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Motivation and its impact on employee performance at Tiger Brands

Applied Research Project Proposal

submitted by

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Abstract

The level of motivation and commitment shown by employees is one of the most crucial factors determining the success of an organisation, and companies should make it a priority to foster an environment in which employees are highly motivated. The motivation of employees at Tiger Brands' Beverages business unit was the primary focus of the study, as was the impact that motivation has upon these employees' performances. In the highly competitive environment of the Fast-Moving Consumer Goods (FMCG), businesses need to look beyond the traditional methods they have traditionally employed and develop new ways of working that will make them more competitive within their respective industries. According to the findings of other studies, there is a connection between the levels of motivation and the factors that motivate workers in terms of their performance. As a result, it is essential to improve motivation to have a positive impact on the performance of employees, which will have an impact on the performance of the organisation. The study was conducted on twenty-five participants using a qualitative research methodology. It made use of team interviews with the eight unionised operators from the production side, as well as seventeen individual interviews with the supervisors, middle management, and participants from the Centre of Excellence (CoE). To gather information from the target population, which consisted of twenty-five individuals, interview questions with a predetermined structure were developed.

According to the findings, leadership is an essential component of the motivational experience for workers. The findings also indicated that leadership management and the development of people will be a key driver in improving the employees' levels of motivation. Even the lowest level of the organisation, which consists of the operators and is currently excluded from the incentive programme, will need to be included in the implementation of an improved incentive programme. Clear strategies for world-class manufacturing (WCM) need to be implemented to create an environment that is conducive to learning. The plant also needs to be given clear plans and templates, all in accordance with the appropriate change management systems. According to the findings of the study, motivation would translate into higher levels of commitment,

which are necessary to improve workplace culture. In addition, the conclusion offered some suggestions for further areas of research.

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Definition of terms

The list of definitions and key words which will be mentioned within the study are the following:

CoE	Centre of Excellence (Head office team which supports all Operations teams linked to the structured frame works)
EI/EQ	Emotional intelligence, the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict.
FMCG	Fast moving consumable goods refers to products that are highly in-demand, sold quickly, and affordable.
Kaizen	Japanese business philosophy of continuous improvement of working practices, personal efficiency
POPI Act	Sets out the minimum standards regarding accessing and 'processing' of any personal information belonging to another person
MECP	Manufacturing Excellence Customs and Practices is a collection of concepts, which set standard for production and manufacturing for an organisation to follow to remain ahead of its competition

1. Introduction

The motivation and commitment of employees are pivotal and the anchor to the success of an organisation, and organisations should strive to have a culture of highly motivated employees. This study will focus on exploring the role of motivation and its influence on the employee's performances at Tiger Brands in the Fast-Moving Consumer Goods (FMCG) industry. It is evident from several studies, that successful organisations that have a competitive advantage use all their resources optimally to drive a common vision. The resources include, but are not limited to information, human, physical and financial resources. The human resource function and leadership are pivotal factors to increase the productivity of employees. Managers that acknowledge and leverage from motivated employees in their area, are then capable of strengthening the business's revenue and growth. This in turn creates a culture where there is enthusiasm amongst the employees enabling them to execute tasks to the best of their abilities and deliver a significant contribution to the organisation. Employee performance directly impacts organisational performance. In a competitive environment like that of the FMCG industry, businesses require to go beyond traditional methods of remaining competitive. To improve organisational performance, organisations have turned their focus to the performance of their employees in recent years. Studies have also found that there is a correlation between levels of motivation, or motivational factors and employee performance. It is therefore important to enhance motivation to have a positive impact on employee performance as it will impact organisational performance. Motivation is widely considered one of the most essential determinants of successful employment. (Lee & Kusumah, 2019)

1.1. Background to research problem

Tiger Brands has a vibrant heritage and has been in the lives of South Africans for many decades, with renowned brands that have been passed from generation to generation. The organisation prides itself with an extensive portfolio of proudly South African brands that are consumer-focused because the organisation has managed to understand the needs and wants of consumers in the country. The company's main value is termed very simply as "Our purpose is simple - to nourish and nurture more lives every day." (*Aboutus @ Www.Tigerbrands.Com*, 2021)

From all the operations of Tiger Brands across South Africa it is expected that the employees should have the necessary experience, skills, and abilities to perform their duties with absolute efficiency coupled with ensuring that employees are professionally trained and well-motivated to offer excellent customer service and outstanding operational throughput. However, several factors are overlooked by management across the various sites and operations which can ensure that employees are motivated to achieve maximum results. These include creating conducive working environments, appropriate rewards systems, and employee engagement to make them understand the objectives of the organisation and achieve the organisation's set goals. A significant number of operations sites in South Africa, have been exposed to several challenges, some of the key ones identified include, lack of workforce training, poor operational efficiencies, lack of in-depth operational and technical knowledge, failed world class manufacturing systems implemented in operations to name a few, which in turn obstruct the running of the organisation in an efficient and effective manner.

As suggested by Abner, Ishaku Prince Dagogo & Amina (2019), the motivation of workers and their effective integration into the operational and business operations of an organisation is, and will continue to be, an essential competitive tool in today's highly competitive business market.

1.2. Rationale

Tiger Brands as an organisation provides various products as per their portfolio to the South African market, but there are many inefficiencies that are inherent in various operations across the country. These issues stem from things such as:

i. Lack of leadership or inconsistent leadership style
ii. Poor and inconsistent communications between various departments
iii. Outdated technology for production facilities
iv. Incorrect levels of skill and qualifications at various levels of the organisation
v. Poor Overall Equipment Effectiveness (OEE)
vi. Inconsistent quality to customers
vii. Lack of the correct interlinked systems in the organisation to track various processes
viii. Lack of clear accountabilities for various areas and individuals

1.3. Delimitations of the study

According to Tudor & Petre (2021) the concept of motivation has two parts associated to it. One of a managerial meaning and the other covering psychological element. The interpretation of the Maslow's hierarchy of needs will form part of the bases of the argument on the element of motivation linked with performance within the Tiger Brands organisation. Based on the work of others, the research compiled is an intensive activity that generates ideas for new inquiries and answers from a defined collection of sub questions linked to the main question using a thematic analysis approach to arrive at solutions.

1.4. Research questions

The main research question being considered in this study concerns an in-depth analysis of the correlation between performance and motivation among employees of Tiger Brands. Sub questions listed below are posed to support links between the two (performance and motivation) and assist to determine the tools, probabilities, and

solutions needed to unlock the potential of motivation and performance in Tiger Brands.

i. Can Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

ii. Can the team in dialoguing sessions improve the motivation and performance in the organisation?

iii. Can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

iv. Can structured monetary incentive schemes improve motivation and improve performance?

v. Can the adoption of Shop floor management (SFM) or World class manufacturing (WCM) strategies improve motivation and its impact on employee performance?

1.5. Rationale

To outline a set of recommendations which can drive motivation and raise employee performance in Tiger Brands in a sustainable manner.

1.6. Delimitations of the study

This will be to identify management solutions that can be employed to create an environment where employees feel motivated to perform at higher levels of productivity on a consistent basis using the correct tools to engage and grow employees within the organisation.

1.7. Format of the study

The study will be a qualitative study which will focus on the following propositions using open questionnaires, interview schedule surveys given to four different tiers of employees within the organisation:

i. Operators
ii. Line Supervisors,
iii. Middle management
iv. Centre of Excellence (CoE) head office support

1.8. Assumptions

This study's acquired data will be qualitative and unstructured. It is intended to undertake a series of in-depth interviews with individuals involved in the four tiers of the organisational structure.

The dependability and value of the information gathered through in-depth interviews depends on the participants' candour and willingness to share their knowledge. It is crucial, therefore, to interact with participants in a manner that is pleasant, non-confrontational, and puts responders at ease. People may also be uninterested in the topic and unwilling to participate. However, this technique of data gathering enables individuals to share information they may not have had the chance to express previously, as the framework of the interview process provides a forum for individuals to engage with ideas.

1.9. Chapter outline

The overview of the chapter is to highlight the Tiger Brands industry in relation with performance and motivation. The external known factors of motivation are highlighted with support from literature referenced. The level of motivation an operator possesses can have a major impact on their level of performance. When operators are motivated,

they have a greater likelihood of being engaged, focused, and committed to the activities they are performing. Operators that are motivated to take pleasure in their work typically exhibit higher levels of attention to detail, higher levels of productivity, and fewer instances of error. Factors such as job satisfaction, recognition, well-defined goals, opportunities for training, and a supportive work environment can all play a role in the generation of motivation.

Motivated supervisors are vital for creating a magnificent work atmosphere and driving performance among their teams. Motivated supervisors are essential for generating a positive work environment and driving performance. When managers have the drive to get things done, they are in a better position to motivate their colleagues and provide effective support. Supervisors who are motivated exhibit good leadership abilities, offer clear instructions and direction, and provide constructive comments to their subordinates. They build an environment of trust, accountability, and open communication, all of which contribute to an increase in both overall performance and the effectiveness of the team.

Motivated middle managers play a crucial role in converting organisational goals and strategies into executable plans for their individual departments. These managers have a direct impact on the success of the organisation. At this level, motivation is necessary to successfully coordinate activities, make decisions, and distribute resources. Middle managers that are motivated take initiative, proactively recognise and manage obstacles, and inspire their people to reach their goals. Middle managers who are not motivated will not be as successful. They cultivate an environment that is open to innovative ideas, strives for constant advancement, and values teamwork, which in turn drives success across all departments.

