

CHAPTER 3

THE MOTIVATION OF HUMAN RESOURCES AS A FUNCTION OF THE SOCIAL WORK MANAGER

3.1 INTRODUCTION

Organisational confidence does not come about only as a result of reaching organisational goals and objectives, but because greater emphasis is placed on the efficient and effective management and utilisation of human resources. The success or failure of any organisation regarding the set goals and objectives depends largely on the ability to manage their workforce effectively. According to Amos and Ristow (1999:121) the manager requires sound insight into the abilities, skills, perceptions, attitudes and personalities of workers when attempting to motivate them. Unless the manager can understand what motivates workers, it will be difficult to develop a motivated workforce.

The basic definition of management, according to Amos and Ristow (1999:122) is the achievement of organisational goals by working with and through people. Managers are vital to the success or failure of the management of the motivation of human resources. Understanding the motivation of human resources as a function of the social work manager, cannot be overemphasised.

This chapter commences with a discussion on motivation as sub or additional management function, motivation as component of human resource maintenance as well as who is responsible for motivating social workers. Factors related to organisational structures that influence motivation are also highlighted. Finally the functional levels of social workers are also discussed briefly.

3.2 MOTIVATION AS SUB OR ADDITIONAL MANAGEMENT FUNCTION

Social work management relies profoundly on other sciences for its knowledge base but shares the universally accepted management functions of planning, organising, leading and control (Botha 2000:38-60; Cronje et al. 2000:105-106; Hellriegel and Slocum 1996:8-10; Kroon (ed.) 1995:8-12; Robbins and Coulter 1999:11; Van Aardt, Van Aardt and Bezuidenhout 2002:134-148; Van Biljon 1987:17-22 and Van Niekerk 1996:19). These management functions are so comprehensive that they include all other sub or additional functions like decision making,

communication, motivation, co-ordination, delegation and disciplining (see FIGURE 3.1 for a schematic exposition of the functions of the social work manager).

