

THE CAUSES OF LOW EMPLOYEE MOTIVATION  
WITHIN CAPE TOWN'S FAST FOOD INDUSTRY

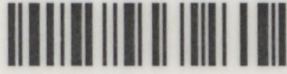
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**THE CAUSES OF LOW EMPLOYEE MOTIVATION**

**WITHIN CAPE TOWN'S FAST FOOD INDUSTRY**

**NNENNA EME UKANDU**

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IN PARTIAL FULFILMENT OF THE REQUIREMENTS

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IN THE FACULTY OF BUSINESS

AT THE

**CAPE PENINSULA UNIVERSITY OF TECHNOLOGY**

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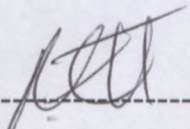
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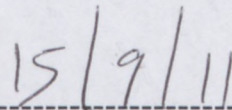
SEPTEMBER 2011

## DECLARATION

I, **Nnenna Eme Ukandu**, declare that the contents of this thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.



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Signed



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Date

## ABSTRACT

Motivating employees in fast food outlets plays a major role towards improving the commitment and performance of workers. However, it has been confirmed that there is low levels of employee motivation in some fast food outlets, which has led to negative results and poor performances. Therefore, improving employee motivation in fast food outlets has become a necessity. The main aim of the study was to investigate causes of low employee motivation in fast food outlets within South Africa.

The present author was able to discover the causes of low employee motivation levels such as poor supervision, little or no training, poor pay and poor working conditions. Hence, factors that could improve levels of motivation of employees in fast food outlets were identified; for instance, motivating fast food employees through genuine appreciation, recognition, compensation and inspiration. The researcher further suggests strategies, which may improve the quality of work-life for employees with fast food outlets training and developing employees, reducing their workload; and initiating incentive programs and retention strategies. This will help the management at fast food outlets to improve levels of motivation of their workers, and also assist them to retain their talented staff.

The case study method was used for this research since the study involved fast food outlets in Cape Town. The triangulation method was applied to solicit information from staff members, managers and store managers/franchisees. Semi-structured interview questions were used to obtain information from franchisees/store managers, senior managers, floor managers, and supervisors, while closed-ended questionnaires were used to interview other staff members. This study has confirmed that there are no motivation policies at most of the fast food outlets which were studied that can guide employers to motivate their workers. It is clear from the study that there is low employee motivation at some fast food outlets, and hence the researcher has proposed recommendations, which will help the management of fast food outlets to enhance the

levels of motivation of employees, and their work performance. It is suggested that employees should be involved in the decision making of their organization; the quality of work-life of employees should be improved; a harmonious working environment should be promoted; and workers should be empowered and allowed to participate in the profit sharing of the organization. This will improve workers' levels of motivation and better results will be achieved for the organization at large.

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## **Dedication**

This thesis is dedicated to my late father, **Chief J.E. Ukandu** and my mother, **Chief Mrs R.E. Ukandu**, for laying a good foundation for me and for their moral advice at the beginning of this journey.

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## GLOSSARY OF TERMS

A number of key terms have been used in this thesis, and these are clarified below in terms of context of the thesis.

**JOB DISSATISFACTION** – Job dissatisfaction refers to employee dissatisfaction, which is caused by poor pay, working conditions, supervision and/or company policy and administration.

**JOB SATISFACTION** – According to this research, job satisfaction is the extent to which an employee is happy with his/her job. This can lead to an employee having a positive attitude towards his/her job.

**MOTIVATION** – In the context of this research, motivation is an ability to be moved to work harder in order to achieve an organizational goal. Motivation is that, which energizes, directs and sustains human behaviour.

**MOTIVATORS** – These refer to aspects of a job that make employees work harder. Examples are increases in salary, fringe benefits, free medical services, over-time pay, leave pay and good working conditions.

**MOTIVE** – This is an inner state that energizes, activates, or moves workers and directs behaviour towards achieving a goal.

**WORK BEHAVIOUR** – This is behaviour of workers in the work environment, comprising both work and personnel outcomes, including work effectiveness, internal motivation, and satisfaction with the job, in general, and satisfaction with opportunities for growth.

**WORKING CONDITIONS** – This refers to employees' conditions of work in the workplace, which can either be positive or negative. It is this environment, which can impact on an employee's mind and physiological functioning.

**LABOUR TURNOVER** – Labour turnover, in the context of this research, means the rate at which an employer gains or loses his/her employees.

**WORK PERFORMANCE** - This is the potential to achieve improvement and change in the workplace.

**TRAINING** - Training is an important component of internal service quality, which is considered as a path to quality customer service, consistency in job performance and satisfaction, as well as commitment to the organization.

## LIST OF ACRONYMS

QWL	Qualities of Work life
CBD	Central Business District
TIC	Transnational Information Centre
ABS	Australia Bureau of Statistics
GBP	Great British Pound
KFC	Kentucky Fried Chicken
GM	Gram
FASA	Franchise Association of South Africa
NSDSFSA	National Strategy for the Development and Support of Franchising in South Africa
BNA	Bureau of National Affairs
SPSS	Statistical Package for Social Sciences

# Chapter 1

## Introduction

### 1.1 Introduction and background to the problem

People management is an important aspect of any organisation, and this includes the fast food industry. A well managed fast food industry will normally consider employees rather than financial capital as the core foundation of the business, which also contributes to the industry's development (Morato, 2008:1).

Therefore, in order to ensure achievement of the industry's goals, the fast food industry should create an atmosphere of commitment and cooperation for its employees through policies that facilitate employee motivation and satisfaction. Satisfaction of human resources is closely linked to highly motivated employees. Motivated employees normally perform better, which result in greater productivity and lower labour turnover rates. Moreover, highly motivated employees strive to produce at the highest possible level and exert greater effort than employees who are not motivated (Schultz & Bagraim, 2003:53).

When motivating factors such as job challenge, responsibility and so on are inherent in a job, satisfaction is perceived as possible and work-directed energy is aroused, and this leads to motivation (Bloisi, Cook & Hunsaker, 2007:203). The importance of employee motivation should be emphasised within the fast food industry. Some ways to improve motivation in the fast food industry include good remuneration, effective training and skills development, a proper recognition and reward system, and employee growth prospects (Schultz, & Bagraim, 2003:59).

Employees' motivation is one aspect of a human resource management development strategy. Champion-Hughes (2001, cited in Morato, 2008:1) states that a holistic approach should be used to improve certain qualities of work life (QWL) such as fringe benefits, better employment conditions, and career development to support facilitation of motivation, which is directed towards achieving the organization's goal.

However, work in the fast food industry has been so routinized that employee decision making and discretion have been relegated to the background (Leidner, 1991:156). In most cases, their work is demeaned, alienated and not good enough for the human spirit (Munro, 1992: 23-33). Workers assume that their work is a "dead-end job", which has reduced their opportunities in life, while it is also assumed that there is long working hours (for permanent employees), less competitive pay, repetitive nature of the job and low job security, which have caused job dissatisfaction and low motivation of employees (Corcoran & Johnson, 1974, cited in Lam & Zhang, 2003:215).

Hence, low pay, poor working conditions, poor training, advancement, arbitrary and capricious supervision and high employee turnover are real factors in the fast food industry, particularly for lower ranked employees. In addition, most outlets in the industry tend to recruit youngsters who are vulnerable, and give them a low-paid jobs knowing quite well that they will not complain (Curtis and Lucas, 2000; & Royle, 1999), cited in (Allan, Bamber & Timo, 2006:405).

Many fast food employees tend to leave the industry when they are not motivated in their jobs or if they do not find dignity in what they do (Miller & Madsen, 2003:1). A person may encounter low motivation in their job by way of negative experiences and what the person had expected to find upon entry into the organization. Employees expect to see changes in their personal needs in order to fulfil organizational goals. However, when these changes are not perceived, it becomes problematic.

Some factors that have contributed to low employee motivation in the fast food industry include poor job characteristics, poor training and development, poor compensation and unfair labour practices. Other factors are inadequate fringe benefits, poor working conditions, and poor supervision (Poulston, 2009:23). There has indeed been an international debate regarding the quality of jobs in the fast food industry owing to meagre pay received by workers within the industry, and poor opportunities for career development.

## **1.2 Statement of the research problem**

Good employees are not easily acquired. As a result, employees should be motivated and satisfied in their job in order to achieve organisational goals. This research investigates reasons why fast food employees are not sufficiently motivated. The following are some problems, which face workers; the characteristics of jobs in South Africa's fast food industry in terms of content is not challenging to workers; fast food employees are not well remunerated; there is inadequate training and development of workers in the fast food industry in South Africa; and workers are also faced with the problem of transportation, which has led to high labour turnover and absenteeism in the fast food industry.

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### **1.2.1 Research Questions**

The above problem statement led to the following research questions.

- Are the job characteristics in South Africa's fast food industry challenging in terms of content?
- Is there adequate and constant training and development of workers in South Africa's fast food industry?
- Are fast food workers well remunerated?
- Are workers exploited in the fast food industry?

## **1.3 Research objectives**

The following are objectives of the research:

- To investigate the causes of low employee motivation in at fast food outlets in South Africa.
- To identify factors that could improve the level of motivation of employees at South Africa's fast food outlets.
- To suggest strategies that could improve the quality of work-life of employees at fast food outlets.

## **1.4 Delineation of the research**

This study involves fast food outlets that are situated in the Cape Town metropolitan area within the Central Business District (CBD), and others. Both full-time and part-time employees were used for the survey, since the entire structure of the fast food industry comprises both full-time and part-time workers, which cannot be easily differentiated.

Cape Town fast food outlets were the main area where this survey was conducted. The research did not cover the whole of South Africa and other outlets that are not fast food outlets such as restaurants and hotels. The study concentrates on the causes of low employee motivation in the fast food industry, as it relates to managers, administrators and junior workers, including part-time/casual workers. The study does not intend to explore international fast food industries.

## **1.5 Significance of the research study**

By examining the causes of low employee motivation in the fast food industry, this research should enable the fast food industry to implement practices that will increase job satisfaction in order to enhance employee motivation.

## **1.6 Brief Literature review**

### **1.6.1 Employee motivation**

Employee motivation is a process, which accounts for an individual's intensity, direction and persistence of effort towards attaining a goal (Robbins, Odendaal & Roodt, and 2007:131). Therefore, intensity relates to how hard a person tries, while direction is the channel through, which a job is performed. Persistence is a measure of how long persons can maintain their effort (ibid). Through employee motivation, an organization can achieve a competitive advantage through higher productivity and improved customer service (Stone, 2005:412). Consequently, when employee

motivation is downgraded, the organization will be at risk in relation to finances and other strategic objectives. Hence, employee motivation regulates the behaviour of employees and enables them to achieve the desired goals of an organization.

Therefore, motivation is the psychological process that provides behaviour, purpose and direction. It is also defined as an internal force, which is based on an individual's conscious and unconscious needs that drive him/her to achieve a goal (Robbins, 1993, cited in Lam, Baum & Pine, 2001:37). Indeed, it is an internal drive to satisfy an unsatisfied need (Higgins, 1994, cited in Lindner, 1998:102). There is a positive relationship between employee motivation and job satisfaction. Nel *et al.* (2004:552-553) state that factors that can contribute to employee job satisfaction include personal and organisational factors.

Personal factors refer to personality, status and seniority, general life satisfaction and the extent to which job characteristics are congruent with personal characteristics. Organisational factors include pay and benefits, the work itself, the supervisor, relationships with co-workers and working conditions. However, when the above lists are missing in an organisation, the employee becomes dissatisfied, which leads to low motivation. The same relationship applies to the fast food industry, namely when employees are satisfied, they will be motivated to work and vice versa.

### **1.6.2 Job satisfaction at fast food outlets**

Job satisfaction is the extent to which an employee is happy with their job. This can lead to an employee having a positive attitude towards the job. According to Stone (2005:413), job satisfaction is the degree to which employees have positive attitudes towards their jobs. There should be a feeling of the right job so that employees can be productive (Ivancevich, 2007:12). Most workers spend one-third of their day at work and, therefore, require good working conditions, a good working environment and cooperative co-workers in order to make them comfortable in their workplace (Charner & Fraser, 2003:48). They also need good remuneration, medical aid and fringe benefits to produce quality services. When workers are satisfied, they will be motivated to work. Employees tend to produce good quality work and good customer

services as a result of job satisfaction and motivation. Unsatisfied workers produce low quality work, high absenteeism and employee turnover (Ivancevich, 2007:12). Workers may not be satisfied with their work owing to poor working conditions, less fringe benefits, an autocratic management style, to name but a few. Such vices have adverse implications on employee performance in the fast food industry, as well as in broader Cape Town.

### **1.6.3 Employee dissatisfaction at fast food outlets**

Job dissatisfaction is widespread among workers of all ages across all income brackets in the fast food industry (Jones & Dawis, 1992:142-143). At many fast food outlets, almost half of the workers are dissatisfied with their work. Therefore, job satisfaction has declined across all work brackets. Job dissatisfaction is experienced when employees are not happy with their job, or when things are not the way they should be (Stone, 2005:416). This can occur as a result of poor pay, a bad working environment and poor working conditions. Carrell, Elbert, Hatfield, Grobler, Marx and Schyf (1999:575) states that excessive absenteeism, turnover and grievances often result when workers experience high levels of job dissatisfaction. A wish of every manager is to create a good environment that can lead to job satisfaction for their workers. Indeed, job dissatisfaction in the fast food industry has resulted in a high level of labour turnover and absenteeism.

Currently, most employees in the fast food industry have complained about being overworked and underpaid. They are normally required to work more than 40 hours per week as full-time workers, while part-time workers work more than 30 hours per week. This over-time work is paid at a low rate.

Charner and Fraser (2003:50) note the following as some of the causes of job dissatisfaction, which have also led to low employee motivation, namely that workers complain that they spend much money on uniforms, hence their salary is spent on clothes and shoes. Additionally, more than 38% of their time at work is spent doing other things that are not part of their job description such as washing plates, cleaning the floor, emptying refuse bins and, in addition, cleaning toilets. Over 36% of workers

in the fast food industry have to work on weekends because of weekend shifts (Dawson, 2007:1). Generally, workers do not have enough time to rest at home or visit friends. Moreover, there is no time to make new friends and meet new people. A total of 6% of employees maintained that their sex lives were adversely affected (Dent, 2007:1). Some workers claim that their job is not challenging owing to a lack of career progression.

Furthermore, poor salaries and benefits such as holidays were problematic for 25% of the workers (Dent, 2007:1). Fast food jobs also have effects on the individual lives of most employees, since it causes stress, which easily results in two to five people being sick each week. This is a result of little sleep and irritation (Dawson, 2007:1). In addition to the causes of low employee motivation, poor training and development has been identified as one of the causes of job dissatisfaction at fast food outlets.

#### **1.6.4 Training and development**

The fast food industry cannot have a high volume of success without correctly trained and motivated staff. Due to the high degree of employee turnover in the fast food industry, the industry has a poor reputation for training. Managers are reluctant to invest in training in case a staff member subsequently leaves (Lowry *et al.*, 2002, cited in Poulston, 2008:414). Managers also feel that performing a task publicly whilst having insufficient skills, jeopardises their service quality and can demean and embarrass employees, yet training is poor or non-existent and employees are disciplined for their poor performance.

Training is an important component of internal service quality, which is considered as a path to quality customer service, consistency in job performance and satisfaction, as well as commitment to the organisation (Wesley & Skip, 1999, cited in Chiang, Back & Canter, 2005:100).

Training should be a vital ingredient in fast food strategic planning. Every worker requires rudimentary training in addition to normal induction training before they are of any value to their employers (Ball, 1992:90). Therefore, workers in the fast food

industry remain peripheral to the system without being trained on how to use work equipment. Effective training will lead to a high volume of business, which will enable the outlet to achieve its organisational goals. In other words, without basic training, the worker's ability to engage in the main activities of the fast food outlet will be severely curtailed.

A majority of workers in fast food outlets are unskilled and, therefore, require training in order to fit into the business. Training is a means of standardising the behaviour of staff to the technical requirements of the system. It is also a means of fitting the social to the technical system (Ball, 1992:90). Training should be offered to staff of fast food outlets to enhance their morale in order to fulfil additional roles in the business. It is desirable for fast food companies to recruit workers who have no previous knowledge and experience of catering operations. This is because such recruits can easily be trained to perform specifications of the industry by using a combination of on-and-off-the-job methods. This explains a reason why fast food outlets are predominantly staffed by young and inexperienced employees. A survey, which was conducted showed that at a McDonald's outlet in Cape Town, about 75% of their workers are under the age of 21, most of whom are school leavers (The Transnational Information Centre (TIC), 1987, cited in Ball, 1992:90).

According to Lam and Zhang (2003:220), training is important for new entrants while development is necessary for new but already experienced employees. Training should be intensified for new recruits at an early stage of their employment. Orientation and induction programmes should also be provided for them as well, since these provide information about fast food outlets and work procedures.

Mentorship is another way of training and developing new entrants, as this will ensure that new employees are able to acquire knowledge and equip themselves with necessary skills (Lam & Zhang, 2003:220). It is indeed one way of providing counselling, support and motivation to new employees. In addition, training is required for supervisors and managers as it is a means of emphasizing informal communication apart from normal formal communication such as briefing sessions and meetings. This also helps to build friendship amongst workers.

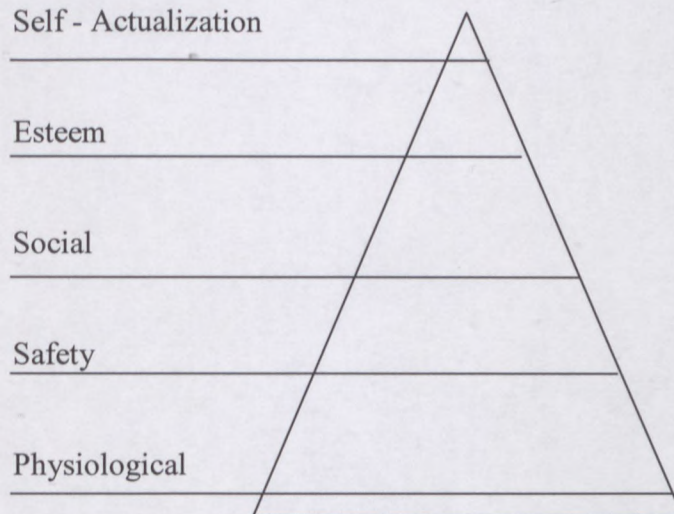
## 1.7 Motivation theories

When discussing motivation, some theories cannot be ignored, since they explain why people act the way that they do and why others refrain from doing certain things (Swanepoel *et al.*, 2003:324). Regarding this research, theories of motivation will be explored in relation to work motivation in the fast food industry, namely Maslow's hierarchy of needs and Herzberg's theory.

### 1.7.1 Maslow's Theory

Maslow proposed a theory, which he called the needs hierarchy. These needs are physiological, safety, social fulfilment, satisfaction of the ego and self-actualization. People always have needs, and as soon as one need is satisfied, another need takes its place (Nel *et al.*, 2004:311).

Fig. 1.1 Maslow's hierarchy of needs



From the diagram above, Maslow stated that individuals move up the steps of a hierarchy, and in order to be motivated, one should know, which level of hierarchy that person is currently on and focus as on satisfying those needs first (Robbins *et al.*, 2007:131). Maslow distinguished between higher and lower order needs, hence physiological and safety are grouped as lower order needs while social, esteem and self-actualization are referred to as higher order needs. According to Maslow, when

the lower order needs, namely physiological and safety, are substantially satisfied, the next need becomes dominant (Robbins *et al.*, 2007:133). Therefore, in order to motivate someone, a person should understand what level of the hierarchy that particular person is currently on and focus on satisfying those needs within the particular level.

Accordingly, higher order needs can be satisfied internally while lower order needs are satisfied externally. Incentives such as pay, union contracts and tenure are examples of lower order needs. Hence, if basic needs or lower order needs are not met, efforts to satisfy higher order needs will be postponed, according to Maslow's perspective (Prasad, 2003: 573).

Employees in the fast food industry expect that their basic needs such as pay, bonuses, security, and working conditions are uplifted; otherwise, it can result in job dissatisfaction, which leads to low motivation. For example, if a new worker is employed, he/she will initially be concerned with making enough money to meet his/her personal needs such as shelter, food and security. Offering this employee additional work without increase in pay, may not motivate this individual. However, if this individual begins to make enough money to provide adequately for his/her personal needs, then that strong initial drive has been satisfied, which will mark a turning point for this employee to pursue a higher-level need. In as much as money is not the only driving force for motivation, there are other forces, which can help to motivate employees such as bonuses, security, and good working conditions (Pophal, 2002:9).

Managers have a responsibility to create a proper climate in which employees can develop to their fullest potential. Failure to do this can lead to low employee motivation, which could negatively impact on performance, job satisfaction and employee retention, as witnessed in most fast food outlets.

### 1.7.2 Herzberg's Theory

Herzberg investigated the question: "what do people want from their jobs?" (Swanepoel *et al.*, 2003:32). There are different variables that can make people feel either good or bad about their jobs. These factors were indicated by Herzberg, which he called the two-factor theory of motivation, namely intrinsic and extrinsic factors. Intrinsic factors include advancement, recognition, responsibility and achievement, while extrinsic factors comprise status, security, company policy, administration, remuneration, supervision, and interpersonal relations, which are referred to by Herzberg as "hygiene" factors. These latter factors do not motivate employees, although they should be present in the workplace to placard employees. Employees are motivated by internal values rather than external values. Hence, motivation should be internally generated through those intrinsic factors, which are known as "motivators".

According to Swanepoel *et al.* (2003:329), job satisfaction is a function of challenging, stimulating activities or work content called the variable of motivators, while job dissatisfaction is a function of the job context called the hygiene factors. Herzberg believed that the opposite of "satisfaction" is "no satisfaction", and the opposite of "dissatisfaction" is "no dissatisfaction" and, therefore, removing the dissatisfiers from a job will not make the job satisfying (Robbins & Judge, 2009:211). Managers who seek to remove those factors that lead to job dissatisfaction may bring about peace, but not motivation. Instead of motivating their own workforce will end up encouraging them.

"Herzberg (2003) suggested pay and working conditions amongst the hygiene factors that can nullify the motivating effects of satisfiers such as promotion, prospects, recognition, and personal growth" (Poulston, 2009: 25). Therefore, fast food outlets should not rely only on monetary values in terms of motivating their employees because money alone will not motivate employees to improve their performance. In that case, there should be a need to complement intrinsic factors with extrinsic factors of motivation.

## **1.8 Sources of information**

An extensive study of related literature on the topic was undertaken. A multi-disciplinary approach was adopted, whereby literature from areas of organisational behaviour, industrial psychology, human resource management and other related disciplines were reviewed. Since the research study dwells on employee motivation at fast food outlets, which is an evolving topic, current sources of information were used. Other sources include textbooks, journals and online articles. Universities and public libraries were accessed for relevant literature, while experts in the field of human resource management were contacted to gain additional advice on special issues pertaining to the research. The research focuses on ten different branches of fast food outlets in the Cape Town Metropolitan area.

## **1.9 Research design and methodology**

The researcher made use of both quantitative and qualitative research methods as this would be most convenient for this study, which investigates the causes of low employee motivation in the fast food industry. Furthermore, this would help to gain a better understanding of the research problems that have been identified. The qualitative research method was used to gather an in-depth understanding of the study and to achieve a high level of reliability in the data collected while the qualitative method enabled the researcher to gain insight into employees' attitudes, concerns and motivation to work. The two research methods are discussed in detail in the following sub-sections.

### **1.9.1 Quantitative research method**

The quantitative method is a systematic and objective process that investigates a particular problem by using numerical data. This method includes face-to-face interviews, self-administered questionnaires and telephonic surveys (Babbie & Mouton, 2001:230).

According to Matveev (2002:60), the following are advantages of quantitative research methods. This method clearly outlines the researcher's problem in a specific way (Nachmais, F. & Nachmias, 1992, cited in Matveev, 2002:60), and also clarifies and precisely specifies the two variables in the research, namely independent and dependent variables under the investigation process. Again, this research method helps the researcher to work according to plan in order to reach the goals of the research. Quantitative methods help to achieve a high level of reliability in the data collected and to eliminate subjectivity of judgment (Kealey & Protheroe, 1996, cited in Matveev, 2002:60).

#### **(a) Questionnaire design**

The designed questionnaire was divided into two sections, namely the demographic information section (A); and the content-based questions section (B). The questionnaire was designed so that employees were able to complete it within ten minutes.

Advantages of using a questionnaire, according to McNabb (2002:125), are as follows:

- They are flexible;
- They meet the objectives of the research project when designed well;
- They can be administered face-to-face, over the telephone, by mail, and by computer network; and
- They measure factual knowledge about a thing or idea or peoples' opinions.

#### **(i) Section A: Demographic information**

This section comprises of variables such as gender, age, years of experience, staff level, education and training background.

## **(ii) Section B: Content based questions**

This focuses on dimensions that relate to causes of low employee motivation in the fast food industry in the Cape Town area. Each dimension of the questionnaire was fully explained to participants.

### **(b) Types of questions**

Closed and open-ended questions were used.

#### **(i) Closed questions**

Questions were familiar because they required less effort by the interviewer and participants.

#### **(ii) Open-ended questions**

These questions required respondents to give their own views, which allowed them to express their opinions concerning their situation in the workplace. The importance of open-ended questions is that respondents' answers are not discriminatory opinions.

### **(c) Sampling Method**

A simple random sampling method was mainly used for this research to allow the researcher to draw external valid conclusions about the entire population based on the sample. Furthermore, this method is free of classification error. The random sampling method allowed the researcher to make relatively few observations, which can be generalized to a wider population.

A sampling survey, as a quantitative instrument, was used in this research to provide a numeric description of a sample of the population. This method has an advantage of enabling one to make inferences about a population, which is quick and economical. The sampling method that was used in this research is called the non-probability sampling technique. This is when the chances of each case being selected from the

population are not known. For purposes of this research, the population of interest was employees/workers of the fast food industry in the Cape Town metropole. Questionnaires are distributed normally to a large group for better accuracy of result. The sample size was 200 employees, which included operating staff, administrative staff and cashiers. A high response rate was motivated through reminding the population about the deadline of the questionnaire and assuring them of confidentiality information with regard to which is supplied. The importance of the research to the respondents' organization was explained, and they were informed that there will not be any negative implications from the information supplied (Trochim, 2006:158).

The total response rate was calculated by using the formula below:

$$\text{Total response rate} = \frac{\text{Total number of responses}}{\text{Total number of sample} - (\text{ineligible})}$$

A relatively good response was expected from the research study, which was conducted in Cape Town. The questionnaires were kept short and concise because of the subject field to enable workers to complete it on time so that they could go back to their jobs.

**(e) Distribution of the questionnaire**

This research also involved the use of cross-sectional designing and the form of data collection was self-administered hard copy, which was hand delivered and collected. For respondents' convenience and owing to financial constraints, the self administered survey method was used, as mentioned above. This method is assumed to be more convenient for workers since they are given enough time to work on the questionnaire before the date of the collection. The workers were given at least a minimum of two (2) weeks to complete the questionnaires before collection.

### 1.9.2 Qualitative research method

This method helped with the flexibility of the research. It also enabled the researcher to gain insight into employees' attitudes, concerns and motivation to work. Welman *et al.* (2005:188) describe qualitative research as an approach rather than a particular design or set of techniques. Qualitative research studies human actions from an "emic" perspective (Babbie & Mouton, 2001: 271). There are different methods of collecting qualitative research data such as from focus groups, individual interviews and in-depth interviews. The data collection technique that was employed was the semi-structured interview. An advantage is that it allows the interviewer to gain a broader understanding of the research problem and to probe and ask all relevant research questions (Babbie & Mouton, 2001:271).

The following are some major categories that the researcher utilises for qualitative data purposes (William, 2006:1):

- (a) **In-depth interviews** - in-depth interviews were conducted on a one-to-one basis. In order to allow flexibility, the interview schedule was designed and arranged in advance.
- (b) **Direct observation** – this was done in the form of field research that would enable the researcher to record the data through observations after a few days of monitoring the workers. It will help to evaluate motivation levels of employees.
- (c) **Written documents** – this will include weekly newsletters, and weekly reports from different fast food outlets.

### 1.9.3 Ethics

Permission was obtained from the Human Resource Department of the different fast food outlets that were selected to participate in the research in order to use the collected data for research purposes. Informed consent was obtained from the store managers who agreed to participate in the research, to allow the collected data to be used for research purposes. A copy of the research would be made available to the

Human Resource Department of the fast food outlets that were selected within the Cape Town metropole.

### **1.10 Summary**

Employee motivation is essential to achieve the goals of the fast food industry in South Africa. It is against this background that this research has attempted to identify factors that require improvement in the area of employee motivation such as the poor job content of workers, training and developing of employees in the fast food industry, time of work and methods of remuneration for workers. Policies that facilitate employee satisfaction and motivation such as fair labour practice, good working conditions, regular training and development, and good job characteristics can help the organization to achieve its organizational goals.

