

CHAPTER 4

RESEARCH RESULTS

Research is best conceived as a process of arriving at dependable solutions to problems through the planned and systematic collection, analysis and interpretation of data.

(Cohen and Manion: 1980: 29)

4.1 Introduction

This chapter focuses on the results of the study. Inferential statistics were used in the research findings, as inferences were drawn regarding the properties of the population studied, on the basis of the results obtained for appropriately selected samples from the particular population (Huysamen, 1990: 210). Firstly, the frequency relating to the demographic information will be discussed such as age, sex, home language, race, marital status, job title, educational qualifications, salaries received by employees, years of service, name of sections where employees work, and occupation of supervisory or non-supervisory positions in the organisation. The count item on the left-hand side of the graphs indicates the number of respondents who responded to a particular question and the numbers are converted to percentages in this study e.g. gender variable: 56/70 multiply by 100 which is 80% (refer to figure 18). Factor analysis on the motivational factors will be highlighted and the perceptions of employees regarding leadership styles examined. The consistency of certain leadership styles in eliciting certain motivational factors as suggested by Hersey and Blanchard will also be looked into.

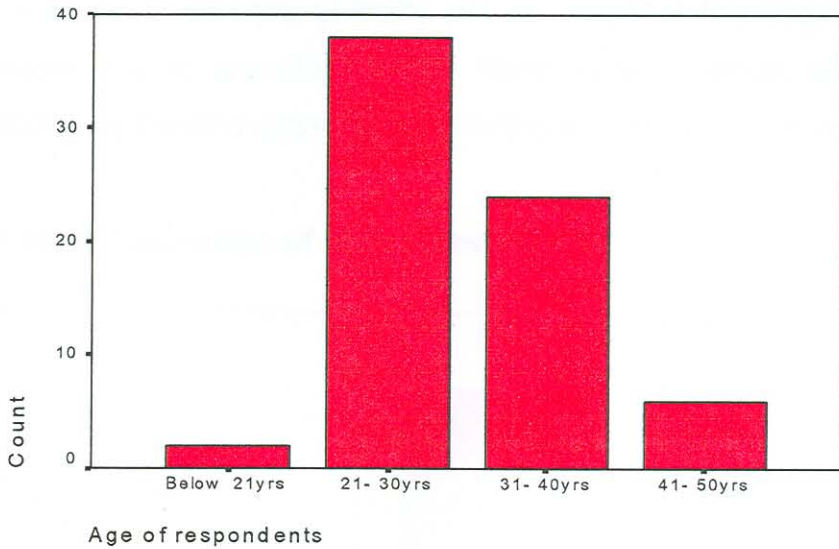
4.2 Biographical information

4.2.1 Age of respondents

The research results indicate that the majority (53%) of the respondents was between 21 and 30 years of age at the time of the study. Twenty-five employees who form 37% of the sample fell in the category 31-40 years.

Most of the employees at Falke Hosiery are in their middle adulthood stage that is neither particularly young nor particularly old.