The level of motivation present among senior management is critical to the process of establishing the mission, the path forward, and the culture of the entire organisation. Senior managers who are motivated may instil confidence throughout the

organisation, provide strategic advice, and drive performance by ensuring that everyone is working towards the same goals and objectives. Senior managers who are motivated display great leadership skills, effective communication abilities, and a commitment to the growth and empowerment of their staff members. They foster a constructive organisational culture, encourage a feeling of purpose, and make certain that adequate resources and support are made available for goals to be attained.

The next area to unravel the theories is with the types of leadership style driven by EI, then it addresses the different functional tools that are currently present to enhance the correlation between performance and motivation in the form of World class manufacturing (WCM), Shop floor management (SFM) and Total quality management (TQM). Attached to these tools are then the monetary links in the form of performance appraisal and incentives attached to assist with performance and motivation.

2. Chapter 2. Literature Review

2.1. Introduction

This section of the study elaborates on the problem identified in the prior section. The chapter examines both theoretical and empirical literature to verify the problem. Accordingly, most of the research on performance and motivation are reviewed.

2.2. Definition of topic or background discussion

Employees are most dissatisfied with the level of rewards they receive from their current employers. The “One-size-fits-all” reward systems are no longer effective, according to some. Many African graduates are fleeing to industrialised countries, making it difficult for businesses in Africa to obtain the qualified staff they require. In terms of age, it has been found that the needs change as employees get older, for example, those who are older value rewards such as flexible working conditions rather than cash compensation. Younger employees place more importance on promotion, growth in skills and interesting work, whereas older employees value job security and

sympathetic help with personal problems. According to Venter (2007) in order for organisations to effectively establish reward plans, they need to take into consideration the information that is available about their employees.

There are several theories which can drive motivation of employees beginning with the engagement of employees which can be enhanced by involving the direct supervisor and his or her team in dialoguing sessions. Engaged employees are seen to be more agile, motivated, and easily respond to change. Such people embrace challenging activities. Employee engagement in the form of team dialogue is regarded as an easy motivational tool for teams Geldenhuys (2015). The ability to motivate people to follow in one's footsteps is the spiritual foundation of leadership. Vince Lombardi. Burns (1978) defines leadership as an ongoing series of developing interrelationships in which leaders continuously stimulate motivational responses from followers, altering their behaviour wherever they meet resistance or receptivity.

The use of four different types of control (i.e. personnel, cultural, action, and results control) is associated with intrinsic and extrinsic motivation, and how these types of motivation are associated with performance (van der Kolk et al., 2019).

The need for continuous improvement of employee skills, both soft skills and hard skills, is unavoidable in the presence of rapid technological change. Communication skills (83%) and the ability to work within a team (74%) are among the top three qualities employers are currently looking for in new workers (Lee & Kusumah, 2019).

Individual personality is known to have a direct impact on job performance. Research shows that the 'Big Five' personality traits indirectly influence job performance through job crafting as a mediator. There are five factors subsumed with the Five Factor Model (FFM), namely, extraversion, agreeableness, conscientiousness, neuroticism, and openness. Extraverts are energised by social interactions and seen as friendly this is the indirect relationship between personality and performance according to Geldenhuys and Peral, (2006). Emotional intelligence, often known as EQ, is

becoming an increasingly popular topic of study as a potential indicator of an individual's level of productivity and performance. EI is positively related with self-efficacy, which is an important attribute of psychological capital (Marembo et al., 2015). Emotional intelligence is defined by (George J. M., 2000) as the ability to recognise and regulate one's own and other people's moods and emotions (social intelligence) The ability to recognise and understand people, discern distinctions in emotional reactions, and use this information to affect others through emotional regulation and control is referred to as EQ (Emotional intelligence) in (Prati, Douglas, Ferris, Ammeter, & Buckley, 2003). A person must be able to recognise, comprehend, use, and manage their emotions to have high emotional intelligence (EQ).

Life satisfaction, gross wage category, wage satisfaction, work contentment, and life satisfaction are all interconnected. People who are dissatisfied with their wages are less likely to be satisfied with their lives than those who are satisfied with their wages. It is improbable that a person's job satisfaction will increase just because he or she earns more money. (Coning et al., 2016). The lack of leadership and management skills results in the detachment between strategy and performance management the levers of motivation, via structural dimensions of organisation, to activate psychological presence which drives engagement. (Nienaber & Martins, 2020). Workplace environment, ability utilisation, creativity, teamwork, and autonomy are five variables that contribute to employee happiness. Working circumstances had the least effect on the performance of the company of the five variables examined. (Mafini et al., 2011).

Leadership style is a variety of behaviour pattern preferred by leaders in the process of directing and influencing workers. According to (Miller M., 2019), an effective leader can bring out the best in employees and cultivating an atmosphere in which everyone may perform to their utmost potential. Employees receive a boost in their ability to tap into their creative potential as a result. Additionally, it has the potential to be seen as a component of transformational leadership (Joshi, Lazarova, & Liao, 2009).

There is a positive influence on the motivation and work environment on employee's performance. This study proposes a model to improve employees 'performance. It can

open the way to improve employee readiness in facing industrial challenges. (Environment et al., 2020). Work conditions, as well as the evaluation and the objective assessment of performance measurement are the main factors that have an impact on employees' motivation. Targets should be set by organisations that focus on the present and future profitable valuation systems according to Ismajli (2015). Motivation is the perception of an individual that describe the intensity of his or her behaviour.

World Class organisations derive their core energy drive from their own successful solutions to problems, crises, and people - "a means to train people to" search for hidden problems, in a sense fault-finding in humans, determining if he or she understands the process correctly or how to respond in the event of a problem. However, these businesses also prioritise the speed of overall throughput from order collection to delivery, establishing new norms for delivery without a major reliance on inventory, mostly based on the comprehensive Japanese management system known as Kaizen.(Poor et al., 2016). Performance appraisal systems are used for different purposes which include Human resource decisions, evaluation and feedback (Ahmad, 2013). An SFM system is the degree of control that is applied at the shop floor level to increase the amount of commitment and involvement on the part of shop floor employees, to boost productivity. It is a procedure that makes things easier, enables an information flow in production from the ground up through the utilisation of key performance indicators, action plans, and frequent brief meetings. Implementing a daily SFC system is essential to achieving lean performance and is the key to success. A workplace that is well-organised provides a production environment that is both safe and efficient, which increases the morale of shop floor employees.(R. W. D. Zondo, 2020).

Quality management means managing relationships, for if something cannot be measured it cannot be managed. Success or failure depends to a considerable extent on how well these relationships work. Incentives lie at the heart of economic behaviour (Prinsloo et al., n.d.).

Even though a thirteenth check and annual pay increases were the most highly regarded benefits for employees at the organisation, employees were more driven by intrinsic than extrinsic rewards. Employees who are satisfied, engaged, and productive because of an efficient whole incentives system produce desired corporate performance and results. Employees said that intrinsic rewards were more motivating than extrinsic ones. (Manzoor et al., 2021) The least motivating rewards are seen to be sick leave benefits and company stock shares. (Smith, 2015).

Even though physical and financial motives are significant, morale motivation has a 30 percent greater impact on employee performance. Providing financial rewards isn't something that government agencies are really excited about, but providing moral incentives is. (Alwedyan, 2021)

Gainsharing is a remuneration scheme that incorporates employees in efforts to improve performance so that both management and employees share any advantages in the form of cost savings or high sales. It offers the potential to link greater performance such as OEE in a plant with increased compensation and is a means of building an environment that attracts motivated risk-takers and work teams. Low out-of-pocket costs result from the fact that any pay-outs accrued by employees are tied to future unit success and any realised gains are shared between employees and the corporation. Gainsharing programmes are instruments that capitalise on a concentrated organisational approach that combines employee participation and an incentive structure. If great production efficiencies are required during a peak period for example the incentives provided are superior to standard pay and are used over a brief period in a year. This then, inspires motivated employees to take a greater interest in their organisation and fosters a more cooperative and competitive attitude.(R. Zondo, 2018).

In today's competitive business environment, employee motivation and resourceful integration into the organisation's operational and business activities remain essential competitive tools. Customer satisfaction has a positive and statistically significant effect on organisational performance via employee satisfaction. (Prince, 2019) Motivating employees is the process of encouraging people to take deliberate action

toward a specific objective and guiding them through the process. Understanding the link between employee motivation and productivity is critical to an organisation's organisational culture and employee engagement. Each public and private organisation should have its own set of motivators and incentives to encourage its personnel to work harder and achieve greater levels of productivity.(Tudor & Petre, 2021)

Motivation and employee performance during pandemics and associated lockdowns. The decision-making of leaders surrounding technologies made available to staff/clients will not only impact team effectiveness in a remote work situation but also quite possibly determine the longevity of the organisation (Koekemoer et al., 2021) The work-family balance, and working circumstances would promote motivation and the retention of employees. (Chukwuemeka et al., 2019)

2.3. Research questions/Objective literature review

I. The relationship between the motivation and performance with the sub question of intrapersonal skills and interpersonal skills having a positive influence on work motivation. From the literature review research according to Geldenhuys and Peral (2006) argue that the 'Big Five' personality traits indirectly influence job performance through job crafting as a mediator and this will be further investigated within the research.

II. The relationship between the motivation and performance with the sub question of dialoguing sessions improve the motivation and performance in the organisation. Employee engagement in the form of team dialog is regarded as an easy motivational tool for teams Geldenhuys ,(2015).