The causes of low employee motivation at fast food outlets in Cape Town were investigated in this research. These include inadequate fringe benefits, poor working conditions, the problem of transportation and poor remuneration in spite of huge workloads, which have resulted in high levels of absenteeism and labour turnover. In order to ensure achievement of the industry's goals, the fast food industry should create an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction and motivation.

## Chapter 2

### Literature Review

#### 2.1 Introduction

Food consumption patterns have changed since the 1970s (Allan *et al.*, 2006: 403). Most people began to spend more on fast food especially at the end of the twentieth century (Lyons, 1999:2). For instance, in Australia the fast food takeaway market was valued at more than (Great British Pound) GBP 2.7 billion and comprises of 1.4 billion fast food meals serviced at some 17,000 outlets and 3,000 fast food chains (Schrapnel, 2000:5). The fast food market growth rate is approximately 6.5 percent, whilst employing about 166,000 people in Australia (Lyons, 1999:2 and Australian Bureau of Statistics (ABS), 2000:40).

Fast food outlets offer a limited menu, standardised offerings and little service. Customers normally choose from a short list of offerings and order at the counter or window (Allan *et al.*, 2006: 403). The food is served quickly and can be taken away or eaten on the premises. Steers, Nandos, and other fast food outlets have an international brand name attached to them.

#### 2.2 Fast food definitions

Fast food is a term given to food that can be prepared and served quickly and easily (Chang, 2009:1). They are meals that can be prepared easily and on time. Fast foods are also food that can be sold in a restaurant and served to customers as a packaged take-out/take-away. The term “fast food” is usually used to describe the products of ready-to-eat food retailers, which are made by using a systematized “just in time” mass production system. Fast foods are food that can be prepared for service and consumption in the minimum amount of time. Examples of fast food include hamburgers, hot dogs, pizzas, pasta, fish, baked potatoes, French bakery products, sandwiches, Chinese meals, Turkish or Greek Kebabs, doughnuts, lettuce and tomato

sandwiches and fried potato chips, which are easily consumed either as a finger snack or with the assistance of a single implement (Royle & Tower, 2002:2).

Fast food consists of freshly prepared and wrapped food items, which are sold across counters or through automobile drive-up windows (Smith, 2004:456). They are often referred to as quick-service food in the restaurant industry. It can be serviced within a short period of time, ranging from 10 to 20 minutes.

Fast food can further be defined as products, which are completely manufactured, ready to serve and eat such as fruit juices, ice cream, pastries and cooked meats such as steak and kidney pies. These are called 'menu meal items' because they can appear on the menu just as they are. In addition, fast foods are ready-prepared food, which is served quickly to customers to be either eaten within the establishment or taken away from the fast food outlet (Schlosser, 2001).

Fast food outlets are also known as quick service restaurants. They are operated under franchising as part of restaurant chains, which have standardized foodstuffs shipped to each restaurant from a central location. The capital required to open a fast food restaurant is low. Customers in the fast food outlets sit and have their orders brought to them in a seemingly more upscale atmosphere known as fast food restaurants (Jakle & Sculle, 1999: 1), which has a long historical background.

### **2.2.1 Historical evolution of the fast food industry**

It all began when 10 restaurants with their entrepreneurs emerged to shape the restaurant industry (Burner, 2001:236). These entrepreneurs included Fred Harvey, Billy Ingram, Walter Anderson, McCullough and Harry Axene, Mac and Dick McDonald, Tom Monaghan, Harland Sanders and others (ibid). They created and initiated fast food outlets by initially operating as a restaurant until it was developed into a fast food outlet. Fred Harvey had the Harvey House restaurants, which were first established as a chain, where he hired a few waiters to serve customers. Indeed it would be worthwhile to explore the identity of fast food outlets.

In terms of national identity, the fast food industry originated from two countries, namely the United Kingdom and United States. In pre-modern Europe, dwellers who lived in the urban areas depended on food vendors for meals. Smoked bread in wine was served in the morning and cooked vegetables and stews later in the day (Jakle & Sculle, 2002:20-22). Large towns and major urban areas such as London and Paris supported vendors that sold such dishes. Other dishes that were served were pies, pasties, flans, waffles, pancakes and cooked meat. During the antiquity period in Rome, many of these establishments catered for those who did not have a means of cooking their own food. Travellers such as pilgrims, rich and poor, were also served among the customers.

In the United Kingdom, fast foods that were served in London were local shellfish or seafood such as oysters and eels. These sea foods were cooked in a quay or close by. By the mid 19<sup>th</sup> century, fish and chips became a part of their menus because of access to coastal or tidal waters (Hogan, 1997:240-241). During World War 2, turkey was used more frequently in fast food restaurants. John Montagu introduced the use of sandwiches in 1762 as fast food (ibid). These sandwiches were made of wrapped dried meat in bread, and were similar to other cuisines and cultures such as filled banquettes in France.

In the United States of America, a German butcher by the name of Charles Feltman opened up the first Coney Island hot dog stand in Brooklyn, New York City in 1867 (Farrell, 2008:1). This was because of a desire for inexpensive and reliable fare that is freshly prepared, portable and ready on demand. Also, people were looking for a way to leave the dinner type of feeding. A number of other portable foods were also introduced such as ice cream cones, iced tea and hot dogs.

Incipient Fast Foods in America dates back to 1916, when Walter Anderson began to sell hamburger sandwiches from an outdoor stand on a Wichita street corner (Hogan, 1997:240-241). He sold flattened meatballs placed in between two halved buns. This quickly attracted many customers. In 1921, Anderson joined local insurance broker Edgar with Billy Ingram as partner to form the white castle system in which they were able to open several identical restaurants in Wichita within one year. Their business

later spread to nine major neighbouring cities throughout the Midwest and on the East Coast of America. The White Castle system had a streamlined menu, which other former restaurants did not have such as hamburgers, coffee, Coca-Cola, and pies. Furthermore, the operations, preparation methods and employee performance were standardized. Hence, the first hamburger fast food chain was White Castle, which was founded in 1916 by Walter Anderson of Wichita Kansas (Smith, 1999:18).

By 1920 the White Castle hamburger had rapidly spread to become the most popular fast food in America. New entrepreneurs entered the market by imitating White Castle products, architecture and company name, which they carried across the nation. By 1925 the White Tower chain began to challenge White Castle in the northern cities of America. Following this was the opening of Chattanooga in 1929 by Krystal, which became the hamburger powerhouse in the South-Eastern States (Hogan, 1997:240). This hamburger business became so successful to the extent that the working class took it as their daily staple food (ibid). Despite the harsh economic depression in American cities, these restaurants were able to market their products so well that middle-class buyers became burger lovers. Later in the decade the Big Boy chain spread east from California, introducing the double decker hamburger sandwich.

Despite their success, the fast food industry suffered some setbacks during World War 2. There were shortages of foodstuffs such as meat, sugar, tomatoes, and coffee, which meant a limited menu and a significant loss in business (Jakle and Sculle, 1999:20). Hence, fast food restaurants decided to try other methods by using French fried potatoes, soy patties and chilli. By 1945, half of American restaurants had closed down. It was restored after the war with a slow process. In 1950 American cities' population began to shift their base to the suburbs and the fast food industry quickly followed, except White Castle and White Tower, which quickly faded away. Burger King and McDonald's outlets emanated selling burgers, fries, and milkshakes to people. Burger King was founded by Jim McLamore and McDonald's was founded by Ray Kroc. Each began to build their restaurants in every American town and succeeded in building hundreds of outlets by 1960 (Reiter, 1997:47). They relied on franchise investors, and enforced strict product uniformity and aggressive

advertisement campaigns throughout their chains. With the success of Burger King and McDonald's, other outlets began to open such as Burger Chef, which was the first followed by Kentucky Fried Chicken, and Taco Bell (ibid). By late 1960, fast food was no longer merely hamburgers, but had diversified to include quick service pizza, roasted beef, chicken, and tacos. By 1999, McDonald's had expanded to about ten thousand restaurants in the United States.

Globalisation is a basic force that cannot be denied because it allows benefits both to organizations and individuals to a large extent (Ukpere, 2007:3). The origin of western economic development stems from the expansion of the fast food industry. The fast food industry is the first industry to arrive at the opening of multinational corporations in any country, serving as the pioneer in franchising (Schlosser, 2001:229). As the fast food industry has continued to increase in competition globally, the future growth of the market is dependent on overseas marketing for their growth. For instance, McDonald's, which had about three thousand restaurants in the United States, depended on their foreign conquest for global realization, and have currently increased drastically (Schlosser, 2001:229).

Globally, McDonald's operates in 126 countries, six continents and has over 30,000 restaurants and hires more than 1 million employees annually (Demaria, 2003:1227-1228). They are the largest purchaser of beef and potatoes worldwide. Its expansion included Moscow, Beijing in China and other countries. Other fast food restaurants that expanded worldwide include Burger King, which has about 11,000 restaurants in more than 65 countries. Kentucky Fried Chicken (KFC) is located in about 25 countries, Pizza Hut in 97 countries with 100 locations in China and Taco Bell has 278 restaurants worldwide, as of 2009 (Hogan, 1997). The growth of these fast food industries has impacted greatly on economic, political, social, and cultural aspects of both American life and other countries in which they are found.

Other fast food outlets began later and their main products include chicken, pizza, tacos, and sub-sandwiches. The growth of fast food restaurants extended to Canada

and the United Kingdom, while other foreign establishments are expanding fast, including South Africa (Smith, 1999:25).

### **2.2.2 Franchising**

Franchising began during the early years by means of purchasing a franchise with an agreed fee where products were sold under a recognized trademark name. This was backed up by a national advertisement agency and on-the-spot promotions. Fast food franchising seemed to be a bottomless gold mine when Colonel Sanders' Kentucky Fried Chicken was first franchised in Canada. Franchising permits a big corporation to dictate to small business persons how to operate their business at a minimize risk. The franchised system of distribution and ownership provided a powerful drive to the growth of the fast food industry in the United States (Fantasia, 1995: 208). Franchising is a way of distributing merchandise to licensed distributors.

Franchising has expanded over the last fifty years as a means of marketing and distribution channel because its format is advantageous to both the franchisee and the franchisor (Fulop, 1999: 613-623 cited in Lashley & Alison, 2000:25). As mentioned earlier, the largest and the second fast food restaurant to begin to operate was McDonald's, which opened in 1968 in Canada. McDonald's was the first restaurant to use the assembly line, but was not the first fast food outlet, since White Castle was the first fast food chain and the first to operate as a fast food outlet, and was founded in 1921 in Wichita, Kansas (Carling, 2007: 27). This was followed by McDonald's, which was redesigned in 1948. Burger King and Taco Bell began in the 1950s, and Wendy restaurant in 1969. Other fast food outlets such as Carl's Jr., Kentucky Fried Chicken (KFC) and Jack in the Box surfaced later (Encyclopedia of American History, 2006). The second largest and the third fast food outlet was Burger King, which was founded in 1954 by James McLamore and David Edherton at Pillsbury, and opened in Canada in November 1982 (ibid).

**Table 1: Some fast food products and their contents**

<b>Burger King</b>			
<b>Product</b>	<b>Calories</b>	<b>Cholesterol (gm)</b>	<b>Salt (mm)</b>
Cheese burger	318	50	661
Double cheese burger	483	100	851
Whopper & Cheese burger	935	194	1,245
Cola	324	0	0
<b>McDonald's</b>			
<b>Product</b>	<b>Calories</b>	<b>Cholesterol (gm)</b>	<b>Salt (mm)</b>
Cheese burger	305	0	210
Quarter Pounder	510	115	1,090
Big Mac	500	100	890
Cola	380	0	0
<b>Wendy's</b>			
<b>Product</b>	<b>Calories</b>	<b>Cholesterol (gm)</b>	<b>Salt (mm)</b>
Cheese burger	410	80	760
Big Classic & cheese burger	640	105	1,345
Double Big Classic	820	170	1,555
Cola	350	0	0

*Source: Adapted from Michael F. Jacobson and Sarah Fritschner, Fast – food Guide (New York: Workman Publishing, 1991, cited in Smith, 1999: 22).*

The above table shows some selected global fast food industries and their products. The three industries mentioned above have similar products such as cheese burgers, double burgers, and cold drinks. These fast food outlet contents have different values in terms of calories, cholesterol and salt. These have an ability to increase the body's immune system and provide energy to the body. The caloric content of fast foods in

the different fast food industries is also listed in the table above. Figures 2.1, 2.2 and 2.3 have been adapted from Table 1. This adaptation offers easy comparison of each individual outlet's product range.

### Burger King products and their contents

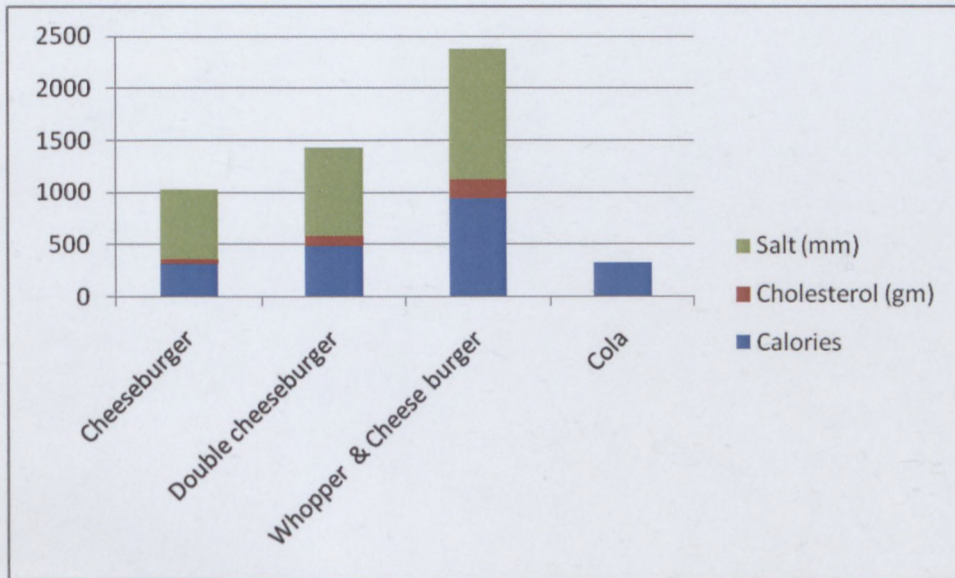


Figure 2.1: Bar Chart of Burger King Products

### McDonald's products and their contents

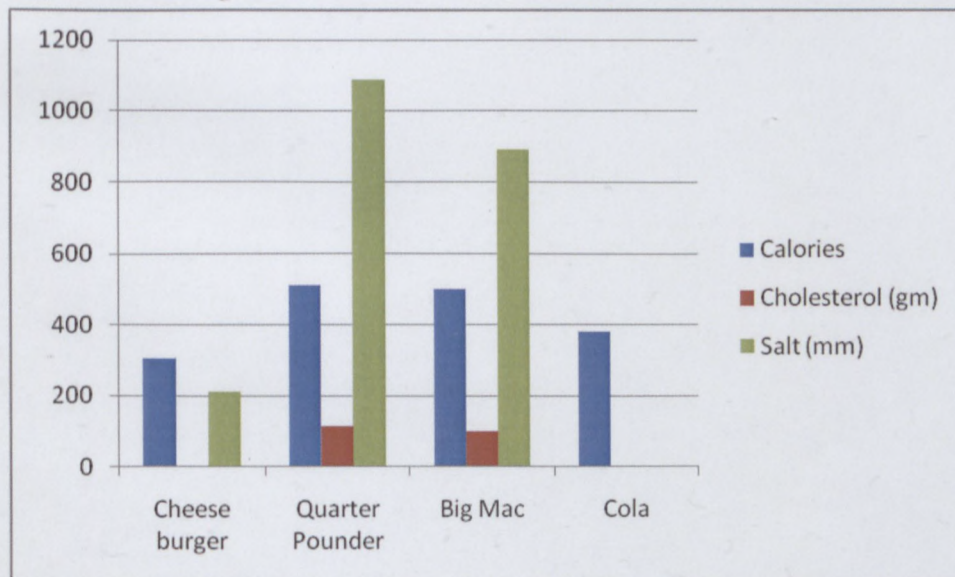


Figure 2.2: Bar Chart of McDonald's products

## Wendy's products and their contents

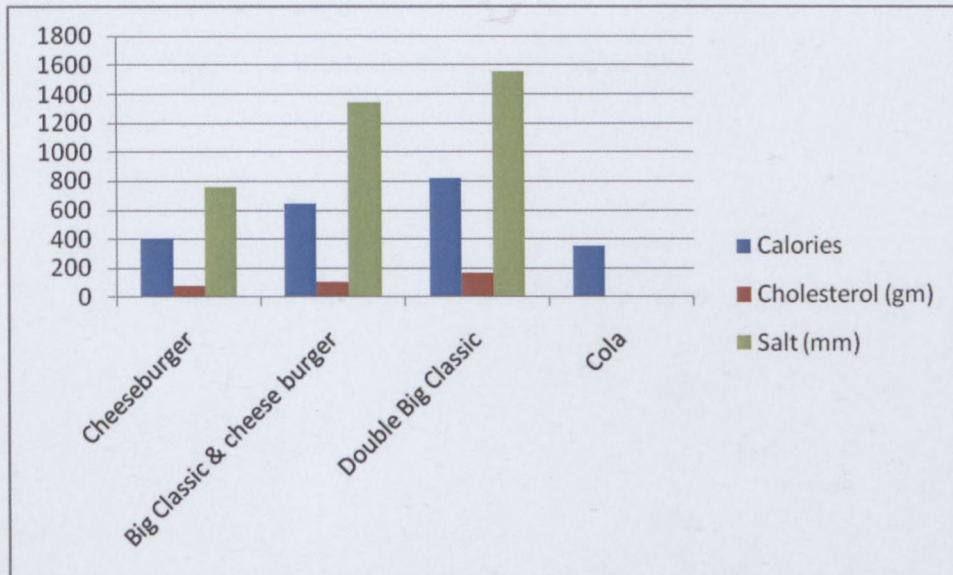


Figure 2.3: Bar Chart of Wendy's products

### 2.3 Fast food industries in South Africa

Fast food industries started as a franchise in South Africa under the canopy of the Franchise Association of South Africa (FASA). FASA was established in 1979 and operates as a non-profit, self-funding organisation (National Strategy for the Development and Support of Franchising in South Africa) (NSDSFSA). Its main aim is to promote and maintain ethical franchising in South Africa. This organisation consists of two memberships, namely franchisors and affiliates, which are service providers to franchisors and franchisees (The Franchise Association of South Africa, 2000:84).

The Franchise Association of South Africa (FASA) is universally accepted as one of the most successful business formats in South Africa. They ensure that all members follow internationally accepted franchise business principles, and serve the needs of the public and the franchise community (The Franchise Association of South Africa, 2009:4). FASA has about 209 members, which comprise 170 franchisors and 39 affiliates (Sibeko & Tambani, 2000:13). They also have a self-regulatory measure, which every member of the franchisor should meet. These include:

- FASA members are subject to FASA's Code of Ethics and Business Practice; and
- FASA assists its members with a dispute resolution by providing a mediation service.

Fast food and restaurant industries, under the canopy of the Franchise Association of South Africa (FASA), include the following: Barcelos Flamed Chicken, Chicken Licken, Kentucky Fried Chicken, McDonald's South Africa, King Pie, and Wimpy Restaurants, to mention but a few. These industries have essentially made some changes in South Africa such as creating job opportunities (Amzallag, 2008:1), especially for the South African population where there is vast unemployment. This has given them an opportunity to work. Previously, these people were mainly self-employed as general workers such as Artist, bus conductors, general maintenance (painters) and door-to-door service workers (domestic appliances repair). The fast food industry has employed millions of unemployed candidates at low wages who are in need of extra income. The fast food industry has created jobs for millions of South Africans (ibid). Less privileged South African citizens who were initially unemployed have been given opportunities to work (Schlosser, 1998:10).

Chang (2009:1) asserts that "*the fast food industries have taught new job basic skills to most South Africans, especially those that can barely read, live a chaotic live or are shut off from the mainstream*". The fast food industry suggests that their motive in employing the poor is not entirely altruistic, but it is to improve standards of living for these people. It has been noted that the fast food industry has positively impacted the economy of South Africa and the world as a whole (Schlosser & Goldberg, 2006:1). Furthermore, the fast food industry has encouraged other industries to adopt its business methods such as the franchising method. Other businesses now franchise their business and also gain some percentages from their franchisors (Chang, 2009:1).

This fast food industry employs teenagers, undergraduates, part-time and unskilled workers who are willing to accept low pay, and are easier to control owing to their

inexperience. This reason is why middle class teenagers sometimes disregard fast food jobs (The New York Times, Jan, 2001 and Reiter, 1997:4). These teenagers often work for wages that are too low by adult standards. Fast food industries also recruit immigrants, elderly people and the less privileged (Cohen, 2006:2). In South Africa there are different chains of fast food outlets, which are explored in the following sections.

### **2.3.1 Wimpy restaurants**

Wimpy was founded by J. Lyons & Co in 1954 at Coventry Street, London (Oddy, 2003, cited in Jacobs and Scholliers, 2003: 306), and was established in South Africa 1967 with presently over 500 franchised outlets in southern Africa. Wimpy is a member of the famous Brands Limited Group, and its main activity is casual dining restaurants. Franchise profile includes a well presented person with an ability to handle people well. The franchisee should be a good manager with business acumen that is dedicated to his/her work. Training is also given to the franchisee before the start of the business, while their products include hamburgers, chicken and french fries.

It is supposed to be common practice in the fast food industry to respect human dignity and nature. However, research has proven that employee motivation in the fast food industry is misunderstood and poorly practised (Accel Team, 2004:53). A random inquiry from Terry, an employee at a Wimpy fast food restaurant, reveals that quitting is the employees' way out at Wimpy fast food restaurants, especially if one does not have a better option. She further stated that Wimpy restaurants do not pay well, but expect employees to arrive on time every morning, do their job as insignificant as they seem, and do what they are asked to do by their bosses. Employees are not involved in decision making with little training given to them. Under such circumstances the level of motivation will decrease.

### **2.3.2 Kentucky Fried Chicken**

Kentucky Fried Chicken was founded by Colonel Harland Sanders in Corbin in 1930, but obtained its name as Kentucky Fried Chicken in 1952 (Schreiner, 2007:2). Kentucky Fried Chicken was established in South Africa in 1971. There are presently about 450 franchised stores throughout southern Africa. Kentucky Fried Chicken was both the franchisor of the year in 1990 under the canopy of the Franchise Association of South Africa (FASA) and the franchisor leader in Affirmative Action 1993 (The Franchise Association South Africa Archive, 2009:15). Their main activity is a quick service restaurant. They also train their franchisees and staff. Kentucky Fried Chicken sells chicken in the form of pieces, wraps, salads and sandwiches. Primarily, their focus is on fried chicken and they offer a line of roasted chicken products such as side dishes, desserts, and beef based products such as hamburgers, kebabs and pork products including ribs (The Franchise Association South Africa Archive, 2009:15).

Employees are assumed to be important assets in every organisation including the fast food industry, without which the industry will not achieve its goal. In addition, employees should be motivated in order to achieve a good performance. Low employee motivation has led to labour shortages at Kentucky Fried Chicken, McDonald's, Marriot, and Pizza Hut. Williams (1993, cited in Magd, 2003:395) revealed that older workers receive less favorable treatment on the grounds of their age. Additionally, older workers are perceived to be less capable of responding creatively, enthusiastically or efficiently to their job demand. This affects their level of motivation and capacity to perform (Rosen & Jerdee, 1979 cited in Magd, 2003:395). Moreover, age stereotype exists in the fast food industry, which results in older workers being under-utilized, which affects the decision making process of most fast food outlets.

### **2.3.3 Chicken Licken**

Chicken Licken was founded by George Sombonos in 1981. Its headquarters is in Ridgeway, Johannesburg, South Africa. It is an African-based fast food outlet.

Chicken Licken currently operates 225 stores country-wide. Their main activity is a quick service restaurant and take-aways. Chicken Licken operates under a franchise. A person who is financially stable with business acumen, living close to the proposed site and prepared to become fully involved in the running of a business, can make a good franchise profile for Chicken Licken. Training is offered to all franchisees. Their products include chicken and indigenous franchisee snacks.

Workers in this fast food industry have enumerated their concerns in their workplace as follows: shift work and fatigue as a result of long working hours, unpredictable shifts, few breaks, heavy physical demands, high employee turnover and low pay. These have caused high levels of casualties among the workers (Bernhardt, *et al.*, 2003; Haynes, 2005, cited in Lo & Lamm, 2005:26). Workers cannot be motivated when they are stressed in their workplace.

#### **2.3.4 King Pie**

Hennie Andrew is the founder of King Pie (Dowdle & Stapelberg, 2005: 3), which was established in 1993 in South Africa and has been a leader in the pie industry. It is the first pie franchise, which was established in South Africa and the largest with over 300 outlets (Jordan, 2009: 1). Their activity in the fast food industry is retailing combo meals consisting of freshly baked pies, chips and a cool drink. These are supported with complementaries such as samoosas, doughnuts, scones and muffins. The King Pie franchise profile includes a dynamic entrepreneur with necessary dedication to build and sustain a successful business. The person should also have a passion for the company brand and protection thereof. King Pie Training Academy normally organizes training for franchise owners and managers once a week. Furthermore, in-store training and seminars are organized continuously on financial, quality and customer services aspects of the business.

Managers at fast food outlets generally have more work stress than managers in other industry organisations (Sarabkhash, Carson & Lindgren, 1989 cited in Ross, 1997: 42). Employers have mistrust in their workers, exhibit close control over them and do not encourage team work among the workers (Vallen, 1993, cited in Ross, 1997: 43).

An observer declared that there is a need to enhance career development and job characteristics of employees in order to increase the level of motivation among employees.

### **2.3.5 McDonald's South Africa**

McDonald's South Africa was founded by Ray Kroc. It began in the United States in 1955 and was established in South Africa in 1995. There are over 30 000 restaurants in 126 different countries across the globe. Activities include quick service restaurants and their franchise profile revolves around having an entrepreneurial spirit and a strong desire to succeed. Moreover, a strong business background with emphasis on managing people is needed (The Franchise Association of South Africa Archive, 2009). The franchisee should devote full time and best effort as an on-premise franchisee. The person should have high standard of integrity and professional business ethics, including having a geographical flexibility. Nine months of training is offered to franchisees before they start their own business.

Schlosser (2002:384) states that the fast food industry has had an effect on employees' motivation levels. It was affirmed that employees at McDonald's are mostly teenagers who are paid low wages, resulting in a high labour turnover rate. Many of these employees work over-time and do not receive the pay that they deserve. Furthermore, most of them continue to scramble to pay their monthly house rent, while executives prosper and live in luxury. Schlosser (2002:385) states that the employees have tried to join unions to improve their pay and benefits, but the executives are keen to shut down the idea by threatening the employee's future at the organisation. There is little motivation on the part of employees, and this has a negative impact on performances and employee turnover.

## 2.4 Motivation levels of workers in the South African fast food industry

In the fast food industry the attitudes of employees influence their intentions to behave in an unusual way, and those intentions in turn, influence their general behaviour (Fishbein & Ajzen, 1975, cited in Fulford, 2005:74). One behavioural manifestation of an employee's attitude towards his/her job, is employee turnover. Employee turnover in the fast food industry is approximately 104% (Berta, 2003). The cost of replacing an employee has been estimated at R35, 000 a year (plus/ minus depending on the service level provided) (Simons & Hinkin, 2001). Approximately R8.4million has been estimated for hiring and training in a year (Fulford, 2005:74).

Apart from employee turnover, there are two employee attitudes that have seriously been considered in the motivation of employees in the fast food industry, namely job satisfaction and organizational commitment. According to Locke (1976), cited in Fulford (2005:74), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction is important in the fast food industry because the prevalence of negative attitudes towards one's job or job dissatisfaction results in negative attitudes towards the organisation in the form of absenteeism and turnover (Vallen, 1993, cited in Fulford, 2005: 74). As stated in the first paragraph, employee turnover in the fast food industry is high owing to low motivation of employees. Employee absenteeism has also increased owing to sickness and stress. Fast food workers are not given pleasurable job rotation and multi-skilling, which should improve their work performance (Ukpere, 2007: 461).

Organisational commitment is defined as the psychological attachment that an employee has to an organisation (O'Reilly & Chatman, 1986, cited in fulford, 2005: 74). This measures the degree to which an employee identifies with or adopts the values or perspectives of the organisation in which he/she works (Fulford, 2005:75). Organisational commitment measures attachment or loyalty to the entire organisation, while job satisfaction measures employee fulfilment with the specific job. Organisational commitment is positively related to performance and effectiveness and negatively related to turnover and absenteeism (Larson & Fukami, 1984, cited in

Fulford, 2005:75). Job satisfaction in turn is a direct fundamental sign of organisational commitment (Williams & Hazer, 1986 cited in Fulford, 2005: 75). Fast food employees are not allowed to participate in labour unions. Unions are meant to help workers solve their internal and external problems, whilst giving them effective unionism and collective bargaining (Ukpere, 2007: 462).