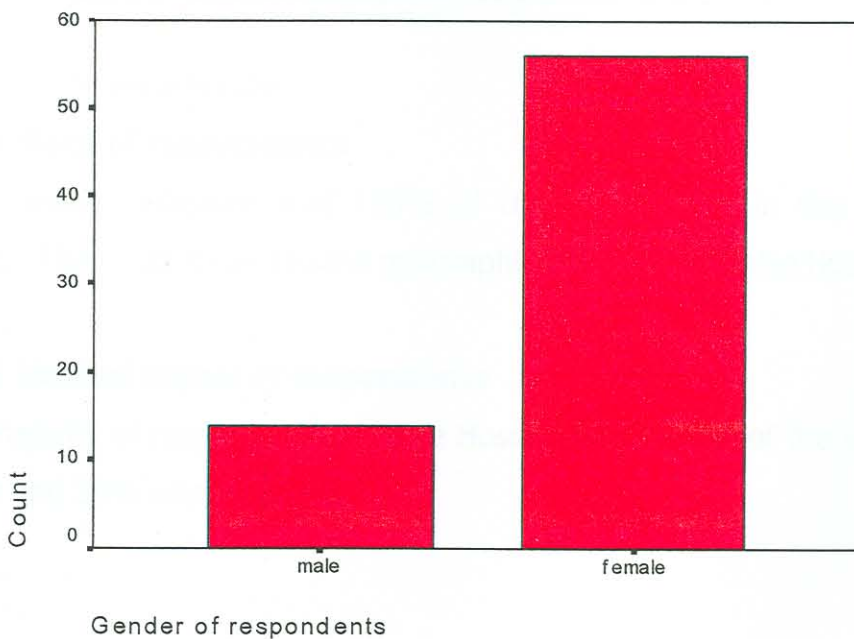
Figure 17: Age of respondents



4.2.2 Gender of respondents

Most of the respondents in the sample (80%) were females and only 20% were males. This is attributed to the fact that little hard labour is required as most of the work in the company is mechanised.

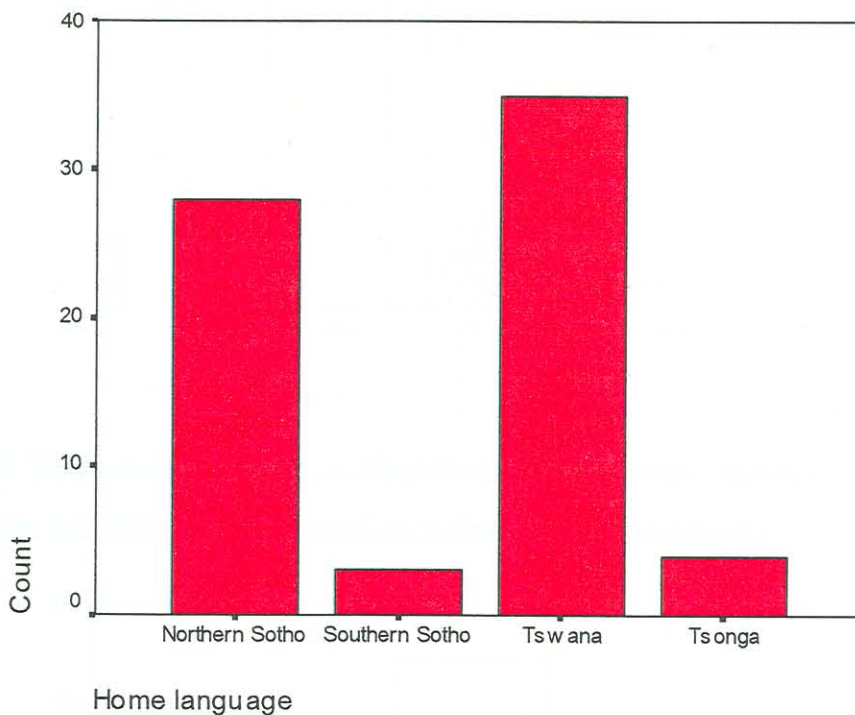
Figure 18: Gender of respondents



4.2.3 Home language of respondents

Most of the respondents, that is 50% of the sample, were Tswana speaking and 40% were Northern Sotho speaking. This is attributed to the geographical location (Rosslyn) of Falke Hosiery. Most of the employees in this organisation live in townships in the North West Province, which are largely inhabited by Tswana-speaking and Northern Sotho-speaking residents.

