

A case study exploring the influence that management policy and motivational strategies have on employees within a Durban restaurant.

HONOURS RESEARCH REPORT

Diajal BEEPUP

Abstract

Owing to the current state of the South African economy and the country's unemployment rate, employees endure harsh business practises to secure employment, leading to demotivation and reduced performance.

The restaurant industry is missing a chance to improve staff motivation and performance, and therefore to improve their business. Another problem is that those staff members are faced with potentially abusive treatment in their workplace. The aim of the study was to explore the influence that management policy and motivational strategies have on employee motivation and performance. The sample for this study was three individuals employed at a particular Durban restaurant.

The study showed that management policies and motivational strategies negatively influence motivation and performance. Recommendations for future research include a larger sample size, conducted across various restaurants, to improve reliability and trustworthiness of the findings. Further research can also aim to explore the illegal practices used by restaurants and how this influences motivation and performance.

Declaration

I hereby declare that the Research Report submitted for the Bachelor of Commerce Honours degree was submitted to:

- The Independent Institute of Education.
- The following Report is my own work.
- The Research Report has not previously been submitted to another University or Higher Education Institution for degree purposes
- This research report does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted correctly.

Signed:

Diajal Bepput

11 October 2017

As the candidate's Supervisor, I agree to the submission of this dissertation.

Signed:

Leigh De Wet

11 October 2017

Contents page:

| Questions: | Page: |
|---------------------------------|--------------|
| Abstract | 2 |
| Declaration | 3 |
| <u>Introduction</u> | 6 |
| Contextualisation | 6 |
| Rationale | 6 |
| Problem Statement | 7 |
| Research Question | 8 |
| Research Objectives | 8 |
| Theoretical Foundation | 9 |
| Literature Review | 10 |
| Research Topic/Problem | 10 |
| Motivation | 10 |
| Management Policy | 13 |
| Performance | 14 |
| Organisational Justice | 15 |
| Work Engagement | 16 |
| Training and Remuneration | 17 |
| Methodology | 18 |
| Research Paradigm..... | 18 |
| Research Design | 19 |
| Population and Sampling..... | 21 |
| Data collection Method | 22 |

| | |
|--|----|
| Data Analysis Method | 23 |
| Data Analysis and Findings | 24 |
| Trustworthiness and Rigor | 34 |
| Conclusion | 35 |
| Research Question and Objectives | 35 |
| Ethical Considerations | 36 |
| Limitations | 37 |
| Contributions | 37 |
| Future Recommendations | 38 |
| Reference List: | 39 |
| Annexure | 47 |
| 1 - Consent Form | 47 |
| 2 - Interview Questions | 52 |
| 3 - Permission Letter | 54 |
| 4 - Ethical Clearance Letter | 55 |
| 5 - Originality Report | 56 |

Introduction

Contextualisation

South Africa's economy is in a declining state, and the recent decline to 'Junk Status' is impacting all businesses and limiting the potential for foreign investors (Business Tech, 2017). The South African economy was expected to fall up to 1.4%; but reduced even further (Mashiloane, 2016). The political instability of the country is influencing the economy, which has influenced the country's employment levels. There are roughly 25 million people in SA earning below R3 500 per month (Mashiloane, 2016). The current economic situation is stressful. This economic crisis puts pressure on restaurants to maintain turnover to survive. South Africa's unemployment rate in 2016 was 27.1% of the population (Mashiloane, 2016). Unemployment is high, which means people are increasingly desperate, which leaves them vulnerable to exploitation. The vulnerable workforce is constantly under pressure to maintain high levels of performance, which subjects employees to a potentially abusive working environment (i.e. fear of losing a job may cause people to tolerate more abusive treatment than they normally would). Managers may forget about using positive motivations and use more harsh methods for driving performance of staff, due to the pressures they face to maintain company turnover. Motivation and performance have become an issue in the light of today's declining economy, and individuals working for minimum wage, as seen in the restaurant industry, struggle to sustain their households with the constant increase in the cost of living.

Rationale

Managers operating within the South African restaurant environment are pressured into driving sales and profit at any cost. In the race to success, business owners and managers often ignore the motivation of their employees. In South Africa, the job of a waitron is viewed as inferior and degrading. The industry provides unskilled/semi-skilled employment, but it is a particularly vulnerable sector because it is driven by disposable income, which is decreasing due to economic downturns (Mashiloane, 2016). Individuals are exposing themselves to potentially harsh treatment by their employers just to secure employment, given the country's current unemployment rates. Managers may then forget about employee motivation and fall back on punitive strategies to drive staff performance, which impacts on their motivation and happiness at work.

The purpose of this study is to explore the influence that management policies and motivational strategies have on motivation and performance, within the restaurant industry, using a case study design. The result is a qualitative description, and the concept of motivation is defined in terms of Herzberg's Hygiene Theory of Motivation (Manktelow et al., 2017).

This research is of relevance due to the various issues faced by employees within restaurants not being given enough importance. Various socio-economic challenges faced by employees and business owners in the South African business environment has given rise to the current state of motivation and performance. The research is relevant as it provides management with a necessary understanding of the influence of their activities and policies on employee motivation, and thus performance. Performance and motivation are relevant to the success of an organisation. Therefore, guiding management in the direction in today's volatile business environment.

This study focused on the restaurant industry in Durban. As cited by Feder (2000), Frederick Herzberg has become one of the most influential teachers and consultants within the context of motivation. Herzberg introduced the Two-Factor Theory of Motivation, also known as Herzberg's Hygiene Theory, which is used as the theoretical framework in this research study.

Problem Statement

As per Productivity SA (2017), productivity in South Africa is on a constant decline as a result of low levels of performance, influenced by motivation. In the restaurant industry, employees are required to perform excellently in this high-pressure environment, under demanding circumstances, for little money. It could be argued that businesses are inefficient and are unable to reach their potential due to decreasing rates of employee motivation and thus productivity. Managers treat employees with distrust and treat them as if they are incapable due to their reduced performance levels, as opposed to attempting to find the cause of the decreased performance, i.e. demotivation (Thao and Hwang, 2015). These methods lead to an unhappy, unmotivated, unproductive workforce – which is the exact opposite of what management aims to achieve.

The restaurant industry is missing a chance to improve staff motivation and performance, and therefore to improve their business. Management teams tend to forget the importance of training, work engagement and organisational justice on the success of an organisation (Jankingthong and Rurkkhum, 2012). Another problem is that those staff members are faced with potentially abusive treatment in their workplace. The majority of these unskilled workers are treated as incapable and are belittled on a daily basis, leading to demotivation and resentment towards their management (Thao and Hwang, 2015). The various policies and motivational strategies used by managers influence the motivation of employees, thus influencing performance. This study aims to unearth how management policies and motivational strategies influence motivation and thus performance in a workplace.

Research Question

How do management policy decisions and motivational strategies in the restaurant industry influence staff motivation and therefore performance?

Research Sub Questions

- 1) What are the various motivational strategies used by management and how do they influence the motivation and performance of employees?
- 2) How do the management policies practised in the restaurant industry influence staff motivation?
- 3) How do the management policies practised in the restaurant industry influence staff performance levels?

Research Objectives

- 1) To explore the policies and motivational strategies used by management within a particular restaurant.
- 2) To explore how these policies influence staff motivation and performance.
- 3) To explore how motivational strategies influence staff motivation and performance.

Theoretical Foundation

Manktelow et al. (2017) suggest that the motivation strategies used by management affect employee motivation and thus performance. This study will be using Herzberg's Hygiene Theory, also known as Hertzberg's two-factor theory of motivation, to understand how motivation in the workplace occurs. The psychologist Fredrick Hertzberg aimed to explore the effect of attitude on motivation (Manktelow et al., 2017). Hertzberg found that individuals who feel good about their jobs perform better than those who are unmotivated, and he concluded that specific characteristics of a job are related to job satisfaction, while other characteristics are associated with job dissatisfaction (Manktelow et al., 2017).

According to Net MBA Business Management Centre (2010), factors relating to job satisfaction are called motivators, and those relating to dissatisfaction were called hygiene factors. The hygiene factors are also known as maintenance factors, as they are necessary to avoid dissatisfaction. A singular hygiene factor itself does not cause satisfaction; only in the absence of a hygiene factor will there be dissatisfaction (Net MBA Business Management Centre, 2010). Motivators include recognition, responsibility, growth, advancement, achievement and the work itself (Net MBA Business Management Centre, 2010). The hygiene factors leading to dissatisfaction include company policy, supervision, working conditions, relationships with peers and the boss, and salary (Net MBA Business Management Centre, 2010).

Herzberg argues that providing an incentive or threat of punishment will only help motivation and performance in the short term (Net MBA Business Management Centre, 2010). He states that job enrichment is necessary for intrinsic motivation, which is a continuous management process (Net MBA Business Management Centre, 2010). The job should provide a sufficient challenge, employees with increasing ability should be rewarded with greater responsibility, and an employee's abilities should be fully utilised to prevent motivation problems (Net MBA Business Management Centre, 2010). This motivation-hygiene theory is useful in that it shows what factors need to be overseen and dealt with by management, thus ensuring factors for satisfaction are present, and factors that cause dissatisfaction are minimised, leading to a motivated workforce that performs at high levels (Net MBA Business Management Centre, 2010). Shanks (2012) acknowledges Herzberg's Theory and states that hygiene factors are lower level motivators and motivator factors are higher level factors. Heathfield (2016) argues that great managers motivate

their employees by respecting them, making them feel as if they are a part of the group, allowing them to have an impact on decisions that are made about their jobs.