When employees in the fast food industry are not motivated or satisfied with their jobs, their performance levels will drop and they will not be committed to the organisation in which they work. Employees are unique, which is why each employee has his/her individual needs, potential, values, strengthening history, attitudes and goals. These can also be correlated with motivation and the work environment.

#### **2.4.1 Motivation and the work environment**

Motivation of employees in the fast food industry is affected by the environment in which they work (Smithers & Walker, 2000:833). Research conducted proved that workers' environments do affect their level of motivation, for instance, long hours of work, non recognition for work done and colleagues' aggressive management style. In order to motivate employees to perform their best, there is a need to provide a work environment that provides achievement, recognition, meaningful work, advancement and growth (Musselwhite, 2007:4). The section below discusses some variables that have affected employees' level of motivation in the workplace.

##### **2.4.1.1 Working conditions**

Fast food workers need enough resources such as time, money and equipment to be able to do their work effectively. However, resources are scarce, which means that decisions should be made to distribute them fairly. The needs and goals of the industry should be prioritized. The physical layout of the work environment such as neatness, organisation, convenience, attractiveness, and stimulus (noise, air, hazards and so on) should not threaten the well-being of employees (Nel, P.S., Van Dyk, P.S., Haasbroek, G.D., Schultz, H.B., Sono, T. and Werner, A., 2004: 21).

Ester Reiter (1986, cited in Royle & Towers, 2002:44) states that public humiliation, unsafe working conditions and total lack of respect and dignity are amongst reasons why fast food employees are not happy. Most jobs at fast food outlets have reflected abusive working relationships, poor working conditions, reduced wages, long working hours and less participation in the decision making of the organisation, especially in areas that concern workers (Ukpere, 2007: 460). Almost all the aspects of fast food work are highly standardized and rigorously monitored (Royle, 2004:61). Their methods of work produce identical products and their standards and productivity are broken down into the smallest steps. Work in the fast food industry is computerised, which reduces work movements and hence speed up production. Employees' skills are depleted and their work becomes intensive with machinery making decisions for them. Lights and buzzers tell workers when to fry or bake. Furthermore, workers learn a routinized job in a day with no previous experience and the minimum of training (Royle, 2004:61-62), which results in monotony.

Furthermore, employees in the fast food industry tend to quit after a short term (Aquino, Griffeth, Allen, & Hom, 1997, cited in Thoms, Wolper, Scott, & Jones, 2004: 564). This is because they make poor earnings and work in less than satisfactory conditions. He further stated that their hours of work are long, shifts unpredictable, and promotions are as scarce as water in a desert. There are times when workers want to join a union to negotiate with the company in which they work, but are not allowed to do so because the fast food industry works under a policy of anti-union, which means that they do not allow their employees to join unions. If any employee joins the union he/she may be sacked and management will not attribute the sacking to joining of a trade union (Harikripahai, 2007:5). Another factor is the workforce, which consists of 75 percent of youths under the age of 21 years (ibid). This encourages the industry to have no legal basis for paying minimum wages to its workers. A witness mentioned that the workers were not given sick leave and if any staff member is sick, his/her schedule will be rewritten.

### **2.4.1.2 Working hours**

Managements at fast food outlets have created an environment, which looks like a family, while on the other hand, it is an environment filled with intimidation and fear (Reischman, 2003:2). Employees are pushed to their physical limits with long hours of work, and are not given enough breaks. In addition, their wages barely meet the minimum requirement. A reason for this is that most employees have a low standard of education and some of them are immigrants and high school students (ibid).

The working hours speculated by the federal fair Labour Standard Act is at least forty hours a week and employee who work overtime should be paid additionally for this. Fast food employees work long hours for low pay (Schlosser, 1998). Furthermore, fast food assistants who work sixty hours a week earn a lower hourly wage than some of their crew members (ibid). Fast food managers receive promotions, while most assistant managers never receive promotions. Employees in the fast food industry prefer work hours that are compatible with their activities outside of work, thus a huge popularity of flexi-time and part-time work (Clair, Michael & David, 1992:2). Their schedules should give them freedom to integrate their jobs with the rest of their lives, however, shift work is typically disliked because it usually interferes with their off-the-job routine.

### **2.4.1.3 Pay and benefits**

A low minimum wage has long been a crucial part of the fast food industry's business plan (Schlosser, 1998:73). In view of this, they also import workers from other countries to work for low wages (Reischman, 2003:3). According to Streeten (2001:45, cited in Ukpere, 2007: 414), outsourcing is a cause of the decline in the demand for wages of semi-skilled and unskilled labour. Their employees are treated poorly especially in the area of pay, which results in the fact that an average worker that wants to make a living by supporting his or her family, cannot do so with the average pay or minimum wage that is given to him or her (Harikripahai, 2007:3-4). He further states that instead of the fast food industry increasing their employees' wages, they will prefer to hire other people who are willing to work for that amount or

even less. This mistreatment does not only include poor hourly wages, but the denial of the right to join a union (Schlosser, 2003: 76). Workers assume that picking strawberries is far better than cooking French fries and jobs, which are filled with people who are young and unskilled.

The extreme standardization of work in the fast food industry justifies low wages and benefits (Leidner, 1993, cited in Royle & Towers, 2002:18). Inexperienced people who are capable of doing the work easily accept low paid jobs because they do not have a choice. This also causes low motivation and high labour turnover, since workers' needs cannot be met with low paid jobs in the fast food industry (ibid).

Benefits in the fast food industry are almost non-existent. Other organizations provide benefits to their workers such as medical insurance and paid vacations. But the fast food industry does not. Also, the work and life balance of the employee is not feasible, since they have a lowly, erratic and unpredictable work schedule that must be planned around, and if they do not comply with this unfair treatment, they will be asked to quit and their position will be filled by another person (Harikripahai, 2007: 4).

#### **2.4.1.4. Recognition**

An employee's performance can be recognized through promotion. Employee recognition consists of personal attention, expressing interest, promotion, pay, approval and appreciation for a job well done (Robbins, 2003:192). Generally, in the workplace, recognition is considered as the most powerful tool for employee motivation (ibid).

Fast food workers want to be recognized. They want to know that their superiors appreciate their work in the industry. Most of the fast food industries value 'people principles' and 'social responsibility'. People principles refer to the relationship between management, the workers and the treatment of workers (Harikripahai, 2007: 4). According to an observer, the fast food industry holds five basic ideas: Respect and Recognition, Values and Leadership, Pay, Learning and Developmental Growth,

and Resources. He adds that four of these five are questionable because management regards workers as passive people who can be employed to work for a certain period of time and duped with a false sense of employment security and individuality.

#### **2.4.1.5 Promotion**

Promotion is the reassignment of an employee to a higher-level job (Grobler *et al.*, 2006:235). Promotion means more responsibility. Employees want promotion to be given fairly. Fairness means promotion for the most qualified workers, although few employees who are competent may not have good managerial skills, or training that will enable them manage people. In the first paragraph of working hours, it was stated that fast food managers receive promotion while most assistant managers never receive promotion.

Strober (1990: 214-239) points out that race and gender affect employees' promotion on the ground of human capital theory. This contends that variation in upward mobility is largely attributed to differences in the quantity and quality of the educational opportunities. The most obvious aspect is the discrimination that exists between race and gender in promotion decisions. This discrimination, he states manifests by slowing the promotion rates of the minority or by creating barriers to upward mobility.

Employee promotions in the fast food industry are considered as vital both to the industry and their employees. Promotions provide direct economic and psychological reinforcement for employees and in determining, which employee should be selected for the promotion exercise; job performance is a key factor (Sheridan, Slocum & Buda, 1997:373-374). 'Promotion may be an employee's reward for good performance, i.e. positive appraisal, which leads to employee motivation' (Louis, 2009:1).

La Motta (1995) defines job performance as the result of motivation and ability. Ability includes training, education, equipment, and simplicity of task. Despite all

these factors, an employee may still not perform well on the job if there is no motivation. Motivation not only influences performance, but performance, if followed by rewards, can influence motivation (ibid).

In some South African fast food outlets, research has shown that management makes false promises of job promotion that never occurs. This could be as a result of the downsizing of the industry or the inability of management to pay workers when promoted (English, 2010: 5). Smart and talented employees tend to give up and look for employment elsewhere (ibid). Management of fast food outlets, including the South African fast food outlets, sometimes promote their workers without proper training and experience to become supervisors. This demoralizes staff because these supervisors are then incompetent and cannot perform in the post given to them.

#### **2.4.1.6 Employee performance**

It was stated earlier that jobs in the fast food industry are highly routinized and capital intensive, which results in employees living their job. Reduced work output, increased accidents, absenteeism, employee turnover and poor employee performances are examples of detrimental employee behaviour that have a significant effect on profitability (Spector, 2003, cited in Lo & Lamm, 2005: 23).

About sixty two percent of first-time employees in the fast food industry usually engage in theft and misconduct in their workplace such as giving away goods, falsely claiming to be sick, stealing, damaging the organizations' property, or work while intoxicated during their first nine months of employment (Reischman, 2003:5). Turnover is high for non-management fast food employees at three hundred percent per year, and vacancies are reported to be 81 percent (Bureau of National Affairs (BNA), 1985, cited in Reischman, 2003:6). It is the amount of training that is provided to fast food employees that enhances their performance rather than the quality or quantity of education achieved prior to employment (Sheridan, Slocum & Buda, 1997:374).

As mentioned above, employee job performance is a result of motivation and ability. Motivation influences performance, but performance, if followed by rewards, can influence motivation. Since the subject of motivation has become increasingly important in the fast food industry recently, there is a need for total quality management and a flatter management structure, which will initiate an employee reward management system. Deeprouse (1994:26) postulates that effective reward management can help the management of a fast food outlet to achieve their business objectives by attracting and retaining competent workers.

#### **2.4.1.7 Management and supervision**

Abuse by managements of fast food outlets have come into the public interest increasingly because of increased awareness, and workers are no longer tolerating it. Abusive scenarios such as unclear performance goals, strange HR practices, deadly teams and unannounced relocation, have become the order-of-the-day (Inglis, 2010:6).

Managements at fast food outlets do not create an environment that will allow them to exchange ideas and participate with the workforce. They also do not implement co-determination and participation of workers in decision making, especially regarding issues concerning the fast food industry (Butod, 2009:4). He further states that co-determination and participation can increase workers' commitment, job satisfaction, and motivation, and reduce resistance to change. It will also improve communication and consultation between management and employees (ibid). Some fast food management training material suggests that failure to provide adequate communication, correct management styles, adequate praise and recognition, adequate staffing levels and correct handling of holiday entitlements and pay details, are the major reasons why workers are becoming resistant to management power (Royle, 2000:64). Regimentation and standardization of the fast food industry have given managers authority over their employees, which means that management determines the way every task should be done and imposes rules on pace, output, quality and techniques of production (Leidner, 1993). Management has not been taking the feelings and emotions of their workers to heart. The workers are not given

responsibilities in their workplaces to make them feel as part of the company (Ukpere, 2007: 457).

Furthermore, some fast food employees have demonstrated dissatisfaction with their work assignments and the degree to which they are utilized within their workplace. In addition, managers change their shift patterns, while working night shifts is a big concern for female workers. This is assumed to be affecting their primary family responsibilities. Furthermore, it can lead to stress, anxiety and depression, which affect their psychology (Michailids & E-ali Elwkai, 2003:125). This is one of the major dysfunctional aspects of the fast food industry.

## **2.5 Dysfunctional psychological aspects of fast food industry**

Employees sometimes experience stress at work or outside their work environment, which makes them unable to cope with their job demands. This has a negative consequence on behavioural, physical and psychological levels. Behavioural consequences include overreacting, undernourishment, drowsiness, smoking, drinking, and aggression. Physical consequences include headaches, migraine, hypertension and heart disease while psychological consequences include feelings of helplessness, mood changes, anger, anxiety, worry, and depression (Cartwright & Cooper, 1997: 2-8; Luthans, 2002: 411; Quick *et al*, 1997:71). Anxiety, depression, emotions and others are discussed below as they affect fast food employees' levels of motivation.

### **2.5.1 Anxiety**

Anxiety can be defined as a reaction to anticipated harm, whether it be physical or psychological such as loss of self esteem or loss of status (Zastrow & Kirst-Ashman, 2007:302). It is also a feeling of not having appropriate responses or plans to deal with anticipated harm.

Job-related anxiety means that there are some functions in the workplace that negatively affect workers such as work conditions, tasks and demands, and/or related occupational stressors (Beaton, 2010:2). In addition, an overwhelming workload, the pace of work, deadlines and a perceived lack of personal control lead to employee anxiety. Workers who are employed in a dangerous line of work experience high risks of stress and anxiety for example, law enforcement and firefighters, since their jobs expose them to hazardous and more injurious activities (ibid).

When somebody says that he/she is experiencing anxiety, it means having a sense of dread, foreboding, and apprehension that grows at their insides and darkens their outlook on things, in general. "Threat of anxiety is vague, and the potential danger is unstructured or ambiguous" (Zastrow & Kirst – Ashman, 2007:303). Exforsys Inc. (2000) maintains that the causes of work anxiety within the working environment include:

- Nature of the job and the work environment;
- Organizational roles;
- Career development; and
- Relationships with co-workers.

A fast food worker may develop anxiety if the workload is too heavy or too light for the person to handle. Also, when he/she does not contribute to decision making in the area of work, anxiety may surface especially when there is a system that instructs the worker on how to do the job. This is the case in fast food employment within Cape Town and South Africa, as a whole. According to Leidner (2009; 43), fast food work is highly routinised and involve long hours. Long working hours and employees' office location is another factor that can cause anxiety and stress. Again, a fast food employee who has more than one supervisor also has double tasks to perform. Role ambiguity, unclear delegation of work and not setting proper work expectations contribute to work anxiety. In addition, a lack of career opportunities can decrease employee motivation, especially in the fast food industry, where job losses and retrenchments are high. Poor performance evaluation, poor compensation, and poor performance recognition are other factors that may cause work anxiety in the fast food

industry. Furthermore, relationships with other workers can also cause anxiety. A fast food worker that has a difficult boss or co-worker might be demoralized in his/her job (Inglis, 2010: 7). Office threats, harassment, and bullying can cause work anxiety.

Other causes of work anxiety have been listed by Zastrow & Kirst-Ashman (2007:303). These are differences in power in the fast food industry within the Cape Town municipal council, which leave employees with a feeling of vulnerability to administrative decisions; frequent changes in organizations, which make existing behavior plans obsolete; and work competition, which creates the inevitability that some persons lose 'face', esteem, and status, which can lead to depression.

### **2.5.2 Depression**

This is the normal range of human experience, which often results in frustration and disappointment (Vogel, 2006: 67). These include common life events such as significant personal, interpersonal, or economic losses (Butcher, 2004:218). Fast food workers experience feelings of sadness, discouragement, pessimism, and hopelessness as a result of job stress and depression. Normal depression is caused by stress such as the loss of a loved one, loss of a favored status or position, separation or divorce, financial loss, and others (ibid), which impact on the emotions of an employee.

### **2.5.3 Emotions**

Emotions are intense feelings that are directed at someone or something (Robbins, *et al.*, 2007: 93). Emotions can be experienced in three different ways, namely when you are happy with someone, angry at someone or afraid of someone. It is the complex combination of feelings and moods that involves subtle psychological reactions and is expressed by displaying characteristic patterns of behavior (Zastrow and Kirst-Ashman, 2007:107).

Gaining increasing importance in the fast food industry is a term called emotional labour. Employees expend on physical and mental energy when they put their bodies and their cognitive capabilities into their jobs (Robbins, *et al.*, 2007:93). Emotional labour can also be experienced when an employee displays a particular emotional state as a part of their job (Ashkanasy, Zerbe and Hartel, 2002:7).

Emotions contribute to the structure of the fast food industry. They use emotions to motivate their employees to perform (Zeus & Skiffington, 2008:1). Many activities in the fast food industry in Cape Town cause emotions, and also have a tendency to affect a worker's sense of satisfaction. An instance is a case where the management of the fast food outlet expects an employee to perform the duties of two or more people that have quit and not been replaced (English, 2010: 2). Rules have been established to control emotions in the fast food industry, and these rules serve as an organizing force in regulating them, and are also used to create their organizational structure and shape employees' behaviour (*ibid.*).

Emotions can be manifested in two ways, namely by way of negative and positive emotions. Positive emotions can manifest in the form of happiness, while negative emotions manifest in the form of anger (Robbins, *et al.* 2007:97). Negative emotions result in a limited search for new jobs and less vigilant use of information, while positive emotions increase the problem of solving and facilitating the integration of information. Negative emotions can also cause deviant workplace behaviours. Examples include leaving early, intentionally working slowly, sabotage, stealing, gossiping amongst co-workers and verbal abuse (*ibid.*). Emotional labour can cause emotional exhaustion and burnout. It can lead employees to serious disorders such as hypertension and cancer. Furthermore, it can lead to restlessness and fatigue (Ashkanasy and Daus, 1993: 79), which is endemic within the fast food industry, and have negative effects on morale.

#### **2.5.4 Morale**

Morale is defined as a feeling, a state of mind, a mental attitude, and an emotional attitude (Mendel, 1987 cited in Lumsden, 2001: 1). Morale is the feeling that a worker

has about his/her job based on how the worker perceives himself in the organization, and also the extent to which the organization is viewed as meeting the worker's own needs and expectations (Washington and Watson, 1976, cited in Lumsden, 2001:1). Morale is the behaviour of employees who want to belong to the organization and who are happy with their organization (O' Connor, 2006:2). The truth is that there are basic organizational problems, which create both low productivity and low morale (O'Connor, 2006:2). These problems include employees' lack of certainty about their jobs; and failure of employees to buy into the mission statement and goals. A survey conducted at some fast food outlets in Cape Town showed that the fast food industry is undergoing downsizing, job outsourcing, decreasing profits, increasing corporate competition and mergers. As a result, employees continue to look for new jobs. Other problems may emerge, which are not motivational problems. Motivation is the willingness of employees to work. Morale is a collective and systematic phenomenon, which cannot be increased through training or motivation. Morale is not the same as job satisfaction, but it is a collective counterpart of job satisfaction. Organizational morale is high only when the individual employee's morale is high.

Ranganayakulu (2005:117) states that several authors have attempted to define morale. Morale is the attitude of an employee or a group, which determines their willingness to cooperate. It is viewed as the sum of several psychic qualities, which include courage, fortitude, resolution and above all confidence. Furthermore, morale is a state of mind and emotions, which affect attitude and willingness to work, which, in turn, affect individual and organizational objectives. Morale is the capacity of people to pull together persistently and consistently in the pursuit of a common purpose. Lastly, it refers to the overall tone, climate or atmosphere of work sensed by the members. It is the readiness to cooperate warmly in the tasks and purposes of a given organization. There is good and bad morale. Morale is the fuel that drives an organization forward or the fuel that feeds the fires of employee discontent, poor performance, and absenteeism (Ewton, 2007:17). Morale can also be high or low depending on the circumstances.

An unchallenging work environment with little or no opportunities for professional growth and advancement often leads to low employee morale (Fink, 2010:3). In addition, poor communication, lack of empowerment, lack of energizing staff, distrust of management, poor interpersonal relations, and unflexible working conditions can contribute to low morale (Dye & Garman, 2006: 86). Furthermore, workplace situations that can lead to low morale include departmental layoffs or closures, labour negotiations and contract disputes, high employee turnover rates, changes in leadership, and unclear expectations and corporate direction (Fink, 2010:3).

According to Terry (2009:2), some causes of low employee morale in the fast food industry include poor leadership, which can manifest itself through bullying employees; heavy workloads, which lead to loss of jobs; and work related stress, which also leads to employees losing their jobs. It is assumed that some employees in the fast food industry usually display signs such as increased absenteeism, conflict with co-workers, insubordination, decreased productivity, and disorganized and untidy work environments when they experience low morale in their workplace (Fink, 2010:4).

### **2.5.5 Mood**

Moods are generalized feelings or states that are not typically identified with a particular stimulus and sufficiently intense to interrupt ongoing thought processes (Brief and Weiss, 2002). Mood influences how and what employees think (Forgas and George, 2001: 66-67). It is also a feeling that tends to be less intense than emotions and, which lack a contextual stimulus (Robbins, *et al.*, 2007). Mood underpins a person's morale, desire for improvement, commitment to the process of change, their ability to problem-solve and their creative and innovative thinking (Zeus & Skiffington, 2008:1).

**Table 2: Mood and Emotions**

MOOD	EMOTIONS
These are long-term emotions seen in people such as pessimism, optimism, anxiety and resentment.	These are responses to specific events.
They have a major bearing on a person's emotional response to what is happening around them.	Emotional skills create a positive and productive result in the organization.

*Source: Adapted from Zeus & Skiffington (2008:1). Coaching: How to Manage Emotions in the Workplace.*

Some fast food staff members have reported that tiredness and negative moods associated with long working hours has a negative impact on their relationships at home. They further states that their working hours ranged from zero to 73 hours per week, because not only do they work long hours, but it is done both on a daily and weekly basis with intensive work (Bohle *et al.*, 2004:25). Significantly, studies have proved that some fast food staff members do not have control over their work hours, which leads them to greater work-life conflict, which, in turn, leads to poor health in terms of fatigue, physical symptoms and psychological well-being. Evidence shows that work-life conflict arising from long or socially undesirable working hours affects their health and safety (Bohle, 2004:10-18).

Fast food industry managers have an ability to make their employees' job enjoyable and rewarding or miserable and boring. Giving employees autonomy and offering them challenging work can enhance their level of motivation and satisfaction (Bolchover, 2008: 48). The workers, on the other hand, can portray a better mood if there is positive feedback. Timothy Judge of the University of Florida, cited in Bolchover (2008:48), summarized his research on the effects of managerial feedback on mood as 'positive performance feedback enhances motivation'.

### 2.5.6 Stress

Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand relating to what he or she desires and for which the outcome is perceived to be both uncertain and important (Robbins, Odendaal & Roodt, 2007:420). It is also the pattern of emotional states, cognitions, and physiological reactions occurring in response to external demands. Job stress is a big concern among fast food workers in South Africa. The causes of this can include domestic and foreign competition, lay-offs and merger activities, technological changes, tension among diverse groups of employees, and increased demand for higher quality products and services (Grobler *et al.*, 2005: 440). Most fast food outlets in South Africa are interested in maintaining lower stress levels, while others cannot control their job stress levels. High job stress levels can result in low productivity, increased absenteeism and turnover. In addition, it can lead to employee alcoholism, drug abuse, hypertension and cardiovascular problems (Grobler *et al.*, 2006:388).

Work-related stress is the response that workers have when faced with challenges in their workplace such as work demands and pressures that do not match their knowledge and abilities (Leka, Griffiths & Cox, 2003:3). This can be seen in the fast food industry, as corroborated by various researches. Workloads and intense work hours practiced in the fast food industry in South Africa is a typical example.

Stress can be caused by pressure at the workplace (Grobler, 2005: 440). Fast food jobs bring about high stress levels because of the nature of the work. Employees find it difficult to cope with job stress, and so resort to looking for other opportunities (Greenberg & Baron, 1997: 230). Another concern regarding job stress is stress, which is related to workers' compensation. An example is the South African Police Services where employees retire earlier and fast food employees resign because of stress. In addition, work-related stress can be caused by poor work organization (the way jobs are designed in the organization), the work system and the way that the organization is managed (Leka, Griffiths & Cox, 2003:5). Poor management, and unsatisfactory working conditions without enough support from others in the organization, can also cause work stress (*ibid*).

According to Leka, Griffiths and Cox (2003:8), work stress can lead to increased distress and irritability, and unable to concentrate, difficulty to think logically and make decisions, enjoying the work less and not being committed to their work, feeling tired, depressed, and sleepiness and anxiousness. Conversely, stress affects the organization in the following ways: increases absenteeism amongst employees, decreases commitment of workers, increases staff turnover, impairs productivity and performance, and damages the organization's image among workers, as well as externally.

### **2.5.7 Negative effects of psychological problems on fast food workers**

In the fast food industry, employee emotional labour have led to job tensions and stress, job dissatisfaction, poor quality service and negative customer retention (Shuler and Sypher, 2000; Grandey,2000:12; Morris and Feldman,1996:988; Ashford and Humphrey, 1993:90-91).

There are different factors that contribute to psychological problems (stress, anxiety, morale, emotions, depression and mood) faced by fast food employees in their workplace, which include concerns about how they feel about their job, their degree of satisfaction with the organization they work for, the value that the organisation places on them, and growth patterns in the organisation (Michailids & E-ali Elwkai, 2003:6). Fast food managers have complained that the way that employees behave has to do with their ambitions and personality type. These also affect their work responsibility, assertiveness and short and long term planning. Moreover, workers also experience stress and pressure in their job tasks/demand (ibid).

Another factor, which contributes to negative stress amongst fast food employees, is pressure from their job. In a study conducted within the fast food industry, it appears that female workers experience negative stress in the organisational climate such as risks, variety, changing tasks, an inability to delegate, and conflicting job tasks. Their male counterparts are affected mostly by work-home interference (absence of stability at home – not being able to switch off at home).

Low employee morale tears an organisation apart and reduces its productivity and profitability (Ogletree, 2009:2). Low employee morale in the fast food industry is caused by poor fitness of workers, the organisation's culture, inadequate employee training, non-competitive compensation, and inadequate organizational practices such as recognition, performance evaluations, and vacation/leave policies (Brannick Human Resource Connections, 2006:2). It has been mentioned above that fast food employees are not well remunerated, not recognised and do not have enough holidays, which lead to low morale towards their job.

The employees term their work environment as a hostile environment where they are treated as machines because of overtime and routinized work. This type of environment contributes to low employee morale (Ogletree, 2009:1). Employees are forced to sabotage the organization's mission when they have low morale. There is a need to motivate fast food employees by using intrinsic and extrinsic rewards to enable them to perform exceptionally. If they are not comfortable in their workplace, they will have low morale and motivation (Ogletree, 2009:2).

Despite inadequacies within the fast food industry, the industry continues to expand in other foreign countries. Schlosser (2001) describes the growth of the fast food industry as being driven by fundamental changes in society. In his research on the global expansion of the fast food industry, he found that in Australia the number of fast food outlets tripled during the 1990s. In addition, the expansion has extended to Beijing and Germany.

## **2.6 Impact of low employee motivation on performance at South African fast food outlets**

Low employee motivation leads to poor delivery of customer services and have an adverse effect on sales of the industry (Barron, Paul and Maxwell, 1998: 33). If workers are not motivated, it could impact negatively on their mood and morale. Such cultures could be negative, which could damage the image of the company and lead to a commercial detriment of fast food operators. This means that the operation of the company will be damaged. Performance will be negatively affected if there is low

employee motivation leading to a high turnover of employees (McFillen, Riegel, and Enz, 1986, cited in Thoms, *et al.*, 2001: 564). Employees' long working hours, less competitive pay, the repetitive nature of the job and low job security, jeopardize employees' satisfaction and performance (Lam and Zhang, 2003: 215). Low employee motivation in the fast food industry leads to low quality of service, low productivity and inefficiency of workers (Stank, Goldsby and Vickery, 1999: 429).

It is the manager's duty to provide good working conditions and a good environment for workers to exhibit their fullest potential in order to prevent increased employee frustration and poorer performance, which will lead to low job satisfaction and motivation and, of course, high labour turnover (Steers & Porter, 1983, cited in Ramlall, 2004: 55). Employee performance is a joint function of ability and motivation, which means management, should be encouraged to motivate employees to give their best performance (Moorhead & Griffin, 1998, cited in Roos, 2005: 10).

## **2.7 Labour turnover in the South African fast food industry**

The fast food industry pays low wages, to full-time workers resulting in workers leaving the industry for a better opportunity elsewhere (Schlosser, 2002:383). The few undergraduates that are employed by this industry usually leave when they obtain their degrees. In addition, single parents who work on the basis of obtaining finance to attend school usually leave when they obtain finance. High turnover has been accepted as a good thing in the fast food industry because the employer incurs less cost with part-timers than with full timers (Alfino, Caputo & Wynyard, 1998: xxii). Moreover, "flexible hours" that are given to employees encourage this phenomenon.

Fast food outlets practice a rationalised system of employment, which is dehumanising, degrading, mechanical, and devoid (Alfino, Caputo & Wynyard, 1998: 100). Employees are not monitored enough and labour turnover is high leading to high costs of hiring and training replacements. High labour turnover has been a characteristic feature of the fast food industry since the onset of industrialisation (*ibid.*).

High labour turnover is attributed to job dissatisfaction, which is related to pay, poor quality supervision, poor employment conditions and so on. Other causes include inadequate human resources support, age (i.e. youth), long hours of work, boring work, sexual harassment, poor training and the social stigma of working in the fast food industry (Hinkin and Tracey, (2000), Taylor *et al.*, (2001), Ghiselli *et al.*, (2001), Lashley and Best, (2002) and Wildes, (2005), cited in Poulston, 2008: 414).