Figure 19: Home language of respondents



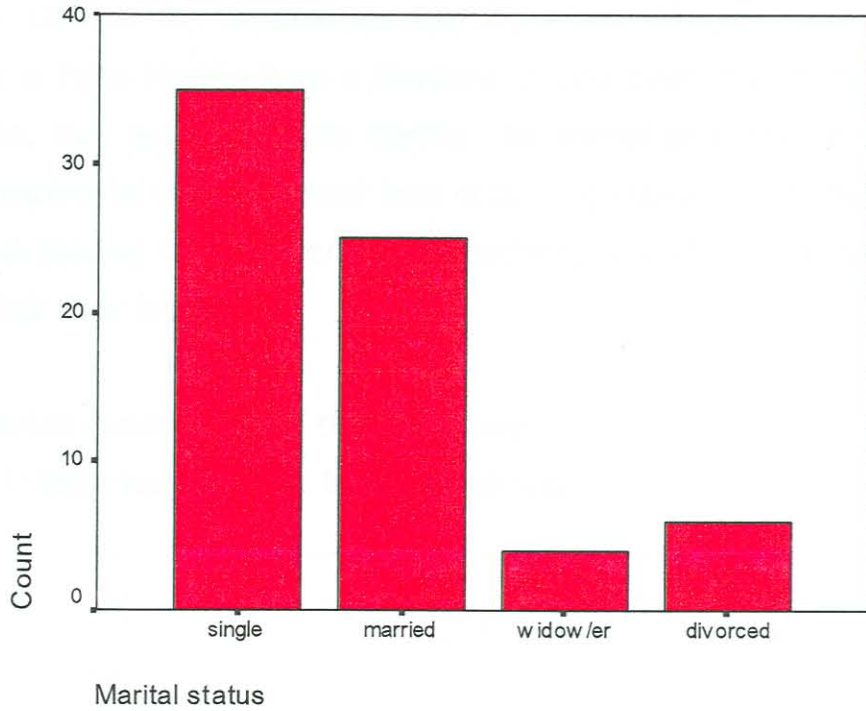
4.2.4 Race of respondents

The research indicated that 100% of the respondents in the study were blacks. This is attributed to the geographical location of Falke Hosiery.

4.2.5 Marital status of respondents

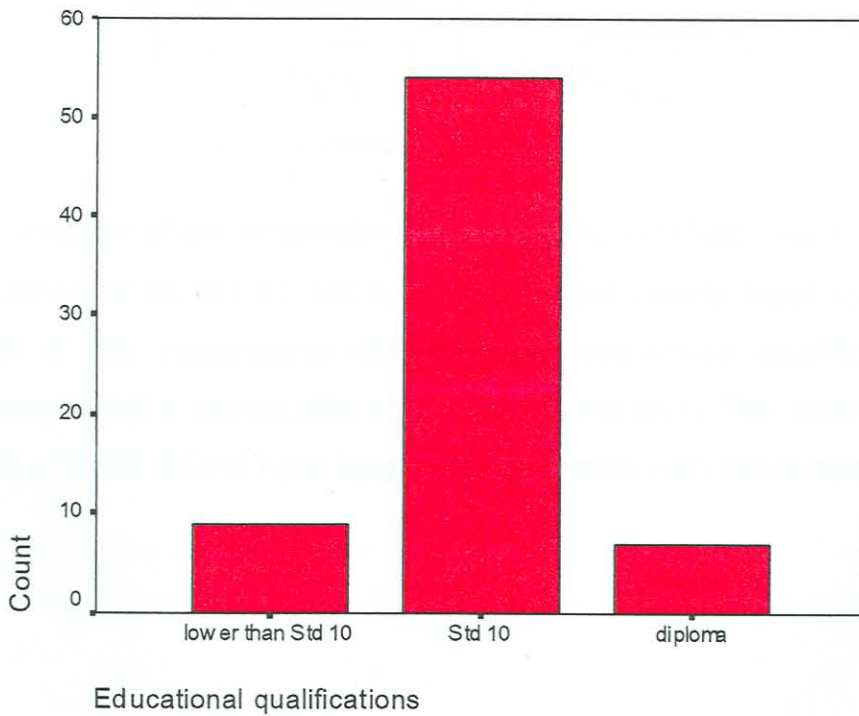
The majority of respondents at Falke Hosiery that is 50% of the sample were single and 36% were married.

Figure 20: Marital status of respondents



4.2.6 The educational qualifications of the respondents

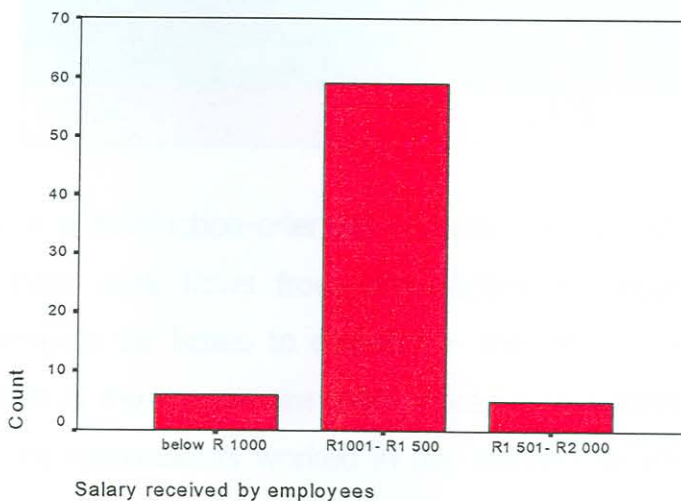
Figure 21: Educational qualifications of respondents



