	DEGREE OF IMPORTANCE															
	VERY IMPOR-TANT		FAIRLY IMPOR-TANT		SOME WHAT IMPOR-TANT		NOT VERY IMPOR-TANT		NOT AT ALL IMPOR-TANT		CAN'T CHOOSE		UNANS WERED		TOTAL	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%	f	%
The work itself	19	66	6	21	0	0	0	0	0	0	0	0	4	14	29	100
Quality of supervision	16	55	7	24	3	10	0	0	0	0	0	0	3	10	29	100
Relationships with co-workers	10	34	14	48	3	10	0	0	0	0	0	0	2	7	29	100
Promotion opportunities	16	55	8	28	1	3	0	0	0	0	1	3	3	10	29	100
Pay	17	59	5	17	3	10	0	0	0	0	1	3	3	10	29	100

\* Percentages are rounded to the nearest unit hence do not sum to 100%

The results show that the work itself (responsibility, interest and growth), the quality of supervision (technical help and social support), promotion opportunities (chances for further advancement) and pay (adequacy of pay) are regarded by the majority of the respondents as very important facets of job satisfaction.

The White Paper for Social Development (1977:25) states that, in general, "... salaries are extremely low" for all social work personnel. The issue of salaries/pay, adequacy of pay for social work professionals countrywide is not only a concern for the South African Government but that the majority of social workers regard adequacy of pay as an important motivational factor.

The results of this study highlight the importance of job satisfaction as described in the literature (Werner, 2001:587; Schermerhorn et al. 2000:118) as well as the results of Degenaar's study (1994:Abstract) that clearly reveal the existence of a definite link between motivation and the job satisfaction of employees. The literature also emphasised that social work managers are not in a position to induce job satisfaction (Botha, 2000:18). Social work managers are only able to provide the environment within the organisation in which social workers are encouraged and influenced to improve their job satisfaction. This study therefore also relates to the study of Ehlers (1994) who states that social work managers should realise the influence they have in promoting job satisfaction by motivating social workers.

#### **5.4 SUMMARY**

In this chapter the empirical investigation was motivated by processing, analysing and interpreting data in figures and tables. The findings of the literature study were linked to that of the empirical study.

Firstly, the identifying particulars of the respondents were discussed so as to interpret possible tendencies. The second section focused on the respondents' experiences of motivation in the workplace. It was found that factors related to organisational structures such as supervision and incentives increase the motivation of social workers.

Finally the empirical study focused on motivation as a function of the social work manager. In light of the importance of the motivational function of the social work manager in practice, it was evident

that there was a lack of implementation of motivation. Social work managers need to be made aware of the factors that influence motivation of social workers in the workplace as well as of motivation theories and motivational strategies they can utilise to enhance the motivation of social workers. It is therefore essential that social work managers apply motivational guidelines to improve and sustain the motivation of social workers to maximise productivity and performance in the organisation.

The conclusions and recommendations, as well as those aspects that should be the focus of further research are presented in the final chapter.