III. The relationship between the motivation and performance with the sub question of EI of the Leaders and the employees impact the expected balance in motivation and performance. Geldenhuys and Peral, (2006) mentions that extraverts are energised by social interactions and seen as friendly this is the

indirect relationship between personality and performance EI is seen to be the driver for individual productivity and performance

IV. The relationship between the motivation and performance with the sub question of structured monetary incentive schemes improve motivation and improve performance. (Alwedyan, 2021) refers to the element of salaries being a motivating factor for performance. (Manzoor et al., 2021) confirms this further by arguing around the point of the salaries being more beneficial as an intrinsic rewards. (R. Zondo, 2018). Then closes the statements around the monetary element with the suggestion of gainsharing incentives.

V. The relationship between the motivation and performance with the sub question of the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance. (R. W. D. Zondo, 2020) Implementing of SFC or WCM systems is essential to achieving lean performance which breeds towards a well-organised workplace ensures safe and productive manufacturing environment, hence boosting the morale of shop floor employees.

2.4. Analytical framework

The analytical framework which can be incorporated as a tool to deliver the questions of the relationship between the motivation and performance is the use of the WCM tools and methodology to create the structure and framework for personnel within the operations of Tiger brands to deliver sustainable methods of engagement to enhance the motivation and performance expected through its employees on an ongoing basis.

2.5. Conclusion of Literature Review

In conclusion, the literature that was discussed before serves as a foundation for this empirical investigation on the relationship between the motivation and performance. Although several researchers have conducted experiments of a similar nature, the

analysis of the relationship between the five sub questions listed will determine the possibility of a tool which could be used as a guide for leaders in the Tiger Brands organisation.

3. Chapter 3. Research Methodology

The research was conducted using the qualitative research methodology. The proposal or study will be educating readers about the purpose of qualitative research, mentioning specific designs, and drawing from an ever-expanding pool of resources increasing the number of different types of data sources, implementing standardised procedures for the collection of data, and examining the obtained information through a series of steps of analysis, as well as discussion of several strategies for demonstrating the validity of the methodology (Creswell & Creswell, 2018).

3.1. Research Approach and Design

The overall study design will be based on interview sessions held with various participants to gain insights into how the relationship between motivation and performance within the Tiger Brands organisation is seen amongst the diverse groups of employees. The questions and the forms of data collection may change, and the Beverages Section of Tiger Brands will be the site of the study.

3.2. Population and Sample

The population sample group will cover the five core groups listed in Table 1 below covering a total sample size of twenty-five participants. The population group has been selected from the top three priority production units of the plant, taking into consideration the Operators, Line Supervisors and Middle management of the plant. The Centre of Excellence people are external to the plant and have a neutral view of the internal dynamics of the selected plant.

Table 1: Population and Sample group

Population and Sample group

	Population Group	Operators	Line Supervisors	Middle Management	Centre Of Excellence
Area	Line 3	Operator 1	Production Man 1	Logistics	Maintenance
		Operator 2	Production Man 2	HR	Maintenance
		Operator 3	Production Man 3	Finance	Packaging
	Line 10	Operator 1	Production Man 4	Quality	Planning
		Operator 2		Safety	Raw Materials
		Operator 3		Maintenance Eng.	
	Line 5	Operator 1		Process Eng.	
		Operator 2		MECP Manager	

3.3. Procedure for data collection

The data collection type will be of a nature of Observations, Interviews, and articles. The observations made by the researcher and the participants will be complete and private such that any unusual aspects can be noted during the engagements. Face to face and online engagements will be held with the participants mentioned in the population and sample group section to gather information. The use of historical data will be obtained from the participants being interviewed. The use of focus groups can be created for a particular question or questions. (Creswell & Creswell, 2018). The data will be collected from 1 August 2022 to 30 November 2022 (initial interview

questions, Appendix A1) with the participants listed which will all be recorded with a set of follow up interviews including a set of questions from the job satisfaction survey methodology.

3.4. Possible Limitations and Challenges of the study

According to Creswell & Creswell (2018) some of the limitations to this type of research methodology is that the researcher may be seen to be intrusive, confidential information could be observed which cannot be reported on and the research could possibly not have great attentive and observation skills when it come to the observation's component of data collection. The researcher's presence may create bias responses from the participants. Not all people are equally well articulate and perceptive when providing responses. Then lastly some information or documents could be of a sensitive nature and so cannot be shared with the public.

3.5. Quality Assurance

Validity is a strength of qualitative research and is focused on establishing whether the findings are accurate from the perspective of the researcher or the participant. There are eight primary strategies to ensure the validity of a researcher's research. Triangulate different data sources and use them to build a coherent justification for themes. The researcher's potential biases should be made clear before the study is conducted. When conveying the findings, use a description that is detailed and full. Research that is of high quality will include comments made by the researchers about the ways in which their backgrounds influence how they perceive the findings.

The other following elements will be used to ensure that the quality assurance of the work presented is of the correct standard: Peer debriefing and an external auditor in the form of a supervisor will be allocated as suggested by Creswell & Creswell (2018)

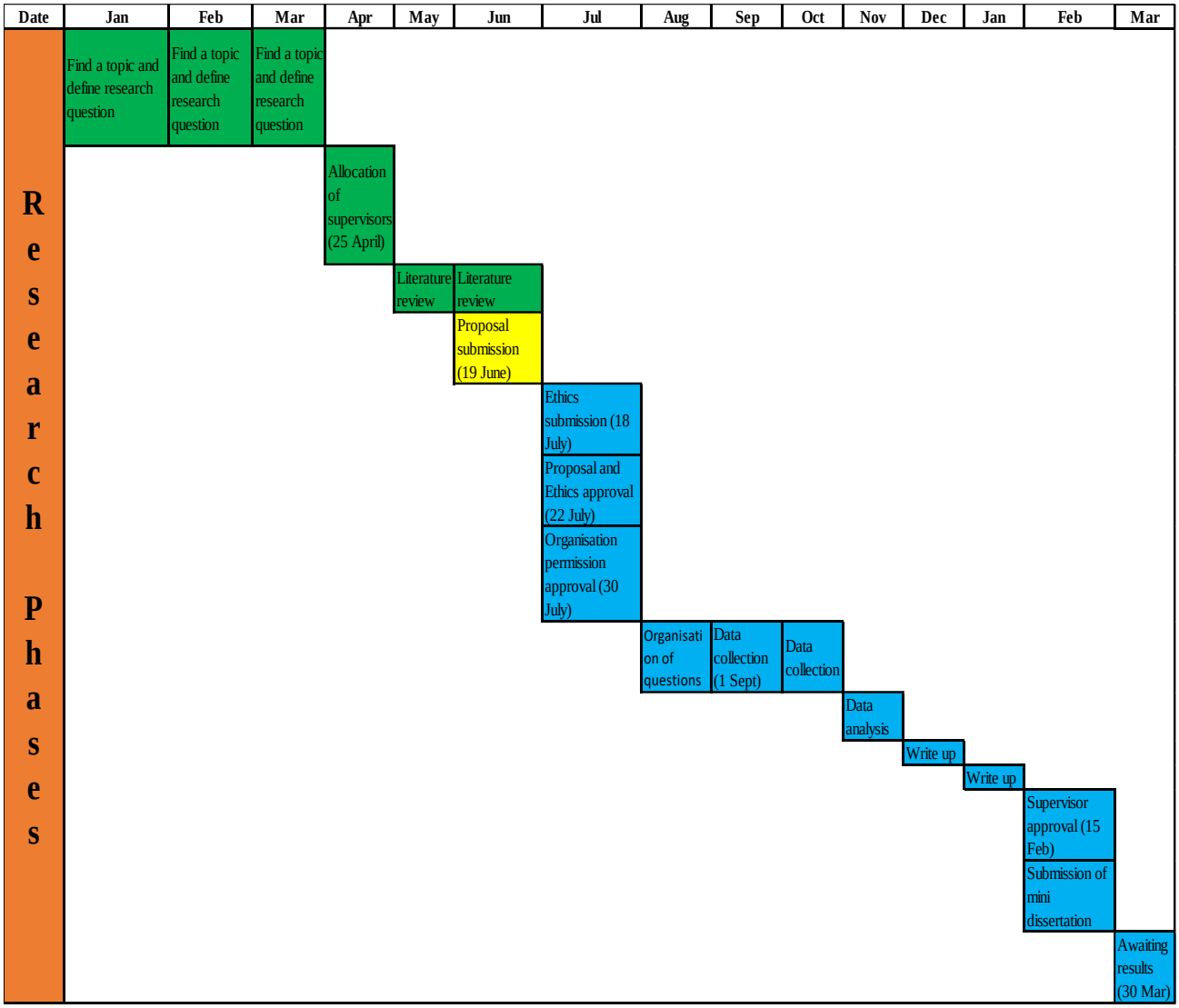
3.6. Ethical Considerations

The participants rights, needs, values, and desires will have to be respected by the Researcher such that the POPI act will have to be clearly followed. The following ethical considerations will have to be in place for each of the participants:

1. The research objectives will be defined verbally and in writing so that all participants may comprehend them.
2. Permission in writing to proceed with the study will be received from the participants. (Appendixes B1 B2)
3. A research exemption form will be filed with the Institutional Review Board.
4. Clear information with respect to the forms of data collection will be provided to the participants.
5. The transcripts generated from the process will be made available to the participants.
6. The rights and interests of the participants will be considered first when choices regarding the reporting the data is required.
7. The choice regarding confidentiality of a participant will rest with the participant.