### 2.7.1 Employees' individual reasons for turnover

Table 3: Employees' individual reasons for turnover

<b>Dissatisfaction with work</b>	<b>Alternatives</b>
Wages – amount	Returning to school
Wages – equity	Military Service
Benefits	Government service
Hours or shifts	Starting own business
Working conditions	Similar job: same industry
Supervision – technical	Similar job: other industry
Supervision – personal	Different job: other industry
Co – workers	Voluntary early retirement
Job security	Voluntary transfer to subsidiary
Job meaningfulness	Loss of seniority
Use of skills and abilities	New position
Career opportunities	Organization
Policies and rules	Position Location Earnings

<b>External factors</b>	<b>Organization initiated</b>
Housing	Resignation in lieu of dismissal
Transportation	Violation of rules, policy
Childcare	Unsatisfactory probation period
Health care facilities	Attendance
Leisure activities	Performance
Physical environment	Layoff
Social environment	Layoff: downgrade refused
Education opportunities	Layoff: transfer refused End of temporary employment

<b>Personal factors</b>	<b>others</b>
Spouse transferred	Transfer
To be married	Leave of absence
Illness or death in family	On loan to
Personal illness	Retirement
Personal injury	Death
Pregnancy	

*Source: Adapted from Mobley (1982) cited in Bonn and Forbringer, 1992: 50). Employee Turnover: In causes, Consequences, and Control.*

Furthermore, standardization of work is one of the features of the fast food industry which justifies low wages and benefits. Young, inexperienced people are likely to be able to accept fast food work since they have no choice but to settle for low rewards. They do not see the fast food job as a long-term career, hence quitting is a more common response to dissatisfaction regarding wages, working conditions, or management than improving the work (Royle & Tower, 2002: 16).

### **2.7.2 Consequences of labour turnover in the South African fast food industry**

High labour turnover in the fast food industry and predominantly part-time work, and the low skilled nature of the job make it difficult in practical terms, to organize workers in an enterprise, which is based on a collective bargaining system (Royle & Towers, 2002: 40).

Fast food employers have continued to incur costs by hiring and training worker replacements (Alfino, Caputo & Wynyard, 1998: 98). High turnover has reduced earnings and stock in this industry, since employers have continued to hire and train new entrants. Employee turnover has drastically affected the revenue of the fast food industry since they continue to train and hire new entrants (Burchaman, 2000: 1). Customer satisfaction and profit have been negatively affected because there is no consistency in the quality of service provided; job satisfaction and team spirit among employees have deteriorated in this industry. (Simons and Hinkin, 2001, cited in Poulston, 2008: 414; Lam Baum and Pine, 2001:35). Moreover, labour turnover has brought about low quality of products and services, incurring significant replacement and recruitment costs, which has affected profitability of the fast food industry.

### **2.8 Retention policy in the South African fast food industry.**

Most outlets in the fast food industry have a good retention strategy, but have not succeeded in retaining its employees. A reason is that they do not reward their workers well and have been hostile to workers' organisations. There is no proper transportation for workers (Alfino, Caputo and Wynyard, 1998: 16). The industry strives for a high retention level with the belief that a consistent crew should deliver higher levels of service to customers, but this has not proved successful (Yin, 1994:8-9).

The retention strategy adopted by the fast food industry in South Africa is recognizing individual service. They recognise achievements in the form of 'employee of the year award', for instance, at McDonald's. They also recognise long service and educational award schemes for their best performed employees. These schemes are not widely known amongst crew members, since schemes are not always implemented (Yin,

1994:9). Hence, employees have taken their job to be a low paid job, while managements are autocratic and unfair. To top it all, they experience harsh labour practices with no rewards, according to Steel and Morris (1997, cited in Klein, 2001:390). According to Dan Gallin, fast food jobs are assumed to be low skilled, low paid, high stress, exhausting and unstable jobs (Klein, 2001:237).

## **2.9 Summary**

Fast foods are foods that are prepared and served quickly and easily. The industry originated from two countries, namely the United Kingdom and the United States. The fast food industry operates under franchises, which comprise, to mention but a few, Barceló's Flamed Chicken, Chicken Licken, Kentucky Fried Chicken and McDonald's. This industry has expanded into many different countries such as France, Moscow, China, and South Africa, to name a few. In South Africa, there seems to be less initiative to motivate workers in the fast food industry.

Motivation may have no effect if employees are not satisfied with their work. The working conditions highlighted indicate that motivation has been demoted because of the unmet needs of workers in the fast food industry. Also, the literature reveals that there has been persistent staff turnover in the South African fast food industry. Dissatisfaction with working conditions seems to be more than anticipated. Other disturbing anomalies emerged such as long working hours, poor pay and benefits, and little recognition and promotion, which have exacerbated the staff turnover rate. While some turnovers may be inevitable, others are avoidable. This study highlights the differences in work organisations in the fast food industry. A combination of high work intensity, variables and unpredictable working hours has negatively impacted on motivation and morale.

Most fast food workers have developed feelings of helplessness, mood changes, anger, anxiety, worry, depression and stress in their workplace. These have resulted in employees overreacting, under-nourishment, drowsiness and aggressiveness at work. Many reasons have caused psychological problems amongst workers such as poor communication, unchallenging work, lack of empowerment, lack of energizing staff,

distrust of management, poor interpersonal relations and inflexible working conditions.

With good motivational practices such as good promotion strategy, increase in pay and benefits, reduced long hours of work and so on, staff are likely to stay longer. There is a need for fast food managers to abandon the sweat-shop work model and innovate ways of improving the quality of work life of workers. This would create an empowered workforce that will be willing to invest their lives for the sustainable growth and development of the business concern. At this point, the study now progresses to the research methodology and design, which is discussed in the following chapter.

## Chapter 3

### Research Methodology and Design

#### 3.1 Introduction

This chapter details research methods that were used in this research. It provides details of the research design, which is necessary to gain better insight of the underlying methodological theories. Also, the targeted population, sampling size, research ethics and techniques that were employed to analyze data, are discussed. Babbie and Mouton (2001:75) illustrate two methods involved in research, namely research design and research methodology. Research design focuses on the end-product such as the kind of study that is planned and the kinds of results expected. It directs the researcher to the kind of evidence that is required to address the research question adequately. The research methodology focuses on the research process and the kinds of tools that were used for the research. In other words, it focuses on individual steps in the research process and the most suitable procedures that were employed. These two research methods were utilised by the researcher to obtain necessary information from staff members of different fast food outlets that were used for this research. However, it would be necessary to explicate the different research methodologies.

#### 3.2 Research methodology

Research methodology considers and explains the logic behind research method techniques (Welman, Kruger and Mitchell, 2005:2). According to Babbie and Mouton (2001:74), research methodology is defined as the systematic, methodical and accurate execution of the design. It directs the researcher in terms of how to explore unexplained phenomena, as well as those, which were previously explained but misunderstood (Welman, Kruger and Mitchell, 2005:9). Research methodology necessitates a reflection on the planning, structuring and execution of the research in order to comply with the demands of truth, objectivity and validity (Brynard and Hanekom, 2006:36). It further focuses on the decisions that the researcher will make to execute the research project, namely decisions that should be taken as the research progresses, and the methods employed for data collection and analysis. The research

method points out to the researcher the most appropriate method for the research at hand. Research methodology clarifies the two types of research approaches that are available in research and draws a conclusion regarding, which of them is appropriate for use for any particular study. The two approaches are known as quantitative and qualitative research methods. Each of these two research methods, which are discussed later, focuses on different areas in the research process and different strengths and weaknesses that they offer.

### **3.2.1 Research process/technique**

As mentioned, the method used in this research comprises both qualitative and quantitative methods. This is to properly check and examine the causes of low employee motivation in the fast food industry, and also to understand the research problems from both a subjective and objective point-of-view. This also allows for reliable and valid results. Social science research methods have both advantages and disadvantages. In order to reduce the disadvantages, different methods of research have been implemented to enhance the limitations that may be experienced in the use of a single research method. Therefore, the method of triangulation has been used. This is defined as mutual confirmation and validation of findings (Berg, 1998:4). It describes multiple data collection technology, which addresses a single concept.

### **3.2.2 Triangulation**

Triangulation in research is used to describe the use of a variety of data sources or methods to examine a specific situation, either simultaneously or sequentially, in order to produce a more accurate result for the investigator (Singh, 2007:410). The idea of using this method in research is to find multiple sources of confirmation when drawing a conclusion (Willis, 2007:218-219). It involves the use of more than one research method or data collection technique because each method addresses a different dimension of the topic (Perone & Tucker, 2003: 3). In fact, triangulation provides confirmation and completeness. It relates the two types of information in order to leave the validity of each type of information intact. In addition, it allows the researcher to capture a more complete, holistic and contextual representation and

reveal various sections of a given event. Biases can be minimized and validity enhanced when triangulation is used (ibid).

As mentioned above, one of the advantages of using the triangulation method is to confirm data and ensure their completeness (Hussein, 2009:5), and helps the researcher to gain validity of the research result. The triangulation method combines both the qualitative and quantitative method. This enables the researcher to overcome the bias of using a single method. Babbie and Mouton (2002:275) states that triangulation enables the researcher to obtain trustworthy and valid results, which increase the credibility and validity of results. A disadvantage of using the triangulation method is that it is expensive. However, this can be overcome if proper planning is done. Moreover, the triangulation method adopts positive aspects of the qualitative and quantitative approach.

### **3.3 Qualitative research method**

Qualitative research refers to research that produces descriptive data (Brynard and Hanekom, 2006:37). It is also defined as a range of interpretive techniques that seek to describe, decode and translate terms that occur in a social environment (Welman *et al.*, 2006:188). It is also characterized by concern for context, natural setting, human instrument, participant observation, field study, case study and descriptive data (Creswell, 2002: 181). It allows the researcher to know people personally and see them as they are, and to experience their daily struggles when confronted with real life situations. "In the qualitative research method, an in-depth interview of the key informants and observations was done" (Brynard and Hanekom, 2006:38-39).

Strengths of the qualitative research methods includes having realistic data, flexible ways of data collection, and interpretation of collected information. It provides a holistic way of investigation and finally, it gives descriptive capability based on primary and unstructured data (Matveev, 2002: 59-67). In addition, the qualitative

method is conducted in a natural setting and provides an in-depth description and understanding of actions and events (Ukpere, 2007:21).

A weakness of qualitative research is that the results are dependent on interpretation of the researcher, which makes it prone to biases, and hence the results more subjective than objective and difficult for findings to be generalized (Babbie and Mouton, 2001:309). The research methods also include different paradigms for this study.

### **3.3.1 Research methods in qualitative research**

Data can be obtained from different methods in qualitative research. The qualitative research method includes use of in-depth interviews, observations, case studies and rigorous review of literature (Babbie and Mouton, 2001). For this research, a semi structured interview was used as an instrument to collect data.

Additionally, qualitative research consists of three paradigms, namely positivism, critical theory and interpretivism. The researcher can choose any of these paradigms for the research, depending on the one that is suitable for the study. These paradigms are explained in detail below.

*Positivism*, which was recently been called post-positivism, is when a conducted study does not turn out the way the theory predicts, which suggests that the theory is incorrect (Willis, 2007:40). Post-positivism is based on the assumption that reality is multiple, subjective and mentally constructed by individuals (Maree, 2008:65). It accepts the idea that a researcher cannot do enough to be absolutely sure that the theory given from the research is correct, because there are all sorts of reasons why a particular study might yield false results (ibid). In that case, Post-positivism takes a falsification approach.

*Critical theory* suggests that social reality is historically created and that it is produced by people (Maree, 2008:62). Critical theory examines culture, knowledge and action. It describes, analyzes and is open to hidden agendas, power centres and

assumptions, which inhibit, repress and constrain (Thomas, 1993:2). Critical research seeks to expose dominating or oppressive relationships in society. It helps to illuminate the power of relationships between individuals and groups of individuals, enabling the researcher and participants to criticize commonly held values and assumptions (Willis, 2007:81). This also requires participants and the researcher to be willing to become aware of how a false understanding contributes to oppression and resistance (ibid).

The *interpretive approach* implies that one aims to interpret and understand human behaviour rather than explain or predict it (Babbie and Mouton, 2001:643). Interpretive approach encourages the use of different sources and methods of analysis, which strive for validity (Henning, Van Rensburg and Smith, 2004: 20). The interpretive paradigm enjoys resurgence (Heshusius and Ballard, 1996, cited in Willis, 2007:48). This consists of two essential threads namely, 'rationalism' and 'relativism'. Rationalism is of the idea that the experience of the senses (empiricism) is not always the best way to know something, While relativism is of the idea that the reality we perceive is always conditioned by our experiences and culture (Willis, 2007:48).

These three paradigms can be applied in any situation because there is not much difference between them. The researcher used the interpretive approach to gain better insight into the research problems. In the fast food industry workers have different beliefs, feelings, ideas and different ways of seeing things. These affect their interpretation of any situation or circumstance. The interpretive approach helps the researcher to understand the phenomena through the meaning that workers of the fast food industry assign to it. Also, this method does not predefine dependent and independent variables in the study, but focuses on the individual view concerning a particular situation (Charmaz, 2005:3). In contrast to positivism, the interpretive approach helps the researcher to reject the possibility of an objective situation in the course of the study. The other two paradigms, namely positivism and the critical approach, were not used for this study. The research also utilised the case study approach.

### **3.3.2 Case study**

This includes the use of sampling procedures, sample size, semi-structured interviews and semi-structured questionnaires. The aim was to analyse the problem of low employee motivation in the fast food industry in Cape Town. A case study is the study of a person, a small group, a single situation, or a specific case (Holetzky, 2003: 1). It is preferred for its strength in enabling an in-depth understanding of the complexities of a situation. Furthermore, it involves extensive research, which has documental evidence of a particular issue. This research study, which deals with low employee motivation in the fast food industry, has documented evidence from both newsletters and research done by staff and other researchers.

This research makes use of the interpretative approach, since it aims to understand human behaviour rather than explain or predict it (Babbie and Mouton, 2001:643). This research also endeavours to interpret and understand human behaviour within the fast food industry. Data collected has enabled the researcher to obtain accurate information from staff regarding employee motivation within their respective establishments. This study was conducted at different fast food outlets and included crew members, floor managers, store managers and franchisees that have worked in the organisation for at least six months and hence have knowledge of the organization. This enabled the researcher to ask relevant questions, which yielded constructive answers. Both the store managers and franchisees were interviewed to obtain better answers that gave the researcher more understanding about the study at hand.

### **3.3.3 Interviews**

The interview method of research involves a face-to-face meeting in which a researcher (interviewer) asks an individual a series of questions with a limited set of responses (Cohen and Manion, 1994: 273). It is useful to obtain the story behind a participant's experiences with the same set of questions asked in the same order of sequence and flexibility. Open-ended, semi-structured interviews were administered face-to-face to the crews and managers of different fast food outlets to obtain their opinion in the area of employee motivation. The reason for this was to find out whether they are motivated or not in the organisation that they work for, and if they

are motivated, why are they motivated and, if not, what are the reasons for low motivation of employees.

It is also necessary to find out if they have policies that guide motivation in their organisation. It is assumed that both the crews and managers must have been working in the organisation for at least six months to enable the researcher to obtain accurate results. The following staff members were interviewed.

Store managers and franchisors were interviewed regarding certain critical issues. Both senior and store managers were asked sensitive questions since they requested that it should be done in that way to avoid negligence and setbacks.

Floor managers and supervisors who made themselves available were interviewed in order to gauge their opinion on how employee motivation/demotivation affects them. This is also to know if they are motivated in their job and, if not, what has caused the low motivation. In addition, selected crew members of the fast food outlets were interviewed to gauge their opinions and perceptions about employee motivation and how comfortable they are in their workplace.

Ex-staff members of the fast food industry were also interviewed. A total of five (5) staff members from each of the eight (8) fast food outlets were invited, and all responded to the interviews. This was to establish if there is a linkage between their leaving and low motivation. It also to give them an opportunity to make recommendations on how high motivation can be achieved in the fast food industry in order to encourage and reduce staff turnover.

Interviews enable the researcher to gather information rapidly. It also allows for some personal contact between the interviewer and interviewee. Furthermore, respondents can query the meaning of questions; misunderstood questions can be clarified and respondents can be encouraged to provide deeper responses to open questions (Brace, 2004:25).

The semi-structured interview helps the researcher to maintain consistency during the interview and to be able to conduct the interview effectively (Sapsford and Jupp,

2006: 99). The interview method can be costly and time-consuming, but the fast food outlets chosen were in Cape Town, which made it convenient for the researcher to meet with participants. Another method that was used for this research, apart from the qualitative method, was the quantitative method.

### **3.4 Quantitative research method**

Quantitative research involves the use of a survey or questionnaire and also involves numerical analysis of data (Partington, 2002:32). The survey research method allows the researcher to search for more information through the use of interviews, observation, documents and questionnaires. This also allows the researcher to collect data from a large number of people. Furthermore, a survey ensures considerable flexibility in analysis (Babbie and Mouton, 2001: 263).

Survey methods do not alter other variables of interest. Questionnaires and interviews are commonly used in the survey method, though it does not give a detailed answer to some specific questions, but serves as the most effective method of collecting data. A self administered questionnaire was used, which helped to gather responses from respondents in the fast food industry.

The strengths of quantitative research are as follows: it states the research problem in a specific manner; it helps the researcher to achieve a high level of reliability of data collection; it allows respondents to complete the questionnaire in their own time, since the researcher is not directly involved; it eliminates subjectivity; and allows for clear and precise specific independent and dependent variables under investigation to be taken (Matveev, 2002:59-67).

However, the weaknesses are failure to provide information that is relevant to the situation for the researcher; it has closed types of questions, which are limited to outcome; and it does not encourage continuous investigation of a research phenomenon (ibid).

A difference between the quantitative approach and the qualitative approach is that the quantitative approach is objective and focuses on measuring a phenomenon,

whereas the qualitative approach is subjective in nature and engages in examination and reflection, which are based on perceptions (Hussey and Hussey, 1997:29).

**Table 3.1: Quantitative vs. qualitative data**

<b>Quantitative data</b>	<b>Qualitative data</b>
Based on meaning derived from numbers.	Based on meanings expressed through words.
Collecting results in numerical and standardized data.	Collecting results in non-standardized data requiring classification categories.
Analysis conducted through the use of diagrams and statistics.	Analysis conducted through the use of conceptualization.
Data is more efficient, but may miss contextual details.	Data is rich and time consuming to analyse.
Various tools and instruments are employed.	Researcher is the main instrument.
Generalizable.	Non-generalizable.

Sources: Saunders *et al.*, 2000: 381 and Hayden, 2006:3

### **3.4.1 Research methods in quantitative research**

Quantitative research enabled the researcher to examine fast food employees' opinion, attitudes and characteristics. This was done by floating questionnaires to respondents. The purpose of this research was to obtain the opinions of staff members at fast food outlets regarding the issue of employee motivation by surveying a sample from a large population of workers.

Quantitative research has proven to be the best for surveys, which involve a large group of people. A structured data collection process was used to obtain a generalised conclusion of the situation (Thomas, 2004: 22). It will be both time consuming and costly for the researcher to question all the people that he/she desires. Questionnaires made it possible for the researcher to obtain reliable information from the population.

### 3.4.2 Questionnaire

Information about people's knowledge, beliefs, attitudes and behaviour can easily be obtained by using questionnaires. It can also be used as the sole research instrument such as in a cross-sectional survey (Boynton, 2004:1312-1315). Questionnaires make it possible and easy to handle and interpret a large scale of data in a standardized format (Brace, 2004:2). A self administered questionnaire was used to collect data for this research.

Self-administered questionnaires were distributed to respondents to complete and return as means to obtain their opinion on the focussed area. Closed-ended questions were used because it takes less time from the interviewer, the participants and the researcher. It is less expensive and has a high response rate. The format of the questions was multiple choice questions in which respondents could choose from the provided alternatives.

The researcher adopted the likert scale approach to evaluate behaviour, perceptions, attitudes or other phenomena (Leedy and Ormrod, 2005:185). The research used likert scaling ranging from "Strongly Agree", "Agree", "Disagree" and "Strongly Disagree", and 150 questionnaires were distributed to fast food workers (respondents).

The researcher secured permission from the company through the store managers and the franchisees of different fast food outlets to conduct the research. Prior information was given to them through emails to inform them before the arrival of the researcher. The purpose of the research was made clear to store managers personally.

Questionnaires were hand-delivered to the store managers and franchisees and contacts were made telephonically and via email before and after delivering of questionnaires to allow for any correction of misunderstood questions. The purpose of the research was clarified. This was to allow for high response rate.

Respondents were given enough time to answer the questions at a convenient time since it was hand-delivered. The managers were not left behind in answering these questions. Crew members were also encouraged to return all answered questionnaires

to their store managers or franchisees. Questionnaires are less expensive and quick to use in research.

### **3.4.3 Advantages and disadvantages of a questionnaire**

One of the advantages of using a questionnaire is that the researcher can leave the questionnaire with respondents to enable them to have enough time to answer the questions. Another is that respondents can respond to open questions that allow them to use a descriptive written format (Brace, 2004:36). In addition, everybody receives the same questions and the researcher can also ask more complex questions. The questionnaire can be computer-based, which implies that it can be easily emailed to participants. In this study respondents were given enough time to answer the questions and to write additional comments in connection with employee motivation in their organisation.

A disadvantage is that the researcher can only receive answers to questions that have been asked (Johnson and Harris, 2002:102). Furthermore, researchers do not have control over participant interpretation, and there might be a low response rate and uncertainty about who actually completed the questionnaire or did not. In addition, the population and sample used for this study was considered as it would increase the accuracy and reliability of the survey.

### **3.5 Population**

Population is the entire target group under investigation (Henn, Weinstein and Foard, 2009:153). The population of respondents comprised employees at fast food outlets including store managers, senior managers, floor managers, supervisors, and other staff members. Ex-staff members were included and those who patronize fast food outlets (customers). Respondents were informed that interviews would be conducted at their workplace during their breaks or when they were less busy. From the general population, a sample technique was used to select respondents.

### 3.6 Sampling

Babbie and Mouton (2001:232) propose two reasons in favour of the survey research method. The first is survey research, which they claim is the best method available to social scientists interested in collecting original data to describe a population that is too large to observe directly. The second is that a survey is an excellent vehicle to measure attitudes and orientations in a large population or sample composition. The third is that the survey method helps to obtain a better representation of the population. A good number of the sample is required to allow for less sampling errors (Roberts, 2004:135).

The population in this study comprised all staff at selected fast food outlets that have worked with the organisation for at least six (6) months, and include store managers or franchisors, senior managers, floor managers, supervisors, and all crew including (part-time, casuals and full-time workers) with the exception of those that have not worked with the organisation for the period mentioned above. For the purpose of this study, a total of about 200 staff members were surveyed. The reason for the researcher to conduct this research is that the researcher is a previous employee of fast food outlets, and was interested to show the linkage between employee motivation and the propensity to abandon fast food employment.

The study sample comprised of two hundred (200) participants from the different fast food outlets chosen within the Cape Town metropole to participate in the survey. There are two sampling methods involved in conducting research, which includes probability sampling and non-probability sampling methods.

The probability sampling method is one in which each member of the population has an equal chance of being selected, while in non-probability sampling some people have a greater, but unknown chance than others of being selected (Galloway, 1997:1). Furthermore, there are five main types of probability sampling methods that exist, namely simple random, systematic, random route, stratified and multi-stage cluster sampling. Any of these sampling methods may be utilised, depending on the nature of the research (ibid).

The random probability sampling method was used in this research. The researcher divided the population into subgroups on the basis of supplementary information. Then a random sample was taken from the sub-population by using a simple sampling method. The survey was conducted at different fast food outlets that were selected in Cape Town. The chosen districts were commercial centres where there are more staff members and customers for an accurate representation.

A sampling method was used to select staff at these fast food outlets. The fast food outlets consist of store managers, senior managers, floor managers, supervisors and crew members. This was done to give everyone in the targeted population a fair chance of participation.

### **3.6.1 Sampling size**

As mentioned earlier, two hundred (200) questionnaires were distributed to staffs of the different fast food outlets chosen. Six store managers, two franchisees and sixteen senior managers were interviewed, which totalled twenty-four (24) staff members. Crew members included full-time, part-time and casual workers that have worked for more than six (6) months in the fast food industry. Crew members with less than six months of experience were not allowed to participate in the survey because they may not have had the relevant information. In developing and testing the adequacy of a research instrument, a pilot study was conducted before distributing questionnaires.

### **3.6.2 Pilot study**

A pilot study refers to a mini version of a full-scale study called 'feasibility studies' (Teijlingen Van and Hundley, 2001:1). It is the pre-testing of a particular research instrument such as a questionnaire (ibid). A pilot study shows that it is important to review the questionnaire once it is completed before issuing it to the large population by testing it within a real life context (Brace, 2004:163). Pilot study is an important part of the quantitative research method and failure to do this may result in high risk for the study. A pilot study was conducted with five crew members and two managers at fast food outlets and corrections were made before distributing it to others. This was to allow reliability and validity. The importance of a pilot study is that it is a

crucial element for a good study design and it increases reliability. It also provides valuable insight for the researcher (Teijlingen Van and Hundley, 2001:1). The researcher determined procedures that should be used in collecting data and what techniques should be used to process and analyse the data, which could assist in the resolution of the problem that is investigated.

### **3.6.3 Data collection**

Interviews and questionnaires were used for data collection for this research. Data was collected from crew members and managers at different fast food outlets that were used for this research, totalling eight outlets. Documents, employees' hand book and organisational records were also used for more sources of information, and these were also compared to results obtained from the field. The investigation was conducted at eight different fast food outlets in the Cape Town. Store managers, senior managers, floor managers, supervisors and the crew members were involved and informed that high ethical standards would be maintained as far as the information is concerned.

### **3.7 Ethical issues**

As indicated, the researcher sought permission from the store managers and the franchisees at different fast food outlets that were chosen to carryout the research. The questionnaires were accompanied by a covering letter. The letter was drafted to include the aim of the research, and to convey to respondents its importance. It also assured participants of confidentiality. The following correspondence was entered into: a letter to store managers and franchisees at different fast food outlets chosen; and acceptance letters from the above mentioned people were granted to the researcher to conduct the research. The acceptance letters stated the terms and conditions that would be followed.

Meetings were arranged telephonically and via email with different store managers to discuss the nature of the research, and to obtain their cooperation and assistance. Time frames for scheduling interviews and administering questionnaires were also discussed.

### **3.8 Evaluation of techniques and data collection methods**

Precision signifies perfection in an instrument and assesses how finely an estimate is specified; whereas accuracy refers to how close an estimate is to the true value (Singh, 2007:77). Singh (2007) further explains that precision relates to the quality of a process through which a result is obtained, while accuracy relates to the quality of the result. The quality of the results obtained from this research was unavoidable. For accuracy, the researcher only chose staff members who have at least six months experience in the fast food industry for the survey. This was to enable them to answer questions from an experience perspective.

According to Willis (2007:165), there are three (3) criteria for evaluating a research work – coherence, consensus, and instrumental utility, which are essentially replacements of the post positivists' concepts of validity and reliability. Reliability relates to stability. In order to ensure that the result obtained from the research is reliable and valid, the same types of questions were distributed to different groups of participants.

### **3.9 Summary**

In summary, research methodology necessitates a reflection on the planning, structuring and execution of the research in order to comply with the demands of truth, objectivity and validity. The two research methods used for this research were a combination of qualitative and quantitative methods. The qualitative method facilitates and allows for realistic data and a flexible way of data collection, while the quantitative method makes it possible for the researcher to achieve a high level of reliability in relation to data analysis.

Furthermore, self-administered questionnaires and semi-structured interview methods were used for data collection from fast food employees. Interviews were also conducted with store managers and franchisees, senior managers, floor managers and supervisors, while self-administered questionnaires were distributed to crew members.

In addition, probability sampling methods were utilised for this research. Fast food employees' handbooks were consulted to support data for the research.

Moreover, there are three research paradigms in the qualitative research method, namely positivism, critical theory and the interpretive approach, however, only one of them was utilised for this research, namely the interpretive approach. This method permits for good understanding of the study at hand, and also encourages use of different sources and methods of analysis, which strive for validity. The population of this study comprised all the staff at selected fast food outlets that have worked for at least six months, which totalled 200 staff members.

Finally, the quality of results obtained was paramount to the researcher. For accuracy, the researcher only chose staffs that have at least six months experience in the fast food industry for the survey. Ethical issues were considered in the process of data collection. Data that was collected through questionnaires and interviews are analysed in the following chapter.

## **Chapter 4**

### **Data Analysis**

#### **4.1 Introduction**

Chapter Four provides an analysis of the data and results of the research. The questionnaires, interviews and other documents were reassessed to obtain results for the research. Hence, the evidence is analysed in detail and interpreted in relation to the key research objective, which was to investigate causes of low employee motivation in the fast food industry in Cape Town. This was done by using the SPSS method. Employee motivation can help the organisation to achieve its goals and retain talented candidates for the job. Motivating employees' leads to good employee performance and maintaining positive results from employees, as stated previously in Chapter Two. Statistical and content analysis were employed to analyse the questionnaires and interviews.

#### **4.2 Quantitative research data processing**

The questionnaires that were distributed were collected and captured in the form of numbers. This data was later changed into a computer readable format resulting in statistical data. The bulk of raw data was reduced into workable, ordered information, which the researcher could manage with confidence. SPSS was chosen because of its popularity in both academic and business circles. According to Chinedu and Wilson (2009:17), SPSS is a versatile package that allows many different types of analysis, data transformations, and forms of output. It provides greater security and efficiency in the processes and gives higher quality of results. It also provides sample management features and streamlines multi-modal data collection, as well as the storage, coding, analysis and presentation of data.