Literature Review

Research Topic/Problem

In South Africa, the job of a waitron is viewed as inferior and degrading. The restaurant industry attracts unskilled workers with no or little qualifications who are desperate for employment. Lack of motivation amongst staff members results in poor performance, affecting the quality of goods and services produced, ultimately affecting society as a whole.

Productivity in South Africa is in a constant decline as a result of low levels of performance, which is influenced by motivation. In the restaurant industry, employees are required to perform excellently in this high-pressure environment, under demanding circumstances, for little money (Productivity SA, 2017). This study aimed to unearth how management policies and motivational strategies influence motivation and thus performance in a workplace. It also aims to explore people's experiences of these strategies, and how their day-to-day lives are experienced as a result of this. Businesses are inefficient and are unable to reach their potential due to decreasing rates of employee motivation and thus productivity (Productivity SA, 2017). This research study assisted managers in considering the impact of their motivational strategies on their staff members, by enlightening managers on their negative impact of their harsh approach, and a more pleasant working environment will most likely be created. It could also be used as a guideline by all managers and leaders on improve performance and ultimately drive a business to success.

This research study's paradigm will be discussed at a later stage, during the in-depth analysis of the methodology.

Motivation

Kelley (2017) states that motivation is the level of desire employees feel to perform. Staff who are motivated to perform, are more productive, more engaged and feel invested and a part of their work, therefore, helping the employee and their managers reach higher levels

of success. Motivational theories/strategies used in business and specifically in a restaurant are an important aspect to be considered when analysing motivation. A motivational theory/strategy involves discovering what drives individuals to work towards a goal or outcome (Wartzman, 2017). Herzberg's two-factor theory of motivation was a key focus theory in this research project. As per Tinofirei (2011), there are many motivational theories, and researchers have used Maslow's Hierarchy of Needs, McClelland's theory, McGregor's X and Y theory and so on in their research. Herzberg's theory is not used as often as it should be used (Tinofirei, 2011). It is a relevant theory and can be applied effectively to the restaurant industry, adding to this research topic of management policies and motivational strategies, and their influence on motivation and thus performance in a workplace.

Tinofirei (2011) states that improved productivity is achieved through understanding the motivating factors of staff. Thao and Hwang (2015) argue that motivation is essential, employees who are demotivated pose significant additional costs to businesses due to their negative morale and the excessive staff turnover rates. This ultimately costs the company more money, as they have lowered productivity, increased training costs when new employees enter the organisation to replace those who are leaving, and loss of expertise when experienced staff members leave. Thao and Hwang (2015) highlight that a motivated workforce will drive the profitability of the organisation. Motivation is thus fundamental to an organisation's success.

Herzberg's theory of motivation stresses the importance of motivation and his theory is used as a guideline on how to improve motivation and thus the performance of employees within the restaurant industry. Njambi (2014) analyses the factors influencing employee motivation and how it impacts on employee performance in Kenya. The paper looks at Extrinsic motivation, which refers to tangible rewards such as pay, fringe benefits, work environment, work conditions, and job security (Njambi, 2014). It also analyses Intrinsic motivation, which refers to recognition, trust and fairness (Njambi, 2014) Rath (2015) argues that intrinsic motivation is more important than extrinsic motivation. Shanks (2012) expands on the intrinsic and extrinsic motivators, adding to Njambi's (2014) work, concluding that both intrinsic and extrinsic motivation is necessary to meet the needs of employees as individuals.

Reward and punishment are some of the primary motivators in any organisation and need to be managed effectively to improve motivation and thus performance. Thao and Wang (2015) also state that the most important elements of motivation that need to be managed by organisations are: rewards, pay, profit sharing, promotion, recognition and job enrichment. Saeed et al. (2013) analysed employee performance in terms of financial rewards, reinforcing the importance of financial reward in improving performance. As cited by Shanks (2012), there are four types of extrinsic motivation: positive reinforcement, which is a reward for desired behaviour; avoidance learning, which rewards the avoidance of undesirable behaviours; punishment for undesirable behaviours; and negative reinforcement, which is the removal of rewards/privileges when undesirable behaviours occur (Shanks, 2012).

Kruger and Rootman (2010) state that rewards should be one of the primary motivational tools used by management to reinforce employee satisfaction and commitment. Employees will be motivated to perform if it is likely to lead to valued reward (Kruger and Rootman, 2010). (Lai, 2011) also argues this, stating that managers need to understand that the use of rewards can also diminish motivation, depending on the type of rewards and the context in which they are given. Thompson (2013) argues that employees are more productive when management use punitive methods and that the threat of layoffs and various monitoring systems drives productivity. Thompson (2013) does acknowledge that these methods drive performance on a day to day basis. Therefore, the removal of privileges/punishment may work in the short term to get a particular job done, but in the long run, employees will resent their managers and motivation and performance will be low. Employees will feel that their contributions are not recognised when the bad is focused on, and the good is forgotten. Therefore, management needs to use Herzberg's Two-Factor Theory to focus on reward and punishment as main factors that influence motivation. Mintah and Kissi (2016) reinforce the importance of reward on motivation. Their research is based on the restaurant Industry in Ghana. Therefore, the motivational strategies used by management can have an adverse impact on performance and motivation, and managers may not understand that, in their attempts to improve employee performance, they are in fact decreasing it.

Management Policy

Policies, policy decisions, implementation of policies and the effect of management policy on motivation is an important aspect of factors influencing employee motivation. Policies are plans that are used as a guideline for decision-making (Gray, 2017). Top management determines the policies, and they are applied to lower level employees. These rules, standards, operating procedures and standard methods influence trust in work relationships, and motivation of employees, thus affecting performance (Gray, 2017). The way management enforces the various policies will affect employee motivation. Therefore, this study explored how management policies within a particular restaurant are implemented.

Management policies influence motivation (Shanks, 2012). Management policies regulate many of the factors that are seen to be incentives for employees to improve motivation and thus performance, such as money, benefits, flexible work schedules, promotions, feedback, and organisational culture (Shanks, 2012). Kruger and Rootman (2010) reinforce that those company policies which are regulated by management, are a motivational factor influencing employee satisfaction and commitment. Kruger and Rootman (2010) state that company and management policies and systems should create a climate that reinforces values concerning performance. Due to the lack of importance given to motivation in the restaurant industry, a major starting point for improving motivation in a Durban restaurant is management policy and possibly adjusting these policies to improve motivation. Strict progressive discipline policies may be necessary for organisations success, despite the likelihood of employee unhappiness (Lunt, 2015). These strict policies are necessary to provide structure, set standards for management and to protect the organisation from employee claims (Lunt, 2015). The protection of the organisation is therefore argued to be more important than employee motivation. Herzberg's Two-Factor Theory reinforces the importance of management policy on motivation; this hygiene factor is argued to be necessary to avoid dissatisfaction and encourage staff to be motivated (Net MBA Business Management Centre, 2010). Management should have policies that consider employee motivation.

Performance

Performance is essential to the success of an organisation. Higher levels of motivation lead to improved performance (Chubb, Reilly and Brown, 2011). Chubb, Reilly and Brown (2011) highlight that performance management has two primary functions, namely an evaluative function to recognise performance and identify poor performance; and a developmental function, whereby the manager identifies strengths and weaknesses in individuals, and sends them for training, and provides performance feedback. According to Armstrong and Ward (2005 as cited in Chubb, Reilly and Brown, 2011), performance appraisal can hamper performance/productivity due to its nature of deflating the employee's sense of importance and self-worth. Therefore, managers need to be aware of the benefits and limitations of performance appraisal on their staff members and engage in performance appraisal correctly to foster performance and motivation.

Shriar (2014) points out that managers can ruin employee motivation by never being impressed by the employee's efforts, focusing on negatives, making empty promises, choosing favourites, and much more. Employee performance is measured in many ways. Saeed et al. (2013) analyse employees' performance in terms of financial rewards, concluding that performance and financial reward have a positive relationship and financial reward incentives drive motivation. Saeed et al. (2013) also recognise that manager attitude, organisational culture, job content and personal problems are factors that affect employee performance, so performance can thus be measured by analysing these factors. Thus, reinforcing management policies and motivational strategies influence on motivation and thus performance in a workplace. Kruger and Rootman (2010) examine performance by analysing employee satisfaction and commitment, relating directly to Herzberg's theory of motivation. According to Locke and Latham's (1990, as cited by Lee and Raschke, 2016) research, the more difficult the goal is to reach, the better performance will be. This needs to be considered by management. Employers have knowledge of the factors that influence performance in general, but there is limited information in the context of the restaurant industry. Therefore, performance measurement is important to managers in any organisation to know what motivates their staff and how to provide incentives that appeal directly to their needs and wants.

By increasing motivation, performance is increased, but motivation and its importance are not considered in the restaurant industry in Durban. In the restaurant industry, managers

want to force increased performance without focusing on the concept of motivation, and so this research aimed to enlighten management on the importance of motivation on employee performance. Performance is thus a major component which affects motivation and ultimately is relevant to the success of an organisation.

Organisational Justice

Jankingthong and Rurkkhum (2012) argue that organisational justice is one of the major factors influencing motivation and thus performance. Organisational justice refers to the perception of fairness within an organisation, and it has been accepted as a contributing factor when analysing employee motivation and performance (Jankingthong and Rurkkhum, 2012). When an employee feels there is an injustice, he/she will alter his/her quality and quantity of work to restore justice (Jankingthong and Rurkkhum, 2012). Underpaid workers such as employees in the restaurant industry, decrease their performance to reduce input. They reduce their contributions as they feel they are getting half the money for double the effort, and so they decrease performance to match their salary (Jankingthong and Rurkkhum, 2012). Organisational justice is divided into three dimensions namely distributive, procedural and interactional justice (Jankingthong and Rurkkhum, 2012). Distributive justice highlights the importance of equity and equality in motivation (Jankingthong and Rurkkhum, 2012). Procedural justice analyses employee motivation and performance depending on whether their voice is heard during the decision-making process (Jankingthong and Rurkkhum, 2012). Interactional justice focuses on whether employees are treated with respect and dignity, which influences their performance (Jankingthong and Rurkkhum, 2012). These three forms of justice added to this research study highlighting management policies and motivational strategies, and their influence on motivation and thus performance in a workplace. Njambi (2014) reinforces the importance of trust and fairness on performance.