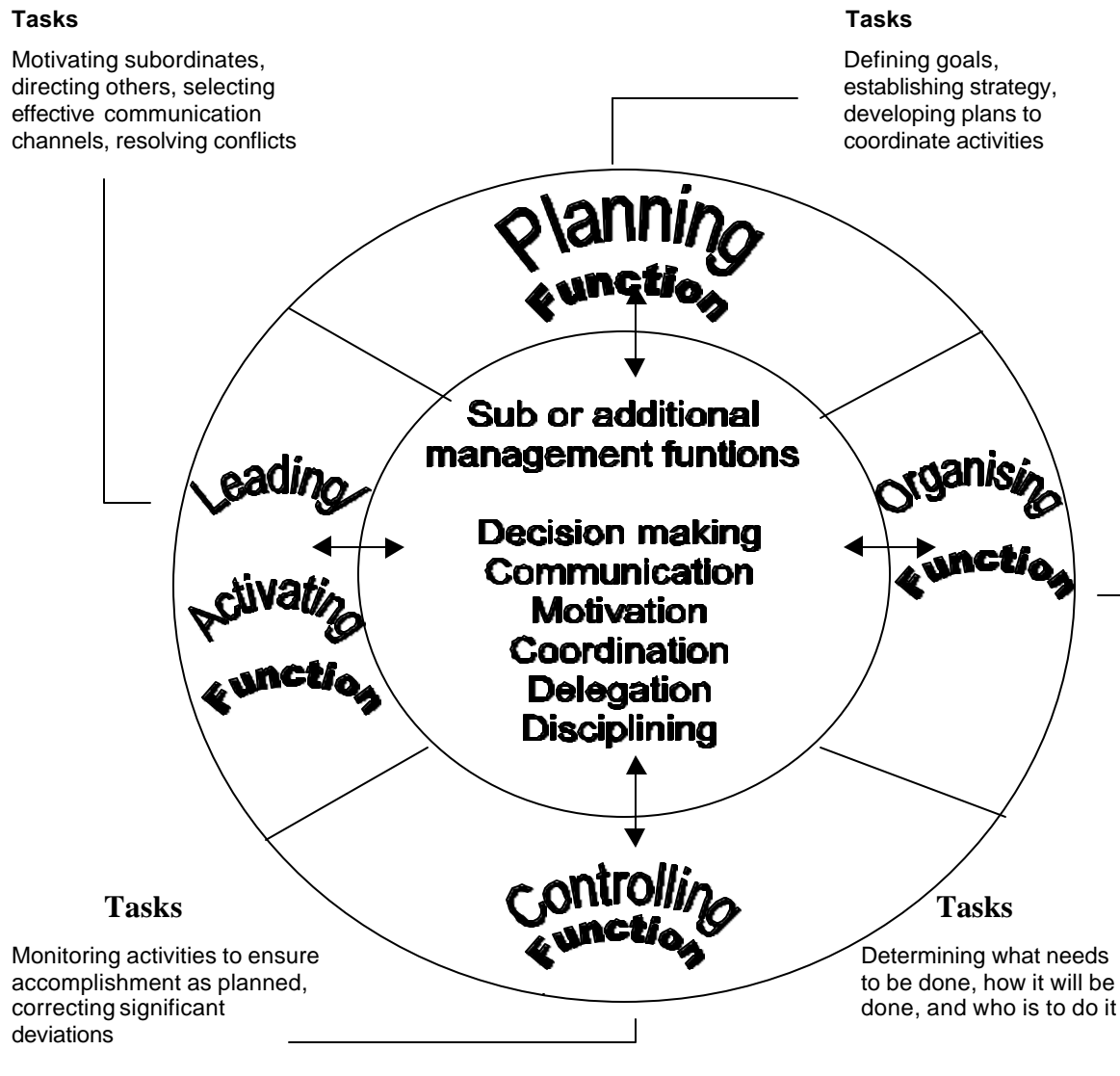


FIGURE 3.1 Functions of the social work manager

FIGURE 3.1 illustrates that motivation is incorporated in the functions of management, either as a sub or an additional management function of the social work manager.

According to Evans (1993:146,147) these management functions are universal and belong to all managers. For example, when leading managers are also communicating, coordinating, motivating, delegating and sometimes disciplining. These management functions cannot be separated from one

another but are distinguished from each other in the management process (Le Roux et al. 1996:105-138; Smit & Cronje, 2002:87-412; Weinbach, 2003:73-261).

In a South African doctoral research study by Reynolds (1995:50,51), which aimed to develop a planning and control model for welfare organisations that would be made available and utilised by welfare organisations, motivation is stated as one of five sub management functions. Kroon (ed.) (1995:8-12) is in agreement with Reynolds (1995) and adds that motivation is usually performed in some or other combination with the four basic management functions (planning, organising, leading/activating and controlling). Authors like Cronje et al. (2000:161), De Cenzo and Robbins (1999:5), Le Roux et al. (1996:133,134), Odendaal and Roodt (2003:4-5) and Smit and Cronje (1997:10) acknowledge that motivation is a sub management function of leading and that it is the highest priority of managers on the first-line and middle management level. Leading, according to De Villiers and Crous (1998:387) includes motivating employees to attain high levels of productivity. Weinbach (1998:135) regards motivation as the responsibility of social work managers and views it as part of their staffing function.

For the purpose of this study, the views of a selected number of authors, which best reflect motivation as a sub or additional management function, were selected (see TABLE 3.1).

Cronje et al. (2000); De Cenzo and Robbins (1999); Le Roux et al. (1996); Odendaal and Roodt (2003); Smit and Cronje (1997)	De Villiers and Crous (1998)	Kroon (1995); Van Biljon (1987)	Reynolds (1995); Weinbach (1998)
<p>Four management functions:</p> <ul style="list-style-type: none"> • Planning • Organising • Leading <p style="text-align: center;">Motivation (influence of management to direct the behaviour and actions of employees, motivating employees to attain high levels of productivity, efforts by managers to motivate employees to willingly do their best, managers direct and motivate employees of the organisation to achieve goals and objectives, etcetera).</p> <ul style="list-style-type: none"> • Controlling 	<p>Five management functions:</p> <ul style="list-style-type: none"> • Planning • Organising • Leading <p style="text-align: center;">Motivation (influence of management to promote the motivation levels of employees)</p> <ul style="list-style-type: none"> • Coordinating • Controlling 	<p>Four fundamental management functions:</p> <ul style="list-style-type: none"> • Planning • Leading/Activating • Organising • Controlling <p>Six additional management functions/activities:</p> <ul style="list-style-type: none"> • Decision-making • Communication • Motivation • Co-ordination • Delegation • Disciplining 	<p>Five functions of management:</p> <ul style="list-style-type: none"> • Planning • Staffing <p style="text-align: center;">Motivation (responsibility of the social worker as manager, as part of the staffing function)</p> <ul style="list-style-type: none"> • Organising • Controlling • Leading