The researcher identified both dependent and independent variables before processing the quantitative data. The data was represented in different categories numerically by using 1 for 'Yes', and 2 for 'No'. The likert scales used were (1-Strongly Agree, 2-Agree, 3 – Disagree and 4- Strongly Disagree). Adding to these likert scales were (1- Highly Satisfying, 2- Satisfying, 3- Neutral, 4- Not Very Satisfying and 5- Not

Satisfying at all). An instruction was written on top of the question asking respondents to tick (v) as applied to their answers.

### **4.3 Research questions**

The research questions were taken into consideration while preparing questions for the questionnaire. The questions are as follows:

- Are job characteristics in South Africa's fast food industry challenging in terms of content?
- Is there adequate and constant training and development of workers in the fast food industry in South Africa?
- Are fast food workers well remunerated?
- Are workers exploited in the fast food industry?

The above questions informed both the questionnaires and interviews that were compiled. The questions were divided into different appendices and sections. Appendix A was for all crew staff members, Appendix B for store managers, Appendix C for senior managers, floor managers and supervisors, Appendix D for ex-staff members and, finally, Appendix E for customers. In Appendix A questions were drawn from research questions 1-4 and a series of 31 questions were asked. The store managers were interviewed and questions were drawn from 2 and 4 of the research questions (Appendix B). A series of 7 questions were posed. Appendix C interviews have a total of 13 questions, which were drawn from questions 1, 3 and 4, while Appendix D questions were drawn from 1-4 and consisted of 12 questions for ex-staff of the fast food outlets. Finally, Appendix E for fast food customers, were questions that were drawn from 1-2 and contained about 5 questions. The data that was collected presented and analysed in the next section.

### **4.4 Descriptive statistics**

This is concerned with the interpretation and summarization of the number of cases in the categories of a sample (Rose and Sullivan, 1993:70). It is also used to present

quantitative descriptions in a manageable form. Descriptive statistics were used in this research to reduce lots of data into a simpler summary. Other techniques were applied to describe the data collected such as frequency distribution and cross-tabulation.

#### **4.4.1 Frequency distribution**

A frequency distribution is a table that displays how many times each response occurs in a data set (Price, 2000: Part 11). Frequency distribution also measures and present the way in which single variables are distributed within a group of sampled individuals (Rose and Sullivan, 1993:70). The data collected was completed to give a percentage of each response. The scores were displayed from top to bottom in ascending order with the help of the SPSS data capturing method.

#### **4.4.2 Cross-tabulation**

Cross-tabulation is a statistical technique that establishes an independent relationship between two tables of values, but does not identify a causal relationship between the values. It is also known as two-way tabulation. It is used to analyse results of a survey.

#### **4.4.3 Statistical analysis**

From the 200 questionnaires that were distributed via hand delivery and e-mail, a total of 123 responses were returned, of which 40 responses were e-mailed back and 83 responses were hand collected. This shows a percentage of 61.5% responses.

Statistical analysis implies the use of frequency tables, which the researcher made use of in this study. It also ensures accurate data analysis, hence the researcher made use of the questionnaires. The questionnaires were divided into different sections (Appendix A-E), starting with Appendix A, which was divided into two parts namely demographic and general information. The questions that were asked were mainly regarding causes of low employee motivation in the fast food industry.

## 4.5 Research results of closed-ended questions

### 4.5.1 Section 1: Demographic data

The demographic data was collected to identify the number of respondents, their age, gender, work experience, qualifications, race and so on. This was also to be able to identify different views of employees.

#### 4.5.1.1 Number of different fast food outlet that participated

The table below represents different fast food outlets that participated in the survey. Different outlets were used for validity and reliability. The following are their frequencies, percentages and so on. These outlets were taken for security and ethical reasons as follows: fast food A; fast food B; fast food C; fast food D and fast food E.

Table 4.1: Participating outlets

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Wimpy	19	15.4	15.4	15.4
Hungry Lion	38	30.9	30.9	46.3
McDonald's	35	28.5	28.5	74.8
Steers	18	14.6	14.6	89.4
Chicken Licken	13	10.6	10.6	100.0
Total	123	100.0	100.0	

(n=123)

The above table shows that from the 123 respondents, 15.4% were from Wimpy, 30.9% Hungry Lion; 28.5% McDonald's; 14.6% Steers and 10.6% from Chicken Licken. This shows that a fair cross section of responses was received from different outlets.

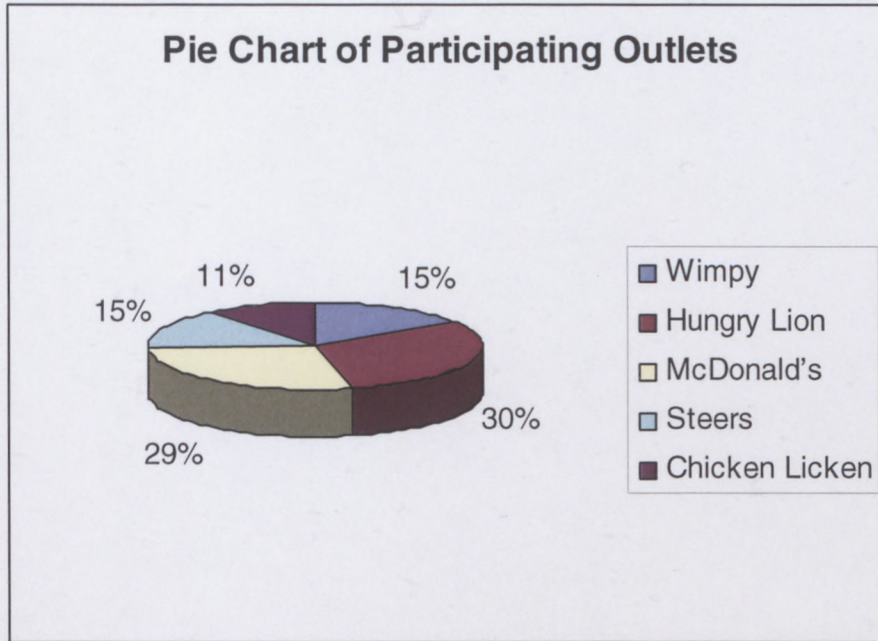


Figure 4.1: Pie Chart of participating outlets

#### 4.5.1.2 Gender representation of respondents

Table 4.2; Gender representation of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	41	33.3	33.3	33.3
Female	82	66.7	66.7	100.0
Total	123	100.0	100.0	

(n=123)

The genders of respondents were taken to know the different genders that participated. The above table shows that 33.3% males responded, while 66.7% females responded. This shows that female respondents were more in number, which perhaps reflects the high number of females in the fast food outlets.

### 4.5.1.3 Age range of fast food workers

Table 4.3: Age range

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Under 20	8	6.5	6.5	6.5
20 - 29	71	57.7	57.7	64.2
30 - 39	41	33.3	33.3	97.6
50 +	3	2.4	2.4	100.0
Total	123	100.0	100.0	

(n=123)



Figure 4.2: Bar Chart of age range (n= 123)

The basis for this information was to determine the age range of the fast food workers. The table above shows that 6.5% of respondents are under the age of 20; 57.7% are between the ages of 20-29; 33.3% are between the ages of 30-39; and 2.4% are 50 years and above. This shows that most of the fast food workers are between the ages of 20-29, since this range has the highest frequency and percentage.

#### 4.5.1.4 Race

Table 4.4: Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Black	90	73.2	73.2	73.2
	Coloured	33	26.8	26.8	100.0
	Total	123	100.0	100.0	

(n=123)

The aim of checking the different races of the fast food employees was to know if there are inequalities among workers and to know, which races are mainly employed in the fast food industry. The above table shows that Blacks out-number Coloureds, since 73.2% are Black and 26.8% are Coloured, while no White employees responded, which shows that the number of Whites who work in fast food outlets in South Africa, is quite low.

#### 4.5.1.5 Marital status

Table 4.5: Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	18	14.6	14.6	14.6
	Single	104	84.6	84.6	99.2
	Divorced	1	.8	.8	100.0
	Total	123	100.0	100.0	

(n=123)

The marital status of respondents was taken to establish the status of fast food workers. In all, it was found that a majority of them are single. The table above indicates that 14.6% of respondents are married; 84.6% are single and 0.8% are divorced.

#### 4.5.1.6 Education level

Table 4.6: Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	5	4.1	4.1	4.1
	Secondary	102	82.9	82.9	87.0
	Tertiary	16	13.0	13.0	100.0
	Total	123	100.0	100.0	

(n=123)

Education levels of respondents were taken to know their different levels as this could affect the reasoning of workers and their performance. It is illustrated above that most of the employees ended their studies at secondary level. A total of 4.1% of respondents ended their formal education at primary school level; while 82.9% ended at secondary school level and the rest (13.0%) ended at tertiary school level.

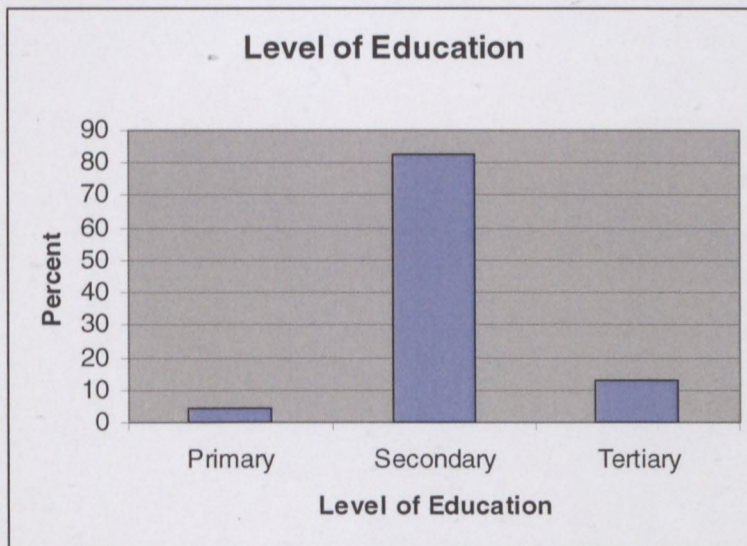


Figure 4.3: Bar Chart of Level of education (n= 123)

#### 4.5.1.7 Qualifications

Table 4.7: Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Academic	65	52.8	67.0	67.0
	Professional	20	16.3	20.6	87.6
	Both	12	9.8	12.4	100.0
	Total	97	78.9	100.0	
Missing	System	26	21.1		
Total		123	100.0		

(n=123)

A total of 52.8% of respondents hold academic qualifications; 16.3% have professional qualifications and 9.8% had both academic and professional qualifications, while 21.1% did not state their qualification. Qualifications of the fast food employees were obtained to ascertain the highest qualification that the workers have.

#### 4.5.1.8 Work experience

Table 4.8: Work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.50	5	4.1	4.1	4.1
	.58	6	4.9	5.0	9.1
	.67	7	5.7	5.8	14.9
	.75	6	4.9	5.0	19.8
	.83	4	3.3	3.3	23.1
	.92	4	3.3	3.3	26.4
	1.00	10	8.1	8.3	34.7
	1.25	2	1.6	1.7	36.4
	2.00	23	18.7	19.0	55.4
	2.42	1	.8	.8	56.2
	2.58	1	.8	.8	57.0
	3.00	21	17.1	17.4	74.4
	3.50	1	.8	.8	75.2
	4.00	11	8.9	9.1	84.3
	4.42	1	.8	.8	85.1
	4.50	1	.8	.8	86.0
	5.00	6	4.9	5.0	90.9
	6.00	1	.8	.8	91.7
	7.00	1	.8	.8	92.6
	8.00	1	.8	.8	93.4
	9.00	1	.8	.8	94.2
	10.00	4	3.3	3.3	97.5
	13.00	1	.8	.8	98.3
	21.00	2	1.6	1.7	100.0
	Total	121	98.4	100.0	
Missing	System	2	1.6		
Total		123	100.0		

(n=123)

The highest percentage of work experience amongst employees was 18.7%, which equals two years. This means that the longest serving are those with two years' experience in the fast food industry, while the least serving are those with 2.42, 2.58, 3.50, 4.4, 4.50, 6.00, 7.00, 8.00, 9.00 and 13.00 years' of work experience. Employees' work experience was necessary to determine how well workers know the industry, and hence this would impact better results.

#### 4.5.1.9 Employment type

Table 4.9: Employment type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Casual Employment	9	7.3	7.4	7.4
	Part-time Employment	27	22.0	22.3	29.8
	Full-time Employment	85	69.1	70.2	100.0
	Total	121	98.4	100.0	
Missing	System	2	1.6		
Total		123	100.0		

(n=123)

Employees' employment type was noted, among others, to ascertain the different types of employment practiced in the fast food industry, and to know the employment type of the respondents as well. Three (3) major employment types were noted. Casual employment amounted to 7.3% of respondents; part-time employment amounted to 22.0%; and full-time employment had the highest responses at 69.1%. This shows that most employees of the sampled fast food outlets are full-time workers.

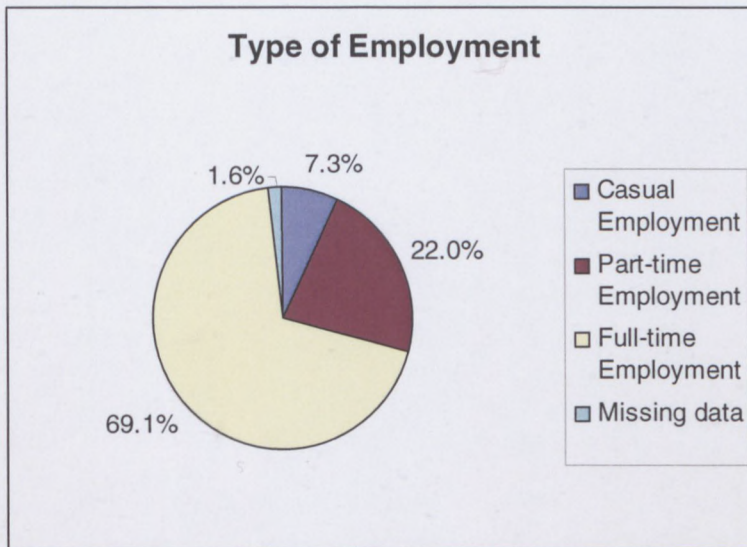


Figure 4.4: Pie Chart of type of employment (n= 123)

#### 4.5.1.9.1: Part-time/student

Table 4.10: Part-time/student

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	8	6.5	10.7	10.7
	No	67	54.5	89.3	100.0
	Total	75	61.0	100.0	
Missing	System	48	39.0		
Total		123	100.0		

(n=123)

It was needful to ascertain if there are students who work in the fast food industry and the numbers, and whether they work on a part-time or full-time basis. The above table shows that few employees are part-time workers at 6.5%, while others are either full-time or casual workers comprising 54.5%.

#### 4.5.1.9.2: If you are casual, are you a student?

Table 4.11

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	2	1.6	3.0	3.0
	No	63	51.2	95.5	98.5
	4	1	.8	1.5	100.0
	Total	66	53.7	100.0	
Missing	System	57	46.3		
Total		123	100.0		

(n=123)

The above table identifies the number of casuals that are also students. A total of 2% of casual workers are students, while the rest are full-time and part-time employees comprising 51.2%. The remaining 0.8% did not identify their employment status.

#### 4.5.2 Section 2: Employee motivation

The researcher determined perceptions of the fast food employees regarding motivation by posing questions about the area of employee motivation to the workers. Questions were asked about different aspects of motivation such as economic factors, benefits, working conditions and working environment, which all affects employees. This helped the researcher to know whether employees were motivated or not. Motivation can be said to improve workers' performance if present in the workplace. It also enhances service delivery and employee attitudes. In addition, it helps the organisation to achieve its set goals. Certain questions were posed regarding economic factors, which are expounded on below.

##### 4.5.2.1 Economic factors

These include the pay rate of fast food employees, promotion on performance, bonus plan and job security of workers. This would show how satisfied the employees are in the areas mentioned above.

#### 4.5.2.1.1: I am satisfied with my pay rate

Table 4.12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	8.1	8.2	8.2
	Agree	23	18.7	18.9	27.0
	Disagree	60	48.8	49.2	76.2
	Strongly disagree	29	23.6	23.8	100.0
	Total	122	99.2	100.0	
Missing	System	1	.8		
Total		123	100.0		

(n=123)

The basis for the above question was to know if the workers were satisfied with their pay rate. A total of 8.1% of respondents strongly agreed that they are satisfied with their pay rate and 18.7% agreed, which totalled 26.8% (8.1% plus 18.7%). A total of 48.8% of respondents disagreed and 23.6% strongly disagreed, which totalled 72.4% (48.8% plus 23.6%) who were not satisfied with their pay rate. The other 0.8% of respondents did not answer the question.

#### 4.5.2.1.2: The pay for overtime is satisfying

Table 4.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	8.1	8.2	8.2
	Agree	29	23.6	23.8	32.0
	Disagree	44	35.8	36.1	68.0
	Strongly disagree	39	31.7	32.0	100.0
	Total	122	99.2	100.0	
Missing	System	1	.8		
Total		123	100.0		

(n=123)

The above table shows that 8.1% of respondents strongly agree that their overtime pay rate is satisfying and 23.6% of respondents agreed, which totalled 31.7% (8.1% plus 23.6%). A total of 35.8% of respondents disagreed and 31.7% of respondents strongly disagreed, totalling 67.5% (35.8% plus 31.7%) who disagreed that their overtime pay rate is satisfying. About 0.8% decided not to answer this question.

#### 4.5.2.1.3: Promotion for performance is granted to workers within two years

Table 4.14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	4.1	4.2	4.2
	Agree	17	13.8	14.3	18.5
	Disagree	57	46.3	47.9	66.4
	Strongly disagree	40	32.5	33.6	100.0
	Total	119	96.7	100.0	
Missing	System	4	3.3		
Total		123	100.0		

(n=123)

The researcher also asked questions concerning promotion for performance for the fast food worker. The responses were 4.1% who strongly agreed that they receive promotion for performance within two years and 13.8% of respondents who agreed, which totalled 17.9% (4.1% plus 13.8%). A total of 46.3% of respondents disagreed with this statement and 32.5% strongly disagreed, totalling 78.8% who did not receive promotion for performance within two years. A total of 3.3% chose not to answer this question, which ascertained if employees are granted promotion for performance at their workplace.

#### 4.5.2.1.4: My organization provides bonuses

Table 4.15

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	4.9	5.0	5.0
	Agree	36	29.3	30.0	35.0
	Disagree	38	30.9	31.7	66.7
	Strongly disagree	40	32.5	33.3	100.0
	Total	120	97.6	100.0	
Missing	System	3	2.4		
Total		123	100.0		

(n=123)

Some organisations give bonuses to their workers to motivate them regarding their performance at work. It is in that sense that the researcher posed the above question. However, 4.9% of respondents strongly agreed that their organisation has a bonus plan, and 29.3% of respondents agreed, which totalled 34.2%. A total of 30.9% of responses disagreed and 32.5% strongly disagreed, totalling 63.4% (30.9% plus 32.5%) who said that their organisation provides bonuses, while 2.4% did not answer this question.

#### 4.5.2.1.5: I have job security

Table 4.16

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	12.2	12.5	12.5
	Agree	30	24.4	25.0	37.5
	Disagree	45	36.6	37.5	75.0
	Strongly disagree	30	24.4	25.0	100.0
	Total	120	97.6	100.0	
Missing	System	3	2.4		
Total		123	100.0		

(n=124)

The rationale for this information was to determine whether fast food employees have job security. This is assumed to help in motivating them to remain with the company. From the above data collected, responses showed that 12.2% strongly agreed that they have job security, and 24.4% agreed, which totalled 36.6% (12.2% plus 24.4%). A total of 36.6% of respondents disagreed and 24.4% of respondents strongly disagreed, which totalled 61% (36.6% plus 24.4%). The remaining 2.4% did not answer this question.

#### 4.5.2.2 Benefits

Fast food workers were also posed questions regarding benefits in the organisation. This was to know whether the organisation provides benefits to employees, and if they are really implemented. Again, to enable the researcher to know the different types of benefits given to fast food workers, certain questions were posed.

#### 4.5.2.2.1: Workers receive their sick leave normally

Table 4.17

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	12	9.8	10.1	10.1
	Agree	45	36.6	37.8	47.9
	Disagree	44	35.8	37.0	84.9
	Strongly disagree	18	14.6	15.1	100.0
	Total	119	96.7	100.0	
Missing	System	4	3.3		
Total		123	100.0		

(n=123)

It was necessary for the researcher to know if employees receive their sick leave and on a normal basis. This was to ascertain the benefits of the workers. A total of 9.8% of respondents strongly agreed that they receive their sick leave normally and 36.6% of respondents agreed, which totalled 46.4% (9.8% plus 36.6%). A total of 35.8% of respondents disagreed and 14.6% of respondents strongly disagreed, totalling 50.4% (35.8% plus 14.6%). A total of 3.3% chose not to answer this question.

#### 4.5.2.2.2: Sick leave is never given to workers

Table 4.18

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	3	2.4	2.6	2.6
	Agree	21	17.1	17.9	20.5
	Disagree	55	44.7	47.0	67.5
	Strongly disagree	38	30.9	32.5	100.0
	Total	117	95.1	100.0	
Missing	System	6	4.9		
Total		123	100.0		

(n=123)

Table 4.18 indicates that of 123 respondents, 2.4% of them strongly agreed and 17.1% agreed, totalling 19.5% (2.4% plus 17.1%) who believe that sick leave is never given to fast food employees. A total of 44.7% of respondents disagreed and 30.9% strongly disagreed, which totalled 75.6% (44.7% plus 30.9%) who disagreed that sick leave is never given to them. The rest (4.9%) chose not to answer this question.

#### 4.5.2.2.3: There is a health plan for employees

Table 4.19

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	4.9	5.1	5.1
	Agree	26	21.1	22.2	27.4
	Disagree	40	32.5	34.2	61.5
	Strongly disagree	45	36.6	38.5	100.0
	Total	117	95.1	100.0	
Missing	System	6	4.9		
Total		123	100.0		

(n=123)

Questions were asked regarding a health plan for fast food employees. This was to know if the industry has a health plan for their workers. Table 4.19 shows that 4.9% of respondents strongly agreed, and 21.1% agreed, which totalled 26% (4.9% plus 21.1%). These responses agreed that there is a health plan for workers. On the contrary, 32.5% of respondents disagreed and 36.6% strongly disagreed, totalling 69.1% (32.5% plus 36.6%). A total of 4.9% did not respond to the statement.

#### 4.5.2.2.4: There are retirement benefits for employees

Table 4.20

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	6.5	6.7	6.7
	Agree	22	17.9	18.5	25.2
	Disagree	49	39.8	41.2	66.4
	Strongly disagree	40	32.5	33.6	100.0
	Total	119	96.7	100.0	
Missing	System	4	3.3		
Total		123	100.0		

(n=123)

Among the benefits offered to employees in the workplace, is a retirement benefit. The researcher wanted to know if fast food employees are given retirement benefits once they retire. The table above points out that from the total 123 respondents, 6.5% of respondents strongly agreed and 17.9% agreed, totalling 24.4% (6.5% plus 17.9%) who agreed that retirement benefits are given to employees once they retire from work. The other responses (39.8%) disagreed with the statement, while 32.5% of respondents strongly disagreed, which totalled 72.3% (39.8% plus 32.5%). The remainder (3.3%) did not respond to the statement.

#### 4.5.2.2.5: Employees are recognized for good performance

Table 4.21

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	9	7.3	7.4	7.4
	Agree	39	31.7	32.2	39.7
	Disagree	41	33.3	33.9	73.6
	Strongly disagree	32	26.0	26.4	100.0
	Total	121	98.4	100.0	
Missing	System	2	1.6		
Total		123	100.0		

(n=123)

This section was set up to ascertain if employees are recognized for their good performance. Recognition of employees in terms of good performance leads to a better performance. Table 4.21 points out that 7.3% of respondents strongly agreed with the statement and 31.7% agreed, totalling 39.0% (7.3% plus 31.7%). Furthermore, 33.3% of respondents disagreed with the statement, and 26.0% strongly disagreed, totalling 59.3% (33.3% plus 26.0%). The other 1.6% did not respond to the statement.

#### 4.5.2.3 Working environment

The working environment of employees should be in a good condition to enable workers to always be in good health. Employees are also motivated more if their working environment is good. Questions were posed regarding the physical environment of the workers, their relationships with their supervisors, and their contribution regarding decision making within the organization and so on.

#### 4.5.2.3.1: How do you feel about supervision in your workplace?

Table 4.22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfying	11	8.9	9.0	9.0
	Satisfying	32	26.0	26.2	35.2
	Neutral	27	22.0	22.1	57.4
	Not very satisfying	32	26.0	26.2	83.6
	Not satisfying at all	20	16.3	16.4	100.0
	Total	122	99.2	100.0	
Missing	System	1	.8		
Total		123	100.0		

(n=123)

It is expected that supervisors in the fast food industry should be able to work on a friendly basis with their employees. This question was to find out if the supervisors really do share a good relationship with their employees, as this can pose problems and low motivation for employees in the workplace. Table 4.22 indicates that 8.9% of respondents stated that they are highly satisfied with supervision in their workplace, and 26.0% stated that they are satisfied, which totalled 34.9% (8.9% plus 26.0%). On the contrary, 22.0% said that they are neutral in terms of the question, and 26.0% are not very satisfied with supervision in their workplace, while 16.3% are not satisfied at all with supervision, which totalled 42.3% (26.0% plus 16.3%). Finally, 0.8% did not respond to the question.

#### 4.5.2.3.2 What is your level of satisfaction regarding decision making in your workplace?

Table 4.23

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfying	9	7.3	7.5	7.5
	Satisfying	21	17.1	17.5	25.0
	Neutral	24	19.5	20.0	45.0
	Not very satisfying	42	34.1	35.0	80.0
	Not satisfying at all	24	19.5	20.0	100.0
	Total	120	97.6	100.0	
Missing	System	3	2.4		
Total		123	100.0		

(n=123)

Decision making in the fast food industry is one of the tools that can cause low motivation or increase it. The reason being those employees want to be noticed and they also want to be a part of the organization and feel a sense of belonging. But when they are not given the privilege to participate in decision making, it affects their mood and performance. Here the researcher wanted to know if the fast food employees are really satisfied with decision making in their organisation and if they are allowed to participate in the decision making process of the organisation. Table 4.23 above points out that 7.3% of respondents are highly satisfied with decision making in the organisation, and 17.1% said that they are satisfied, totalling 24.4% (7.3% plus 17.1%). A total of 19.5% of respondents are neutral regarding the question, while 34.1% of respondents said that they were not very satisfied and 19.5% were not satisfied at all, totalling 53.6% (34.1% plus 19.5%). A total of 2.4% of respondents did not answer the question.

**4.5.2.3.3 What is your level of satisfaction concerning the physical environment of your workplace?**

Table 4.24

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfying	8	6.5	6.6	6.6
	Satisfying	33	26.8	27.3	33.9
	Neutral	29	23.6	24.0	57.9
	Not very satisfying	31	25.2	25.6	83.5
	Not satisfying at all	20	16.3	16.5	100.0
	Total	121	98.4	100.0	
Missing	System	2	1.6		
Total		123	100.0		

(n=123)

Table 4.24 above shows that from a total of 123 respondents, 6.5% are highly satisfied with their physical environment, and 26.8% responded satisfactorily, totalling 33.3% (6.5% plus 26.8%). 23.6% were neutral and 25.2% are not very satisfied, while 16.3% said that they are not satisfied at all, totalling 41.5% (25.2% plus 16.3%). A total of 1.6% did not answer the question.

#### 4.5.2.3.4 The quality of the work environment in my workplace is?

Table 4.25

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfying	7	5.7	5.7	5.7
	Satisfying	39	31.7	32.0	37.7
	Neutral	23	18.7	18.9	56.6
	Not very satisfying	34	27.6	27.9	84.4
	Not satisfying at all	19	15.4	15.6	100.0
	Total	122	99.2	100.0	
Missing	System	1	.8		
Total		123	100.0		

(n=123)

The above table reveals that 5.7% of respondents are highly satisfied with the quality of their work environment, 31.7% are satisfied totalling 37.4% (5.7% plus 31.7%), and 18.7% are neutral. A total of 27.6% of respondents are not very satisfied and 15.4% are not satisfied at all, totalling 43% (27.6% plus 15.4%). A total of 0.8% chose not to respond to the question.

#### 4.5.2.3.5 Feedback received from supervisors in my workplace is?

Table 4.26

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfying	5	4.1	4.1	4.1
	Satisfying	25	20.3	20.5	24.6
	Neutral	27	22.0	22.1	46.7
	Not very satisfying	42	34.1	34.4	81.1
	Not satisfying at all	23	18.7	18.9	100.0
	Total	122	99.2	100.0	
Missing	System	1	.8		
Total		123	100.0		

(n=123)

Results in table above reveals that from a total of 123 respondents,, 4.1% said that they are highly satisfied with the feedback received from their supervisors in their workplace, and 20.3% respondents said that they were satisfied, which totals 24.4% (4.1% plus 20.3%). However, 22.0% are neutral and 34.1% said that they are not very satisfied, while 18.7% said that they are not satisfied at all. A total of 0.8% of respondents did not answer the question.