Hamman-Fisher (2008) states that twenty-five thousand articles have been published on job satisfaction and organisational justice, reinforcing the importance of these two variables on organisational performance, and, based on the attention these concepts have received, they are likely to be enforced by management. However, Cropanzano and Rupp (2003) highlight that the importance of organisational justice on motivation is often ignored. From these two contradictory arguments, it can be concluded that management is aware of the importance of organisational justice, yet may choose to ignore this concept.

As a part of the motivation, restaurants within Durban need to focus on organisational justice to improve motivation and thus performance. The concept of organisational justice is essential and is not focused on enough within restaurants in Durban, as seen by the literature which is based in Thailand (Jankingthong and Rurkkhum, 2012) and Health Sectors in Kenya (Njambi, 2014). This concept also guided the researcher's questions when conducting their interview. Therefore, organisational justice needs to be given more importance as it is a major contributing factor to motivation and performance, of relevance to this particular research report.

Work engagement

As per Jankingthong and Rurkkhum (2012), work engagement refers to the employee's level of personal investment in a task performed and how it leads to high levels of motivation and performance. Work engagement represents the physical, emotional and cognitive dimensions leading to improved motivation (Jankingthong and Rurkkhum, 2012). Management motivational strategies influence all three of these dimensions. Levine (1989) argues that there are many disadvantages to work engagement. He states that workers given decision-making capabilities may be less informed than managers, therefore making inadequate decisions. Once becoming committed to a decision, employees may be reluctant to change their decision, change is necessary in the volatile business environment (Levine, 1989). He also argues that not all employees have the desire for creativity, responsibility, and achievement; therefore, work engagement is not always a motivating factor (Levine, 1989). Jankingthong and Rurkkhum (2012) highlight that work engagement is proven to result in a positive and fulfilling state of mind, which results in enthusiastic employees who are proud of their jobs, and it is characterised by vigour, dedication, and absorption. Work engagement advantages, therefore, outweigh the disadvantages.

Work engagement goes hand in hand with motivational tools such as empowerment, coaching, organisational culture and participation, all under the control of management policy (Thao and Hwang, 2015). Advancement of employees, giving them more responsibility and accountability and opportunities for growth will result in work engagement (Thao and Hwang, 2015). This highlights the importance of management

policies and its influence on motivation. Businesses need to motivate staff with the ultimate goal of creating personal work engagement, to result in employees who are proud of their jobs. Therefore, motivation needs to be considered more within the restaurant industry. However, management policy needs to ensure that their motivation practices are long term and results in a prolonged level of motivation, and a fulfilling state of mind for employees. Motivation cannot be short-term, and managers within Durban restaurants need to be aware of this. Work engagement was thus relevant to this particular research as a contributing factor influencing motivation and performance.

Training and Remuneration

Training and remuneration are some of the primary motivators in any organisation and need to be managed effectively to improve motivation and thus performance. Thao and Wang (2015) state that training is the planned, systematic activity of enhancing the skills, knowledge, and competencies of individuals. Training increases productivity, which achieves organisational goals and enables employees to succeed in turbulent environments (Thao and Hwang, 2015). This highlights the importance of management policy in conducting regular training and its influence on motivation. Salaries affect the employee's productivity, motivation and work performance (Management Study Guide, 2017). Thus, the amount, as well as the method of remuneration, are significant to both management and employees. Compensation provides the primary attraction to an employee to perform.

One of Herzberg's hygiene factors leading to dissatisfaction includes salary (Net MBA Business Management Centre, 2010). Premuzic (2013) argues that money demotivates employees more than motivating them. Money can depress the intrinsic motivations of employees; job enjoyment, job satisfaction and personal challenge are not being satisfied through financial rewards, leading to demotivation (Premuzic, 2013). Rynes, Gerhart, and Minette (2004) agree that money is not equally important in all situations, to all individuals; therefore it is not guaranteed to improve employee performance. Thao and Wang (2015) emphasise the importance of remuneration in motivation. Therefore, training and remuneration are important factors influencing employee motivation. Herzberg's Two-Factor Theory needs to be utilised by managers, to focus on training and remuneration within the restaurant industry in Durban.

The literature available today shows that management attitudes and behaviours affect motivation (Thao and Wang, 2015). Manager's motivational strategy can be used to improve motivation. The policies set by management leads to Herzberg's dissatisfaction factors. Performance levels are a major problem in the workplace. Work engagement, organisational justice, training, remuneration, reward and punishment are important motivators. Management in the restaurant industry may lean towards more punitive methods for motivating employees, which leads to an unhappy, unmotivated, unproductive workforce. This research focused on the experience of management policy and motivational strategies, and how this may impact employee's performance within a particular Durban restaurant.

Methodology

Paradigm

The paradigm that is used in this research study is the interpretivist paradigm. Interpretivists believe that researchers should explore meaningful social actions (du Plooy-Cilliers, Davis and Bezuidenhout, 2014). Interpretivism is based on assumptions that human life can only be understood from within, human behaviour is influenced by knowledge of the social world, and social life is a distinctively human product. As a result, interpretivists try to share the values and feelings of the person they are studying (Creswell et al., 2016).

Interpretivism aims to gain a deeper and more empathetic understanding of a particular phenomenon and aspects of social and human behaviour, resulting in an understanding of people's daily experiences that is meaningful (du Plooy-Cilliers, Davis and Bezuidenhout, 2014, Creswell et al., 2016). Interpretivism uses in-depth interviews or focus groups for data collection (Creswell et al., 2016).

Interpretivism proposes criteria such as credibility, transferability, dependability and confirmability when evaluating knowledge claims (Creswell et al., 2016). Credibility is the extent to which the findings of a study are congruent with reality, ensuring readers believe the results. This study is credible, as the participants were waitrons within a Durban

restaurant. Their experiences as waitrons give them the expertise required to answer your research question (Creswell et al., 2016). This study was analysed extensively by two individuals to ensure the essence of the data was captured extensively, ensuring credibility. Transferability is the extent to which the data generated from this study can be translated to other contexts. The transferability of this study will depend upon employee experiences in other restaurants and the policies of other Durban restaurants. Phean and Wren (2005) argue that dependability is the extent to which the same methods used within a similar context on the similar participants, will obtain similar results. Each restaurant has different policies and motivational strategies, the dependability of this data is questionable as there is no other research in the South African context to compare it to. Confirmability is the extent to which any researcher can replicate a study if they so wish. Confirmability of this study is ensured by making sure the researcher clearly outlines how the study was conducted, in sufficient detail, making the replication of the study possible. This study aims to ensure the confirmability, by providing a degree of neutrality, the study will be shaped by the participant's experiences and not by researcher bias, motivation or interests (Creswell et al., 2016).

Creditability and dependability in research is a characteristic of any successful and effective research (Creswell et al., 2016). The ability of the research to be confirmed and transferable into a vast number of situations improves the reliability and usability of the research (Creswell et al., 2016). Interpretivism is relevant to this research study as this study aims to examine and obtain an in-depth understanding of people, using focus group interviews (Creswell et al., 2016). This study aims to create a meaningful, detailed description of how the motivational strategies used by the management within a particular restaurant, affects a sample of employees, through the construction of meaning with the participants.

Research Design

This study was an exploration which aimed to understand the feelings of staff in a restaurant towards management policy and execution thereof, as well as the motivational strategies used by management and how they influence the motivation of employees and

thus performance. The in-depth exploration necessary for this study can only be obtained using a qualitative approach.

Shuttleworth (2017) suggests that Greek philosophers qualitatively observed the world around them and tried to determine answers which explained what they saw. Qualitative techniques are useful when a subject is too complex to be answered by a simple hypothesis (Shuttleworth, 2017). An in-depth description of a phenomenon is needed. Qualitative studies are easier to plan and execute and have lower budgets than quantitative designs (Shuttleworth, 2017). Meaningful results can be obtained from any sample size (Shuttleworth, 2017). This research is open to personal opinions and judgments. Any qualitative research design is unique (Shuttleworth, 2017).

The research methodology used was a case study. A case study investigates a phenomenon within a real-life context (Creswell et al., 2016). It provides a clear understanding of complex issues. The researcher remains open to new ideas and opportunities that the data present (Creswell et al., 2016). Case studies are presented in publicly accessible ways, where readers can apply the experience to their current situations (Creswell et al., 2016). Case studies give a voice to the powerless and voiceless (Creswell et al., 2016). A broad field of research can be managed using a case study design. This study will create a case study where a phenomenon and its real-life context is explored and described.

A case study is suitable for this research study as an in-depth analysis of a particular restaurant will be conducted. A case study is also suitable due to the lack of restaurants that were willing to let the study be conducted. Given the time-frame of this project, a study conducted across various restaurants would have been challenging to secure. The primary purpose of this study is to bring about awareness of these factors that are often not considered and will be used to build the body of knowledge about how to improve performance and ultimately drive a business to success. This can be done using a case study design.

Population and sample

A population is a group of people or things as a whole that can be identified by a minimum of one common characteristic, for data collection and data analysis (Rouse, 2017). It is often impractical to collect data from the entire population, which is the rationale behind using a sample. The population for this research study was all the individuals working in the restaurant/hospitality industry in Durban, South Africa, at the time of the study.