TABLE 3.1 Motivation as sub management function as viewed by different authors

From the presented views in TABLE 3.1 it is clear that motivation has a prominent place either as a sub function of the leading and staffing function or as an additional management function.

3.3 MOTIVATION AS COMPONENT OF HUMAN RESOURCE MAINTENANCE

According to Smit and Cronje (1997:16) managers should be involved in the "... development and maintenance" of the human resources of the organisation. The development of human resources (meaning improving individual ability and performance) is associated with maintenance (implies making the best use of human resources) and is consequently linked with motivation.

In managing human resources, the manager's role is not that of being "in charge" of a particular section or division but rather contributing through departmental responsibility or specialist expertise to improve the overall performance of the organisation (Watson, 1999: 20). Human resources contribute their efforts, skills and capabilities to an employing organisation so as to ensure the continued existence of the organisation (Watson, 1999: 28).

Someone has to oversee that employees' services are acquired, their skills developed, that they are motivated to achieve high levels of performance and ensure that they continue to maintain their commitment to the organisation. According to Kroon (ed.) (1995:8-12) a manager is a person who has been appointed in a leading position and has committed himself to that task and take the lead in the execution of specific tasks by 1) concentrating on the employees under his control, 2) by determining how they can be motivated and 3) by deciding how to do things correctly. Motivation comprises all the attempts made by a manager to get his subordinates to the point where they willingly strive to do their best.

The manager should know his/her subordinates well enough to know what motivates each one of them. He/she then should apply the most appropriate methods to motivate workers to give their best. As far back as 1994, a study conducted by Veeran and Moodley (1994:360) elucidated two broad categories of stressors, *viz* job-related stressors and organisational-related stressors. The social work manager needs to be "... able to anticipate and be able to shape the work environment so that it will at least minimise them" (Weinbach, 1998:120).

In order to facilitate the motivational task of management the social work manager should recognise individual differences. Each subordinate is an individual in his/her own right with his/her own characteristics, needs, attitudes and expectations (Du Toit, 1995:347).

Odendaal and Roodt (2003:4-6) embarked on what managers do. They referred to Luthans and his associates who found that managers engaged in four managerial activities of which human resource management (involving motivating people) is one. According to Welman (1999:4) human resource management can be defined as a process consisting of the following dimensions:

- Inception, which refers to the intake of individuals into the organisation.
- Development, which involves the preparation of workers to be effective and efficient.

- *Motivation*, which refers to the stimulation of workers by caring for their needs.
- Maintenance, which involves keeping the workforce in the organisation by providing conducive working conditions.

The researcher's interpretation of motivation as a component of human resource maintenance is illustrated in FIGURE 3.2.