3.7. Proposed Schedule and timelines

Table 2: Proposed Schedule and timelines


Date
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
Research Phases
Find a topic and define research question
Find a topic and define research question
Find a topic and define research question
Allocation of supervisors (25 April)
Literature review
Literature review
Proposal submission (19 June)
Ethics submission (18 July)
Proposal and Ethics approval (22 July)
Organisation permission approval (30 July)
Organisation of questions
Data collection (1 Sept)
Data collection
Data analysis
Write up
Write up
Supervisor approval (15 Feb)
Submission of mini dissertation
Awaiting results (30 Mar)
Legend
Complete
In-Progress
Planned

3.8. Table 3: Consistency matrix

The relationship between the motivation and performance						
#	**Sub-Problem**	**Literature Review**	**Questions**	**Source of Data**	**Type of data**	**Analysis**
i	Intrapersonal skills and interpersonal skills having a positive influence on work motivation.	(M. Geldenhuys & Peral, 2006) (D. J. Geldenhuys & Geldenhuys, 2015). (van der Kolk et al., 2019)	Research proposed Question set Appendix A1: Question (i) 1-5	Interview questions	Nominal	Thematic analysis
ii	Dialoguing sessions improve the motivation and performance in the organisation	(D. J. Geldenhuys & Geldenhuys, 2015) (van der Kolk et al., 2019)	Research proposed Question set Appendix A1: Question (ii) 1-5	Interview questions	Nominal	Thematic analysis
iii	EI of the Leaders and the employees impact the expected balance in	(M. Geldenhuys & Peral, 2006) (Marembo et al., 2015) (Coning et al.,	Research proposed Question set Appendix A1:	Interview questions	Nominal	Thematic analysis

	motivation and performance.	2016) (Nienaber & Martins, 2020) (Mafini et al., 2011) (Environment et al., 2020) (Ismajli et al., 2015)	Question (iii) 1-5			
iv	Structured monetary incentive schemes improve motivation and improve performance	(Alwedyan, 2021) (Manzoor et al., 2021) (R. Zondo, 2018) (Prince, 2019) (Tudor & Petre, 2021)	Research proposed Question set Appendix A1: Question (iv) 1-5	Interview questions	Nominal	Thematic analysis
v	The adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance	(R. W. D. Zondo, 2020) (Poor et al., 2016) (Ahmad, 2013) (Prinsloo et al., n.d.)	Research proposed Question set Appendix A1: Question (v) 1-8	Interview questions	Nominal	Thematic analysis

4. Chapter 4. Results, discussion, and interpretation of findings

4. Section A

4.1. Introduction

The purpose of this study was to investigate the role that motivation plays in the workplace and the effect that it has on employee performance at Tiger Brands in Gauteng, which is in South Africa. The study was also conducted with the intention of providing recommendations to senior management within the Tiger Brands organisation. These recommendations are intended to help senior management improve the levels of motivation among their employees, which in turn would improve their overall performance. An increase in the performance of employees may lead to an improvement in the performance of the organisation, which may result in higher levels of service, increased productivity, and increased profitability. This chapter presents the thematic insights that were derived from the questions that were asked regarding the five themes. The participants, the comments and the analysis of the material acquired via the interviews, and the debates which arose via theme analysis were all taken into consideration. The conversations that resulted from the collection of primary data were also associated with the literature review, which was included in chapter two of the report. The sections that follow provide answers to the questions on the purpose and the aims.

4.2. Presentation

This section provides an overview of the demographics, which together make up the profile of the twenty-five participants who were chosen for the study and who were working for Tiger Brands at the time the research was conducted. The participants' comments, which were then transcribed, came after the participants' demographic information section.

The transcription was first coded, and then subjected to theme analysis for further examination. The participants' verbatim responses were analysed for their ability to shed light on and provide support for the significant emergent themes that were uncovered by the thematic analysis. This was analysed, and the supporting literature provided further evidence.

4.3. The demographics of the participants on the research

The profiles of the demographics related to the twenty-five participants within the Tiger Brands organisation are illustrated in the table below:

Table 4.1 Demographic information of participants

Participants	Position in Company	ID	Gender
1	Operator 1	P01	M
2	Operator 2	P02	F
3	Operator 3	P03	F
4	Operator 4	P04	M
5	Operator 5	P05	F
6	Operator 6	P06	M
7	Operator 7	P07	F
8	Operator 8	P08	F
9	Production Man 1	P09	M
10	Production Man 2	P10	F
11	Production Man 3	P11	M
12	Production Man 4	P12	M
13	Logistics	P13	M
14	HR	P14	F
15	Finance	P15	F
16	Quality	P16	M

17	Safety	P17	M
18	Maintenance Eng.	P18	M
19	Process Engineer	P19	F
20	MECP Manager	P20	F
21	Maintenance	P21	M
22	Maintenance	P22	M
23	Packaging	P23	F
24	Planning	P24	F
25	Raw Materials	P25	F
Male		**12**	**48%**
Female		**13**	**52%**

The findings of the study that was conducted and which involved twenty-five members of the organisation are summarised in table 4.1 above. The varied responses to the five thematic questions, which are denoted by the numbers (P01) to (P25), are each assigned a one-of-a-kind identifier to keep track of the participants who provided them.

Considering Line 3, Line 10, and Line 5 are the Production Lines that generate the greatest revenue for the Beverages business unit of Tiger Brands, focus Production Lines Operators, who are Level 1 employees in the organisation, participated in the survey.

On the Production side, a total of eight people were interviewed. The interviews of the operators were done in groups with Team A comprising of participants (P01, P04 and P07). Team B comprised of participants (P02, P05 and P08). Team B comprised participants (P03 and P06) for the survey. The reasoning for the group interviews at the operator level is since they are unionised employees, they felt more comfortable speaking in groups to further express and articulate their thoughts on the questions provided. The gender ratio was 37:63 male-to-female representing three males and five females.

There was a total of four Line Supervisors in the Beverages business unit. These personnel were level 2 in the hierarchy of the company. There were three males present (which accounts for 75% of the group), but just one female (25%).

The Beverages business unit of the organisation had a total of eight participants who took part in the interviews at level 3, which represents the middle management. There were four males and four females in this level, which represents an equal gender split at 50% each.

There was a total of five senior management individuals covered from the Centre of excellence who were level 4 participants. There were two males (representing forty percent) and three females (representing sixty percent).

Given that there was a total of twenty-five people who took part in the survey, the demographic breakdown shows that there were twelve males, representing 48% of the total, and thirteen females, representing 52%.

4.4. Section B

The key emergent themes emanating from the analysis of the participants were as follows:

4.4.1. Research objective theme 1 (Interpersonal strategies)

This theme has been with supported verbatim from the participants which are represented as from (P01) to (P25) representing each of the twenty-five participants as follows:

i) Interpersonal Strategies

	Theme Question	Operators		Supervisors		Middle Management		Centre of Excellence (CoE)	
a)	Collaboration in & across departments	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
b)	Individual strengths understanding	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
c)	Level of influence from leader on strengths	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
d)	Display of strengths in open platform	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**

In general, the level of collaboration across all four tiers of the organisation is such that people can work well with one another. “Using some previous experience and exposure, yes, it makes it easy to collaborate with different people from various levels and different operations space. The position that I am in allows me to do so” (P17).

The individual strengths of the operators were not clear to them as compared to the Supervisors who believed that they understood their strengths along with the middle management and COE people. “I think for me it is getting feedback from the people on my weaknesses that's why I'm hoping I'll get feedback from the people but what helped identify what you're not aware of, especially the weaknesses.” (P18)

“Our strength is when I concentrated on my work, and everything just goes smoothly. I do not get any problems. Everything is checked according to the standard of operations then and I see the numbers” (P03, P06).

The level of influence from the leaders to dive motivation indicated that from the operator and middle management people there is a level of lack of influence from the leaders.

“We have not seen him collaborating with others. Speaking to us in the morning is what my leader does. Monday mornings are the main days that are used by our leader to update the team on how we did the last week based on quality safety and productivity.” (P02, P05 & P08)

“I think she's not and she's only communicating the weaknesses and forget the strength and that it's becoming a problem because I'm not able to feel like I’m valued, and I don't feel like she is recognizing the group because obviously the strength goes with the areas where you can perform well of which show that she’s not a good leader. It is just more the weaknesses.” (P14)

The Supervisors and employees from the CoE however, believed that they were receiving the correct levels of influence from their leadership to influence motivation.

“I know my leader very well, so yes, he's very good at collaboration and working with others.” (P09).

“But I think from an emotional intelligence point of view is very high up, right, and is able to manage and navigate through those tricky situations so that we still get the outcome that we're looking for.” (P21)

The display of strengths is done very well within Tiger brands across all the levels of the organization with the participants in the survey.

“This is happening. An example is that the previous day our leader came and said to us that we did well yesterday” (P02, P05 & P08)

"Yes, I mean, I have just been recently awarded employee of the Year for Supply Chain Center of Excellence. So that was in an incredibly open forum when the criteria were discussed within the leadership" (P22)

4.4.2. Research objective theme 2 (Communication strategies)

This theme has been supported with verbatim from the participants which are represented as from (P01) to (P25) representing each of the twenty-five participants as follows:

ii) Communication Strategies

	Theme Question	Operators		Supervisors		Middle Management		Centre of Excellence (CoE)	
a)	High level of frequent engagement	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
b)	Clarity of goals	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
c)	Understanding of team needs	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**

d)	Senior leadership engagements on needs	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**

The frequency of engagement is not seen as constant and relevant from the middle management and the CoE employees from the survey taken.