The above diagram indicates that most (77%) of the respondents at Falke Hosiery had Standard 10, and 13% had qualifications lower than Standard 10. Only 10% of the respondents had diplomas. Although most of the employees at Falke Hosiery have a Standard 10 and lower than Standard 10 qualification, they are functionally literate. No formal education or specific skills are required at the operational level of this organisation. Employees are trained and showed how to operate the machines and which procedures to follow in their daily tasks.

4.2.7 Salaries received from the company

Figure 22: Salaries received by respondents



The majority of the respondents, that is 86%, received salaries falling within the range of R1 001-R1 500 a month. This is closely linked to the fact that most of the respondents did not have post-school qualifications, which anyway is not a prerequisite at the operational level. The other factor is that most of them did not have long work experience with the company.

4.2.8 Sections at Falke Hosiery

Table 4: Sections at Falke Hosiery

SECTIONS IN FALKE HOSEIERY	NO. IN EACH SECTION
Knitting	9
Auto assembly	40
Manual	20
Quality department	9
Greige store	13
Dye	10
Courtesy	17
Warehouse	45
Dispatch	32
TOTAL	195

Falke Hosiery is a production-oriented organisation consisting of the above sections in which work flows from one section to another, that is from knitting the threads for hoses to dispatch – the distribution of products to customers which in most cases are chain stores such as Edgars and Stuttafords. Most (45) of the respondents worked in the warehouse where they labelled and packed the end products of the company. The other big group (40 respondents) worked in the Auto Assembly Section where the merging of the knitted threads takes place.

4.2.9 Occupation of a supervisory or non-supervisory position

Most of the respondents, that is 94% of the sample, occupied non-supervisory positions in the organisation. The holding of a supervisory position or not can influence the level of motivation and the perception of leadership styles used. The assumption is that employees who function at a

supervisory level give instructions that have to be carried out by subordinates on a non-supervisory level. Hence the importance of looking into this variable, as motivation level and perception of leadership styles used will differ between these two groups.

4.3 Research results on worker motivation

4.3.1 Introduction

The following motivational factors were formulated by taking into account the principal propositions of the motivational theories used in this study, that is Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory. The motivational questions were formulated by the researcher in order to establish the following:

Which motivational factors were prevalent at Falke Hosiery at the time of the study (see page 83- 87). The responses to different motivational questions would indicate the level of motivation of the employees. Also, which were the most important of these factors. Factor analysis was done on the factors and the results concerning different motivational factors are indicated graphically (see below).

4.3.2 Factor analysis

Factor analysis was used in the study because of its distinctive data reduction capacity, which accounts for most of the reliable variance of the initial variable pool. The researcher followed the three steps of factor analysis as given by Kinnear and Gray (1994: 216).

A matrix of correlation coefficients was generated for all the variable combinations. A correlation matrix was then run for all the motivational factors. Factors were extracted from the correlation matrix. The most common method is called principal factor extraction and this method was

constructed statement would signify a high level of motivation with regard to the specified motivational factor.

employed in the study. The main characteristic of the principal factor extraction procedure is that each factor accounts for the maximum possible variance of the variables being factored (Gorsuch, 1994: 86).

The factors (axes) were rotated to maximise the relationships between the variables and some of the factors. The most common method is varimax, a rotation method which maintains independence among the mathematical factors. Factor analysis was run on the motivational factors, applying the above steps, and nine factors were derived. The variables were grouped according to the size of their factor loading under each factor. The results are highlighted below. The factors were as follows: working conditions, pay and security, supervisors' relations, interpersonal relations, achievement, recognition, sense of responsibility, work itself and personal growth.

The table also shows the means for the motivational factors. The "N" indicates the total number of respondents for each question. The "X" is the mean, which indicates the central tendency for each question asked, or the average feeling the respondents had about a specific motivational factor. The questions were rated on a seven-point scale, that is from one to seven. The cut-off point for analysing the result was 3,5. Any value in the mean column above 3,5 would signify that the respondents experienced that motivational factor to a larger extent, and any value less than 3,5 would signify that the respondents experienced that motivational factor to a lesser extent. The responses in the mean column reflect the level of motivation at Falke Hosiery. Agreement with a positively constructed statement would signify a high level of worker motivation, and disagreement with a positively constructed statement would signify a low level of worker motivation. Conversely, agreement with a negatively constructed statement would signify a low level of worker motivation, while disagreement with a negatively

constructed statement would signify a high level of motivation with regard to the specified motivational factor.