A sample is a subset of people from a larger population that the researcher collects and analyses to make inferences (Creswell et al., 2016). This research study used purposive sampling, where the sample is chosen with a purpose to uncover and explore a particular phenomenon (Creswell et al., 2016). The sample generated rich information on the phenomenon, and the sample ensured credible descriptions of the phenomenon (Creswell et al., 2016). Various ethical concerns were taken into consideration, and the sample was feasible both regarding money and time (Creswell et al., 2016). Purposive sampling is conducted, the sample is chosen based on the purpose of this study. The sample for this study is three individuals employed at a particular Durban restaurant. These three individuals were all waitrons. The sample is small because in qualitative research the samples do not need to be large to extract meaningful information (Creswell et al., 2016).

This population and sample were chosen for this particular study due to their practicality, relatedness to the research topic, and accessibility, to achieve the objectives of this study and draw accurate conclusions (Creswell et al., 2016).

The unit of analysis is the major entity that is being analysed in a research study (Trochim, 2006). The unit of analysis determines what the unit is for a study (Trochim, 2006). This particular research studies unit of analysis is three individuals employed at a Durban restaurant.

Data collection method

The data collection method used in this study, as an extension of the qualitative research design, was a focus group interview.

The data collection method that the researcher initially intended to use was semi-structured, one-on-one interviews. A one-on-one interview was not possible due to the strict work schedules of the employees, and the participants felt more comfortable to conduct the interviews all together. For the convenience of the researcher and the participants, it was agreed that a focus group was to be conducted.

A focus group interview involves communication between an interviewer and participants where data is collected, and ideas, beliefs, views, options and behaviours of the participants are determined (Creswell et al., 2016). The group interactions will be productive in widening the range of responses, activating forgotten details of experience, releasing inhibitions, and encouraging the disclosure of information (Creswell et al., 2016). Participants can build on each other's idea, increasing the value of the study (Creswell et al., 2016). Qualitative focus group interviews aim to understand a particular phenomenon from the participant's point of view. Rich descriptive data helps the interviewer draw conclusions (Creswell et al., 2016). The study took a semi-structured approach, where certain open-ended questions were asked, which was then followed by further probing and clarification. The interviewer guided the participants through the focus group interview with opportunities for further questions and elaborations.

A qualitative focus group is used for this study to unearth views, ideas, beliefs and attitudes about a particular phenomenon (Creswell et al., 2016). A certain level of trust needs to be created between interviewer and participants to obtain true descriptions and feelings necessary for this study (Creswell et al., 2016). The topic around employee's feelings towards their management is a sensitive issue, and participants were reassured that their answers would not be used against them. This built the necessary trust needed to obtain in-depth answers (Creswell et al., 2016). Some limitations of the focus group are that the samples are small. Moderator control is essential to ensure the focus group is proactive and stays on topic (Creswell et al., 2016).

The change from one-on-one interviews to a focus group enhanced the quality of data received from the participants, due to the openness of the employees and how each participant supported and built on one another's feelings and opinions. The researcher intended to use the one on one interviews to probe for richer data, and this intention was achieved through the focus group method.

Some limitations of a focus group as a data collection method includes that one participant may emerge as the dominant speaker, overpowering other participants (Smithson, 1998). The quality of the discussion depends on the skill of the moderator, and the data collected from a focus group should be transcribed verbatim, which may be difficult to analyse based on the volume of the data (Leung and Savithiri, 2009). Focus group participants are generally self-selected, and study results are therefore harder to generalise to the larger population (Leung and Savithiri, 2009). These limitations were overcome in this research study, as the researcher ensured that each participant was given a chance to air their views, despite there being a dominant participant speaker. The data was transcribed verbatim, the volume of data was extensive, but it was analysed by two individuals to ensure that the maximum meaning was extracted from the data. The focus group collection method was thus successful for this study, despite the various limitations.

Data Analysis Method

The research used the Thematic Analysis Method in order to analyse the focus group transcripts. Thematic analysis is a common method used in qualitative research (Komori, n.d.). Thematic analysis is used to gain insight and knowledge from the gathered data (Komori, n.d.). Researchers, therefore, have a deeper appreciation for the situation they are researching. The thematic analysis includes interpretation of the interviews.

Thematic analysis is relevant for this study as the researcher can draw conclusions and themes from the results to answer the research questions, using focus group interviews. Knowledge emerges from this analysis, helping to understand the types of management policy and motivational strategies used within the chosen restaurant.

There are six steps necessary to conduct a thematic analysis (Braun and Clarke, 2006). The researcher needs to familiarise himself/herself with their data, as this comprehensive

understanding provides the research with a foundation for the subsequent analysis (Braun and Clarke, 2006). The second step is where the researcher generates the initial codes, which are features of the data that are meaningful (Braun and Clark, 2006). The researcher then conducts the third step, which involved searching for themes (Braun and Clark, 2006). The fourth step is reviewing themes, and the researcher combines, refines and where necessary, discards any initial themes. A thematic 'map' can be generated from this step (Braun and Clark, 2006). The researcher then defines and names the themes, to enhance the identified themes (Braun and Clark, 2006). The last step of the thematic analysis is producing the report. This report must portray an analysis of the themes, supported by empirical evidence that addresses the research question (Braun and Clark, 2006). A thematic analysis provides a flexible and useful research tool, which has the potential to provide a rich and detailed, yet complex account of data (Braun and Clark, 2006). A thematic analysis produces data that is reliable and replicable (Braun and Clark, 2006).

Data Analysis and Findings

This study's themes were analysed extensively by two individuals to ensure the essence of the data was captured extensively by the chosen themes. The quoted elements from the dataset provided the structure for the data analysis. The themes were named to ensure that they are informative, concise, and catchy. For this research study, five themes emerged from the data. The themes are presented by the researcher in a logical and meaningful manner.

The research was conducted at the Durban restaurant. The three participants were all waitrons. The names of all the participants have been changed to protect their identities. Alex has been at the restaurant for the past four years, after studying Hospitality Management. He continues to work in the restaurant, in the hope that he will be promoted, to exploit his knowledge from his qualification. Bailey has been employed at the restaurant for two months, seen as an improvement for her from her previous position, working at a nightclub. Clair has been employed at the restaurant for two months, being desperate for employment after matriculating. The themes that arose from the data arose inductively. The main theme that arose was demotivation.

Demotivation

The employees acknowledge their demotivation. This demotivation has influenced their performance and productivity.

Bailey: You know it's like we don't even bother doing it because we know we not going to get it [sic].

Claire: But the end of the day even if we do try to be motivated and sell more, but at the end of the day of our cash up we don't even get those incentives so what's the use.

The employees are given incentives as a form of motivation; however, these incentives are perceived to be unreachable and unrealistic. This results in the participants not caring to reach the incentives, and they feel more patronised by their incentives. The participants were asked if they feel that their management considers motivation to be important, and some of the responses were:

They don't want to build us or motivate us

They don't care

This indicates that management do not consider motivation to be important. This makes the participants feel disconnected from their management team. It also results in a lack of trust and respect for management. The participants were also asked to identify ways that their management could improve the motivation of the employees; Claire said that:

Okay, the thing that I would like to improve is that I would like them to maybe train their management into being professional, treating us as waiters fairly and learn to appreciate us. Because even that is going on, is our effort [sic]. We try hard to get customers to come back, we make money for them, so the least they can do for us is to treat us with respect and if you are not satisfied then just go...there's the door...

The fact that they are asking to be treated with respect shows the extent to which these participants feel that they are ill-treated. The lack of respect leads to demotivation of the participants. The participants argued that they are not treated in a manner that is fair and correct, the participants stated that:

I don't mind 'F' words now and then, but some nights they are using some words...they are abusing... [...]. Like they doing their jobs, by pinning us down. The main thing about management is [...] not to overpower you because of your position [...]. To oppose other people or to oppress waiters. [...]. You don't have to rub it in our face that you are the manager.

This indicates that management abuse their staff and this abusive treatment give rise to extreme demotivation, reducing employee performance levels.

The element of demotivation directly links to the available literature. Higher levels of motivation leads to improved performance; thus, the participants are being reprimanded for not performing instead of management acknowledging their influence on their performance (Chubb, Reilly and Brown, 2011). There is no evidence of organisational justice, especially interactional justice, which focuses on the extent to which employees are treated fairly and with respect and dignity. Mashiloane (2016) stated that the restaurant industry does attract unskilled workers, this makes them prone to abuse and misconduct by management. Various management policies lead to demotivation (Shanks, 2012). Thao and Hwang (2015) argue that a motivated workforce will drive the profitability of the organisation, the restaurant is a profitable organisation due to their popularity, with the motivated staff they could reach new heights and achieve higher levels of profitability in today's competitive market.

Demotivation is evident in the restaurant industry. Managers play a crucial role in the motivation process, yet they may continue to abuse their employees. This demotivation influences the participant's performance and compliance levels. Management does have incentives; however, these are unattainable and thus lead to further levels of demotivation. The participants aim to be self-motivated and positive, and this is overpowered by the strong levels of demotivation they are facing. Management motivational strategies and management policy thus influence the motivation and performance of their employees in a negative way. Management are, however, unaware or ignorant of their influence.

Uncertainty

The participants face uncertainty on a daily basis. This uncertainty contributes to the level of distrust that the participants have in their management and thus various management decisions.

[...] they all have different answers. So, you never know...who to listen to [...] I asked here the one day, the first time I started working here, I asked a question, and all three gave me a different answer and only to find out last Tuesday they were all wrong anyway. [...] I completely didn't know what was going on.