“I would say no, I think the COE team gets involved with the issues and into a firefighting mode” (P16)

“I would say consistent, not so much right, so you be more inconsistent because you get more information in terms of what is happening through corporate comms and through your business unit. Then I would get through my management.” (P25)

However, the supervisor and Operator levels believe the opposite to be true as they feel as if the engagement is covered in a manner that is appropriate.

“I will say from my leader, yes, he is communicating things when they are happening, but from his boss, I do not think it is. More communication is needed” (P11)

“We do get feedback and communication from our leader, but sometimes they keep on repeating the same thing so we can say the communication with our leaders or leadership is good and very consistent actually get our communication almost every day.” (P01, P04 & P07)

For the clarity of the goals across all the levels in the organisation it is seen by all that the goals at each level are clear and people will do the maximum to try to achieve the goals set out to them in the year.

“The goals of the business are clear however the success measurements are inconsistent across businesses. Due to inconsistencies the measurements are open to team-to-team discretion and therefore not fair.” (P24)

The understanding of the teams’ needs is not clear to the leaders of the operators and the middle management team members.

“We generally never asked such a question because we know what we are here for and can’t expect to ask others in my team what it is they want” (P01, P04 & P07)

“It is not regular yet, so it is very sporadic. The intention is there but, it has not taken as seriously because like I say it is like a knee jerk reaction to a problem.” (P13)

From the supervisors and CoE team there is a clearer understanding and view of the team’s needs.

“Definitely I do. They know better especially around what is happening on the shop floor and they can influence and give better suggestions if you approach them, and you dig and find out what it is they want so I do.” (P09)

“You know I mean the thing that I do appreciate within our team is that we do get a lot of autonomy. So, it allows me to focus on the things that I feel, you know, have an impact on our goals and you know we what we do is that we are quite open about that.” (P23)

The senior leadership engagements need with the employees is managed in such that the level of CoE and supervisors and Operators will get clear directives during their engagement sessions on their needs.

“Yeah. Look, we had a monthly session and not a sorry we had a weekly session with my Leader. But it was him telling us what we needed to do” (P21).

“My manager does engage with me, especially on the one on ones that one is the different case and as my manager works the line he meets my team as well, whether it's during operation and that also is a platform where my manager and I we can communicate to the team, yeah, and see what the team wants and needs.” (P12)

“Yes, we do sit and talk with our manager, and we are asking them for money. So, all we want is money. We have been doing the target of 80% as asked and we want money and that is what we are asking for from our manager in the time that we have.” (P03, P06)

The middle management is the only level at which the senior leadership engagements needs are not clearly focused on the needs.

“I think she is not and its only when the bosses need something then we are engaging on matters. This needs to change.”

4.4.3. Research objective theme 3 (Leader strategies)

This theme has been supported with verbatim from the participants which are represented as from (P01) to (P25) representing each of the twenty-five participants as follows:

iii) Leader Strategies

	Theme Question	Operators		Supervisors		Middle Management		Centre of Excellence (CoE)	
a)	Leader involvement to motivate	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
b)	Positive Leader style of coaching nature	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
c)	Pragmatic Leader decision making	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
d)	High level of conflict management within team	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**

The coloration of leader's ability to be involved towards motivation is seen through the levels of the operators, supervisors, and the centre of excellence employees.

"Yes, our leader does. They do not shout they come to us and ask in a courteous manner on what it is that they want from us, and it is quite motivating" (P03, P06)

"Yes, I will say the way in which my manager is running this operation he motivates the teams to do their jobs. Not allowing the blaming culture to happen. Each department must take responsibility for the mistakes and successes they make within their areas"

"It depends how well those leaders and managers understand the people that they are working with and if they understand them right. So, I find that as an example because on one.
And my manager is a good person to talk to and to inspire me to do better, right?"

However, on the side of the middle management the feeling is opposite to the rest of the different tiers of employment in Tiger Brands.

“I do not feel any motivation personally. I do not personally feel the effectiveness of that motivation. As mentioned, in the previous question that there is less contact with my team so I do not think my team will feel like they are getting motivated.”

The same pattern of coloration is seen in the type of coaching style from the leaders to the employees in the tier of operators, the supervisors and CoE see a positive leader coaching style. It is not of a positive nature from the middle management.

“Yes, they do give motivation doing well even when you are not doing well, they will come in push you that they will tell you to pull up your socks. So, we think that they are quite good in doing motivation regarding us as a team.” (P03 & P06)

“And you'll find that instead of being a barrier, my boss will be actually encouraging that certain individual that, OK, you don't have to be an operator, for instance, for the rest of your life, learn new things” (P12)

“There's a lot of coaching.
Yeah, I think it is a good mix and that is why I am happy to be in the team. There is a good mix of coaching and telling.” (P22)

“What coaching? No” (P14)

The decision making from the different tiers of leadership is seen to be rushed across the operators, middle management and the CoE. The only adnominally here is from the supervisors who believe that there is some level of pragmatic thinking taken before decisions are made.

“They just are rushed to a solution; we have noticed that they are always panicky especially because we are generally under pressure all the time.” (P01, P04 & P07**)**

“At the moment I found that it is a rush just to fight fires. We do not have a clear direction” (P17)

“Things rushed. If you look at what does Coe trying to do is trying to improve ten plants performance right all at once?
And if you look at the resourcing around that, you do not have, you know, sufficient resourcing to sit and put in a proper improvement plan and then support the team through it.” (P21)

“But I would lean more on the thoughtful way of doing things just due to the fast pace and environment that we operate in” (P09)

The way conflict management is managed in the different tiers shows that the Operators do not believe that their leaders manage this aspect well, to assist them to be motivated.

“Maybe because they feel that they know better than us. But they, do not. This type of silent conflict happens often maybe due to lack of respect” (P02, P05 & P08)

While the supervisors, middle management and CoE employees feel that their leaders manage this well and as to the result it assists them to be further motivated to perform.

“Not so often, we generally coach one another to get to solutions to issues that we may be experiencing.” (P10)

“Hardly ever. That is so obviously, we have little disagreements and things in the office, but I obviously that would maturity comes the understanding that it is.

These it is professional disagreements and it is not personal, and you understand why these things happen." (P19)
"And mild conflict may be a disagreement around what should be done, and then you discuss it, and you know, get over it and move on" (P22)

4.4.4. Research objective theme 4 (Monetary strategies)

This theme has been supported with verbatim from the participants which are represented as from (P01) to (P25) representing each of the twenty-five participants as follows:

iv) Monetary Strategies

	Theme Question	Operators		Supervisors		Middle Management		Centre of Excellence (CoE)	
a)	Correct remuneration scale for work	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
b)	Incentive scheme structure	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
c)	Culture shifts due to incentive structure	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**
d)	Monetary motivator	**Y**	**N**	**Y**	**N**	**Y**	**N**	**Y**	**N**

All levels of the organisation with regards to the correct remuneration scale allocated for the type of work conducted it is seen that there is a belief that this is incorrectly scaled all except for the employees from the CoE.

"No, straight up!" (P03 &P06)

“No, I think I could at the lowest paid in my job” (P10)

“I thought it was, and then I resigned and then I realized it wasn’t and you know went down the rabbit hole had a couple of conversations, and it wasn’t in line” (P15)

“I am happy with what I’ve got, right. I am happy” (P22)

The incentive scheme structure across all levels has an enormous correlation across all levels from the operators to the CoE employees. One of the common identifiers is the fact that the incentive schemes in place at Tiger Brands, currently does not include the employees at the lowest level of the organisation, the operators.

“We never get incentive; we are supposed to get something but do not. We have been running well from January but never get anything just empty promises” (P02, P05&P08)

“No, other grades and the percentage is not structured in such way that everybody can get something” (P12)

“The STI I think the 8 to 15% is exceptionally low I would go between the 20 and 30% in terms of the setpoint for the STI’s. The other thing is why are there no shares.” (P16)

“I think that it could be better in of terms of including more people.

Understand the premise of trying to have more people try to climb the corporate ladder and the way that the incentive scheme is structured is to make you want to grow further in the organisation.” (P25)

The common belief across all tiers around the positive impact on motivation for the employees around the culture shifting to a structured incentive scheme is noticeable for all levels of the employees.

“Yes. So, if the company had to give us shares, then the culture of the place would change that everybody will feel part of the company.” (P03 & P06)

“I believe so, especially when people know that at the end of it all, there will be some reward. It needs to be communicated in a way that people must work, not to get injured or compromising safety or quality. It must be communicated in an effective way. It can make a huge change if such can be done, even if it can be done quarterly, whereby people know that OK, should we hit these targets and no safety issues, no quality issues then there is a serious reward at the end of the day.” (P12)

“I think in the current environment within South Africa, it is key that huge corporates empower the broader employment base rather than just the senior management, right. So, this can have a major impact in terms of performance of the organization and can have a major impact on the individuals themselves. You know feeling part of Tiger.” (P22) From the individual’s point of view on what would personally motivate them to preform even better than before the link to monetary factors to enhance personal performance is common across all levels, with, the exception, of the CoE employees.