#### 4.5.2.3.6 The rate of my personal growth in my workplace is?

Table 4.27

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfying	10	8.1	8.3	8.3
	Satisfying	24	19.5	20.0	28.3
	Neutral	17	13.8	14.2	42.5
	Not very satisfying	31	25.2	25.8	68.3
	Not satisfying at all	38	30.9	31.7	100.0
	Total	120	97.6	100.0	
Missing	System	3	2.4		
Total		123	100.0		

(n=123)

Table 4.27 shows that from a total of 123 respondents, 8.1% stated that they are highly satisfied, which means that they are highly satisfied with the rate of personal growth in their workplace and 19.5% are satisfied, totalling 27.6% (8.1% plus 19.5%). A total of 13.8% are neutral and 25.2% are not very satisfied, while 30.9% said that they are not satisfied at all, which totals 56.1% (25.2% plus 30.9%). A total of 2.4% of respondents did not comment on this question.

#### 4.5.2.4 Working condition

Every organisation intends to employ quality and competent candidates who can do their work as required, and so too the fast food industry. Flexible time, rate of communication and overtime duty relates to this. Poor working conditions can lead to low motivation, poor results, as well as dissatisfaction amongst fast food workers. The researcher posed certain questions regarding working conditions of employees to know how satisfied workers are and to know if it can lead to low motivation amongst employees.

#### 4.5.2.4.1 Flexible time plan at my workplace is?

Table 4.28

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfying	9	7.3	7.5	7.5
	Satisfying	24	19.5	20.0	27.5
	Neutral	7	5.7	5.8	33.3
	Not very satisfying	39	31.7	32.5	65.8
	Not satisfying at all	41	33.3	34.2	100.0
	Total	120	97.6	100.0	
Missing	System	3	2.4		
Total		123	100.0		

(n=123)

The rationale for this question was to determine whether or not flexible time is convenient for workers, and to find out if workers are satisfied with their flexible time plan. Of the 123 respondents, 7.3% are highly satisfied, which means that they are highly satisfied with the flexible time plan at their workplace and 19.5% are satisfied, which totals 26.8% (7.3% plus 19.5%). A total of 5.7% are neutral. However, 31.7% are not very satisfied, while 33.3% are not satisfied at all, totalling 65% (31.7% plus 33.3%). The rest did not respond to the question.

#### 4.5.2.4.2 The rate of communication among workers is?

Table 4.29

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfying	10	8.1	8.3	8.3
	Satisfying	23	18.7	19.0	27.3
	Neutral	8	6.5	6.6	33.9
	Not very satisfying	40	32.5	33.1	66.9
	Not satisfying at all	40	32.5	33.1	100.0
	Total	121	98.4	100.0	
Missing	System	2	1.6		
Total		123	100.0		

(n=123)

The rate of communication among the fast food employees were questioned to know if they engage in effective communication among themselves, as this could lead to absenteeism and employee turnover. A total of 123 responses were received with 1.6% of respondents choosing not to answer the question, while 8.1% said that they are highly satisfied with the rate of communication among workers, and 18.7% said that they are satisfied, totalling 26.8% (8.1% plus 18.7%). A total of 6.5% of respondents are neutral and 32.5% said that they are not very satisfied, while 32.5% said that they are not satisfied at all, which totalled 65% (32.5% plus 32.5%). The remaining 1.6% did not answer the question.

#### 4.5.2.4.3 Overtime duty at my workplace is?

Table 4.30

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly satisfying	6	4.9	4.9	4.9
	Satisfying	17	13.8	13.9	18.9
	Neutral	12	9.8	9.8	28.7
	Not very satisfying	42	34.1	34.4	63.1
	Not satisfying at all	45	36.6	36.9	100.0
	Total	122	99.2	100.0	
Missing	System	1	.8		
Total		123	100.0		

(n=123)

Table 4.30 above reveals that 4.9% of respondents are highly satisfied with the overtime duty at their workplace, and 13.8% of respondents are satisfied, which gives a total of 18.7% (4.9% plus 13.8%). A total of 9.8% are neutral, while 34.1% of respondents are not very satisfied, and 36.6% are not satisfied at all, totalling 70.7% (34.1% plus 36.6%). A total of 0.8% of respondents did not respond to the question.

#### 4.5.3 Section 2b: Job characteristics

This issue was included to determine how many staff members are happy with their job characteristics. The more satisfied employees are with the job, the more motivated they will be. Certain questions were posed in this regard.

#### 4.5.3.1 My job is clear and understanding

Table 4.31

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	19	15.4	15.6	15.6
	Agree	46	37.4	37.7	53.3
	Disagree	39	31.7	32.0	85.2
	Strongly disagree	18	14.6	14.8	100.0
	Total	122	99.2	100.0	
Missing	System	1	.8		
Total		123	100.0		

(n=123)

Table 4.31 above illustrates that 15.4 % of responses strongly agree that their job is clear and understanding, while 37.4% agree, which is a total of 52.8% (15.4% plus 37.4%). Conversely, 31.7% of respondents' disagreed, and 14.6% strongly disagreed, totalling 46.3% (31.7% plus 14.6%), while 0.8% of respondents chose not to answer.

#### 4.5.3.2 Are work tasks defined and open to employee suggestions?

Table 4.32

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	59	48.0	48.8	48.8
	No	62	50.4	51.2	100.0
	Total	121	98.4	100.0	
Missing	System	2	1.6		
Total		123	100.0		

(n=123)

Table 4.32 above shows that of the 123 respondents, 48.0% stated that their work tasks are defined and open to employee suggestions, and 50.4% said that their work

tasks are not defined and are not open for suggestions, while 1.6% did not respond. This means that their work tasks are not defined and open to suggestions, since a majority said yes. But this could be because some fast food outlets have their job tasks defined and open to employee suggestions, while others do not.

#### 4.5.3.3 Which of the following describe the variety of tasks that are required in your position?

Table 4.33

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Too many	56	45.5	45.9	45.9
	Enough	57	46.3	46.7	92.6
	Not enough	9	7.3	7.4	100.0
	Total	122	99.2	100.0	
Missing	System	1	.8		
Total		123	100.0		

(n=123)

Table 4.33 above shows that of the 123 respondents, 45.5% stated that they have too many tasks, 46.7% have enough tasks, and 7.3% do not have enough tasks, while 0.8% did not answer the question.

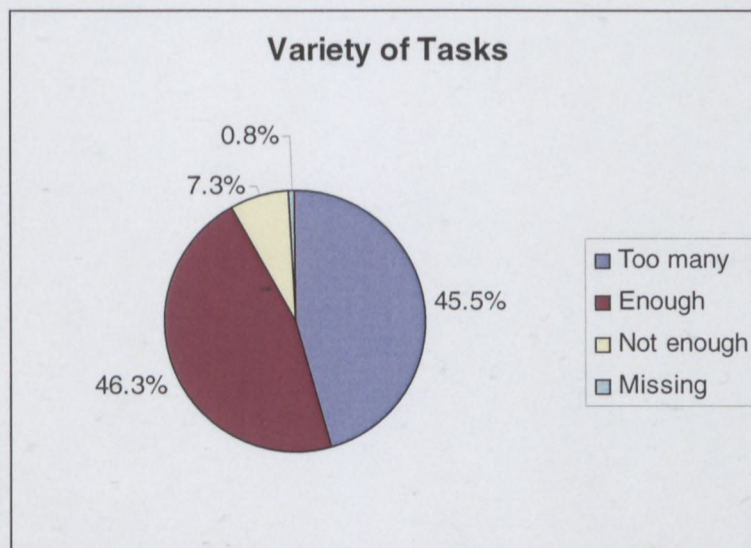


Fig. 4.5: Pie Chart of variety of tasks (n= 123)

**4.5.3.4 Do employees have freedom to make input with regard to objectives and standards?**

Table 4.34

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	35	28.5	29.2	29.2
	No	85	69.1	70.8	100.0
	Total	120	97.6	100.0	
Missing	System	3	2.4		
Total		123	100.0		

(n=123)

A total of 28.5% of respondents stated that they have freedom to make input with regard to objectives and standards, while 69.1% said that they do not have freedom to make input with regard to the company's objectives and standards, and 2.4% of respondents did not answer the question.

**4.5.3.5 Is your job execution made challenging by your supervisors?**

Table 4.35

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	34.1	35.6	35.6
	No	76	61.8	64.4	100.0
	Total	118	95.9	100.0	
Missing	System	5	4.1		
Total		123	100.0		

(n=123)

A total of 34.1% of respondents said that their job execution is made challenging by their supervisors, while 61.8% said that their job execution is not made challenging by their supervisors, while 4.1% of respondents did not answer the question.

**4.5.3.6 How many departments have you worked in within your organization since you began working there?**

Table 4.36

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	26.8	28.2	28.2
	2	33	26.8	28.2	56.4
	3	27	22.0	23.1	79.5
	4	21	17.1	17.9	97.4
	5	3	2.4	2.6	100.0
	Total	117	95.1	100.0	
Missing	System	6	4.9		
Total		123	100.0		

(n=123)

There were a number of different responses, for example, 26.8% have worked in at least one (1) department within the organisation since he/she began working there, and 26.8% have worked in two (2) departments. A total of 22.0% have worked in three (3) departments, 17.1% worked in four (4) departments, and 2.4% have worked in five (5) departments. The remainder numbers of respondents, 4.9%, were not sure of how many departments they have worked in since they began working there.

### 4.5.3.7 Do you normally experience stress at your workplace?

Table 4.37

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	106	86.2	86.2	86.2
No	17	13.8	13.8	100.0
Total	123	100.0	100.0	

(n=123)

A total of 86.2% of respondents said that they normally experience stress with their work, while 13.8% responded that they do not experience stress along with their work. This shows that a majority of fast food workers experience stress along with their work.

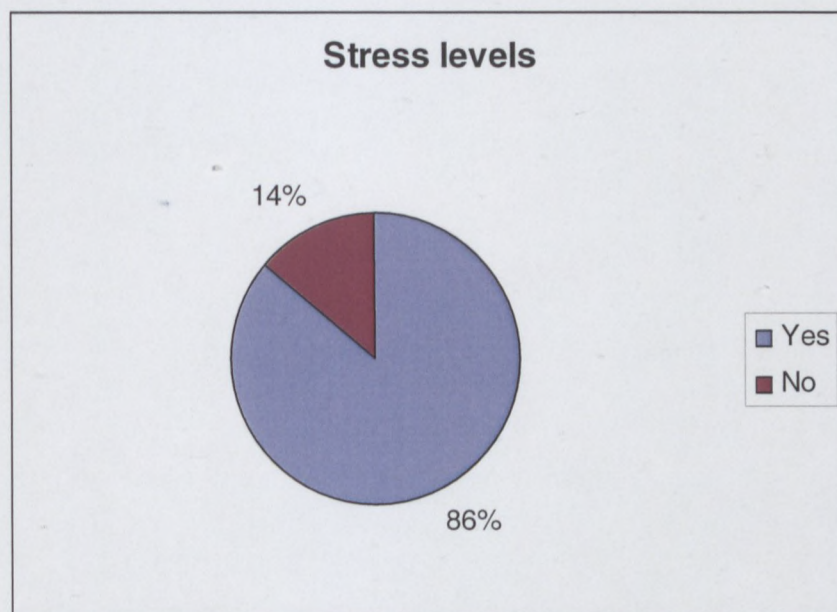


Fig. 4.6: Pie Chart of employee stress levels (n= 123)

#### 4.5.3.8 What is the reason for your answer given in 4.5.3.7?

Data, which relate to the above question, can be found attached as an appendix. The respondents provided many reasons for this question, which include the following main reasons: getting less money and more work; they do not feel free at work because of their employers; having less sleep; long hours of work; lots of work; too much pressure at work; no holidays; no time to rest; not feeling welcome at work because of employers; overworked; too little money; too much overtime; too much pressure at work; colleagues are not helpful and make you feel that you are working alone; the staff's unfriendliness, till shortages, and hence monies are deducted from workers' salary; too much work for little salary; there is no money for over-time, workers do not have a say in decision making; and employers make all the decisions for workers. Other staff said that they experience stress when they receive unexpected salary, work overload and because of a lack of communication amongst workers.

Note: Table 4.38 can be found attached as appendix F.

#### 4.5.4 Section 3: Training and development

A reason for including this section is to establish if fast food workers are empowered by means of training and development, and, if not, why they have not been. Training is a necessity for employees because it will help the organization to achieve its goals and retain talented candidates that are suitable to work in their organisation. Training and development would also improve job performances.

##### 4.5.4.1 Is empowerment by means of training and development freely available in your organization?

Table 4.39

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	56	45.5	45.5	45.5
No	67	54.5	54.5	100.0
Total	123	100.0	100.0	

(n=123)

Table 4.39 above indicates that 45.5% of respondents stated that there is empowerment by means of training and development in their organisation, while 54.5% stated that there is no empowerment by means of training and development in their organisation. This proves that some fast food industries have empowerment by means of training and development, while others do not have or practice it.

#### 4.5.4.2 How many times per year do you receive training?

Table 4.40

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	26	21.1	34.2	34.2
	1	35	28.5	46.1	80.3
	2	13	10.6	17.1	97.4
	4	2	1.6	2.6	100.0
	Total	76	61.8	100.0	
Missing	System	47	38.2		
Total		123	100.0		

(n=123)

From the above table, it is clear that 21.1% of respondents have never received training, while 28.5% stated that they receive training once a year. A further 10.6% received training twice a year, and 1.6% received training four times in a year. The remaining 38.2% of respondents did not answer the question.

**4.5.4.3 Training and development programs have improved my job performance**

Table 4.41

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	43	35.0	38.4	38.4
	No	69	56.1	61.6	100.0
	Total	112	91.1	100.0	
Missing	System	11	8.9		
Total		123	100.0		

(n=123)

Table 4.41 illustrates that 35.0% of respondents stated that training and development programs have improved their job performance, while 56.1% said that training and development programs have not improved their job performances. A total of 8.9% of respondents did not respond to the question.

**4.5.4.4 The organizational structure is supportive of training and development methods to bring about change in the desired company outcome/goal**

Table 4.42

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	36	29.3	30.0	30.0
	Agree	45	36.6	37.5	67.5
	Disagree	10	8.1	8.3	75.8
	Strongly disagree	29	23.6	24.2	100.0
	Total	120	97.6	100.0	
Missing	System	3	2.4		
Total		123	100.0		

(n=123)

Table 4.42 above shows that 29.3% of respondents' strongly agree that the organizational structure is supportive of training and development methods as means to bring about change in the desired company outcome/goal, while 36.6% agreed, which totals 65.9% (29.3% plus 36.6%). A total of 8.1% of respondents disagreed and 23.6% strongly disagreed, totalling 31.7% (8.1% plus 23.6%). The other 2.4% did not respond to the statement.

#### **4.6 Analysing interviews using content analysis**

A total of 20 staff members and ex-staff members of different fast food outlets were interviewed to obtain information from them in the area of employee motivation. The data that was obtained was analysed by using content analysis. Content analysis is defined as a systematic, replicable technique, which compresses many words of text into fewer content categories based on explicit rules of coding (Weber, 1990, cited in Stemler, 2001: 1). Content analysis addresses questions such as: which data is analysed? How is it defined? What is the population from which the data is analysed? What is the context relative to which the data is analysed? What are the boundaries of analysis and the target of inferences? (Krippendorff, 1980, cited in Stemler, 2001:1) Content analysis helps to analyze a large amount of data with relative ease in a systematic way, and it allows the researcher to make inferences by using other methods of data collection (Neuendorf, 2002:1). During the course of the interview, points were jotted down and the content was used to analyse the situation at-hand. The same types of questions were posed to all respondents to make it easy for data analysis. The following were responses that were given by the store managers, senior managers and the ex-staff members of the fast food outlets.

The store managers were interviewed to provide information on the motivation policies of their company, in terms of when it was drafted, the purpose of drafting it and their objectives. They were also asked to speak about employee turnover and absenteeism at the different outlets. Questions regarding employee performances were also probed. The different outlets were labelled as A, B, C, D, and E.

**4.6.1 Store managers** – Store managers and franchisors received questionnaires, which they helped to distribute to staff. They were also interviewed about certain critical issues, which cannot be administered to the rest of the staff, as they requested. Of the five outlet store managers who were interviewed, four store managers responded. The following were the questions posed and the responses (See Appendix B).

- **Do you have a motivation policy in your organisation?**

Three store managers stated that they have a motivation policy, while the rest said that they do not. According to them, their motivation policies were drafted in 1996, 2005 and 2009, respectively. They asserted that the aim of this motivation policy is to motivate employees and place them in good working conditions; and to meet the needs of employees. They also felt that it was necessary for the company to have a motivation policy.

- **Were any objectives established when drafting this policy?**

According to the store managers, the objectives were aimed to reach personal goals and to increase product knowledge, whilst satisfying the needs of workers.

- **Have you experienced employee turnover for the past 6 months in your workplace?**

All interviewees agreed that there was turnover. One interviewee noted that some workers, who were usually absent, complained of not being motivated at work. A second interviewee said that workers complained of not getting what they wanted or expected from the company. On the contrary, two interviewees said that there was no turnover because workers believed that it will be difficult for them to get another job easily, and that they will lose the little money that they presently receive.

- **Have you experienced absenteeism for the past 6 months in your workplace?**

Two store managers reported that there has been absenteeism in their workplace because employees complain of job dissatisfaction, while there is also no transportation to and from work. Other managers noted that there has not been any absenteeism, but the little absenteeism that they did experience, was a result of illness or death of an employee, or a member of the family or death of a friend. Workers also complained that their pay is little and that they are paid on an hourly basis, hence absenting themselves from work means losing the little money that they are paid.

- **How is the work performance of your employees?**

Store managers reported that employee performance is sometimes good, but also at times bad because workers are reluctant to work and become careless and end up doing things incorrectly.

#### **4.6.2 Senior managers, floor managers and supervisors**

A total of nine managers were interviewed from different fast food outlets who had availed themselves to participate. The aim was to investigate their opinions regarding employee motivation, and how this has affected them. The interviews were also to check if they were motivated in their jobs and, if not, causes of their low or lack of motivation. Some fast food outlets only have a store manager. Questions were asked regarding employee motivation, performance, supervision, as well as psychological behaviours of their employees. Certain questions were posed in this regard (see Appendix C).

- **Do you think that employees are motivated enough in your workplace?**

Two managers noted that employees are motivated because of the type of work that they produce and of course they do not have a choice because they need the job. In

addition, one interviewee noted that workers are sometimes motivated if a goal is set for them or a reward is provided to them. Other managers said that workers are not motivated because there is no training given to them, while promises of recognition are made, but not delivered, and hence not enough recognition is practiced. Furthermore, most employees have no passion for their job because they feel that there is a lot of negativity and unfairness amongst them.

- **How often do you meet with other senior colleagues to discuss employee motivation?**

Four managers stated that they do not meet on a regular basis. The others said that they meet each day, once in a month and once a year respectively, but not necessarily to discuss employee motivation but to discuss other pressing issues, which pertain to the organisation. Another said that they meet to discuss general matters concerning the organisation, and not necessarily employee motivation.

- **Is staff performance normally assessed? How often?**

Some managers stated that staff performances were assessed once a year, while another said twice a year with a bonus issued to the best worker. Other interviewees said that staff performances were not assessed at all in their organization and another said that it was not often assessed.

- **What is your view about the performance of your staff members?**

The managers revealed that staff performances were poor because they did not receive any formal training. They also lack self confidence and self respect. An interviewee stated that sometimes staff performance is good and sometimes it is not. Another two managers stated that staff performance is good with no reason or further explanation provided.

- **Do you think that employee motivation can improve staff performance?**

All interviewees reported that employee motivation can improve staff performance because it will make them stress-free at work; the workers will feel more empowered, and have more confidence and self respect. They will also feel more proud about their job provided that they receive proper training in order to perform above expectation; employee motivation enables staff to improve their performance by yielding good results and by lifting their self esteem. Furthermore, employee motivation will help them to achieve organisational goals in a better manner.

- **Do you have a friendly supervisory relationship with your staff?**

All the interviewees reported that they have a friendly supervisory relationship with their staff because they try to motivate them to do their work; and to let them know that they should learn to respect each other, as well as their managers. In addition, staffs do what they ask them to do and they acquaint themselves with what is happening in the organisation. Moreso, they have a good relationship with their staff, but are also firm with them when they need to be.

- **How do you view the moods, emotions and morale of your employees?  
Please explain briefly.**

Some of the managers said that since their employees are all Christians, they believe in taking one day at a time. Others said that most times employees are moody and their morale is low. The managers added that the staff age ranges mainly between 18-25 years which means that they are still trying to find themselves and their positions. They further commented that staff do not have much to care about and do not think much of their future; instead, they are comfortable in their positions. Few managers stated that staff moods, emotions and morale differ, since they come from different background and cultures. Lastly, some interviewees noted that every one of the employees becomes moody at one time or another, but they learn to control it because

they are in the workplace. In addition, employees' moods, emotions and morale are sometimes low, but they advise them to change it for the sake of their customers.

#### **4.6.3 Ex-staff members of the fast food industry**

Some ex-staff members of the fast food industry were also interviewed with open-ended questions in order to find out their reasons for leaving the fast food industry and to check if their reasons are related to low motivation. The interviews were also used to find out if they had recommendations on how to motivate the employees. Since store managers and franchisees turned down the request to release documented information on employee turnover and absenteeism, the researcher had to work with available information that was supplied by staff members and ex-staff members. It was not easy to reach ex-staff members of different fast food outlets because most of them left the organisation and there was no information from store managers on how to locate them. The researcher was able to find some ex-staff members working in other organisations. In all, seven (7) ex-staff members were reached and interviewed. Certain questions were posed to them (See Appendix D).

- **How long did you work in the fast food industry?**

It was noted that they had worked for between one (1) and eighteen (18) years.

- **Were you motivated at the fast food outlets?**

Four ex-staff members said that they were not motivated because there was nothing to motivate them, except the fact that it was a production company, which focused on business. Moreso, the salary was too little and the shifts were long (24hours), while they also felt that they were treated poorly. In addition, the work was too much and managers were rude to their workers and unfriendly. No transportation was available to and from work for late shifts, and they were abused, because they worked as

cleaners instead of what they applied for. Lastly, they felt that they were just a number doing duties, and could hence not be motivated under such conditions. However, three (3) ex-staff members stated that they were motivated because one said that she was promoted even though it was after six (6) years, while another said that she enjoyed working with people, and learned new ideas. The last said that he was always given an opportunity to prove himself and to learn new skills.

- **What was your reason for leaving the fast food industry?**

The ex-staff members had different reasons for leaving. The first two said that the business closed down so they had to leave; another said that the working hours were too long and travelling was too costly, hence she could not afford it any longer and resigned to look for a better opportunity. The next two said that they were going back to varsity and another noted that they had a better job opportunity elsewhere with more pay. Different reasons were given, but this shows that they were not motivated enough to enable them to stay at the fast food outlet.

- **Did you receive any reward for leaving?**

Some interviewees maintained that they received some financial rewards. Others noted that they had worked as casuals, and so no reward was given to them. Another said that she was replaced immediately by another candidate and no reward of any sort was received. One interviewee maintained that the managers showed no remorse or concern when she was leaving because they were happy that she was leaving and no reward was given to her. Lastly, an interviewee said that he did not receive any reward.

- **In your opinion, do you think that being motivated at your workplace would have made you to stay longer?**

They all noted that if they had been motivated at their workplace they would have stayed longer for the following reasons: if their salary was increased and transportation was made available for them to and from work. They also said that a friendly attitude with less work would have made them stay longer as well. Moreover, one said that she likes the fast food industry and so being motivated would have made her to stay longer and another said that if he could see potential that would challenge him, then he would have stayed longer. Lastly, the other two said that there was no need for motivation, since the outlet had closed down.

- **Were the working conditions comfortable?**

The interviewees noted that the working conditions were not comfortable because the outlet is cramped and unorganised; staff facilities were not in a good condition. Moreso, management does not adhere to occupational health and safety procedures. Hence, poor working conditions, poor working hours, poor communication with supervisors and no personal growth within a dirty environment was common.

Management is merely interested in employees engaging in work for minimum wages. There are practically huge signs of dissatisfaction and low motivation amongst staff in some of these fast food outlets, although some staff mentioned that they could manage the accompanying stress. Two other interviewees noted that their outlet facilities were in good condition and that they had flexible working hours and generally good communication amongst staff.

- **What are your recommendations for employee motivation to ensure that desired results are achieved in the fast food industry?**

They noted that employees should be treated with respect, and that they should be allowed to contribute to the outlet's decision making. The staff should be rewarded with promotion and wage increases for their work hard. In addition, managers and supervisors should show confidence in the abilities of employees. The staff should be offered benefits both for health and retirement, since the job is stressful. Furthermore, the industry should have good management practices and give employees' sufficient training. They should pay more attention to their employees because they are the engine of the company. There should be good staff communication and staff should be taught new skills. They should also be rewarded for good results.

- **Would you recommend someone to apply for work within the fast food industry?**

The interviewees stated that they will recommend that people should apply for a job in the fast food industry because it is a good place to start off with, but will not advise them to work there for more than two (2) years. In addition, if the person enjoys cooking and working with people then they would certainly recommend that they start their careers in this industry.

Another point is that it is a good place to obtain work experience and knowledge as a starter. Furthermore, if a person is desperate for a job, they can start with the fast food industry until he/she gets a better opportunity. However, it is not the best place to work because of the mostly negative experience. Others noted that they will not recommend anyone to apply for a job in the fast food industry because there is no career there and no benefits at all. Again, the job is stressful and a waste of time, unless one is desperate for money.

#### 4.6.4 Fast food customers

Fast food industry customers were also interviewed in order to gauge their perceptions and opinions regarding employee motivation in the fast food industry. In total, about twenty-three (23) customers were interviewed at different fast food outlets and at different times. Open-ended interview questions were posed to them.

- **How long have you been patronizing the fast food outlets?**

The respondents ranged between one (1) to fifteen (15) years of patronizing fast food outlets.

- **Which of the fast food outlets do you usually patronize?**

Different views arose in response to the above question; some said Kentucky Fried Chicken, some said McDonald's, and others said Steers, Chicken Licken, Nandos, Hungry Lion and so on. This showed that they had visited most of the fast food outlets.

- **What is your feeling about worker-customer relationships at this fast food outlet?**

Interviewees maintained that fast food workers are friendly but work under pressure. They are sometimes unfriendly towards customers, but they do this because of pressure. For instance, they sometimes give customers the wrong order. Another customer said that the workers are rude, unkind and not helpful, but that they do their best. Others said that their level of customer care is average; and that they treat customers depending on their mood, which is determined by other factors. However, they try to be cautious when handling customers to minimise customer dissatisfaction. Workers are both friendly and moody at times. On the contrary, other interviewees

said that workers are quite good, respectful and helpful; customer care is positive and good; the workers, apart from helping customers, will also explain new products that are advertised. Of the 23 customers that were interviewed, 8 of them were positive while the rest were negative.

- **What is your perception about the quality of food at this fast food outlet?**

The quality of food is not good enough an interviewee responded. However, their traditional brand encourages good quality, which most outlets still try to maintain. It is important to note that the quality of food at fast food outlets has, generally, been highly criticised. The nature of the food is such that it cannot be solely relied on for a balanced meal. Besides the name says it all, the food is made really fast so that it can be served to hungry customers, but most times the quality of the food is bad. Other interviewees said that the food is oily, not healthy and sometimes either undercooked or overcooked.

On the contrary, some respondents said that the quality of food at the fast food outlet is good. At times, the food is average and all the fast food outlets have the same quality of food. Again, the quality of food is dependent on the outlet. For instance, KFC is oily, while McDonald's is much better. The quality of food is not satisfying, although it is served fresh and hot. Of the 23 customers, four maintained that the quality of food at the fast food outlet is good, fresh and healthy.

- **Which area of this fast food outlet's employee performance would you like to see improved?**

All the customers maintained that the level of customer service should be improved; the employers should place more emphasis on training staff in the area of customer

service so that they can be able to deal with difficult customers. Cashiers and managers should be trained to be more approachable and provide good customer service. The queuing system should be improved because it is time-consuming to stand in long queues for hours. They should double check orders to ensure that they supply the correct orders to customers as mistakes could lead to customers not returning. They should also cook their meat properly.

#### **4.7 Limitations**

The researcher was delayed during the data collection process as a result of the structure of the respondents' business. Fast food outlets are usually busy and so respondents were limited with time. Also, the researcher took time to explain the questionnaires to each staff member as most of the staff members were not properly educated and so could not read or write well. Some staff members were sick at work and could not read and so the researcher had to read and explain the questionnaire to them. Besides, some store managers and franchisees were difficult to approach as one of them did not even respond to the interview questions.