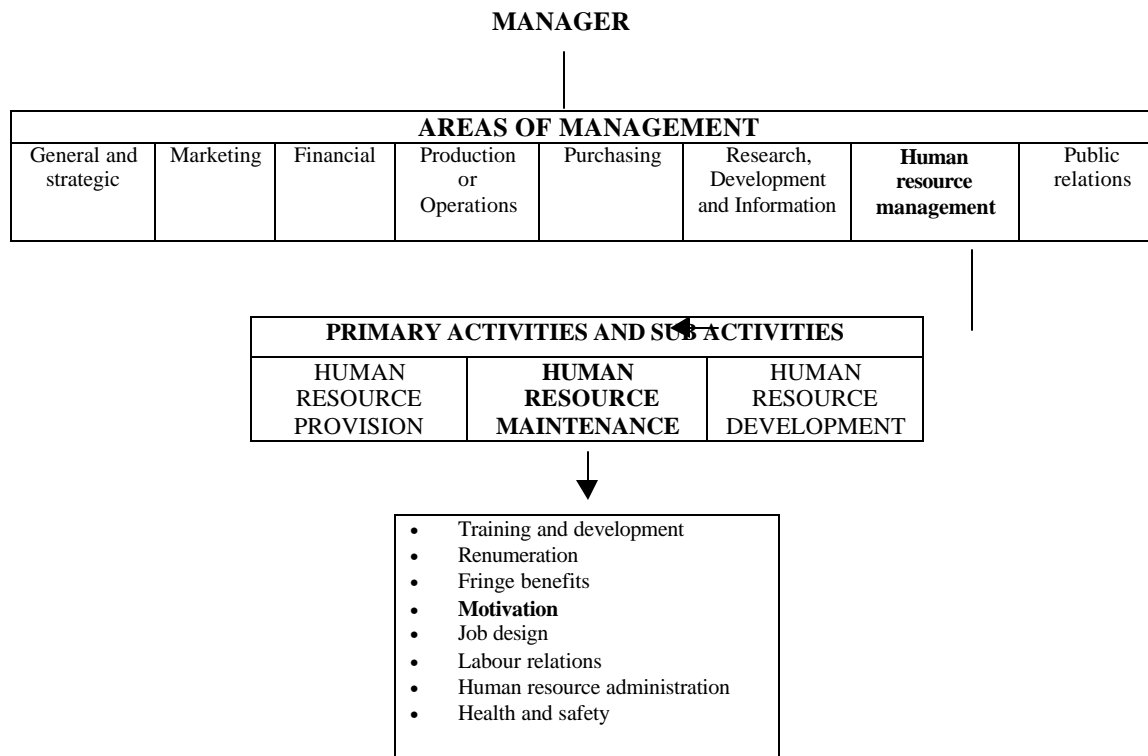


FIGURE 3.2 Motivation as a component of human resource management

Sources: Cronje et al. (2000:108); Marx (1998:492-514); Smit and Cronje (2003:14)

FIGURE 3.2 illustrates that managers are responsible for the management of human resources and that the motivating of employees are also one of their key responsibilities within the organisation.

3.4 WHOSE RESPONSIBILITY IT IS TO MOTIVATE EMPLOYEES

The question now is, who should be held responsible and accountable for the motivating of social work staff? Werner (2001:326) states: "Motivating employees is one of the most important managerial functions. Motivation is a very complex issue due to the uniqueness of people and the wide range of internal and external factors that impact on it".

South African social work managers need to gain an understanding of the fact that government welfare departments or private welfare departments mainly employ social workers. In order to adapt successfully, the individual should receive guidance so as to ensure both personal goals and organisational goals are achieved. It is the task of managers to “create conditions under which the individual feels motivated at work” (Clarke, 1998:124). Workers must be constantly motivated and therefore it is necessary to give attention to the influence of motivation on social workers.

De Beer as quoted by Le Roux et al. (1995:109-110 & 1999:110,111), Cronje et al. (2000:108-109), De Villiers and Crous as quoted by Marx (1998:357-358), Smit and Cronje (1997:13-14 & 2002:11-14) and Robbins and Coulter (1999:7-8) give considerable attention to the different managerial levels in the organisation (the top, middle, and first-line managers). The first-line managers are mainly responsible for motivating people. According to Banks (1997:7) managers are able to develop and encourage good employee performance if strong employee motivation is present. Her approach is clearly reflected in the following statement: “Motivation is an internal state, like emotions and attitudes, that only the individual can control. Managers can, however, create a workplace environment that will inspire and support motivation on the part of employees” (Banks, 1997:7).

Du Toit (1995:329) is of the opinion that many workers could motivate themselves and do not always need strict supervision and control. He made the assumption that people want to be useful, important, involved and recognised as individuals and that these needs are more important in motivating people than money. Management policy should focus on making each worker feel useful and important, keeping subordinates informed and listening to objections to plans.

According to Banks (1997:75) every organisation has its own unique culture and it can't be expected of social work managers to be solely responsible for employee motivation. A worker-friendly organisation can inspire both motivation and loyalty towards the organisation. It is commonly accepted that organisations expect social workers to be personally mature and having a serious approach to work. These expectations usually serve as the requirements when organisations and their employees enter into a “... contractual relationship in order to achieve common goals” for a healthy and successful organisation (Smit, 1992:2).