“An incentive will help motivate us in the right direction. The different grading of operators correctly done for the type of work that you perform in the plant. Not all of us are doing the same work therefore we all cannot be paid the same.” (P02, P05 & P08)

“Money, not juice, give me more money I do not want these hampers and stuff I want money. Let us say each week that my targets are met I should get an incentive of R1000 every week. That will motivate me to work more and harder.” (P10)

“Money, if you can give me once in a year and pay me right from the onset monthly.” (P14)

“So, for me, like I said, I mean just give me a clear understanding of what the expectation is as in the calls be very clear and specific and give me the best opportunity to achieve them.” (P21)

4.4.5. Research objective theme 5 (WCM strategies MECP)

This theme has been supported with verbatim from the participants which are represented as from (P01) to (P25) representing each of the twenty-five participants as follows:

v) WCM Strategies (MECP)

	Theme Question	Operators		Supervisors		Middle Management		Centre of Excellence (CoE)	
a)	Understanding of MECP	Y	N	Y	N	Y	N	Y	N
b)	Structure of routines	Y	N	Y	N	Y	N	Y	N
c)	Communication for performance in MECP	Y	N	Y	N	Y	N	Y	N
d)	Reward & recognition from senior management	Y	N	Y	N	Y	N	Y	N

The common correlation across all levels in the organisation is that full understanding of MECP is not embedded now hence the complete level of understanding is not at the correct level.

“We think we know about MECP” (P02, P05 & P08)

“I tell you if your leadership does not know MECP then you can just forget about the rest of the subordinate because I believe it's a thing that you talk every day when you are engaging with your subordinates and if you can't talk the language how will it get filtered down. We are very behind far behind.” (P09)

“No, because there are certain individuals that understand it fully and I think people who understand it fully, people who have seen it work. But there's people who are not even getting involved. You can see that they do not understand what the business is trying to achieve through MECP, so they do not understand how it can benefit the business.” (P20)

“As much as we want to implement MECP to deliver sustainable performance, do we have the shop floor that can take this in?

And make the change when we have so many illiterates, people within the business, we have aging people in the business that we are asking to, you know, do autonomous maintenance, 5S. and FI projects.” (P21)

The Structured routines linked with MECP are seen to be adhered to by the operators, supervisors, and middle management. The Coe employees have the opposite view of the adherence to MECP related routines.

“Yes, we have our regular team sessions monthly. As well as our team meetings every Monday or Tuesday inside at the back of the line for feedback on the previous week’s performance, general coms, and concerns from the team members” (P01, P04&P07)

“The routines are structured because we have our weekly and monthly meetings which have set agendas.” (P10)

“Again, this one, has two sides of the coin. In one area we are doing it quite well and other areas are struggling with this” (P17)

The communication on performance with respect to MECP is seen to be lacking from all areas of the operators, supervisors, and middle management and including the CoE team, such that the communication down to the plant is even given in an unstructured and coherent manner for implementation.

“No, there are things that we are still struggling to understand we need improved communication from the seniors regarding MECP as its not as straightforward as it seems to be.” (P02, P05, &P08)

“They're not consistent, even what they're saying today they will say what they want then tomorrow they are changing that's the problem with them and even if we are to change it's not consistent and there's no standard.” (P11)

“No, I do not think so. I think we are trying to figure out what this MECP is about in terms of the communications from the senior leadership which is still in this case I think they do not know what they want, and they end up confusing us in the plant at the end of the day.” (P18)

“I think it's all over the show because if you have to speak to the COE MECP area lead around MECP and you speak to the other for another area, the likelihood of you getting a different answer from the same question, it's very high.” (P21)

The reward and recognition from the MECP point of view across the board is non evident and alive to drive the expected outputs from the inputs of the different tiers of the organisation.

“No, nothing that we have seen.” (P03 &P06)

“I do not know whether the new incentive scheme that the business is looking to implement is what can be seen as recognition. But now there is nothing.” (P10)

“We don't have incentives; however, we just need to throw the link in the MECP from the point of performance” (P18)

“In my knowledge I don't think they are any and I think probably the biggest reason is because we don't have like a people pillar that defines what we should actually have in place around recognition.” (P23)

4.4.6. Discussions and findings

Operators' and supervisors' strengths and weaknesses were not clear to each other, compared to the Supervisors who believed that they understood their strengths. In general, the level of collaboration across all four tiers of the organisation is such that people can work well with one another. However, from the operator and middle management people there is a level of lack of influence from the leaders. The display of strengths is done very well within Tiger brands across all the levels of the organization with the participants in the survey.

The frequency of engagement is not seen as constant and relevant from the middle management and the CoE employees from the survey taken. The clarity of the goals across all the levels in the organisation seems to be clear and people will do the maximum to achieve them.

The acknowledgment of leader's ability to be involved towards motivation is seen through the levels of operators, supervisors, and centre of excellence employees. Operators see a positive leader coaching style from the leaders to the employees. While in the tier of the middle management the coaching style is not seen as favourable. Operators, Supervisors and CoE feel that their leaders do a fair amount to ensure that they are motivated to perform. The operators, middle management and CoE believe that there should be more pragmatic thinking taken before decisions are made.

There is a belief that the remuneration scale at Tiger Brands is incorrectly scaled across all levels of the organisation except for the employees from the CoE. The common belief across all tiers around the introduction of a clear incentive scheme shows that there can be a culture shift for all to assist in the motivation towards improved performance.

The common correlation across all levels in the organisation is that full understanding of MECP is not embedded now, hence the complete level of understanding is not at the correct level. The people who understand it are individuals who have been exposed to such systems from previous experiences brought from outside of Tiger Brands. There are many areas of the organisation that do not even getting involved in the application of MECP.

CoE employees have the opposite view of the adherence to routines which they see compared to the operators and supervisors and middle management. The level of consistency is highly lacking as the standards are seen to change very sporadically and lacks consistency.

4.4.7. Conclusion

Employee motivation and resourceful integration into the organisation's operational and business activities are, as always, critical competitive tools in today's business climate. Staff happiness in turn has a positive and statistically significant impact on business results according to (Prince, 2019). An employee's motivation can be defined as the process of encouraging and guiding people to take deliberate action toward a specific goal.

There are four main components of motivation that must be acknowledged, which are trait, need, process, and context. These are not mutually exclusive but are instead frequently intertwined with one another. There are several elements that can influence

an individual's level of motivation, and many ideas and points of view can provide helpful insights into comprehending and improving an individual's level of motivation in a variety of settings. Considering these four aspects of motivation will enable an organisation to build complete plans that encourage and sustain the motivation of their workforce, which results in increased productivity and overall success. The current study, together with the research questions that were developed, shed light on the many levels of these components, beginning with the operators and progressing all the way up to senior management. The overarching concept revealed a greater demand for the physiological demands that lead individuals to pursue goals or outcomes at lower levels. There is a shift towards self-actualization as one moves up the chain of command.

To foster a positive work environment and boost morale. The Tiger Brands business must have a deep understanding of the correlation between employee motivation and output through these five themes mentioned within the strategies highlighted and derived from the interviews conducted with the selected employees of the survey conducted.

Chapter 5: Conclusions and Recommendations

5.1. Introduction

The findings from the primary research presented in chapter four and the literature review presented in chapter two are combined in the fifth chapter, which summarises the overall findings from the research that was conducted.

In addition, chapter five includes recommendations addressed to senior management at Tiger Brands regarding ways to improve employee motivation to maximise employee performance within the company. These recommendations are included as part of the chapter. In addition, there are the discussions on potential new avenues for research, and then there is the conclusion. To conclude, the chapter is consistent with

the research aims, objectives, and research questions that were described in earlier chapters.

5.1.1. Findings from the study

5.1.2. Intrapersonal skills positive influence on work motivation

The theme of collaboration within a department and cross functional departments is made evident through the study that each person's understanding of their own strengths and weaknesses which assist to enhance the performance of areas as it builds the required character to further develop and strive for the performance expected. Personality traits are known to have a significant effect on how well an employee performs in their position. The indirect link between extraversion and success lies in the fact that extraverts get their energy from, and are liked by, other people Geldenhuys & Peral, (2006).

The input in terms of influence from the leaders further ignites the strengths of the team members with the various levels in the organisation to display the strengths openly to create the required atmosphere in the organisation to want to always be seen as an achiever. The detachment between strategy and performance management levers of motivation, via structural dimensions of the organisation, to activate psychological presence, which drives engagement, is caused by a lack of leadership and management skills. (Nienaber & Martins, 2020). According to Mafini et al. (2011) amongst the five factors of employee satisfaction, teamwork has the greatest impact on an organisation's performance.

5.1.3. Team in dialoguing sessions influence to improve the motivation and performance

According to the survey that was conducted, the employees of the CoE and the middle management do not believe that the frequency of engagement is consistent and

relevant. There is a better comprehension and perspective of the team's requirements owing to the supervisors and the team from the CoE. Only at the level of middle management are the needs of senior leadership engagements not clearly focused on the requirements of middle management.

Employee motivation can be driven by a number of different theories, the most prominent of which is the theory of increased employee engagement through increased communication between the direct supervisor and his or her team. Employees who are engaged are more likely to be proactive, adaptable, and committed to the success of the company. Team motivation through employee participation in the form of conversation is seen as simple Geldenhuys , (2015).

There is a correlation between intrinsic and extrinsic motivation, as well as between motivation and performance, and the use of four distinct types of control (i.e., personnel, cultural, action, and results control). Evidence suggests that this may be the case (van der Kolk et al., 2019).

In an era of rapidly evolving technologies, it is imperative that workers constantly develop their abilities in all areas, from soft to hard skills. The ability to communicate effectively (83%) and work well with others (74%), among other skills, are among the top three qualities most sought after by employers in today's job market (Lee & Kusumah, 2019).

5.1.4. Emotional intelligence (EI) of the Leaders and the employees influences on motivation and performance

The levels of operators, supervisors, and employees at the centre of excellence provide insight into the coloration of a leader's ability to be involved in the motivational process. While the Centre of Excellence (CoE) believe that middle management exhibits a poor coaching style, operators believe that their leaders, the supervisors do coach them and within this tier of operations there is a positive coaching style displayed.