Bailey was unsure regarding how the employees get paid in terms of their commission and was unsure about the exact percentage of sales they earn as commission. She was provided with three different answers which were all wrong. This indicates management's lack of knowledge of procedures. Misinformation has the effect of causing confusion and distrust among the employees. The participants would find it extremely hard to trust their management when they are making such mistakes, making the participants feel that:

Even these managers need training.

This indicates that the participants find it difficult to respect their managers. The participants face salary uncertainty, not knowing the form in which they are going to be paid that month, either their hourly pay or their commission:

No, you don't choose, they see what was higher at the end of the month, your commission or your hours. Then they'll see which one was more and give you that.

It's 4% now [...] it depends. If you didn't perform well on your sales it 3%. But now they haven't been clear about which level you must, let's say if you made fifty grand maybe they gonna give you 3% if more than 50... [...] they not clear about that.

If the participants are being paid commission for the month, they can either get 4% of their sales if they have a high level of sales for the month, or 3% if they have a low level of sales. However, there is no clear figure on what management categorises as high or low sales. This indicates the level of uncertainty they are required to work under, leading to demotivation and reduced performance levels. The participants are pushing sales without knowing which bracket of commission they fall under at the end of the month.

The manager's activities do not represent consistency. Consistency builds trust between managers and employees, as respect and consistency go hand-in-hand (Tucker, 2016). Consistency leads to management credibility and promotes rational and reliable behaviour among all staff members (Tucker, 2016). The participants argued that they are encouraged to leave their non-work-related issues 'at the door' and come to work with a positive attitude. However, they notice that:

It [how managers behave on a given day] basically depends on their mood and not on the procedure or whatever from the company.

The high level of uncertainty leads to uncertainty regarding the participant's job security. They feel as if they are not secure within their jobs, and the participants constantly feel disposable. They feel as if they are not considered to be an important part of the organisation, and that they can be replaced instantly. The participants stated that:

They don't give a shit. They... if you are not happy, they will show you the door. So, at the end of the day, we need the job...

[I]f you are not satisfied then just go...there's the door.

This job insecurity can lead to demotivation as participants are constantly in fear of being replaced. The participants feel that even if they do complain about company policy, they are encouraged to leave if they are so unhappy, rather than management attempting to motivate the participants and make their working environment positive.

In this industry, you are replaceable [...] They can tell you, please leave today. [...]. Drop your shit off, drop our cap and go. And they even tell you that people bring their CV's. We have a pile of CV's there, we can train someone now.

The participants are threatened into performing by using an existing pile of CV's as evidence that they can be replaced immediately. Management is threatening the participants with replacement as a way to motivate them. This is not an ideal strategy as it creates dissatisfaction and unhappiness among staff.

Herzberg's hygiene factors leading to dissatisfaction are evident in the company namely; company policy, supervision, working conditions, relationships the boss, and salary (Net MBA Business Management Centre, 2010). When there is a lack of organisational justice, employees will adjust their performance to match their salary or pay, as a result of demotivation (Jankingthong and Rurkkhum, 2012). Managers need to ensure that there is

organisational justice within the company to ensure employees are motivated. Mashiloane (2016) states that waitrons are paid the absolute minimum wage, exposing them to abuse by their employers and manager, as seen above. This reinforces that a lack of income leads to reduced performance amongst employees.

Restaurant management does not consider Herzberg's maintenance and hygiene factors, to avoid employee dissatisfaction. It can be concluded that some management are not concerned about staff satisfaction at all. The level of uncertainty leads to a lack of job security, causing the participants to feel disposable and unappreciated. The level of management inconsistency causes the participants not to respect their management and their decisions. Management policies such as methods of payment, and management activities such as threatening employees into performing, leads to demotivation and reduced performance.

Lack of opportunity and growth

The participants feel that they experience a lack of opportunity and a lack of growth. The participants wish to learn and be nurtured within their organisation. The lack of growth and opportunities leads to demotivation. The participants were asked to describe their management. They stated that:

They don't believe in growth or give us any opportunities

Sometimes we feel very unhappy

The lack of growth may contribute to a high level of staff turnover and low-performance levels. The participants were asked why they chose to work in the restaurant industry, their responses were:

Bailey: I just like being around people and interacting with people and I just love the restaurant industry.

Claire: [...] I'm a very talkative person, I'm friendly, and I like to meet new people, be adventurous, be out there, love challenges, challenging myself...

Alex: [...] I love hospitality industry, but sooner or later I'll have to drop [sic].

The participants love what they do and enjoy working in this field. For Alex, this is the profession he has chosen as his lifelong career and the fact that he feels that he should 'drop' this job highlights the lack of growth being experienced. He is very unhappy and disheartened despite the fact that this is what he wants and this is his passion. He has acknowledged that it is hard to be on top but even at his current level in the organisation, he has not experienced any development. They have also experienced a lack of equal opportunities. A sales representative did visit the store to help with beer and wine sales. The training was offered to those who arrived at work early on one particular day, with no prior notice. While discussing training or skills development, the participants stated that

[...] maybe I can amaze you [...] Give me that opportunities, even for one day [...] to prove myself [sic].

It actually helped us

This indicates that the participants have a strong willingness to work and learn, they want to be developed, and have an understanding of the benefits associated with training. The lack of such opportunities makes the participants demotivated.

Existing literature has reinforced the importance of training and its influence on motivation. Training is costly, but the benefits outweigh the costs (Thao and Wang, 2015). Herzberg's Two-Factor Theory highlights how necessary training is to reduce the levels of dissatisfaction experienced by employees within the restaurant industry. Training of the participants leads to higher levels of work engagement, making participants enjoy what they do and strive to be the best versions of themselves (Jankingthong and Rurkkhum, 2012).

In conclusion, the participants face demotivation due to the lack of opportunities and growth at work. They are passionate and enjoy the restaurant industry, but the inability to move forward has forced some to rethink their career choices. Training and development are thus extremely important in employee motivation, which managers in the restaurant industry are unable to conceptualise.

Feeling patronised

Feeling patronised is a major contributor to demotivation. The participants all had very strong emotional reactions when speaking about this issue. They constantly feel belittled and incapable. Some of their reactions included:

We are not stupid you know [...]

[W]e're quite capable of doing stuff [...]

[T]hey don't believe in growth and don't believe in us so why are we here [...]

[G]ive us more responsibility, like, trust us more.

This indicates that the participants are confident in their abilities. However, they are constantly treated as incapable, making them question why they are even employed at the restaurant. Heathfield (2016) states that great managers motivate their employees by respecting them, allowing them to make decisions, helping to achieve Herzberg's hygiene factors. However, Levine (1989) argues that the capabilities of employees limit their ability to make decisions; therefore employees need to be strictly governed. From the data collected it can be concluded that employees who are constantly treated as incapable, tend to make more mistakes, than if they were treated as capable, therefore work engagement is very important (Thao and Hwang, 2015). The literature does not give enough importance to the effect that managers' distrust has on employees. Work engagement leads to high levels of motivation and performance (Thao and Hwang, 2015). Advancement of employees, and giving them more responsibility and accountability and opportunities for growth will result in work engagement, improving employee motivation (Thao and Hwang, 2015). A job of a waitron is seen as inferior and degrading to society (Mashiloane, 2016), and the employees are therefore subject to abusive treatment and feeling patronised, causing employee dissatisfaction and demotivation. The participants actually asked for training and increased responsibilities, indicating that they desire the stimulation of a challenge. This highlights that management do not offer the participants opportunities for training, upliftment and responsibility.

Illegality

Waiters are required to work under strict management policies, and these policies and practices are not all legal. Employees are desperate for employment and therefore continue to work under these conditions and obligations.

Claire: I don't have a contract, why were you working and you don't have a contract? How can you work when you I don't have a contract? [sic]

Claire understands the importance of a contract, arguing that if she has a problem with the organisation and needs to go to the CCMA, there is no proof of employment. Alex has been working at the restaurant for four years now and still has not received an employment contract, despite asking for one several times. This is against the South African constitution, to be a full-time employee and not have an employment contract. The Basic Conditions of Employment Act of 1997 states that an employer must supply an employee with an employment contract when the employee commences employment, inclusive of aspects such as wages or rate and method of calculating them and any deductions (Labour, 1997). This lack of compliance also leads to employee demotivation, where some feel as if they do not actually work at the restaurant. The employees are also forced to pay for the pens, distributed to customers as a form of marketing.

It gets taken off our account, our salary, without us, even saying yes or no

All deductions made are meant to be discussed and agreed upon by all employees (Labour, 1998). The participants get R100 taken from their salary every month for the marketing of the company through the pens. This indicates the helplessness of the employees in the face of this management policy that they are forced to comply with.

When the participants were asked whether they were satisfied with their current remuneration, an interesting issue arose in the conversation:

[...] only pay us for 4 hours of the 8 hours that we are here. We do all the mopping, all the sweeping, washing windows, everything! We do all that. Surely, we should be paid for the 8 hours we are here and not only four [...] It's her own indaba, no one cares about it as long as she's her for her 8 hours, and she's not allowed to leave! that's the tricky part.

The participants are only paid for 4 hours, out of their 8-hour shift. Management has said that the additional 4 hours are meant for them to boost their sales, thus increase commission. At the end of the month, the participants are either paid their hourly rate or a percentage of their sales in the form of commission, dependant on whichever figure is larger. The employees are prohibited from leaving the store before their 8 hours are up, whether they are actively serving tables or sitting around. Other than being illegal, as an employee's wage is calculated by the number of hours the employee ordinarily works (i.e. 8hours) (Labour, 1998); this leads to boredom, frustration, demotivation and uncertainty among the participants, decreasing performance levels.