Missing numbers were found after data collection as no response was given to those numbers. Even though this was negligible, it did not affect the other responses.

#### **4.8 Summary**

This chapter attempted to analyse data that was collected by outlining the opinions of staff and their experiences regarding the issue of employee motivation in the fast food industry. The data was processed and analysed to enable the researcher to ascertain answers both the questionnaires and the research questions.

Self-administered questionnaires were used, which comprised two sections: demographic and closed-ended questions. The first consisted of questions in the areas

of gender, age, race, employment type, qualifications and work experience, while the second consisted of closed-ended questions by using research likert scales (1- Strongly Agree, 2- Agree, 3 – Disagree and 4- Strongly Disagree). Adding to these likert scales were (1-Highly Satisfying, 2- Satisfying, 3- Neutral, 4- Not Very Satisfying and 5- Not Satisfying at all).

Tables, bar charts and pie charts were used in this chapter to show the results of the questionnaires. Finally, store managers, senior and floor managers, ex-staff members and fast food customers were interviewed to answer research questions B-E. The following chapter discusses the results obtained in this chapter.

## **Chapter 5**

### **Discussion of results**

#### **5.1 Introduction**

This chapter discusses the outcomes and results of the data analysis, and clarifies issues highlighted in the problem statement, research questions and research objectives. It also interprets the information obtained from the self-administered questionnaire and semi-structured interview questions. The causes of low employee motivation are interpreted and strategies that could help to improve the quality of employee work-life are discussed.

#### **5.2 Causes of low employee motivation at fast food outlets in South Africa**

It was clear from the data analysis that there is a low level of employee motivation at fast food outlets in South Africa. Results showed that workers at fast food outlets were not satisfied with their jobs. Starting with their pay, it was confirmed that this was not satisfactory. It was noted that workers were paid on an hourly basis and at the end of each week. This is most common amongst part-time workers. Findings also showed that workers did not receive promotions biannually, as should have been the case. Promotion on the basis of performance did not take place, as promised by management. Furthermore, workers experienced stress in their workplace because of high pressure and too big a workload. Hence, several reasons were noted for the causes of low employee motivation.

##### **5.2.1 Pay**

Emanating from the analysed data, it was found that some fast food outlets experience challenges to attract talented staff because of the low pay that they offer. A higher salary would certainly assist employees with their daily financial problems. This was observed in all levels of the economic ladder from managers to entry level employees.

However, low pay may not always be the major cause of low employee motivation, but it contributes to it.

Findings from the data analysis strongly emphasise that some fast food workers are not satisfied with their pay rate. Some interviewees noted that the average pay given to them is not enough for them to make a living and to support their families. Again, they maintained that they are required to engage in a heavy workload, but receive a small salary.

Results from Table 4.12 show a negative response rate of 72.4% (48.8% plus 23.6%) of respondents who said, that they were not satisfied with their pay rate. It was interesting to note that the results illustrated in Table 4.13 also revealed that 67.5% of respondents disagreed that they were satisfied with their overtime pay rate.

The researcher was able to establish from the reports that some fast food employees are not satisfied with their pay rate. Workers who receive a minimum wage are not always satisfied with their work and also not motivated to work. This is in line with the literature reviewed, which states that fast food employees are treated poorly especially in the area of pay, and this results in the fact that an average worker that wants to make a living by supporting his or her family, cannot do so with the average pay or minimum wage that is given to him or her (Harikripahai, 2007:3-4). Management should consider the rate of payment of workers to encourage them to do better.

### **5.2.2 Management practices**

Written comments and quantitative data pointed out that managers took advantage of their workers in such a way that they were undervalued and ignored. Some respondents mentioned that management is not responsive to their needs and wants.

The results revealed that employees' tasks are not clearly defined and not open to employee suggestions, though some respondents agreed that the employee's job is clear. This is contrary to the perception that employees' jobs are not clear. In addition,

literature revealed that fast food workers are given too many jobs that can lead to stress. An employee noted that failure to provide adequate communication, correct management style, adequate praise and recognition, adequate staffing levels and correct handling of holiday entitlements and pay details, are major reasons why some workers are not motivated in the fast food outlets.

Table 4.32 showed a percentage response of 50.4% who said that their work tasks are not clearly defined and hence open to employee suggestion. Many respondents believed that they are given too many tasks to do within a limited period. It was pronounced from the data collected that employees do not have freedom to make input with regard to the organisation's objectives and standards (refer to Table 4.34). Furthermore, some interviewees mentioned that some of their supervisors are abusive and unfriendly. This has created an environment, which is not conducive to work.

Results from Table 4.22 revealed that 42.3% of respondents were not satisfied with supervision in their workplace, while 22% of respondents remained neutral to the question. Good management practices lead to high employee motivation, while bad management practices lead to low employee motivation. Furthermore, failure to train and develop fast food workers will lead to underperformance and low motivation amongst employees.

### **5.2.3 Training and development**

The data that was analysed revealed that some fast food workers receive less training from their employers. Some interviewees said that the management complained that the cost of training is high, and they cannot afford to train all staff. Literature revealed that staff training and development has not been effectively carried out, which has resulted in poor performances and low motivation of workers in the workplace. Training is a necessity so that workers can perform well, and when it is not available, it can result in low levels of employee motivation.

It is clear from Table 4.39 that 54.5% of respondents disagreed that they are empowered through training and development at their outlets. A majority of respondents maintained that they only received training once a year and sometimes do not receive training at all within a year. Furthermore, Table 4.41 showed that 56.1% of respondents disagreed that training and development programmes have improved their job performance.

Respondents reported that fast food workers are not properly trained or empowered by means of training and development programmes. Again, training and development has not improved their job performances. It can be said that when there is no employee training it leads to low employee motivation, which results in workers underperforming. Working conditions and the environment for fast food employees also have an adverse effect on their levels of motivation.

#### **5.2.4 Working conditions and environment**

Emanating from the interviews, it was evident that some fast food workers work in poor working conditions and environment. Many interviewees maintained that they were not satisfied with the layout of their workplace. It was clear that proper hygiene was not a major concern to their managers; however, employees are expected to carry out their jobs effectively. In addition, the working time is not flexible, which renders it impossible for workers to enjoy leisure time and spend time with their families. As stated previously, some respondents maintained that the level of effective communication in their workplace is poor, as workers do not communicate effectively with each other and managers also do not communicate well with employees when giving directives or instructions. Other reports showed that fast food workers are not involved in the decision making in their workplaces, upward communication.

As indicated in Table 4.27, the rate of personal growth among staff members was not impressive. A total of 56.1% (25.2% plus 30.9%) of respondents noted that they were not satisfied with the rate of their personal growth in their workplace. Also, 70.7%

(34.1% plus 36.6%) of respondents stated that they were not satisfied with overtime duty at their workplace, as stated previously. The data that was analysed confirmed that fast food employees are not satisfied with their working conditions and environment. It is important to note that unpleasant working conditions and environment result in low employee motivation and poor performances. In addition, poor job characteristics can also lead to low employee motivation.

### **5.2.5 Job characteristics**

With regard to job characteristics' assessment of fast food workers, it was deduced that the management of some fast food outlets do not create an environment that allow employees to exchange ideas and participate with the workforce. During the interviews, several respondents indicated that they were not satisfied with decision making in their workplace. They added that they were not given freedom to provide input with regard to the organisation's objectives and standards. Again, some respondents maintained that their job execution was not made challenging by their supervisors. These types of job characteristics mentioned above can result in low employee motivation. It can also result in workers feeling unwanted and without a sense of belonging to the organisation. Furthermore, some interviewees maintained that they experience much stress because of their work as a result of too much work and pressure with less money.

The data analysis, as illustrated in Table 4.34, indicates that 69.1% of respondents have not been given the freedom to provide input with regard to the organisation's objectives and standards. Table 4.35 showed that 61.8% of respondents stated that their job execution is not made challenging by their supervisors, and 86.2% of respondents in Table 4.37 indicated that their work stress levels are high. These comments support some fast food workers who claim that their jobs are not challenging owing to a lack of career progression. Literatures that were reviewed shows that fast food jobs have effects on the individual lives of most employees, since it causes stress, which results in two out of every five employees being sick each week. It was noted that a heavy workload can cause work stress, which results in low

employee motivation. Failure to promote workers can lead to low levels of motivation, as discussed in the following section.

### **5.2.6 Promotions**

The researcher has deduced from the investigation that promotion of some fast food workers is not regular. Employees do not receive promotions within two years of work. Literature revealed that employees are not given opportunities for promotion. Some respondents maintained that a few employees were promoted within two years of work, while others were never promoted or had been promised of promotion by their managers, but this never occurred. They further maintained that those few workers who had been promoted in the different outlets, had worked at other fast food outlets for some years before. Other interviewees said that they applied for promotion, but the process took a long time and they are still awaiting a response.

Results in Table 4.14 indicate that 78.8% (46.3% plus 32.5%) of respondents disagreed that they received promotion based on performance within two years. Some ex-staff members during the interviews noted that it was necessary for the management of the fast food outlets to reward their staff members with promotion and wage increases for their hard work, as this will help to energise and motivate workers. Few interviewees noted that fast food workers do not receive promotions owing to funding because management had complained that they do not have enough funds to pay workers in terms of promotion. When workers work hard for a long time without receiving promotion, it can have an adverse effect on their levels of motivation.

### **5.3 Factors that impact on employees' motivation at fast food outlets in South Africa**

Included in the cluster of factors that could affect levels of motivation amongst fast food workers, either positively or negatively, are employees' reward and recognition; The present study has revealed that there are no rewards, recognition for long service

or recognition for good work, which are offered to workers. It has been deduced that some fast food workers were not given opportunities to be trained and that promotions and pay were insufficient. The data suggests that working conditions and the environment are not conducive and attractive for fast food employees. It is important to note that the managers are supposed to plan, organise, control, supervise and direct their employees to achieve the organization's objectives. Key factors that could impact on levels of employee motivation at fast food outlets in South Africa, are discussed in the subsections below.

### **5.3.1 Satisfaction**

The study has showed that employees are not satisfied with their jobs. It was observed that the work environments of fast food workers are not attractive and results in poor performances by workers. Additionally, some interviewees stated that their work is not made challenging by their supervisors. Findings from the interviews, which were conducted, confirmed that workers are not satisfied with their job, resulting in low employee motivation. Table 4.24 showed that many employees were not satisfied with the physical environment of their workplace. Table 4.26 also showed that employees are not satisfied with the feedback from their supervisors. It is important to note that employees' job satisfaction will result in employee motivation and a happy workforce. Some workers explained that if workers are happy, customers will be well taken care of.

### **5.3.2 Employee motivation through genuine appreciation**

The questionnaires revealed that fast food supervisors and managers do not recognise employees' positive behaviours and achievements. In addition, workers noted that supervisors were not giving them feedback on their performances. This results in employees not knowing when they do a good job. Some interviewees said that they only hear from their supervisors when they go wrong. Furthermore, respondents maintained that rewarding them through personal attention could be a special gift to

them. Others noted that even a hand written note or quick comment would motivate them.

Emanating from the interviews with ex-staff members of fast food outlets, one of the interviewees explained that when she left the fast food industry for a better opportunity, the managers replaced her immediately with a new candidate and no reward or any form of appreciation was given to her. Another ex-staff member maintained that managers showed no remorse or concern for her departure, and no reward was given to her. Furthermore, results from Table 4.15 confirm that 63.4% (30.9% plus 32.5%) of respondents agreed that there is no bonus plan at fast food outlets. Table 4.26 also revealed that 52.8% (34.1% plus 18.7%) of respondents revealed that they do not receive feedback from their supervisors. Workers commented that management should appreciate them by acknowledging them, for example, by calling the employee by name. This may enhance their levels of motivation in the workplace.

### **5.3.3 Employee motivation through recognition**

As indicated by employees during the interviews, they are not recognized for good performances. Most times employees prefer to be recognized instead of giving them money, as this can serve as a secret weapon to motivate them. An interviewee stated that they will prefer to be recognized by receiving trophies at a banquet, placing their name in the company's newsletter, or on outlets' notice board, as this may increase their level of motivation to work, which will give them an emotional payoff for their actions. Another interviewee said that recognizing an employee's excellence will always ring a bell in his/her head and will increase the employee's drive to work. She further stated that putting up a poster with photograph of a staff member who performed well will go a long way towards improving levels of motivation for workers. Results from Table 4.21 showed a response rate of 59.3% (33.3% plus 26.0%) who said that they were not recognised for good performances. It is important to note that one important aspect of improving employees' levels of motivation is by recognizing and rewarding their good performances.

### **5.3.4 Employee motivation through compensation**

Previous research pointed out that management at fast food outlets do not offer a good package to their workers. The current author is of the view that management should increase employees' salary/pay, and that there should be performance bonuses and commission. In addition, the management should give commission, benefits and vacation to their workers as this will increase their motivation. In other words, management should reward employees through customer feedback by displaying forms and boxes in the outlets, while the feedbacks could be used to accumulate points for rewards.

Results from Table 4.15 show that 63.4% of respondents said that fast food outlets do not have a bonus plan, which means that fast food employees have not been receiving bonuses and commissions. Moreover, sick leave is never given to workers, according to responses in Table 4.18, which showed a response rate of 75.6% (44.7% plus 30.9%) that agreed with the above statement. Increasing workers' pay, rewarding them and introducing benefit plans have been noted as important aspect, which increase levels and states of motivation among workers.

### **5.3.5 Employee motivation through inspiration**

The researcher was able to deduce from the study that some fast food employees are not motivated in their workplace. It is clear that management should introduce different forms of motivation to show that the organisation has the interests of their workers at heart; this will not only retain talented staff, but will also motivate employees. Employees will also feel that they are part of the organisation when they are motivated. In addition, other staff members maintained that managers should be able to communicate effectively with their workers and give clear, instructions to enable them to improve the level of performance, which is also a source of inspiration and motivation.

## **5.4 Strategies that could improve the quality of work life for employees at fast food outlets**

Emanating from the interviews, which were conducted with staff members, it was revealed that employees do not have enough time for their families and other personal responsibilities. Therefore, in an effort to improve their work life management should recognize this balance in order to help to improve employees' work life. The following are factors that could contribute to the improvement of employees' work life.

### **5.4.1 Employer attitude/company culture**

The interviews with staff members revealed that fast food managers are not as friendly as they should be towards their workers. This has resulted in employees being moody at work. One interviewee maintained that managers are sometimes abusive and do not regard them as workers. The culture of the organisation, as mentioned by respondents, is not clarified to workers. Some workers do not even know the culture of the organisation in which they work. From the interviews conducted with ex-staff members, it was noted that treating employees with respect and allowing them to practice the culture of the organisation, will improve employees' work life and also increase their motivation levels.

### **5.4.2 Training and development**

It was noted that fast food employees are not given proper training. Investigations revealed that employees have not been performing well because of improper training. From the data analysis, it was revealed that 56.1% (25.2% plus 30.9%) of respondents were not satisfied with their personal growth with regard to their job descriptions at fast food outlets. Most respondents also noted that job execution is not made challenging by their supervisors. Three interviewees maintained that training workers will help them to improve their general performances and also motivate them to work harder and better.

### **5.4.3 Reduced workload**

It was deduced from the interviews with staff members that there is work stress in the fast food industry, and too much pressure and heavy workloads. It is clear that employees' workloads should be reduced to prevent low employee motivation and to improve the work life of employees. Results from the interviews showed that employees do not have flexible work time and working hours were too long, hence they do not have enough time to spend with their families. Moreover, the pay is little, compared to the work that they do. It is important to know that workers are eligible for flexible time and less hours of work, which would allow them to have time with their families and their personal life.

### **5.4.4 Incentive programmes**

The study has revealed that workers were not properly remunerated. Moreover, bonuses and fringe benefits were not given to them. Employees stated that they were not recognized for good performances.

Results from Table 4.15 revealed that 63.4% (30.9% plus 32.5%) of respondents disagreed that they had a bonus plan in their organisation. Table 4.19 also noted that 69.1% (32.5% plus 36.6%) of respondents reported that there is no health plan for employees. Increasing workers' pay, introducing a benefit plan and recognizing employees' performance, should be important aspects of improving employees' standard of living and work life.

### **5.4.5 Retention strategy**

It was derived from the interviews with store managers that there is a high staff turnover and absenteeism at fast food outlets, which participated in the survey. An interviewee mentioned that some workers that were absent complained of low motivation. Another interviewee maintained that some staff members who resigned did so because they had not received what they had expected from the company. A

store manager also said that some workers who left the organization complained of job dissatisfaction and a lack of transportation to work. The researcher was not able to obtain data from employees who had resigned.

Findings from the data analysis disclosed that the quality of supervision at fast food outlets were not satisfactory. Additionally, the workers' salary is not competitive. Moreover, they are not involved in the decision making of the outlet and are also not recognized for good performances. Most interviewees noted that their jobs are too stressful and that their workloads are too big, hence they do not have personal fulfilment in their jobs. Results from Table 4.37 disclosed that 86.2% of respondents agreed that they experienced stress related to their work.

It is necessary to note that a reduced workload and recognition of employees' performance and contribution would keep them in the industry. More than that, promotion of staff members and flexible time of work will attract talented candidates, which will boost the profile of staff members.

### **5.5 Other issues that cause low employee motivation levels in the fast food industry**

It can be deduced from the interviews that management does not focus on how to motivate their employees on a regular basis. As reported by the managers, management normally meets to discuss issues that pertain to the organisation, but not about the issue of employee motivation. As mentioned earlier, some supervisors were found to be rude and unfriendly towards their workers. Workers complained of being insulted and abused by their managers, which have caused some workers to abstain from work, while some leave the industry for a better position elsewhere. Some store managers reported during the interviews that workers complained of job dissatisfaction and a lack of transportation to and from work. Moreover, supervisors do not give them feedback after their hard work, which has contributed to workers'

low motivation. Moreover, their work is routinised and void of vertical or horizontal job rotation, which affects variety in their job content.

The study has revealed that fast food workers are not well rewarded or recognized for good performances. Some ex-staff members stated that they did not receive any reward when they resigned. However, they were replaced immediately and the managers showed no remorse about their leaving. Furthermore, some ex-staff members maintained that they were not motivated in the fast food industry because there was nothing to motivate them. They also noted that work in the fast food industry was too much for the little pay packages and no transportation that was provided for employees. Therefore, they cannot be motivated to work in such organizations. Findings from Table 4.36 showed that a majority of fast food employees only work within one, two or three departments, while few worked in four and five departments.

### **5.6 Significance of the research results**

This research has assessed the causes of low employee motivation in the fast food industry in Cape Town. It has highlighted and explicated some causes of low employee motivation in the fast food industry. Poor pay, poor working conditions, unchallenging work, poor supervision, to mention a few, are major causes of low employee motivation in the fast food industry. Insufficient training and development was also identified as a problem in the organization. It is important to note that an increase in the number of times that training and development is offered to fast food workers will improve their work performance and state of motivation. It has also been mentioned that there is no transportation for those who work late shifts. This can be dangerous as it can expose workers to danger. High employee turnover and absenteeism is also a big concern in this industry, since some outlets have experience high employee turnover and absenteeism. For the fast food industry to reduce low employee motivation and attract talented candidates, it is imperative that management should harness all incentives towards employee motivation.

## 5.7 Summary

Summarily, the results have identified that job execution of fast food workers is not made challenging by their supervisors. Employees have been observed to remain within one or two departments of their organisation for a long period without managers transferring them to other departments. This is a result of the routinised nature of work that they do. In addition, fast food workers are not given freedom to participate in the decision making of the organization. In the absence of the above mentioned, there is every tendency that employees will not be motivated to perform at their best.

Moreover, working conditions and the environment for fast food workers are not encouraging. It has been observed that employees do not receive feedback from their supervisors and no one give feedback to workers for their hard work. In addition, the physical environment is not satisfying. The pay rate of workers is low within the minimum level of pay, which has resulted in job dissatisfaction and low motivation for fast food workers. Furthermore, training and development is not often given to fast food employees. It is possible that employees will not perform well and hence the organisation will not be able to achieve their goals. In other words, there is no training and development period, which is set aside for the organisation to train their workers. When employees are not trained they are not comfortable with their work, and this can have a detrimental effect on motivation because they do not understand their job clearly. It is important to note that the success of the fast food industry depends on their workforce. Hence, workers cannot be motivated to work if they do not have favourable working conditions and sufficient training and development programmes that enable them to acquire requisite skills. It can be said that unsafe working conditions, without training and development and without respect and a dignifying approach, contribute to reasons why fast food employees are not well motivated. Therefore, there is a need to proffer mechanisms, which will help to mitigate current low motivation levels at fast food outlets in Cape Town. This will become the focal point of the next chapter, which deals with Recommendations and Conclusions.

## **Chapter 6**

### **Recommendations and Conclusions**

#### **6.1 Introduction**

For any organisation (including the fast food industry) to compete effectively within a global context, it should rationalize possible ways of maintaining a motivated workforce. This can be achieved by introducing good management standards that will encourage staff members to contribute towards the organisation's success. Outlets within the industry should train and develop their workers to improve their skills in order to retain them. More than that, workers' job characteristics should be improved and made challenging to allow employees more confidence. They should be given freedom to participate in the decision making of the company and recognized for good performance. As mentioned earlier in the problem statement, most fast food workers are exploited and not properly remunerated. This is evidenced from the fact that most workers have financial problems. Therefore, the management should innovate new ways of remunerating their workers in order to minimise levels of labour exploitation. Low employee motivation leads to absenteeism and high labour turnover. This study has explored causes of low motivation amongst employees within the fast food industry in Cape Town.

It is clear from the analysis that there was less training of staff in most fast food outlets. It was also acknowledged that workers' benefits are less than their contributions. For instance, economic factors such as pay, job security and promotions are imperative for workers. Additionally, job characteristics of workers are not challenging, which was reflected in too much pressure and stress for employees. Training and development should certainly become part of the culture of most fast food outlets and employees' benefits, including other economic issues, should be emphasised. Employee promotions should be rapid and regular in order to motivate and retain employees. Therefore, a policy that promotes motivation in the workplace should be introduced at fast food outlets in order to improve workers' job performance.

It has also been observed that managements at fast food outlets do not stimulate good working conditions and environments for their workers. Good working mechanisms such as flexible time shifts, good supervision, personal growth and sufficient overtime salaries, can hardly be associated with most fast food outlets. Some workers in the course of the interview stated that they do not have a place where they can sit or relax during breaks. Some of them claimed that their staffrooms are not well maintained. The workers also remarked that they were heavily engaged at work and do not have time to attend to most of their personal issues. Additionally, there were less staff development plans to help ratify these problems, which confront workers in the workplace. Thus, workers frequently resign from fast food outlets and move to better job opportunities with better salaries and challenging work. Employees within the industry were scantily recognized for good performance. Supervisors do not often provide feedback, which has negatively impacted on personal growth within these organizations. These organisational problems have resulted in inequalities and divisions amongst workers at fast food outlets. According to the problem statement, most fast food employees are not well motivated in their workplace, which triggered the research questions, namely:

- Are job characteristics in South Africa's fast food industry challenging in terms of content?
- Is there adequate and constant training and development of workers in South Africa's fast food industry?
- Are fast food workers well remunerated?
- Are fast food workers exploited?

The findings of this study, as shown in chapter five, have done a lot to answer the above research questions and to provide an opportunity to resolve these problems. In fact, employee motivation and job satisfaction can be achieved through a good reward system and an effective working environment. It should be emphasised once again that poor worker motivation equals a high labour turnover. Therefore, employees should be allowed to participate in sharing the dividends of the business' success through profit sharing once certain goals of the organisation are reached. This will

enable them to share a sense of belonging with the organisation. In addition, an interesting and challenging job should be provided with greater variety and flexibility. Managers should not abuse their given authority to manage human resources within the organisation, while training and development should emphasise multi-skilling of workers. More importantly, the interaction of learning activities during training and development could help to generate a learning organisation and a co-operative workforce.

## **6.2. Recommendations**

Improving the level of employee motivation in the fast food industry demands that workers should be allowed to participate in various aspects of the industry's decision making. They should be empowered and given some degree of autonomy to carry out their functions in the field of production. Workers are happy when consulted during decision making. Good working conditions in which there is a harmonious work relationship amongst employees should be encouraged. This will encourage workers to remain in their jobs without looking elsewhere. Hence, it is incumbent on the management of fast food outlets to motivate their workers to have a positive outlook towards their profession/job. The feelings, reasoning and perceptions of workers should not be ignored, as these might impact on the level of motivation and performance outcomes. Moreover, training and development should be offered so that workers can remain up-to-date with current skills in their jobs. Almost in close relation to what has been mentioned above, the present author has drafted some reasonable, but not exclusive, recommendations that could help to elevate levels of motivation at fast food outlets in Cape Town. These recommendations are outlined below.

### **1. Workers should be allowed to participate in the profit sharing of the organisation**

Managements at fast food outlets should award a percentage of the organization's profit to their workers through a financial incentive-based compensation method.

They should share the company's pre-tax profits with employees depending on their basic salary. They should also define rules that guide this program to all participants and proper communication should be maintained to enable workers to be aware of implications and thus understand the expectations. They should set objectives that are challenging and attainable for employees. This will enable employees to track their performances in order to measure the overall success of the organisation. They should give suitable rewards to their employees in the form of monetary or non-monetary rewards. Moreover, managements at fast food outlets should offer monetary rewards to their workers in the form of cash. Non-monetary rewards should also be offered to workers by sending them for training, giving them a health savings account or recognizing them with certificates or T-shirts, and stickers with the company's logo. Such incentives should increase the motivation of their staff and enhance their commitment to the organization.

## **2. Quality of work life of fast food employees should be improved**

The quality of employees' work-life should be improved to increase employee motivation. This research has shown that most fast food employees experience an abusive working relationship, poor working conditions, low wages, long working hours, and less participation in the organisation's decision making; this has led to low motivation. It will be valued if managements at fast food outlets can monitor the quality of employees' work life in order to address problems that confront workers. These problems might be reduced by displaying confidence in the abilities of their employees and treating them with respect. Managements at fast food outlets should introduce different ways to improve employees' quality of work life including providing a relaxed dress code, exercise facilities to reduce stress, having open communication with workers, introducing mentoring programs, and fostering a better relationship among workers. Flexitime or flexible work hours should be offered to fast food employees. However, there should be a specified time for them, but they should not be mandated on the start and end time. Again flexible work schedules should be provided such as working for 5 days a week. Flexible work time and a flexible work schedule should help to reduce employee stress and illness, and create a comfortable work environment for employees, while finally improve employee

motivation. Another way in which the management at fast food outlets can improve the quality of work life for employees is by being aware of their workloads and job demands. They should improve employee training, communication, reward systems, co-worker relationships, and their work environment. Employees should be given responsibilities and authority to make decisions, while feedback should be provided on time, and they should be rewarded for a job well done. Opportunities for professional growth should be provided as this will help to retain employees. It is essential to note that redesigning employees' jobs, increasing their job autonomy, and providing learning and training opportunities will improve employees' quality of work life and their level of motivation.

Furthermore, workers' daily routine should be checked to reduce long working hours and their job should be made interesting and challenging. This could be done by introducing new ways of operating fortnightly and making workers work in different departments of the outlet to reduce monotony. Hence, it is important for managers to introduce recreation activities for their workers by taking them out or organizing seminars and team-building exercises. They should offer their workers good wages, proper health insurance packages, and better retirement plans and other benefits, which will motivate workers increasingly.

### **3. A harmonious working environment should be promoted for fast food employees**

It is the responsibility of managers to foster a harmonious working environment for workers. They should learn to trust their employees and establish a strong relationship with them. Lines of communication should be open, clear and comprehensive. Fast food managers should strive to build a motivated workforce and create a co-operative work atmosphere by initiating a positive, respectful and co-operative work environment for their workers. Any dispute between employees should be resolved by the manager as soon as possible through mediation. Managers should trust their employees and make sure that they are promoted when it is time for that. They should always provide feedback on their workers' performance. Soliciting for the opinion of

workers will make them feel involved and valued, which will also promote a harmonious working relationship in the organisation. Employees prefer to be treated equally without favouritism. Therefore, treating them equally will go a long way towards improving harmony and levels of motivation at work. Fast food managers should learn to lead by example and ensure that double standards are not created at work. They should always respect their employees and treat them fairly. Management should not make decisions that will negatively impact on their employees' status at work. Poor performers should be corrected in private, and not in public.

It was also noted that some fast food workers experience some psychological problems because of the poor working conditions in their workplace such as stress, bad moods, low morale and anxiety disorders. It is important for the management of the fast food outlets to look into the causes of these problems, and perhaps appoint someone to whom workers can speak to when facing any psychological problem, as this will give workers some level of job satisfaction and motivation. The managers should be encouraged to have a friendly attitude towards their workers and to show concern when they approach them with their problems. Furthermore, management should also allow workers to have informal groups within the organization, as well as belong to a workers' union. This will motivate workers to work as a group productively, effectively and satisfactorily. Job content of employees should be challenging to make it interesting so that they can enjoy job satisfaction and be further motivated. Furthermore, workers should be allowed to join a union as this will enable the leaders of the union to bargain properly on behalf of their members in areas of minimum wages, health and safety measures, working conditions, and so on. In fact, the union will help to resolve both external and internal issues, which concern workers. Moreover, various sections in the Labour Relations Act should be observed by managers of fast food outlets to reduce unfair practices. In addition to a worker's union, there is a need for managements of fast food outlets to adhere to labour standards as this will help workers to be free of unfair labour practices such as forced labour and discrimination. This will also ensure that no employee is enslaved or discriminated against owing to their gender, religion or race, but it will create a favourable working environment, which will help to boost levels of employee motivation.