The operators, middle management, and centre of excellence all have the impression that their leaders are not doing enough to motivate them to perform well. On the other hand, the supervisors have the mindset that there is at least some level of pragmatic thinking done before decisions are made, but there is a sense from all that everyone is in a mode of putting out fires continuously.

It is reasonable to say that a person's unique personality has a direct influence on their level of professional success. According to research, job crafting acts as a mediator between the 'Big Five' personality traits and job performance, exerting an indirect influence on job performance. Openness to experience, emotional stability, social competence, psychoticism, and open mindedness are part of the factors that are included under the framework of the Five Factor Model (FFM). This is the indirect relationship between personality and performance. Extraverts get their energy from interacting with other people, and they are perceived as being friendly Geldenhuys and Peral, (2006). Emotional intelligence, also known as EQ, is becoming an increasingly popular topic of study as a potential indicator of an individual's level of productivity and performance. EI has a positive correlation with self-efficacy, which is a significant component of psychological capital (Marembo et al., 2015).

These researchers investigated the relationships between life satisfaction, gross wage category, wage satisfaction, job satisfaction, and overall life satisfaction. It was found that dissatisfaction with one's wages was associated with dissatisfaction with one's life, but that an elevated level of wage satisfaction was more strongly associated with life satisfaction. It is highly improbable that a person's level of contentment with their job would increase solely because of an increase in the salary that they receive (Coning et al., 2016). Because of a lack of leadership and management skills, there is a disconnect between strategy and performance management, which are the levers of motivation. These levers of motivation work through the structural dimensions of the organisation to activate psychological presence, which is what drives engagement. (Nienaber & Martins, 2020). The working conditions, the ability to use those skills, creativity, teamwork, and autonomy are the five factors that contribute to employee satisfaction. The performance of the organisation was affected by all five factors, but

the factor that had the greatest influence was teamwork, while the factor that had the least influence was working conditions. (Mafini et al., 2011).

A leader's preferred mode of behaviour in the context of guiding and swaying the actions of their subordinates is referred to as their leadership style. There is a correlation between an employee's level of motivation and the quality of the working environment they are in. The findings of this research suggest a framework for increasing the productivity of workers. It has the potential to open doors that will allow for improved worker readiness to face challenges in the workplace. (Environment et al., 2020).

The working conditions, as well as the evaluation and the objective assessment of an employee's performance, are the primary factors that influence the level of motivation that an employee possesses. Targets and standards ought to be established by organizations with the aim of future evaluations of the establishment, which would make for a fairer rating system. (Ismajli et al., 2015). An individual's perception of the intensity of his or her behaviour patterns is what we refer to as motivation.

5.1.5. Structured monetary incentive schemes influence to improve motivation and performance

The lack of great structure, openness, and fairness in Tiger Brands' incentive programme has a significant correlation across all levels, from the operators to the employees working in the CoE. This is true for the programme. One of the characteristics that are shared is the fact that the incentive programme for STIs does not currently include the personnel working at the most entry-level positions in the organisation, known as operators. It is accepted at all levels that putting in place a well-structured incentive programme that is noticeable is necessary to achieve a positive impact on the level of motivation required for any given culture shift. Both the performance of the organisation as a whole and the performance of the individuals within it can be significantly improved if organisations choose to give more attention to a wider range of their workforce rather than reserving it solely for senior management.

The link between monetary factors and improved personal performance is prevalent at all levels, apart from those working in the CoE. From the perspective of the individual, the circumstance that would most personally motivate them to perform even better than they had in the past is the link to monetary factors.

Although a thirteenth cheque and annual salary increases were the most ranked rewards for employees at the company, employees were more motivated by the company's intrinsic rewards rather than its extrinsic rewards. Employees who are content in their jobs, engaged in their work, and are productive result from an efficient total rewards system. These employees, in turn, produce the desired levels of business performance and results. Employees have reported that intrinsic rewards are a greater source of motivation for them than extrinsic rewards (Manzoor et al., 2021). The benefits of sick leave and company stock shares were among the rewards that were the least motivating. (Smith, 2015).

One of the most significant financial and physical motivations is a person's salary; however, morale inspiration has a 30% stronger relationship with employee performance than does physical motivation. When compared to providing financial incentives, providing moral incentives is seen as a higher priority by government agencies, while the provision of financial incentives is seen as a lower priority. (Alwedyan, 2021)

Gainsharing is a form of compensation that involves employees in strategies to improve company performance with the goal of sharing any profits made by the company with management. It allows for the possibility of linking improved performance to improved compensation and is a means of creating the kind of workplace that attracts motivated risk-takers and work teams. In addition, it provides the opportunity for linking improved performance to improved compensation. Expenses paid out of pocket are kept to a minimum because any pay-outs accrued by employees are tied to the future performance of the unit, and any gains that are realised are split between the employees and the company. Gainsharing programmes are systems that take advantage of a strong organisational culture strategy that combines employee participation and an incentive system. These strategies combine

the two concepts to create a win-win situation for both parties involved. If a high level of productivity is required within a short amount of time, the offered incentives are superior to the standard pay. It encourages more cooperative behaviour among employees and helps motivated workers take a greater appreciation in the organisations they work for (R. Zondo, 2018).

5.1.6. Adoption of Shop floor management or WCM strategies impact towards motivation and performance.

There is a correlation that holds true across all levels of the organisation, and that correlation is the fact that complete comprehension of MECP is not embedded now. As a result, the complete and accurate level of understanding is not at the appropriate level.

The organisation is currently in the process of attempting to determine what MECP is about and how it is meant to integrate into the daily ways of working in terms of the communications and execution to support motivation and performance from the senior leadership point of view all the way down to the operators in a structured manner. In this way, having two-way communication from the bottom of the organisation all the way up to the senior management ensures that the needs and expectations of the organisation are organically fulfilled within the organisation. This is something that, as of right now, is not entirely clear since the requirements are always shifting and there is a lack of reasoning leading up to a specific outcome that is desired.

Successful problem-solving is a primary source of motivation for world-class organisations; this phenomenon can be seen as "a way to teach people to" investigate potential sources of error and determine whether an individual is fully versed on how to manage a crisis. However, these businesses also place an emphasis on total throughput speed, from order capture to delivery, to establish new standards for delivery without relying heavily on inventory. This trend is based on the comprehensive Japanese management system known as Kaizen (Poor et al.,2016). Human resource evaluations, assessments, and feedback are just some of the many uses for performance appraisal systems (Ahmad, 2013).

The term shop floor management (SFM) is used to describe the level of authority that is delegated to workers on the factory floor to increase their level of dedication and participation to boost output. It is a helpful process as it uses key performance indicators, action plans, and frequent brief meetings to facilitate a bottom-up flow of information in production. Implementing a daily shop floor control system (SFC) is essential for lean performance. Staff morale is boosted by a well-organized workplace because it creates an atmosphere that is conducive to safe and effective production. That is according to (Zondo,2020).

Relationship management is at the heart of quality assurance; without it, quality cannot be controlled. The health of these connections is crucial to the achievement of goals. Economic behaviour is driven by incentives. (Prinsloo et al., n.d.).

The reward and recognition, from the MECP's point of view across the board, are not evident to drive the expected outputs from the inputs of the various tiers of the organisation.

5.1.7. Findings from the literature review

The primary findings are the result of conducting a literature review in the second chapter. The findings provide answers to the questions posed earlier in chapter one about the research objectives. Each research objective is connected to the concept of motivation, which is then followed by a discussion of the influence that concept has on the performances of employees at the Tiger Brands organisation, and finally, a discussion of the potential recommendations that could be made to increase motivation levels.

5.1.8. Proposed Recommendations

The key recommendations for the Tiger Brands Beverages business unit made are as follows:

5.1.9. People and leadership management capabilities improvement plan

To reform teams with a clear understanding of accountabilities and responsibilities within the various levels in the organisation, it is recommended that the current workforce, from the shop floor to middle management, conduct a series of assessments and psychometric evaluations to reassess the intellectual capabilities of the individuals. Concerns have been raised about the lack of leadership that people at these levels of the organisation are experiencing, and this will address those concerns.

5.1.10. Improved Incentive scheme

It is recommended that the current incentive schemes for middle and CoE management structure be revised in terms of the suggested percentages. The inclusion of an incentive scheme for the lower levels to be created with clear directives required to be achieved before obtaining the incentive. There is a high demand of inclusion that is desired by the lower levels of the organisation and by including them in the incentive schemes this will provide that sense of inclusion and culture shift desired in the organisation.

5.1.11. Execution of a clear WCM management system (MECP)

It is suggested that the CoE MECP team reassess the current state of implementation and consult external experts with credible and relevant experience to execute the desired standardised structure. This will create an environment that is conducive to learning, with clear plans and templates to be provided to the plant, in accordance with the appropriate change management systems, to achieve the desired outcomes on the predetermined dates scheduled throughout the fiscal year.

5.1.12. Improved communication strategies

It is recommended that interventions should be put in place to enhance the active presence of the Human Resources department with regards to communication, change management, and the management of reward and recognition. The need to include HR policies and systems in the WCM management system (MECP) will create the relevant platforms for routine execution and improved culture within the organisation.