The organisation must ensure that individual needs of workers are met but should realise that this in itself will not lead to high levels of motivation. Many organisations today recognise that motivating

personnel also requires a level of respect between “management” and the workers. This respect can be seen as involving employees in decisions that affect them, listening to employees and implementing their suggestions where appropriate. The management of an organisation should also take responsibility for ensuring that social work managers are properly trained for managerial positions. Businesses are becoming increasingly complex and dynamic, therefore the challenge is to identify those individuals with leadership potential and develop them to become fully-fledged “Trail Blazers” (Internet 1: 10/17/01)

3.5 FACTORS RELATED TO ORGANISATIONAL STRUCTURES THAT INFLUENCE MOTIVATION

To ensure organisational success and delivery, organisational structures such as “... promotional structures, salary scales” should be designed to increase rather than decrease levels of motivation (De Klerk, 1999:68). According to Hollis-Turner (1999:266-271), Kolb, Rubin and Osland (1991:105-107), Van Dyk (2001b:76-77) and Weinbach (1998:71,83-87,148-157) motivation of employees is influenced by various factors related to organisational structures as the following that managers must be aware of:

3.5.1 Policies that influence motivation

Policies are defined, according to Weinbach (1998:83) and Hollis-Turner (1999:267-268), as a set of broad guidelines for decision-making and give directions as to what members of an organisation are permitted to do or not to do. In other words they act as general guidelines and reflect the values and attitudes of the management of an organisation. The following policies have a significant impact on an organisation, namely:

- Policies reflecting no confidence and trust. These policies reflect the attitude of management that all employees dislike work; avoid responsibilities; have little ambition and only work in order to gain security and an income. Policies relating to the coercion, control or threatening of employees, usually reflect an organisation with an authoritarian leadership style. In such an organisation the management give instructions and subordinates are expected to follow with little or no feedback. They make use of extrinsic motivators in order to direct employees towards achieving the goals of the organisation.
- Policies reflecting condescending confidence and trust. These policies work towards making

employees dependent on management and less self-sufficient. The management has limited trust and confidence in the abilities of the employees and little trust exists between employees and management.

- Policies reflecting substantial but not complete trust. These policies reflect the attitude that employees view work as a positive factor in their lives and can learn to accept responsibility. Employee participation is encouraged although the final decision-making power and control still rests with management. Policies such as these are examples of attempts to motivate employees intrinsically rather than by means of extrinsic methods.
- Policies of complete trust and confidence. These policies allow employees to participate fully in the decision-making process of the organisation. Employees are trained to take control over their methods and pace of work and are therefore intrinsically motivated.

3.5.2 Supervision

Kolb et al. (1991:106-107) regard the role of the social work supervisor as important in creating, monitoring and maintaining the expectancies and reward structures that will lead to good performance. The supervisor's role in the motivation process becomes one of defining clear goals, setting clear reward expectancies and providing the right rewards for different people (which could include both organisational rewards and personal rewards such as recognition, approval or support). Organisations need to provide supervisors with an awareness of the nature of motivation as well as the skills to create positive motivation.

The supervisor needs to understand what supervision is and be aware of the supervisory roles, also referred to as functions (administrative, educational and supportive roles). Botha (2000:197) refers to Kadushin (1992(a): 227) who defines the administrative role of the supervisor as "... offering social workers the opportunity to discuss organisational rules, policies and resources that facilitate the worker's job performance". Supervisory activities include management functions as applied to subordinates to shape, support and enhance their job performance (Weinbach, 1998:152-153). According to Kadushin (1992:227) the educational role of the supervisor is concerned with the education of social workers with regard to their knowledge, skills and attitude required for effective social work service rendering. The supportive role of the social work supervisor refers to the support provided to social workers in order to defuse stress situations between the social worker and the external environment (Botha, 2000:196).

According to Hollis-Turner (1999:268) supervision and its influence is one of the most important factors determining the motivation of employees. The supervisor oversees the performance of work and, in doing so, recognises the attitudes and behaviour, which contribute to the motivation of the employees. The supervisor should give consistent feedback to ensure that subordinates are motivated by the satisfaction of having achieved goals. The supervisor has to motivate subordinates individually as well as in group context. In order for the supervisor to motivate subordinates to reach the required level of performance he/she should be acquainted with the different theories of motivation.