There is little to no existing literature on the illegality of restaurant policies and activities. It is possible that the participants/employees in other restaurants are also forced to work under illegal policies and practices. The lack of evidence regarding literature highlights the lack of knowledge that individuals and government have on such matters. The staff know and understand that these practices are illegal, but they feel that they have to put up with them because they are desperate for work, as seen by Bailey's reason for being employed at the restaurant.

From the data analysis, this study unearths the level of demotivation faced by the participants. Management sets incentives to try and increase sales; this has the opposite effect of actually increasing levels of demotivation. Management appears to be so focused on driving sales and performance. They tend to forget about what is actually happening to their employees' motivation. Training and remuneration play a huge role in employee motivation, which management needs to take into consideration. The staff have clearly stated that they want further training and that this would improve their motivation.

Management needs to be aware of the illegality of some of their policies, which their staff are required to comply with, and how this influences employee morale and performance. There are low levels of organisational justice leading to decreased employee motivation and performance. Management policy influences work engagement and the lack of trust in employees. The lack of adequate coaching and the pressurised organisational culture that employees are required to work under; leads to demotivation and influences employee performance (Jankingthong and Rurkkhum, 2012).

Trustworthiness and rigour

The following measures were taken into consideration to ensure the trustworthiness and rigour of this research: an appropriate timescale was selected for the study (Dudovskiy, 2010). The appropriate methodology was chosen as per the characteristics of the study (Dudovskiy, 2010). A suitable sample was selected, and the respondents' answers were in no way influenced by the researcher (Dudovskiy, 2010).

Credibility is essential in ensuring trustworthiness (Shenton, 2003). The researcher asked himself/herself 'How congruent are these findings with reality?' to ensure the credibility of the work. According to Mariam (1998, as cited by Shenton, 2003), transferability is the extent to which the findings of this research study can be applied to other situations (Shenton, 2003). This study can potentially be used as an example to other restaurants in Durban, to assist them in understanding how management policy and motivational theories influence employee motivation and performance. Every effort was taken to ensure the findings are a reflection of the experiences of the informants rather than the researcher. The integrity of the research was scrutinised to ensure trustworthiness (Shenton, 2003).

With reference to Lincoln and Guba (1985, as cited by Billups, 2014) trustworthiness is a quintessential framework for evaluating qualitative research. The authenticity of the research will also influence trustworthiness, and so this research aimed to ensure authentic results by making sure that the participants understand the value and benefits of the research. This research study consulted a variety of data sources, to assist the researcher in understanding this topic and creating the interview schedule, before conducting the interview.

Krefting (1991) suggests that rigour in qualitative research is associated with being open to the data, and thoroughness in collecting data. Rigor also encompasses the logic of the theory and whether the results contribute to what is known about a phenomenon (Krefting, 1991). The researcher aimed to ensure rigour, to ensure the neutrality, consistent, applicability and value of the research (Krefting, 1991).

Conclusion

The researcher aimed to explore the various motivational strategies used by management and its influence on the motivation and performance of employees. Through the research conducted it can be concluded that the motivational strategies currently used by management leads to demotivation and decreased performance levels. Unrealistic targets and motivation in the form of punishment and job uncertainty result in such outcomes. The researcher aimed to identify how management policies practised in the restaurant industry influence staff motivation and its influence on staff performance levels. The participants are forced to comply with unfair, and sometimes illegal, practices. From the data analysis, one can see how the various policies lead to demotivation and thus a decrease in performance.

The researcher's objective to explore the motivational strategies and policies used with a particular restaurant was reached. The researcher aimed to explore how management policies and motivational strategies influence staff motivation and performance. This objective was successfully unearthed from the data collected.

The ultimate research question of the how management policy decisions and motivational strategies, in the restaurant industry, influence staff motivation and therefore performance, was answered. Management policies and motivational strategies thus influence negatively influence motivation and performance. Various policies decisions such as the method of employee remuneration, employee contracts and deductions; and motivational strategies such as unrealistic and unclear incentives, has led to staff demotivation, and thus a decrease in staff performance levels.

Ethical Considerations

Various ethical considerations need to be analysed before and while conducting a research study (Bryman and Bell, 2007). This study ensured that no participants were subjected to harm, and the dignity of the participant was kept as a priority (Bryman and Bell, 2007). Informed consent was obtained, and all participants were given the option to withdraw from the study at any time (Bryman and Bell, 2007).

The research data was protected according to the requirements of confidentiality. The objectives and purpose of the study were made clear to the participants. Deception or exaggeration was avoided at all costs. The study was conducted with transparency and honesty (Bryman and Bell, 2007). Bias was avoided concerning participant influence and data representation. As the researcher is a part of the knowledge-creation process, he/she was reflexive. Reflexivity is a process by which researchers place themselves and their practice under scrutiny, to improve and provide a more efficient analysis (Wilkie, 2015). By reflecting on themselves, researchers can reduce the risk of being misled by their own experiences and interpretations, therefore ensuring the subjectivity of the research (Wilkie, 2015).

The interview was carefully compiled to eliminate the use of any offensive or discriminatory language (Bryman and Bell, 2007). The participants and the restaurant specifically have access to the findings and conclusions of the research study. With reference to Research UKZN (2014), a gatekeeper is a junior or a general manager who has the authority or ability to control access to a decision maker. The consent was obtained from the gatekeeper, i.e. The owner of the restaurant, using a letter. The anonymity of the participants was ensured to the best of the researcher's ability. The owner of the restaurant, however, was present in the store at the time of securing the participants of the study. The staff did trust the researcher and opened up to the researcher, confident that their words will not be traced back to them so that they can be punished for saying anything negative. The researcher was, therefore, able to obtain data on the participant's true feelings towards their management.

Limitations

A limitation of this study arose from the weaknesses of a thematic study, which includes: a reductive analysis and the issues of power that may not be explicitly considered (Phean and Wren, 2005). Another limitation was the limited information available. Njambi (2014) research is based in Kenya. Saeed et al. (2013) focuses on the factors affecting the performance of employees in Pakistan, within the Banking sector, both highlighting the limited information within South Africa in the Restaurant industry. This study has, however, helped to build the body of knowledge in the South African context.

A limitation of the cross-sectional research is that the study is only conducted once, reducing the reliability and trustworthiness of the data (Phelan and Wren, 2005). The availability of the participants was a constraint as the research could only be performed at the restaurant, for the convenience of the participants. There were ethical concerns about conducting the interviews on the restaurant's premises because the identities of the participants needed to remain anonymous. The time constraint was also a limitation. The participants only had one hour in which the focus group had to be conducted. The study was conducted at a table at the restaurant that was situated outdoors; therefore, various individuals shouting on the street and traffic noises can be viewed as a distraction and contribute to impaired concentration. The manager of the store was present inside the restaurant at the time at which the research was conducted, which could have been a limitation, but this did not affect the openness and honesty of the participants.

Final contributions/conclusion

The findings of the study were informative and insightful into the reality of those working within the restaurant industry in Durban, South Africa. The participants offered a valuable in-depth understanding, helping this research study reach its goals and objectives. From this research study, the research problem and the research goal was reached. The research offered a variety of contributions. The policies and motivational strategies used by management in a particular restaurant were explored, and their effect on the motivation and performance of those employees is understood, the researcher and the organisation will reap the benefits. Managers can use this knowledge to understand the consequences of their policies and motivational strategies on employee motivation. Managers, in general, will be more conscious of their negative impact on employees, resulting in them dealing with and motivating their staff in different, more appropriate ways, creating a more productive and happier workforce within restaurants in Durban. The management within various restaurant will be provided with a deeper understanding of their influence on their staff, guiding the organisation to solving the business problem of motivation and performance by providing guidelines on how to deal with this specific issue.

This case study provides employers within the restaurant industry important factors that need to be taken into consideration and confirms the direction needed to be taken to ensure high levels of employee motivation and performance.

Future recommendations

The employees are encouraged to clearly understand their rights and be firm in communicating the aspects that need to change in the restaurant. Future recommendations for the restaurant and their practises can include regular staff meetings in which the problems are openly discussed. The feedback received by management needs to be implemented to ensure their employee satisfaction and motivation. The restaurant policies need to be reviewed taking the motivation of the employees into consideration.

Future recommendations for this research study can include a larger sample size in which the data was gathered. The research can be conducted more than once, across various restaurants, to improve reliability and trustworthiness of the findings. The study can also aim to explore the illegal practices used by restaurants and how this influence motivation and performance.

(10 702 words)

Reference List:

Billups, F. 2014. *The Quest for Rigor in Qualitative Studies: Strategies for Institutional Researcher*. Air Web. [Online]. Available at:

<<https://www.airweb.org/eAIR/specialfeatures/Documents/ArticleFBillups.pdf>> [Date Accessed: 31 May 2017]

Braun, V., and Clarke, V. 2006. *Six simple steps to conduct a thematic analysis*. JVR Africa Group - Qualitative Research in Psychology. [Online]. Available at:

<<https://jvrafricagroup.co.za/six-simple-steps-to-conduct-a-thematic-analysis/>> [Date Accessed: 5 June 2017]

Bryman, A and Bell, E. 2007. *Ethical Considerations. Research Methodology*. [Online]. Available at: <[http://research-methodology.net/research-methodology/ethical-](http://research-methodology.net/research-methodology/ethical-considerations/)

[considerations/](http://research-methodology.net/research-methodology/ethical-considerations/)> [Date Accessed: 20 April 2017]

Business Tech. 2017. *7 predictions for South Africa's economy in 2017*. Business Tech. [Online]. Available at: <<https://businesstech.co.za/news/finance/148473/7-predictions-for-south-africas-economy-in-2017/>> [Date Accessed: 31 May 2017]

Chubb, C, Reilly, P and Brown, D. 2011. *Performance Management Literature Review*. Institute for employment studies. [Online]. Available at: <<http://www.employment-studies.co.uk/system/files/resources/files/mp90.pdf>> [Date accessed: 11 May 2017]

Creswell, JW, Ebersohn, L, Eloff, I, Ferreira, R, Ivankova, NV, Jansen, JD, Nieuwenhuis, J, Pietersen, J, and Plano Clark, VL. 2016. *First Steps in Research – Second Edition*. Van Schaik Publishers, Pretoria, South Africa.