Table 5: Factor analysis on motivational factors

Motivational Factors	Factor 1: Security Conditions	N	X	Factor 2: Pay & Security	N	X	Factor 3: General Supervision	N	X	Factor 4: Interpersonal Relations	N	X
<input type="checkbox"/> There are no physical dangers in the workplace	0.40946	70	5.32									
<input type="checkbox"/> I am working in an orderly working environment	0.51120	70	5.04									
<input type="checkbox"/> There are no threats of dismissal in our company	0.60217	70	4.31									
<input type="checkbox"/> I find personal satisfaction in my work	0.29123	70	2.57									
<input type="checkbox"/> We are free from criminal acts in the workplace	0.48104	70	3.94									
<input type="checkbox"/> I will not get hurt in my workplace	0.34650	70	2.58									
<input type="checkbox"/> I receive sufficient money from this company		70	2.31	0.47140								
<input type="checkbox"/> I know I can always make a living in this company		70	2.40	0.39412								
<input type="checkbox"/> I feel that people who started working in this company long after me are better off financially than I am		70	2.70	0.30172								
<input type="checkbox"/> I have a feeling of economic security		70	2.28	0.40072								
<input type="checkbox"/> My present circumstances are much better than those of people who are newly appointed I this company		70	4.22	0.36029								
<input type="checkbox"/> I have good relations with my supervisors							0.50324	70	3.68			
<input type="checkbox"/> My supervisor puts the sub-ordinate where his/her potential can be realised							0.26781	70	2.18			
<input type="checkbox"/> My supervisor values my skills							0.41043	70	3.68			
<input type="checkbox"/> My supervisor notices my hard work and gives me the necessary recognition for it							0.52317	70	5.37			
<input type="checkbox"/> My supervisor trusts the insights of their sub-ordinates							0.24751	70	3.02			
<input type="checkbox"/> There are good interpersonal relationships with co-workers										0.60724	70	5.41
<input type="checkbox"/> There is good social atmosphere in this company										0.48704	70	6.05
<input type="checkbox"/> My colleagues appreciate my work efforts										0.39314	70	2.41

Motivational Factors	Factor 5 Achievement	N	X	Factor 6 Recognition	N	X	Factor 7 Responsibility	N	X	Factor 8 Work Itself	N	X	Factor 9 Personal Growth	N	X
<input type="checkbox"/> I feel that I have really achieved something since being appointed in this company	0.41740	70	2.75												
<input type="checkbox"/> My potential is fully utilised	0.42996	70	2.41												
<input type="checkbox"/> My supervisor notices my hard work and gives me the necessary recognition				0.40102	70	5.84									
<input type="checkbox"/> My supervisor regards me as a good worker				0.41976	70	4.82									
<input type="checkbox"/> I am part of this organisation							0.36363	70	5.15						
<input type="checkbox"/> I am always working towards the achievements of the company's objectives								70	5.88						
<input type="checkbox"/> My present working environment contributes to my job satisfaction										0.22922	70	3.08			
<input type="checkbox"/> My work makes me happy										0.37193	70	3.85			
<input type="checkbox"/> I feel that I am being kept in one section too long										0.58130	70	5.84			
<input type="checkbox"/> The team spirit in our branch or section is very interesting										0.43850	70	5.38			
<input type="checkbox"/> People work in well-functional teams in this organisation										0.55089	70	5.92			
<input type="checkbox"/> I feel that I am overburdened with work										0.34092	70	2.17			
<input type="checkbox"/> I have sufficient time to familiarise myself with new work										0.35090	70	5.42			
<input type="checkbox"/> There are many opportunities to improve my skills													0.48183	70	2.37
<input type="checkbox"/> My personal value as a worker increases because I learn a lot from this organisation													0.34910	70	2.82
<input type="checkbox"/> I envisage a career for myself in this organisation													0.40103	70	2.02
<input type="checkbox"/> If I do my part, I have sufficient opportunities for promotion													0.51219	70	2.68

It needs to be emphasised that the nine factors were extracted through factor analysis, and that the factors were pay and security, working conditions, the work itself, interpersonal relations, supervisors' relations, achievement, recognition, sense of responsibility and personal growth. These motivational factors fit into Hersey and Blanchard's model, which integrates the situational leadership theory and the motivational theories of Maslow and Herzberg (see table below).