3.5.3 The working environment

According to the Occupational Health and Safety Act (1993:9) the employer should provide and maintain a working environment that is safe and without risk to the health of his/her employees. Swanepoel (ed) et al. (2003:43) mention research done as far back as 1941 by Isobel White and refers to one of her findings that emphasised the importance of good working conditions for workers. The ideal working environment has to meet Maslow's lower level of needs or Herzberg's hygiene factors to ensure that employees will derive job satisfaction and will be motivated to seek fulfillment of their higher level needs. Environments conducive to work should meet the following criteria: 1) they should be physically acceptable; 2) they should be safe; and 3) they should satisfy social needs (Hollis-Turner, 1999:271).

Botha (2000:211) states that it is absolutely crucial that a conducive working environment be established. When employees are physically at ease, have respect and trust, experience mutual assistance, communicate freely and accept differences of opinion, the working conditions are conducive to productive work. Workers view their work environment as "... beneficial versus detrimental to their own well being and the success of their work" (Vinokur-Kaplan & Bogin, 2000:188).

Motivation is not just what the employee and social work manager exhibits but also involves a collection of environmental issues surrounding the job. By attending to factors such as 1) offering opportunities for education and training, 2) offering flexibility to deal with families, 3) respecting the diversity of the workforce, 4) accommodating physically challenged workers, and 5) providing opportunities to socialise outside work the organisation will encourage strong motivation (Banks, 1997:81). Managers must also encourage employees to keep an open mind and to work together with

management to improve the work environment. Managers therefore motivate employees by creating a work environment that inspires and supports strong employee motivation

3.5.4 Quality assurance and quality management

Quality assurance acknowledges the importance of service outcome measurement while quality management emphasises the process of service delivery. Quality management as a management model receives an enthusiastic response from many social work managers because of its participative-democratic flavour that is consistent with the social work professional value system. Quality management is designed to empower workers at all levels and thus promotes motivation (Weinbach, 1998:71).

Van Dyk (2001b:76-77) regards quality assurance as the key for the survival and success of businesses in the new millennium. Quality assurance is viewed from both a holistic perspective and a process perspective. Quality assurance is holistically described as a behavioural inclination of the organisation as a whole (organisational culture dimension). As a process it is viewed as individual employee behaviour (motivation) as part of any process or sub-process used to pursue quality in the products or services of the organisation. From a human resource perspective it requires the following from employees at all levels:

- Total commitment to the products or services of the company.
- Loyalty towards such products or services and to the company itself.
- Attachment to the goals and objectives of the organisation. This demands exceptional input from the human resource department in the motivation and empowerment of employees.

3.5.5 Leadership styles of managers

According to Smit and Cronje (1997:278) leadership is the process of directing the behaviour of others towards the accomplishment of certain objectives. Through leading, the manager influences people, gives orders, motivates people (individuals or groups), manages conflict and communicates with subordinates. From a management perspective leadership can be defined as influencing and directing the behaviour of individuals and groups in such a way that they work willingly to pursue the objectives and goals of an organisation.

Leadership can also be described as the initiative that management takes to set the organisation's

activities in motion. The social work manager as leader exercises the daily management functions of planning, leading, organising and controlling through his/her formal position of authority held in the organisation. Amos and Ristow (1999:133) distinguish a leader as someone who is able to motivate others to complete tasks voluntarily. Social work managers are therefore seen as those individuals who are capable of **doing things right** (thus being efficient) and as leaders who **do the right things** (thus being effective) (Amos & Ristow, 1999:132).

In the context of this study the following leadership activities are worth mentioning: 1) transmitting information to subordinates, 2) giving orders and instructions to subordinates, 3) deliberating with subordinates, 4) taking steps to improve the performance of subordinates and 5) **motivating** his/her people (Smit & Cronje, 1997:279).