Cropanzano, R and Rupp, D.E. 2003. *An Overview of Organizational Justice: Implications for Work Motivation*. University of Arizona and University of Illinois at Urbana-Champaign. [Online]. Available at: <[\[faculty.colorado.edu/dahe7472/Cropanzano%20%20Rupp%202003.pdf\]\(http://leeds-faculty.colorado.edu/dahe7472/Cropanzano%20%20Rupp%202003.pdf\)> \[Date accessed: 11 May 2017\]](http://leeds-</p></div><div data-bbox=)

Du Plooy-Cilliers, F., Davis, C and Bezuidenhout, R., M. 2014. *Research Matters*. Juta and Company Ltd. South Africa.

Dudovskiy, J. 2010. *Reliability and Validity*. Research Methodology. [Online]. Available at <http://research-methodology.net/research-methodology/reliability-validity-and-repeatability/> [Date Accessed: 26 May 2017]

Feder, B.J. 2000. *F. I. Herzberg, 76, Professor and Management Consultant*. The New York Times. [Online]. Available at: <http://www.nytimes.com/2000/02/01/business/f-i-herzberg-76-professor-and-management-consultant.html> [Date Accessed: 30 May 2017]

Gray, E., R. 2017. *Policies and Policy-Making*. Reference for Business. [Online]. Available at: <http://www.referenceforbusiness.com/encyclopedia/Per-Pro/Policies-and-Policy-Making.html> [Date Accessed: 20 April 2017]

Hamman-Fisher, A. 2008. *The Relationship Between Job Satisfaction and Organisational Justice Amongst Academic Employees In Agricultural Colleges In SOUTH AFRICA*. University of Western Cape. [Online]. Available at: http://etd.uwc.ac.za/xmlui/bitstream/handle/11394/2688/Hamman-Fisher_MADMIN_2009.pdf?sequence=1 [Date Accessed: 4 September 2017]

Heathfield, S., M. 2016. *Factors Every Employee Wants From Work*. The Balance. [Online]. Available at: <https://www.thebalance.com/what-employees-want-1918690> [Date Accessed: 9 April 2017]

Jankingthong and Rurkkhum. 2012. *Factors Affecting Job Performance: A Review of Literature*. Journal. [Online]. Available at: <http://www.journal.su.ac.th/index.php/suij/article/viewFile/292/308> [Date Accessed: 9 April 2017]

Kelley, S. 2017. *What Is Motivation In Management? - Definition, Process & Types*. Study.com. [Online]. Available at: <http://study.com/academy/lesson/what-is-motivation-in-management-definition-process-types.html> [Date Accessed: 20 April 2017]

Komori, M. n.d. *Thematic Analysis*. Design Research Techniques. [Online]. Available at: <http://designresearchtechniques.com/casestudies/thematic-analysis/> [Date Accessed: 20 April 2017]

Krefting, L. 1991. *Research Methods Information: Scientific Method and Scientific Rigor*. Library. [Online]. Available at: https://apus.libguides.com/research_methods_guide/scientific_method_rigor#s-lg-box-4882816 [Date Accessed: 31 May 2017]

Kruger, J and Rootman, C. 2010. *How do small business managers influence employee satisfaction and commitment?* Department of Business Management – Nelson Mandela Metropolitan University. Acta Commercii. [Online]. Available at: <https://www.actacommercii.co.za/index.php/acta/article/download/114/114> [Date Accessed: 10 May 2017]

Labour. 1997. *Basic Conditions of Employment Act*. Republic of South Africa - Basic Conditions of Employment Act. Labour. [Online]. Available at: <http://www.labour.gov.za/DOL/downloads/legislation/acts/basic-conditions-of-employment/Act%20-%20Basic%20Conditions%20of%20Employment.pdf> [Date Accessed: 4 October 2017]

Lai, E.R. 2011. *Motivation: A Literature Review*. Pearson. [Online]. Available at: http://images.pearsonassessments.com/images/tmrs/Motivation_Review_final.pdf [Date Accessed: 4 September 2017]

Lee, M.T., and Raschke, R.L. 2016. *Understanding employee motivation and organizational performance: Arguments for a set-theoretic approach*. Journal of Innovation and Knowledge. [Online]. Available at: <http://www.sciencedirect.com/science/article/pii/S2444569X16000068#bbib0115> [Date Accessed: 4 October 2017]

Levine, D.I. 1989. *How Business and Employees Can Both Win: Advantages and Disadvantages of Employee Involvement*. Institute for Research on Labour and Employment - University of California, Berkeley. [Online]. Available at: <http://www.irl.berkeley.edu/cohre/levine/adv.html#disadv> [Date Accessed: 4 October 2017]

Leung, F.H., and Savithiri, R. 2009. *Spotlight on Focus Groups*. National Center for Biotechnology Information. [Online]. Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2642503/> [Date Accessed: 4 October 2017]

Lunt, D. 2015. *The Benefits of Progressive Discipline Policies*. Employment Law Handbook. [Online]. Available at: <https://www.employmentlawhandbook.com/workplace-policies/benefits-of-progressive-discipline-policies/> [Date Accessed: 4 September 2017]

Mashiloane, K. 2016. Unemployment rate: South Africa is a ticking time bomb. News24. [Online]. Available at: <http://www.news24.com/MyNews24/unemployment-rate-south-africa-a-ticking-time-bomb-20161123> [Date Accessed: 10 May 2017]

Management Study Guide. 2017. Employee Remuneration. [Online]. Available at: <http://www.managementstudyguide.com/employee-remuneration.htm> [Date accessed: 17 May 2017]

Manktelow, J., Eyre, E., Jackson, K., Cook, L., Edwards, S., Bishop, L., Pearcey, E., and Moss, I. 2017. *Herzberg's Motivators and Hygiene Factors - Learn how to Motivate Your Team*. Mind Tools. [Online]. Available at: <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm> [Date Accessed: 20 April 2017]

Mintah, O., S., B and Kissi, M. 2016. *Motivation and improvements in employee performance in the restaurant industry in Ghana*. African Journal of Applied Research (AJAR) Volume 2. [Online]. Available at: <http://www.ajaronline.com/index.php/AJAR/article/view/187> [Date accessed: 11 May 2017]

Net MBA Business Management Centre. 2010. *Herzberg's Motivation-Hygiene Theory (Two-Factor Theory)*. Net MBA Business Management Centre. [Online]. Available at: <http://www.netmba.com/mgmt/ob/motivation/herzberg/> [Date Accessed: 25 April 2017]

Njambi, C. 2014. *Factors influencing employee motivation and its impact on employee performance: a case of Amref health Africa in Kenya*. Erepo. [Online]. Available at: <http://erepo.usiu.ac.ke/bitstream/handle/11732/77/Carol.pdf?sequence=1> [Date Accessed: 9 April 2017]

Phelan, C and Wren, J. 2005. *Exploring Reliability In Academic Assessment*. UNI Office of Academic Assessment. [Online]. Available at: <https://chfasoa.uni.edu/reliabilityandvalidity.htm> [Date Accessed: 30 May 2017]

Premuzic, T.C. 2013. *Does Money Really Affect Motivation? A Review of the Research*. Harvard Business Review. [Online]. Available at: <https://hbr.org/2013/04/does-money-really-affect-motiv> [Date Accessed: 4 September 2017]

Productivity SA. 2017. *What we Believe*. Productivity SA. [Online]. Available at: <https://productivitysa.co.za/what-we-believe> [Date Accessed: 25 April 2017]

Rath, T. 2015. *The only type of motivation that leads to success*. Fast Company. [Online]. Available at: <https://www.fastcompany.com/3047370/the-only-type-of-motivation-that-leads-to-success> [Date Accessed: 4 September 2017]

Research UKZN. 2014. *General Guidelines for the ethics review processes*. Research UKZN. [Online]. Available at:
<[http://research.ukzn.ac.za/Libraries/Research_Document/General Guidelines for the Ethics Review Processes.sflb.ashx](http://research.ukzn.ac.za/Libraries/Research_Document/General_Guidelines_for_the_Ethics_Review_Processes.sflb.ashx)> [Date Accessed: 20 April 2017]

Rouse, M. 2017. *Population*. What's it – Tech Target. [Online]. Available at:
<<http://whatis.techtarget.com/definition/population>> [Date Accessed: 20 April 2017]

Rynes, S.L., Gerhart, B., and Minette, K.A. 2004. *The Importance Of Pay In Employee Motivation: Discrepancies Between What People Say And What They Do*. University of Iowa. Wiley Periodicals. [Online]. Available at:
<<https://www.utm.edu/staff/mikem/documents/Payasamotivator.pdf>> [Date accessed: 4 September 2017]

Saeed, R., Mussawar, S., Lodhi, R.N., Iqbal, A., Nayab H.H., and Yaseen, S. 2013. *Factors Affecting the Performance of Employees at Work Place in the Banking Sector of Pakistan*. Middle-East Journal of Scientific Research 17 (9): 1200-1208, 2013. [Online]. Available at:
<<https://pdfs.semanticscholar.org/b6c7/470e5eeeb01267b211982983f62e3b51b592.pdf>> [Date accessed: 12 May 2017]