Table 6: Integration between the factor analysis results and Hersey and Blanchard's Situational Leadership Model

Maslow's Hierarchy of Needs	Herzberg Two-Factor	Factor Analysis Results
Physiological needs		Pay and security
Safety needs	Hygiene factors	Working conditions
		Work itself
Social needs		Interpersonal relations
		Supervisors' relations
Self-esteem needs		Achievement
Self-Actualisation needs	Motivators	Recognition
		Sense of responsibility
		Personal growth

4.3.3 Motivation factors that the respondents experienced to a greater extent

Most of the respondents felt that they had good relations with their supervisors. This item has a mean of 5,84 and standard deviation of 1,24.

The mean (\bar{X}) 5,92 in the case of teamwork is an indication of a good working relationship between employees.

Most of the respondents agreed that they were kept too long in a particular section.

The mean of 5,84 is an indication of this variable. This is attributed to the specialisation of the work at Falke Hosiery.

Most of the respondents agreed that they were working towards the achievement of the company's objectives. This is also confirmed by the mean of 5,88 and indicates that most of the respondents had a sense of commitment towards the company.

4.3.4 Motivation factors that the respondents experienced to a lesser extent

Most of the respondents disagreed with the statement that they received sufficient money from the company. This indicates that not all the extrinsic needs of the respondents were being met by the company at the time of the survey.

Most of the respondents disagreed that their present working environment contributed to their job satisfaction – a mean of 2,35.

The mean of 2,15 indicates that the respondents disagreed with the statement that "my supervisor puts the subordinate where his/her potential can be realised". This may be attributable to the abovementioned factor that workers are kept in one section for a long time. The other contributing factor may be that work in this form is standardised and monotonous, resulting in this general feeling among the respondents.

"I envisage a career for myself in this organisation." The mean of 2,35 indicates that the respondents disagreed with this statement. This can be related to the way the company operates, that is there are fixed tasks in each section.

The mean of 2,17 indicates that most of the respondents disagreed that they were overburdened with work. This implies that employees in the company have enough time to complete their tasks.

4.4 Results on the leadership styles used

The questions on leadership styles were formulated on the basis of Hersey and Blanchard's Situational Leadership Theory, which postulates four leadership styles, namely telling, selling, participating and delegating.

4.4.1 Results of questions relating to the telling leadership style

According to Hersey and Blanchard (1982: 153), this style is "telling" because it is characterised by the leader's defining roles and telling people what, how, when and where to do various tasks. Most (78,6%) of the respondents agreed with the statement that if they disagreed with any decisions taken, their supervisors ignored them. The majority (65%) of the respondents also agreed that when their supervisors gave instructions they had to obey them. Furthermore, 55% of the respondents agreed that their supervisors had the final say. The majority (75%) of the respondents agreed that their

supervisors clarified job requirements for subordinates, and 69% also agreed that their supervisors initiated the structures to be used for particular tasks. Most (65%) of the respondents agreed that their supervisors always told subordinates what to do, and 72% agreed that their supervisors used their authority to get tasks done at the predetermined time. It should be noted that this leadership style is mainly used in this organisation due to the nature of the work done there. The way in which Falke Hosiery is structured calls for specific standard procedures to be followed to ensure that market standards and targets are met.

4.4.2 Results of questions relating to the selling leadership style

According to Hersey and Blanchard (1982: 153), this style is called "selling" because most of the direction is still provided by the supervisor. Yet, through two-way communication and explanation, the supervisor tries to get the followers psychologically to "buy into" desired behaviours. Followers at this maturity level will usually go along with a decision if they understand the reason for the decision and if their supervisor also offers help and direction. The majority (70%) of the respondents agreed that their supervisors had the ability to influence subordinates to do the required work properly, while 60% agreed that their supervisors communicated with them in a very acceptable manner. Most of the respondents (55% of the total sample) agreed that their supervisors understood them and also understood their points of view when they had problems. Fifty per cent of the respondents agreed that their supervisors encouraged them to learn new things, while 50% disagreed with this statement. Most (65%) of the respondents agreed that their supervisors showed them how to do the job. This leadership style is used minimally at Falke Hosiery.