Smit and Cronje (1997:290) mentioned that research conducted at both the University of Michigan and Ohio State University found that leaders manifest certain leadership styles. Leadership styles, when applied by social work managers, can increase or decrease the motivation of social workers and therefore the following leadership styles are worthwhile mentioning:

- The task-oriented leadership style is concerned with careful supervision and control to ensure that subordinates perform satisfactorily. Managers place great emphasis on tasks for production and low on people. This leadership style results in low production performance of employees as well as absenteeism.
- The employee-oriented leadership style applies less control and is concerned with motivation and participative management to get the job done. The manager places more emphasis on people and their needs and progress than on tasks for production. Performance is higher and people are committed to doing a good job (Smit & Cronje, 1997:290).
- A manager with an autocratic leadership style demands performance with minimum consideration for his/her workers, gives many orders and makes all decisions him/herself. He/she determines what activities would be performed and in which order and simply assigns tasks to individuals without considering the individual's preferences (Baron & Byrne, 1997:14). For Wright (1995:63) the autocrat does not delegate because he/she believes his workers are incompetent.
- A manager with the "middle-of-the-road" leadership style ensures adequate performance by means of a combination of pressure for performance and adequate job satisfaction for employees

(Swanepoel et al. 2003:347).

- The team leadership style can be referred to as the 'ideal' leadership style. Workers are motivated to achieve and they pursue the objectives of the organisation out of goodwill (Smit & Cronje, 1997:291).
- The democratic leadership style invites subordinates to give input and allows them to participate in decision-making. The manager rarely gives orders or commands (Baron & Byrne, 1997:14).
- The laissez-faire leadership style adopts a 'hands-off' approach (the French words 'laissez-faire' mean 'let people do what they choose'). The laissez-faire leader's role is primarily that of an interested observer (Baron & Byrne, 1997:464).
- The transactional leadership style recognises what actions subordinates must take to achieve organisational goals, clarifies the actions, recognises subordinates' needs, and clarifies the connection between subordinate actions and needs (Rawlins, 1992:179).
- The transformational leadership style raises levels of consciousness about the importance of certain goals or actions, encourages subordinates to transcend self-interests for the good of the team, and causes subordinates to focus on higher-order needs such as self-actualisation (Rawlins, 1992:179).

Social work managers as leaders need to show social workers how the accomplishment of organisational work will result in the achievement of personal as well as organisational goals. The excellent leader recognises that individual goals as well as individual abilities and motivation change over time and chooses different paths at different times. The transformational leader recognises a new level of potential in the organisation by helping followers achieve more of their self-actualisation and spiritual goals (Internet 2: 10/17/01).

3.6 FUNCTIONAL LEVELS OF SOCIAL WORKERS

To motivate employees, the social work manager must be aware of the functional levels of social workers and how it is connected to their level of motivation.

According to Werner (2001:326) employees function at one of three basic levels:

Minimum level - doing less than is required. The employee, who does less than is required of him/her makes more errors, is tardier, delivers poor quality work and is disciplined more often.

Expected level - doing just what is required. Employees at the in-between level do what is expected of them - nothing more, nothing less. They do enough not to get into trouble, but nothing more.

Maximum level - doing more than is required. They are prepared to walk that extra mile, use their initiative, apply their skills where needed and put in extra effort to achieve goals. Employees, who voluntarily and enthusiastically do more than what is required of them, are motivated.

Social work managers have to ensure that all employees maintain high levels of functioning. By making sound decisions and assigning employees to jobs that match their abilities, managers ensure motivational success.

3.7 SUMMARY

This chapter clearly delineates that motivation as a function of the social work manager has an important role to play in establishing and maintaining more successful organisations. The literature emphasises the place of motivation as a sub or additional management function in the management of human resources. Ensuring excellent individual performance therefore largely depends on motivating the human resources of the organisation.

Factors related to organisational structures such as policies, supervision, the working environment and quality assurance and quality management are either positively or negatively affecting the motivation of employees. The leadership styles of managers are a primary factor influencing employee motivation and performance. Social work managers should not only use organisational structures to promote the achievement of organisational goals, but also to enhance the motivation of employees to achieve organisational and personal goals.

The functional levels of social workers, the responsibility of top management and especially the social work manager is equally important in light of the significant effect motivation has on the achievement of employee and organisational goals.

Motivational strategies and guidelines for social work managers will be discussed in the next chapter.