Shanks, H., N. 2012. *Management and Motivation – Chapter 2*. Jones and Bartlett Publishers. [Online]. Available at:
<https://www.jblearning.com/samples/076373473X/3473X_CH02_4759.pdf> [Date Accessed: 10 May 2017]

Shenton, A.K. 2003. *Strategies for ensuring trustworthiness in qualitative research projects*. Semantic Scholars. [Online]. Available at:

<<https://pdfs.semanticscholar.org/452e/3393e3ecc34f913e8c49d8faf19b9f89b75d.pdf>>
[Date Accessed: 31 May 2017]

Shriar, J. 2014. *10 Ways Your Boss Kills Employee Motivation*. Office Vibe. [Online]. Available at: <<https://www.officevibe.com/blog/10-kill-employee-motivation>> [Date Accessed: 31 May 2017]

Shuttleworth, M. 2017. *Qualitative Research Design*. Explorable. [Online]. Available at: <<https://explorable.com/qualitative-research-design>> [Date Accessed: 20 April 2017]

Smithson, J. 1998. Using and analysing focus groups: limitations and possibilities. *International Journal of Social Research Methodology*. [Online]. Available at: <<http://www.sfu.ca/~palys/Smithson-2000-Using&AnalysingFocusGroups.pdf>> [Date Accessed: 7 October 2017]

Thao, L., T., T and Hwang., C. 2015. *Factors affecting employee performance – evidence from Petrovietnam Engineering Consultancy J.S.* [Online]. Available at: <<http://ir.meiho.edu.tw/bitstream/987654321/2774/2/FACTORS+AFFECTING+EMPLOYEE+PERFORMANCE.pdf>> [Date Accessed: 9 April 2017]

Thompson, D. 2013. What makes employees work harder: Punishment or Pampering. *The Atlantic*. [Online]. Available at: <<https://www.theatlantic.com/business/archive/2013/08/what-makes-employees-work-harder-punishment-or-pampering/279071/>> [Date Accessed: 4 September 2017]

Tinofirei, C. 2011. *The unique factors affecting employee performance in non-profit organisations*. Unisa. [Online]. Available at: <http://uir.unisa.ac.za/bitstream/handle/10500/5732/thesis_tinofirei_c.pdf?sequence=1> [Date Accessed: 9 April 2017]

Trochim, W.M.K. 2006. Unit of Analysis. Research Methods Knowledge Base. [Online]. Available at: <<https://www.socialresearchmethods.net/kb/unitanal.php>> [Date Accessed: 6 September 2017]

Tucker, K. 2016. *Importance of Consistency in the Workplace*. [Online]. Available at: <<http://woman.thenest.com/importance-consistency-workplace-12508.html>> [Date Accessed: 7 October 2016]

Wartzman, R. 2017. *What are Motivational Theories?* HR Zone. [Online]. Available at: <<http://www.hrzone.com/hr-glossary/what-are-motivational-theories>> [Date Accessed: 20 April 2017]

Wilkie, A. 2015. *Improve your research technique - Reflexive thinking, 5 practical tips*. CX Partners. [Online]. Available at: <<https://www.cpartners.co.uk/our-thinking/improve-your-research-technique-reflexive-thinking-5-practical-tips/>> [Date Accessed: 1 June 2017]

Annexure 1
Consent Form

EXPLANATORY INFORMATION SHEET AND CONSENT FORM FOR PARTICIPANTS

To whom it may concern,

My name is Diajal BEEPUT, and I am a student at Varsity College, Durban North Campus. I am currently conducting research under the supervision of Leigh de Wet about the influence that management policy and motivational strategies have on employees within a Durban restaurant. I hope that this research will enhance our understanding of the management of a particular restaurant will be provided with a deeper understanding on their influence on this specific phenomenon, guiding the organisation to solving the business problem of motivation and performance by providing guidelines on how to deal with this specific problem.

I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.

What will I be doing if I participate in your study?

I would like to invite you to participate in this research because you are currently employed in the restaurant industry which is within my population parameter for my study. If you decide to participate in this research, I would like to conduct one interview with you. The interview will take approximately one hour of your time. It will be scheduled at a time that is convenient for both of us, at a location that is convenient to you. I will be asking you questions about your experiences of the motivational strategies used in the restaurant industry.

You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.

Are there any risks/ or discomforts involved in participating in this study?

Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your motivation and performance at work. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.

Do I have to participate in the study?

- Your inclusion in this study is purely voluntary;
- If you do not wish to participate in this study, you have every right not to do so;
- Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.

Will my identity be protected?

I promise to protect your identity. I will not use your name in any research summaries to come out of this research, and I will also make sure that any other details are disguised so that nobody will be able to identify you. I would like to ask your permission to record the interviews, but only my supervisor and I will have access to these recordings. Nobody else, including anybody at Varsity College, will have access to your interview information. I would like to use quotes when I discuss the findings of the research but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my Bachelor of Commerce Honours in Management. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

Diajal BEEP
074 761 0685
diajalbeep@gmail.com

The contact details of my supervisor are as follows:

Leigh de Wet
072 315 1842
leighdewet2014@gmail.com

Consent form for participants

I, _____, agree to participate in the research conducted by Diajal BEEPOT about the influence that management policy and motivational strategies have on employees within a Durban restaurant

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. I agree to be interviewed for this research.
2. My confidentiality will be ensured. My name and personal details will be kept private.
3. My participation in this research is voluntary, and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
4. I may choose not to answer any of the questions that are asked during the research interview.
5. I may be quoted directly when the research is published, but my identity will be protected.

Signature

Date

Consent form for audio-recording/ video recording

I, _____, agree to allow Diajal BEEP to audio record my interviews as part of the research about the influence that management policy and motivational strategies have on employees within a Durban restaurant.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

1. My confidentiality will be ensured. My name and personal details will be kept private.
2. The recordings will be stored in a password protected file on the researcher's computer.
3. Only the researcher, the researcher's supervisor and possibly a transcriber (who will sign a confidentiality agreement) will have access to these recordings.

Signature

Date

Annexure 2
Interview Questions

1. What is your position in this restaurant? How long have you been in this restaurant?
How long have you been in the restaurant business in general?

2. Why did you choose to work in the restaurant industry?

3. What factors affect your productivity on a shift?

4. How would you describe the management of this restaurant?

5. Do you feel your management considers the motivation of his/her employees to be important? If so, why?

6. Can you please provide me with examples of ways your manager has motivated you?
Do these techniques work? Why/why not?

7. Have you experienced the removal of rewards or punishment? If so, how did that affect your motivation? How did that affect your productivity?

8. What policies do the staff have to agree to? Do you agree with all the policies you are required to work under or agree to?

9. How do you think the management of this restaurant could improve the way that they motivate you?

Thank You!

Annexure 3
Permission Letter



PLB Management (Pty) Ltd
t/a [REDACTED] **Glenwood**
139 Helen Josephs Road
Glenwood
Durban
4001
Tel: 031-9422992

To whom it may concern:

This letter serves to confirm that Diajal Beeput was granted permission by [REDACTED] Glenwood to conduct research in our store. If you have any queries please feel free to contact myself on 0837766045.

Many Thanks

Jono Dempster

Annexure 4
Ethical Clearance Letter

THE INDEPENDENT INSTITUTE OF
& EDUCATION



ADvTech House
Inanda Greens
54 Wierda Rd West
Wierda Valley
2196

P.O. Box 2369
Randburg 2125

28 June 2017

Student name: Diajal BEEPUT

Student number: 14007303

Campus: Varsity College Durban North

TO: (011) 606 8021
Fax: (011) 783 2574

Re: Approval of Bachelor of Commerce Honours in Management Proposal and Ethics Clearance



Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.



Your research proposal posed no significant ethical concerns and we hereby provide you with ethical clearance to proceed with your data collection.

There may be some aspects that you still need to address in your proposal. If this is the case, feedback will be provided to you in writing. You will need to address these aspects in consultation



In the event of you deciding to change your research topic or methodology in any way, kindly consult your supervisor to ensure that all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued in such instances.



We wish you all the best with your research!

Yours sincerely,

Catherine Durholz
Vice Principal of Academics

Leigh de Wet Campus Postgraduate Coordinator

Douglas (UK), JDR Oesch (non-executive), A Isaakidis (non-executive) Company Secretary: C Koopman

GROUP

ACV%CH The independent Institute of Education (Pty) (The TIE) is registered with the Department of Higher Education and Training as a private higher education institution under the Higher Education Act, 1997 (reg. no. 2007/HE07/002). Company registration number: 1987/004754/07

Annexure 5
Originality Report



RESM8419_2017_HBC1_VCDN1 - RESM8419_VCDN1

Assignment 5 - POE

Diajal Beeput

on Mon, Oct 16 2017, 3:02 PM

34% highest match

Submission ID: 1e803dca-a961-4e1d-9e7b-45c9b5022336

Attachments (1)

- Diajal Research Report Final.docx 34%
Word Count: 15,232 Attachment ID: 182620162

Diajal Research Report Final.docx

1 18 OCTOBER 2017

2 A case study exploring the influence that management policy and motivational strategies have on employees within a Durban restaurant.

HONOURS RESEARCH REPORT

Diajal Beeput

Student number: 14007303

Abstract

Owing to the current state of the South African economy and the country's unemployment rate, employees endure harsh business practises to secure employment, leading to demotivation and reduced performance.

The restaurant industry is missing a chance to improve staff motivation and performance, and therefore to improve their business. Another problem is that those staff are faced with potentially abusive treatment in their workplace. The aim of the study was to explore the influence that management policy and motivational strategies have on employee motivation and performance. 2 The sample for this study was three individuals employed at a particular Durban restaurant.