4.4.3 Results of questions relating to the participating leadership style

According to Hersey and Blanchard (1982: 153), this leadership style is called "participating" because the leaders and the followers share in decision making, the main role of the leader being facilitating and communicating. Most (68%) of the respondents disagreed with the statement that if they disagreed with decisions, their supervisors discussed the decisions with them; 62% disagreed that their supervisors gave them the opportunity to participate in decision making in the company. The majority (72%) of the respondents disagreed that their supervisors wanted them to come forward with creative ideas in the organisation. Most (69%) of the respondents indicated that their supervisors were not prepared to accept inputs from them; 64% of the respondents disagreed that their supervisors allowed them to make suggestions in respect of the assignments they had to carry out. This leadership style is used to a minor extent at Falke. This is attributed to the fact that most of the work is mechanised and standardised, and that therefore there is not much that the employees can do concerning the job itself.

4.4.4 Results of questions relating to the delegating leadership style

Hersey and Blanchard (1982: 154) state that in terms of this style, followers are permitted to run the show and decide on the how, when and where. They are psychologically mature and consequently do not need above average two-way communication or supportive behaviour. Generally, this leadership style is also used minimally at Falke Hosiery. According to most (75%) of the respondents, employees are not given a chance to try out new ideas in the company. The majority (80%) also disagreed that their supervisors allowed them to get on with the job in their own way. This is also attributed to the nature of the work structures in this organisation.

4.5 Qualitative analysis of data

Due to many unanswered questions in the collected questionnaires the researcher had to conduct unstructured interviews with the respondents. The problem of the low response rate in respect of the main measuring instrument was conveyed to the company management and permission was granted to the researcher to conduct the unstructured interviews with the respondents who had initially filled in the questionnaires. The respondents were individually interviewed and the questions were related to those in the questionnaire. Due to the descriptive nature of the study the respondents were allowed to express their opinions freely on the questions posed to them and they were assured of the confidentiality of the exercise. The responses were noted and the following results emerged:

4.5.1 Questions relating to the leadership styles used at Falke Hosiery

"Telling" leadership style: Most of the respondents agreed that the telling leadership style was used widely at Falke. Most also agreed that they were generally told what to do and which procedures to follow when doing their work. Deadlines are given for the completion of the particular tasks. Employees are not allowed to put forward new ideas, as the leaders are the initiators of the structures and procedures to be used and implemented in the organisation (refer to the findings in paragraph 4.4.1).

"Selling" leadership style: With regard to the selling leadership style, most of the respondents agreed that they were shown how to do their work and that their supervisors had time to see how well the work had been done. They also received some form of support and help from their supervisors in the given tasks (refer to the findings in paragraph 4.4.2).

"Participating" leadership style: With regard to the participating leadership style, most of the respondents said they were not involved in decision making

in the company. Their supervisors decided on what must be done, especially in terms of the work itself and the general functioning of the organisation. (refer to the findings in paragraph 4.4.3).

"Delegating" leadership style: The respondents agreed that the delegating leadership style was used minimally at Falke: employees cannot initiate anything concerning their work and there is no form of delegation at the operational level in the organisation. The delegating leadership style is employed by management in respect of the supervisors to ensure that the work is done in their respective sections. This is attributed to the mechanised nature of the work in the company (refer to the findings in paragraph 4.4.4).

4.5.2 Questions relating to motivational factors at Falke Hosiery

Physiological needs: In terms of the physiological needs at Falke, most of the respondents mentioned that they were not satisfied with the remuneration and benefits they received. They felt that they were underpaid when compared to the value of the final products they produced on a daily basis.

Safety needs: The respondents mentioned they had no fringe benefits such as medical aid and housing subsidies, which they considered important in their daily lives. In terms of the working environment, the respondents said that the workplace was safe, for example the ventilation in the buildings. They also said that extra care had to be taken when working with the machinery in their daily tasks.