The manner in which a job is designed affects motivation levels of workers either positively or negatively. Fast food work is routinised, providing little opportunity for workers to develop their career, which makes their job less interesting. Introducing job enrichment methods in these organizations will help to redesign their job to be more rewarding and challenging. The managements of fast food outlets should enrich the employees' job through the introduction of various skills that are needed to perform their job: *Task identity* - employees should be able to perceive how their job impacts the overall production of their service; and *Task significance* - their job should be made meaningful beyond their task level. Workers should be allowed to use their discretion in doing some work and feedback should be given to them by the end of each week. This will promote happiness in the workplace and enhance levels of motivation.

#### **4. Management practices at fast food outlets should be improved**

The fast food outlet's internal environment can be determined by managerial actions. This means that there is a need for the managements of fast food outlets to use their managerial activities, including fostering an open and trusting environment for their employees. Management practices and supervision at fast food outlets should be improved. The franchisees should look into the supervision of employees and make amendments where necessary. Managers should be advised to handle their employees with care and respect. Managers should be friendly and kind to their employees. They should be sincere and truthful to their workers as this will lead to higher levels of employee commitment and motivation. They should be open and have free communication with their workers to improve employee job performance and motivation. They should create an environment where employees will comfortably work with them, feel valued, respected and feel part of the organization. Furthermore, managers should not regard employees as people that should to be controlled, but should instead develop the strengths and abilities of each employee by allowing them to make suggestions in cases that concern them. They should endorse the efforts and growth of their workers instead of only pointing out their mistakes. In addition, managers should delegate responsibilities to their employees where necessary to allow

them to exhibit their talents. This will improve employee levels of motivation and create a favourable environment where managers will have the full co-operation of their workers.

**5. Fast food employees should be empowered and given some degree of autonomy in the execution of their job.**

It is evident that when employees are empowered, they tend to work harder and faster. They are found to be loyal to their employers and they also enjoy their jobs more. It is imperative to empower employees by making them feel that the company has a high regard for them, and that they are the reason for the organisation's success. Fast food workers should be empowered in different ways, namely they should be given opportunities to share their views in terms of making suggestions. Moreover, their suggestions should not be taken for granted, but should be used to solve problems in the organisation. The management should be able to communicate with their workers in a clear and understandable manner. Managers should be able to know the abilities of their employees and assign them tasks that will allow them to enjoy the freedom of doing their work. Fast food employees' skills should be developed through a coaching and feedback system. A good degree of autonomy should indeed be given to fast food workers. In other words, they should be permitted to give their opinions on how a particular job should be performed. Substantial freedom, independence, and discretion to schedule work and determine procedures that should be taken to do the job will increase levels of motivation for fast food employees. Greater autonomy will give workers a sense of accomplishment in the workplace, as they begin to take charge of directing their jobs. Contrary to popular belief, workers also enjoy taking responsibilities, especially when they are asked to stand in for their managers, in cases of absenteeism. This has an accelerator effect on motivating workers to hope that one day they may as well become managers/leaders in the organisation, and hence their levels of motivation will positively be affected.

## **6. Workers should be involved in the organisation's decision making**

It is important to involve both managers and employees in joint decision making on a regular basis. Employees should be empowered through decision making for the organisation, especially in areas in which they excel. There is a need for managers to mark out how much decision making authority will be assigned to employees to prevent competition. Workers should be empowered to compile schedules for their vacation because they may have a better idea of how it will work. Managers should consult employees before any decision is reached. This will help to prevent overlooking solutions that may appear obvious to front-line employees but unfamiliar to higher-level managers. This will also help managers to make decisions since they may not have enough information to make a quality decision without the employee's input. Moreover, managers should involve their employees in decision making in order to make an effective decision. Despite this, employees should be allowed to participate in planning their personal career paths as this will render a sense of ownership, and thereby increase their levels of motivation at work.

## **7. Introduction of a strategic method of training and development for fast food employees**

In order to develop the abilities of employees to satisfy their present and future needs, a strategic method of training and development should be introduced. This will ensure good execution of tasks and behavioural change on the part of workers. It enhances the skills and abilities of workers in job performances. However, there is a need for the managements at fast food outlets to initiate a formal, systematic and holistic method of training and development of their workers to improve the skills and abilities of their workers, and increase their motivation to work. The managements at fast food outlets should train their workers by using on-the-job training methods. Workers should be trained within their actual work environment as a real life situation, which will help employees to learn through experience, and hence be motivated to work. Managers should give workers jobs to do in different departments of the outlets, as this will allow workers to gain detailed experience of the job and be

able to work in different posts without someone helping them. The workers should be trained by inviting an experienced worker to give a verbal presentation of the job (coaching). Furthermore, employees should be given instructions or a list of steps, which they can follow to perform a given task (job instruction). In addition, new employees should be placed under the auspices of an experienced person (apprenticeship). This will result in high levels of motivation amongst workers.

#### **8. A good retention strategy should be introduced in fast food organisations**

Most fast food organizations find it difficult to attract and retain qualified candidates. This is owing to poor working conditions experienced by employees in their workplace. It is advisable for managements at fast food outlets to devise a good strategic method of attracting and retaining employees. Undertaking a good retention strategy will enable managements to measure employee retention effectiveness such as *fair compensation*. Fast food employers should offer a fair compensation package to their workers as this could lead to job satisfaction and motivation. Hence, managers should recognize and appreciate their workers by giving them bonuses and other monetary rewards. Fair pay and good benefits should be given to workers as this will increase levels of organisational loyalty, patriotism and corporate citizenship.

In addition, the *communication* system should be effective. Fast food managers should clearly define the job design and description for employees in order to enable them to know their roles, responsibilities and changes that take place in the organization. Moreover, the policies of the organization should be related to workers, as this will give them guidelines for rules and regulations within the organization. This will make workers to feel like true members of the organisation. Indeed, employees should be involved in most of the decision making of the organization, particularly if the decision affects them. This will progressively enhance their states of motivation. Furthermore, workers should also be exposed to various *growth opportunities*. Employees do not like to remain in a position for a long time, but aspire to climb the organisational 'ladder'. Hence, managers should assist employees in the realisation of their goals. Workers should be given higher responsibilities, which will make managers true leaders of their employees. Moreover, *flexibility*

should be inculcated into the organisation. Workers should be given flexible time that will allow them to balance their work and family life. Proper flexible time for workers will lead to motivation and boost the staff retention rate. In addition, employees should have time for recreational activities in order to minimise monotony in the workplace. Fast food managers should organise recreational activities for their workers such as parties, games and picnics. This will improve relationships amongst organisational members and will ultimately enhance levels of motivation.

### **9. Compensation structure of fast food outlets should be improved**

The managements at fast food outlets should scrutinize employees' compensation structure in order to improve the pay and rewarding system of employees. Employees' pay and benefits should be commensurate with their contributions. Compensation, which includes cash payments and other benefits, should be properly administered. Non-monetary rewards, which can be implemented in the form of health insurance plan, vacation, sick leave, retirement plan, and holiday and overtime pay should not be ignored if workers should remain motivated. Fast food employees should be rewarded for their efforts in the organisation's success. This will encourage them to give their best towards future organisational endeavours. Good pay and benefits will help to boost levels of motivation and staff retention. Managements at fast food outlets should implement fair compensation practices according to ordinances of International Labour Standard, which addresses issues relating to minimum wage and overtime pay. It emphasises that equal pay should be given to both the male and female workers irrespective of their race, colour or orientation. Managers should make sure that salary/wages that are paid to workers can accurately reflect the value of work done. They should review salaries paid to workers in other organizations with similar jobs and compare it to what their workers receive. Managers should be able to communicate clearly and thoroughly to their employee's compensation programs and policies as this will protect workers from unfair labour practices and also help to motivate and attract good workers.

## **10. Utilisation of employee promotion as a motivational tool at fast food outlets**

When promotion is not regular, the morale of workers is adversely affected and this has a negative impact on motivation. Little opportunity for upward mobility in career path leads to losing good and loyal workers. Management is, therefore, advised to regularly promote their staff. This will improve the morale of employees and increase their motivation levels. Furthermore, they should establish a performance appraisal method that could guide them to improve and administer promotion of their workers. The following are ways to guide the management towards improving promotion strategy. First and foremost, they should develop an internal or external written appraisal form, which is generally accepted, and use it to assess the employees' work performance. This will help the company with legal protection and also encourage workers to improve their performance levels. Different performance appraisal forms and measurements should be given to part-time workers and full-time workers to avoid unfair treatment.

Furthermore, management should figure out each employee's personal role and communicate it to them in order to monitor their performance. There is a need to incorporate collaborative efforts and teamwork to assess employees' performance. Moreover, measurement should be taken against the previous performance and followed by a written summary of the employee's work performance and promotion. This will enable managers to document employee job performance. Fast food managers should ensure that the appraisal form includes employees' rating and contributions to the organization. Hence, it is necessary for managers to properly communicate appraisal methods to employees to enable them to understand what it takes for them to receive promotion. Feedback should be regularly communicated to employees and amendments should be done before communicating them to employees. Following assessment, the performance of staff should be communicated to them verbally. This will enable workers to ask questions around areas of concern regarding the assessment. Managers should also develop better plans, which aim to improve performance and provide a basis for the next review for promotion. To have motivated workers requires that management should be able to promote their employees on a regular basis.

## **11. Workers should be recognised for their contributions towards organisational success**

Every employee wants to be recognized and appreciated for good performance. Fast food managers should always recognize and appreciate the efforts of their workers. Monetary reward is important, but recognition and appreciation is critical for industrial harmony. Therefore, managers may recognize their workers by announcing their good performance in staff meetings or by mentioning the good performers within the workplace. It is also best practice to send emails to all staff or publish staff members' contributions and achievements in the company's newsletter or notice board. This will motivate employees to do more for the organisation. Employees should be recognized by giving them time off. Many workers like to spend more time with their friends and families and will appreciate if they are given time off at least for a day in recognition of their good performance. They will come back to work feeling refreshed and grateful for the recognition.

Recognizing employees for good performance and contributions in the organization should enhance employee motivation. Fast food managers should also recognize their employees by providing monetary incentives. This will not only motivate the beneficiary, but will also motivate other workers to do their best. Additionally, they should recognize their employees by issuing a personal note to the worker for outstanding performance. Managers can organize team events for their employees such as a lunch, party or outing so that the team can enjoy themselves together, which builds team spirit, which ultimately increases levels of motivation amongst workers.

### **6.3 Conclusions**

In conclusion, fast food outlets specialize in the preparation of fast food such as 'take aways'. Despite the good quality of food, which is provided by these outlets, there are weaknesses in the way that they deal with their employees, which has adversely affected motivation levels in these organisations. Employee motivation is essential to

achieve business goals at fast food outlets in Cape Town and South Africa, in general. There is a saying that: “*A happy work force is equal to happy customers*”. Another saying state: ‘*Provide a great environment to work in and look after your staff the way you expect them to look after your customers*’. The aforementioned statements are exactly the mindset of the researcher who intends to reorient and postulate new ways of resolving the state of low motivation within fast food outlets in Cape Town.

As mentioned earlier in the problem statement, job characteristics in South Africa’s fast food industry are not challenging in terms of content, while there is also inadequate training and development of workers. It has also been noted that employees are not well remunerated, which amounts to workers being exploited. Based on these assumptions, the objectives of this study were to investigate causes of low employee motivation in fast food outlets in South Africa in order to identify factors that could improve levels of employee motivation in the fast food industry in South Africa. The main aim was to suggest strategies that could improve the quality of work life of fast food employees. To achieve the set objectives, different literature relating to the topic was examined, which led to insight, which enabled points to be raised on how these problems could be resolved. Ameliorating mechanisms such as good pay, good management practices, increasing training and development and so on, were thought to be the starting point of handling the low motivation problem at fast food outlets. This research has relied on both qualitative and quantitative research methods. Different sources of information were consulted, namely the Internet, successful university thesis, textbooks, journals article, and so on. This dissertation is demarcated into six Chapters.

Chapter 1 of this research dealt with the introduction and background of the study; statement of the research problem and sub-problems; research objectives; delineation of the research; significance of the study and a brief description of the methodology of the research.

Chapter 2 covered the literature review. The researcher reviewed literature in order to ascertain the perceptions of other authors as far as employee motivation at fast food outlets is concerned. Information was collected from different sources, namely

textbooks, current articles, the Internet, lecture notes, newspapers, fast food outlets' handbooks and so on. Major topics that were reviewed included the fast food industry and franchising, motivation of workers in the fast food industry, employee working conditions and environment, dysfunctional aspects of work life in fast food organisations, impact of low employee motivation on performance, labour turnover and employee retention strategies. These topics served as insight into the causes of low employee motivation in the fast food industry. The main aspect of this chapter, which related causes of low employee motivation, pointed to the fact that fast food workers are not too satisfied with their working conditions, pay and job content. These conditions have a great negative impact on the motivation levels of the employees and their job performances.

Research methods and design were discussed in Chapter 3, which include different methodologies that were employed. Qualitative and quantitative methods were found to be relevant for this research study. The mix of both and other methods amounts to triangulation, which enabled the researcher to obtain accurate and valid results. Semi-structured interview questions were distributed to the stores and senior managers, while closed-ended questionnaires were distributed to staff members. There are three paradigms in the qualitative research method, which were used for this research, namely positivism, critical theory and the interpretive approach. These methods enabled the researcher to understand the study at hand and also allowed for the use of other analysis to derive at validity.

Chapter 4 of the thesis dealt with data analysis. Data was collected by way of interviews and questionnaires. The SPSS format was used to analyze quantitative data by using tables, pie charts and bar charts to illustrate some of the percentage responses from the different questions. The qualitative data was analyzed by using content analysis. The data was analyzed by seeking the opinions of staff and their experiences to enable the researcher to obtain a clearer picture regarding the issue of employee motivation at the fast food outlets in order to ascertain responses from both the questionnaires and interviews.

Chapter 5 handled discussion of the results. This chapter connected all other chapters and also answered the research questions, which were posed in Chapter one. It is clear from this chapter that there is low employee motivation in most fast food outlets in Cape Town. However, this situation can be improved if certain steps are taken into consideration. From the data evidence showed that most fast food employees were not properly motivated at work. Moreover, the job content is not challenging, which is exacerbated by poor supervision and working conditions. In addition, a lack of training and development, and a lack of respect and dignity are amongst the factors, which affect employee motivation levels at fast food outlets.

The researcher made recommendations in Chapter 6, which were based on the findings of the research in order to enable the fast food industry to improve levels of motivation in their organisation. It should be said that the fast food industry can achieve their desired goals through postulated mechanisms (recommendation).

Employees will perform better if they are motivated in a positive direction.

Furthermore, the researcher believes that proper motivation programs should be initiated at the fast food outlets in order to enable them to gain insight into related matters of employee motivation. In future, a study should be conducted on work intensity and unpredictable working hour's practices in fast food outlets. Thorough studies should be conducted on labour turnover and absenteeism within fast food organisations. Finally, the fast food industry should take the recommendations of the current author into consideration because it will certainly help to improve levels of employee motivation and enhance staff performances and satisfaction. Ultimately, it will enable workers to develop a positive attitude towards their jobs at fast food outlets in Cape Town.

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## Appendix A: Questionnaire



Cape Peninsula  
University of Technology

Department: Business Administration. Cape Peninsula University of Technology,  
Cape Town.

Researcher: Nnenna Ukandu

Cell Phone Number: +27731830735

I am a student from the above mentioned institution and am currently completing a Masters Degree in Business Administration.

My research study concerns perceptions of the fast food industry regarding employee motivation in Cape Town. This company was selected randomly as part of a representative sample of the South African fast food industry. I would like to ask your views on a number of different subjects in the area of employee motivation. Your input will be treated strictly confidentially and at no time will your name be connected to your responses.

Participation in this questionnaire is voluntary and participants can withdraw at any time, in which case their data will be destroyed. Anonymity of participants is assured and information will be treated as confidential. Completion of the attached form will be considered to be your informed consent to participate in this project. The contents of this questionnaire must be kept absolutely anonymous.

### Research Questions for the crew/staff members

#### Section 1: Demographic data

Please insert a cross (x) in the appropriate block that you agree with as a suitable answer to the question posed.

1.1 What is your gender?

Male  Female

1.2 What is your age?

Under 20  20-29  30-39  40-49  50+

1.3 Which race group do you belong to?

White  Black  Coloured  Indian

1.4 What is your marital status?

Married  Single  Divorced

1.5 What is your level of education?

Primary  Secondary  Tertiary

1.6 Type of qualification obtained?

Academic  Professional  Both

1.7 Work experience in years at the fast food outlet?

Years

Months

1.8 Which of the following best describe your type of employment?

Casual employment  Part-time  Full-time employment

1.8.1 If you are part-time, are you a student?

Yes  No

1.9 If you are casual, are you a student?

Yes  No

## Section 2: Employee motivation

Please read each statement clearly before answering. Tick the appropriate box and provide only one response for each statement.

### Statements represent:

- 1- Strongly Agree
- 2- Agree
- 3- Disagree
- 4- Strongly Disagree

		Strongly Agree	Agree	Disagree	Strongly Disagree
	<b>Economic factors</b>				
2.1	I am satisfied with my pay rate	1	2	3	4
2.1.2	The pay for overtime is satisfying	1	2	3	4
2.1.3	Promotion for performance is granted to workers within two years	1	2	3	4
2.1.4	There is a bonus plan in my organization	1	2	3	4
2.1.5	I have job security	1	2	3	4
	<b>Benefits</b>				
2.2	Workers receive their sick leave normally	1	2	3	4
2.2.1	Sick leave is never given to workers	1	2	3	4
2.2.2	There is a health plan for employees	1	2	3	4
2.2.3	There are retirement benefits for employees	1	2	3	4
2.2.4	Employees are recognized for good performance	1	2	3	4

Please answer the following questions by indicating your level of satisfaction. Please tick the appropriate box in order of satisfaction, where the following applies:

- 1- Highly satisfying
- 2- Satisfying
- 3- Neutral
- 4- Not very satisfying
- 5- Not satisfying at all

		Highly satisfying	Satisfying	Neutral	Not very satisfying	Not satisfying at all
	<b>Working environment</b>					
2.3	How do you feel about supervision in your workplace?	1	2	3	4	5
2.3.1	What is your level of satisfaction about decision making in your workplace?	1	2	3	4	5
2.3.2	What is your level of satisfaction about the physical environment of your workplace?	1	2	3	4	5
2.3.3	The quality of the work environment in my workplace is?	1	2	3	4	5
2.3.4	Feedback received from supervisors in my workplace is?	1	2	3	4	5
2.3.5	The rate of my personal growth in my workplace is?	1	2	3	4	5
	<b>Working conditions</b>					
2.4	Flexible time plan in my workplace is?	1	2	3	4	5
2.4.1	The rate of communication among the workers is?	1	2	3	4	5
2.4.2	Overtime duty at my workplace is?	1	2	3	4	5

### Section 2b: Job characteristics

The following question is to assess job characteristics in the fast food industry.

2.5 My job is clear and understanding

a. Strongly Agree  b. Agree  c. Disagree  d. Strongly Disagree

2.5.1 Are work tasks defined and open to employee suggestions?

a. Yes  b. No

2.5.2 Which of the following describe the variety of tasks required in your position?

a. Too many  b. Enough  c. Not enough

2.5.3 Do employees have freedom to make input with regard to objectives and standards?

Yes  No

2.5.4 Is your job execution made challenging by your supervisors?

Yes  No

2.5.5 How many departments have you worked in within your organization since you began working there?

2.5.6 Do you normally experience stress in relation to your work?

Yes  No

2.5.7 What is the reason for the answer given in 2.5.6?

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### Section 3: Training and development

Only tick one answer for each question

3.1 Is empowerment by means of training and development freely available in your organization?

Yes  No

3.1.2. How many times per year do you receive training?

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3.1.3. Training and development programs have improved my job performance.

Yes  No

3.1.4. The organizational structure is *supportive of the training and development methods* in bringing about change in the desired company outcome/goal.

Strongly Disagree  Disagree  Strongly Agree  Agree

**Thank you for your time and patience in answering the questions. Your contribution is highly appreciated**

## Appendix B: Interview questions for store managers and franchisors



Cape Peninsula  
University of Technology

Name & Surname: \_\_\_\_\_ Date: \_\_\_\_\_

Job Title: \_\_\_\_\_ Contact details: \_\_\_\_\_

The purpose of this study is to assess perceptions of employers in the area of employee motivation. Employee motivation, when applied in the workplace, helps to stimulate the staff and retain talented staff members. Please answer the following questions.

4.1 Do you have a motivation policy in this organization?

Yes  No

4.1.2 When was it drafted?

\_\_\_\_\_

4.1.3 What was the purpose of drafting the motivation policy?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4.1.4 Were there any objectives set when drafting this policy?

If yes, why?

\_\_\_\_\_  
\_\_\_\_\_

If no, why?

\_\_\_\_\_  
\_\_\_\_\_

4.1.5 Have you experienced turnover for the past 6 months in your workplace?

If yes, why?

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If no, why?

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4.1.6 Have you experienced absenteeism for the past 6 months in your workplace?

If yes, why?

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If no, why?

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4.1.7 How is the work performance of your employees?

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**Thank you for your time and patience in answering the questions. Your contribution is highly appreciated.**

## Appendix C: Interview questions for senior managers, floor managers and supervisors



Cape Peninsula  
University of Technology

Name & Surname: \_\_\_\_\_ Date: \_\_\_\_\_

Job Title: \_\_\_\_\_ Contact details: \_\_\_\_\_

The aim of this study is to gather perceptions of employee motivation in the fast food industry.

5.1 Do you think that your employees are motivated enough in your workplace?

Yes  No

5.1.2 If yes, why?

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5.1.3 If no, why?

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5.1.4 How often do you meet with other senior colleagues to discuss employee motivation? \_\_\_\_\_

5.1.5 Is staff performance normally assessed? How often?

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5.1.6 What is your view about the performance of your staff?

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5.1.7 Do you think that employee motivation can improve the staff performance?

Yes  No

5.1.8 If yes, why?

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---

---

5.1.9 If no, why?

---

---

---

5.2 Do you have a friendly supervisory relationship with your staff?

Yes  No

5.2.1 If yes, why?

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---

5.2.2 If no, why?

---

---

How do you view the mood, emotions and morale of your employees? Please briefly explain

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**Thanks you for your time in answering the questions. Your effort is highly appreciated.**

## Appendix D: Interview questions for ex-staff members of the fast food industry



Cape Peninsula  
University of Technology

The aim of this section is to address reasons and to make recommendations on how to motivate fast food employees.

6.1 How long did you work in the fast food industry? \_\_\_\_\_

6.1.2 Were you motivated as an employee at the fast food outlet? If yes, explain and if no, explain.

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6.1.3 What was your reason for leaving the fast food industry?

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6.1.4 Did you receive any reward before leaving? If no, why?

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---

6.1.5 In your opinion, do you think that being motivated at your workplace would have made you stay longer?

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6.1.6 Were the working conditions comfortable? Yes  No

6.1.7 If yes, how?

---

---

6.1.8 If no, how?

---

---

6.1.9 What are your recommendations for employee motivation to ensure that desired results are achieved in the fast food industry?

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6.2 Would you recommend someone to apply for work in the fast food industry?

6.2.1 If yes, why?

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6.2.2 If no, why?

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**Thank you for your time in answering the questions. Your effort is highly valued.**

## Appendix E: Interview questions for fast food customers



Cape Peninsula  
University of Technology

The aim of this study is to gather perceptions of employee motivation in the fast food industry. The researcher would like to know your views regarding fast food staff performance.

7.1 How long have you been patronizing the fast food outlets?

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7.1.2 Which of the fast food outlets do you usually patronize?

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7.1.3 What is your feeling about worker-customer relationships at this fast food in outlet?

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7.1.4 What is your perception of the quality of food at this fast food outlet?

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7.1.5 Which area of this fast food outlet would you like to see improved?

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**Thank you for your time in answering the questions. Your effort is highly valued.**

## Appendix F: What is the reason for your answer given in 4.5.3.7?

### 4.5.3.8 What is the reason for your answer given in 4.5.3.7?

Table: 4.38

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	37	30.1	30.1	30.1
As a cashier there is always shortage of money from my till which leads to deduction from my salary	1	.8	.8	30.9
Because I love my job	1	.8	.8	31.7
Because of my employer	1	.8	.8	32.5
Because of my salary	1	.8	.8	33.3
Because sometimes customers make my work difficult	1	.8	.8	34.1
Because the people I work with are not co-operative and customers cause trouble	1	.8	.8	35.0
Because there are too many hours and a small wage	1	.8	.8	35.8
Break is not long enough	1	.8	.8	36.6
Because I always work at my best when I am at work	1	.8	.8	37.4
Combining work with my studies makes me sick	1	.8	.8	38.2
Customers who that don't understand what they want and are not open to suggestions	1	.8	.8	39.0
Customers cause trouble	1	.8	.8	39.8
Getting less money and more work	1	.8	.8	40.7
It is because there is discrimination	1	.8	.8	41.5
Because I work with people	1	.8	.8	42.3
I am a hard worker and am not overloaded at work	1	.8	.8	43.1
I do not feel free at work because of my employer	1	.8	.8	43.9
Less money more work	1	.8	.8	44.7
Less sleep	3	2.4	2.4	47.2
Long hours of work	2	1.6	1.6	48.8
Lots of work	1	.8	.8	49.6
Lots of work and little money	2	1.6	1.6	51.2
Money and too much pressure	1	.8	.8	52.0
Money is not enough	1	.8	.8	52.8
Management is strict with work and they want us to be punctual	1	.8	.8	53.7
Needs better pay	1	.8	.8	54.5
New challenges	1	.8	.8	55.3
No holiday	1	.8	.8	56.1
No money	1	.8	.8	56.9
No reason	1	.8	.8	57.7
No time to rest	1	.8	.8	58.5
Do not feel welcome at work because of employers	1	.8	.8	59.3
Overworked	5	4.1	4.1	63.4
Pay is not enough	1	.8	.8	64.2

Little money and too much over-time	1	.8	.8	65.0
Little money and too much pressure	1	.8	.8	65.9
Little money and too much work	1	.8	.8	66.7
Sometimes staff, but most of the time it is the customers	1	.8	.8	67.5
Sometimes staff, but most times it is customers	2	1.6	1.6	69.1
Sometimes customers, but most of the time it is staff	1	.8	.8	69.9
Sometimes it is the workload	1	.8	.8	70.7
Sometimes you serve rude customers who are stubborn	1	.8	.8	71.5
Staff and supervisors are lazy and playful	1	.8	.8	72.4
Colleagues do not co-operate and you feel that you are working alone	1	.8	.8	73.2
Customers frustrate me	1	.8	.8	74.0
Customers are rude	1	.8	.8	74.8
Customers stress me	1	.8	.8	75.6
Managers are too abusive	1	.8	.8	76.4
The reason	1	.8	.8	77.2
Staff's unfriendliness stress me	1	.8	.8	78.0
There is a lot of work and too little pay	1	.8	.8	78.9
There are no holidays	1	.8	.8	79.7
Till shortages	2	1.6	1.6	81.3
Time is too little	1	.8	.8	82.1
Too much over-time work	2	1.6	1.6	83.7
Too much pressure and little money	3	2.4	2.4	86.2
Too much work	2	1.6	1.6	87.8
Too much work	5	4.1	4.1	91.9
Too much work for less money, there is no money for over-time	1	.8	.8	92.7
Heavy workload	2	1.6	1.6	94.3
We don't have a say in decision making; management makes all the decisions for us	1	.8	.8	95.1
When I receive unexpected salary	1	.8	.8	95.9
When there is a lack of communication between myself and other employees	1	.8	.8	96.7
When time is limited or something goes wrong in the workplace	1	.8	.8	97.6
Work overload	3	2.4	2.4	100.0
Total	123	100.0	100.0	

(n= 123)

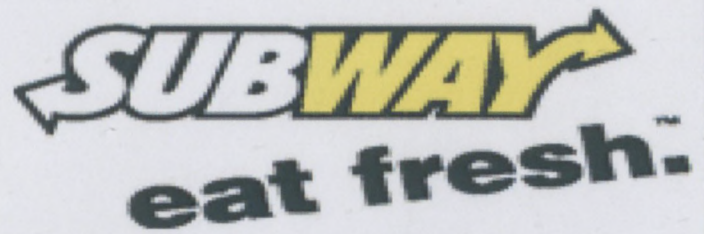
*Appendix G: Various types of fast food*







Appendix H: Different Fast Food Logos





Source: {Online} Available

<http://blog.diets2try.com/wp-content/uploads/2009/05/list-of-fast-food-restaurants.jpg>

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