Social needs: Most of the respondents said the social environment at Falke was positive. They mentioned that they had good working relationships with their supervisors. There was also some form of teamwork in the different sections and they enjoyed good interpersonal relations among themselves.

Esteem needs: The respondents stressed that they received recognition from their supervisors when their work was well done and monthly targets were reached. They added that they did not get increased responsibilities in their

work as they were kept in particular sections for a long time doing the same work.

Self-actualisation needs: The respondents mentioned that the opportunities for training and advancement were very slim. During their general orientation and induction employees are shown the work they will have to do. The respondents also said that growth and creativity were not promoted in the organisation.

4.6 Relationship between leadership styles and worker motivation

The aim of this study was to describe the relationship between the leadership styles and motivational factors as expounded by Hersey and Blanchard. The descriptive nature of the study, that is describing the existing situation, would be fulfilled by describing the consistency of certain leadership styles in eliciting certain motivational factors in the organisation under consideration. In describing the relationship between these two variables, the qualitative and the quantitative results were taken into consideration. According to Hersey and Blanchard's model (1982: 296), the leadership styles S1 (telling) and S2 (selling) tend to provide goals consistent with satisfying hygiene factors which are physiological, safety and social needs, whereas S3 (participating) and S4 (delegating) seem to facilitate the occurrence of motivators which are self-esteem and self-actualization needs.

4.6.1 Relationship between the telling leadership style and the physiological and safety needs

The telling leadership style is used fairly widely at Falke Hosiery. As mentioned earlier, this leadership style is employed as various fixed procedures have to be followed to get important work done, such as the time needed to dye the hoses. Most of the respondents indicated that they received low monetary rewards and did not have fringe benefits. Most also said their working place was safe and that they were continually told what

safety measures to take when carrying out their daily tasks, for example care had to be taken when working with certain machinery. The consistency of the telling leadership style in satisfying physiological needs (Maslow) and hygiene factors (Herzberg) is evident, even if the satisfaction is fairly low.

4.6.2 Relationship between the selling leadership style and the safety and social needs

The selling leadership style is also fairly widely employed at Falke Hosiery. The good communication between supervisors and subordinates promotes the working environment in the company. Supervisors' understanding of their subordinates and showing them how to do the work affects the working environment positively. The selling leadership style also promotes team spirit and proper functioning in the various sections in the organisation. Employees are given the opportunity to familiarise themselves with the work they have to do. This leadership style promotes safety and social needs to a considerable extent.

4.6.3 Relationship between the participating leadership style and the self-esteem and self-actualisation needs

The participating leadership style is used minimally at Falke Hosiery. Most of the respondents indicated that they were not involved in general decision-making processes in the company, especially concerning the nature of their work. Most also contended that recognition and opportunities for increased responsibilities at Falke were very slim, largely because employees were kept in one section for extensive periods. Thus the conclusion is drawn that the participating leadership style promotes the self-esteem and self-actualisation needs of employees to a fairly low extent.

4.6.4 Relationship between the delegating leadership style and the self-esteem and self-actualisation needs

The delegating leadership style is also used minimally at Falke Hosiery. The tendency of this leadership style to promote self-esteem needs and self-actualisation needs (Maslow) and motivators (Herzberg) is fairly low. The weak relationships are attributed to the nature of the organisation, as employees are not expected to contribute much to the functioning of the company. Most of the work is mechanised and standardised, thus prompting supervisors to be directional, for example telling subordinates how to prepare the threads for knitting the hoses. Such specific instructions need to be conveyed to subordinates to get the work done and to achieve the main organisational goal, that is profit making.

It should be noted that one leadership style may work well in one section and poorly in another, depending on the nature of the employees and the given situation. It should also be noted that the tendency of the leadership styles to promote the motivational factors as integrated by Hersey and Blanchard (1982) is neither particularly low or particularly high at Falke.

It can be concluded that the basic aims of the study were achieved as the findings indicate the leadership style/s used in the company, the motivational factors prevalent in the company and the consistency and the inconsistency of certain leadership styles eliciting certain motivational factors in the organisation under study.

5.2 Type of leadership style used

Supervisors (leaders) at Falke Hosiery use a variety of leadership styles. The respondents' perception was that their supervisors used all four of the leadership styles – telling, selling, participating and delegating, as proposed by Hersey and Blanchard (1982). According to the respondents, the telling