5.1.13. Areas of further research

The present investigation was specifically conducted with twenty-five participants from Tiger Brands, twenty of whom participated from the Beverages Plant, and five of whom participated from the Centre of Excellence (CoE). As a result, additional research can be expanded to a larger sample size in multiple Departments within the Tiger Brands organisation. A more extensive investigation would produce more comprehensive data and additional discoveries, each of which might be of use in the years to come. The second possible direction for additional research is one that could be extended to other business units located all over the country. The study focused on one business unit; however, a similar study could be extended to include additional business units, both larger and smaller, that may face comparable challenges. A more comprehensive study that includes other business units might produce results and recommendations that can be used to address the challenges faced by those other business units as well. An additional area that could benefit from additional investigation is a longitudinal study of the Tiger Brands Beverages business unit or any of the other business units that Tiger Brands operates. A longitudinal study could be conducted over a period of three to five years, during which time the problems and the factors that contribute to those problems would be tracked. An extended longitudinal study could include a significantly larger sample size with significantly larger data collection and analysis. The findings of such a study could then be used to rectify various barriers that exist within these different business units.

5.1.14. Conclusion

This chapter provided an overview of the most important takeaways from both the secondary research that was conducted and the primary research that was conducted in the form of interviews that were analysed. The most important findings were discussed to provide answers not only to the research questions raised earlier in chapter one but also to the research objectives. The findings from the primary research as well as the findings from the secondary research showed that there is a positive and direct relationship between the levels of motivation in an organisation (specifically

Tiger Brands in this case) and the performance of its employees. Low levels of motivation led to elevated levels of job dissatisfaction, elevated levels of employee disengagement, poor organisational culture, and inevitability poor employee performances. High levels of motivation led to better productivity, which translated into higher employee performance.

There was discussion of a variety of recommendations, including those that stemmed from the findings of the primary research, and which were further supported by literature as well. The discussion on potential areas for additional research was also included in this chapter, as were the ultimate recommendations made to the management of the Tiger Brands Beverages business unit for the removal of the challenges and barriers that were encountered. Therefore, it is of the utmost importance for the senior management team of Tiger Brands Beverages to acknowledge and implement the recommendations of the study. This is because the Tiger Brands organisation subscribes to the values of creating a conducive working environment, appropriate rewards systems, and employee engagement in order to make the people of the organisation understand the organization's objectives and achieve the goals that have been established for the organisation. Considering this, the guiding principle behind Tiger Brands, which is "to nourish and nurture more lives every day," is incorporated into the phrase. (Aboutus @ Www.Tigerbrands. Com, 2021)

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Appendix A1- Research Question set for participants

Team Interview:	**P01, P04 & P07**
Date:	**02/12/2022**
Duration:	**46 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

In general, we can work well with other people other people in the workplace.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, we can recognize mostly our strengths like when we are doing well in the production side, we are able to see like if our OEE is good and the line is where we see that we are ok we are doing well. If something is not right somewhere somehow it will motivate us to be able to recognize our strengths and weaknesses more on strengths,

I can say I'm good on mostly listening it's what I'm good at I'm very well I'm listening so my weakness is interpretation of things or the problems that I encounter how to interpret this certain kind of problem in a good way so I just write whatever may be comes in my mind or interprets the problem that I encounter in in that room.

I think I am good at training other people

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

So much support, because my leader is good at understand and talking to people in different departments.

I can also get on there to say that my leader is quite a good, yet strict in most of the time. Our leader is a good normal leader who has days of ups and downs when it comes to moods.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

We think they do, especially around what our weaknesses are. There is some small element of motivation for us to improve on our weaknesses, but to improve on our strengths there is just a little encouragement to say continue pushing hard on trying to get more hours of above 80% efficiencies every hour in our work area. I doubt if my leader can see where their own weaknesses are?

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

I never heard my leader before saying to me directly that I am particularly good at XYZ openly in front of the whole team. Instead, my leader would rather say openly that we as a team have done well on this day.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

We do get feedback and communication from our leader, but sometimes they keep on repeating the same thing so we can say the communication with our leaders or leadership with good and very consistent get our communication every day

2. **Are the goals of the business clear to you within your area?**

Yes, from our side I think yes, the goals are here are known by every employee who works in Tiger knows the goals.
Most of them are even written down this is what we want this is what we are aiming to achieve so the goals are clear to us.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Yes, we have our regular team sessions what monthly. As well as our team meetings every Monday or Tuesday inside at the back of the line for feedback on the previous week's performance, general coms, and concerns from the team members.

4. **Do you ask your team members what it is they want?**

We never asked such a question because we know what we are here for and cannot expect to ask others in my team what it is they want.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

No, it has never happened nobody will do that. They hardly ask also to ask what we want, or we need you can ask something from them maybe won't want to do something maybe on the line and that's when we'll engage them, we ask them to tell them what you want all that they want is all people running the production lines, that's all.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner?**

Yes, they do give motivation doing well even when you are not doing well, they will come in push you that they will tell you to pull up your socks. So, we think that they are quite good in doing motivation regarding us as a team.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

Yes, this has been encountered when my leader was able to hold two people accountable in a situation where there was a conflict and made them solve that issue that they had and at the end of the day both people were ok with each other and are no longer fighting.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

At this stage right now, they are telling they are not coaching

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

They just are rushed to a solution; we have noticed that they are always panicky especially because we are under pressure all the time

5. **How often do you experience conflict with your colleagues or manger in your area?**

Not so often, but sadly it does happen that there is some conflict between us and our managers. We express ourselves further with our work colleagues because we are

not too sure how to further address it with our manager past the situation. It all depends on the mood on the leader and how we want to have a good relationship with them.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

No, straight up!

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

No.

3. **Is the salary increase review done in a fair and ethical manner?**

The past two years the increase has been far away from inflation rate so it is no.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

The culture can change in the organization if incentives or the money is given.

Everyone needs money.

Because now we cannot even afford to buy ourselves much, we cannot afford to buy anything and yet we work so hard.

5. **What type of incentives would best motivate you as an individual to increase performance?**

Profit sharing. We expect something from our bosses so profit sharing would make us feel as part of the family. It will make us feel as if we are working for a big company.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

Yes, we think that it makes life easier, especially now when it comes to finding things in the right place and you can see the progress of the shift you are in and the previous shift so that you can improve.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

Not sure, because we never go to the other sections of the plant. We stay in our area and know that we have good visibility of MECP in the production area.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

Yes, we have our regular team sessions what monthly. As well as our team meetings every Monday or Tuesday inside at the back of the line for feedback on the previous week's performance, general coms, and concerns from the team members

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

Yes, at the entrance to the Production section the information is there for all to see.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

Yes, we think that they are at the entrance of the production area

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

No, there are things that we are still struggling you to understand we need improved communication from the seniors regarding MECP as its not as straightforward as it seems to be.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

We are not aware of any being done under MECP.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

The team of the month team of the year is an example of. The Quality Day that we had for the plant was a momentous day out displaying our knowledge on quality with rewards.
Recognition of the best team of the month these things must continue.

Team Interview:	**P02, P05 & P08**
Date:	**07/12/2022**
Duration:	**53 min**

Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, we can work well with others and across different areas. We can work well with others. We must communicate when we have problems. We must communicate with the other departments and the people who are working with.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Speaking of fixing things, we need some more training we believe that more help is required on this skill, the maintenance side of things

The ability to see something before becomes a big problem is a strength I have. We want to we always be energetic enough to be able to inspire the next person to also push even when they are struggling.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

We have not seen him collaborating with others. Speaking to us in the morning is what my leader does. Monday mornings are the main days that are used by our leader to update the team on how we did the last week based on quality safety and productivity.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

We have not had one-on-ones because we have only been working with them for two months now, we still need to learn of him. Our previous leader did have regular one on ones with us and we think that she was able to identify where our gaps were.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business?**

This is happening. An example is that the previous day our leader came and said to us as that we did well yesterday.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

As mentioned earlier that we have meetings on Monday's before we start, we discussed the plan. Then we check who is present at work and who is not present. So, we think the session is relevant fantastic

2. **Are the goals of the business clear to you within your area?**

Yes, one of them is about knowing that we are using the correct PPE, ensure that your product is 100% quality make sure that the team is producing according to plan o the OEE.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

This one it was we have a team day out monthly.

4. **Do you ask your team members what it is they want?**

I mean we all have our jobs to do, so no I will not ask them what they want.

I would ask a team member what it is they want if I see them struggling. But we leave each other alone.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

Especially when the lines stop our leader will come there and ask. Otherwise, they are just too busy to be asking us what we need as operators.

iii. **In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?**

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner?**

My direct manager walks with his manager, and it seems as if they are talking on something, but we do not know what it is? We then assume that whatever is discussed will be brought down to us as operators. So, we do not think that it is in a skillful manner because our manager will just say that this is what his boss wants

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

We would say most of the time the conflict is because you might be observing something on our machine and interrupt it in a certain way only to be told that this is not what was seen. Then conflict starts and disagreements happen. This is where our leader would then come in and resolve the issue between the two people.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

Coaching is meant to be more like guiding us to do certain things. But in our current situation there is more telling and giving instructions on all the activities that we are doing.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution**?

It is rushed. Because we are always comparing ourselves to the previous shift. If the previous shift did a 10 000 shift, then we will be rushed and forced to beat the previous shift at any cost and then all that we do is rushed all through the shift, just to try and be better than the previous team that was at work before we started our shift. Its competition, so not sure if it is a good motivator or not?

5. **How often do you experience conflict with your colleagues or manger in your area?**

It happens every so often I feel like the manager should not go in touch the machine that we work on. When they do that, I they create problems and stoppages. This is where we just look at them and make them struggle to get things fully operational again, because they were interfering with my work without talking directly to me? Maybe because they feel that they know better than us. But they, do not. This type of silent conflict happens often maybe due to lack of respect

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

No. The operators do a lot of work. We do quality data collection and verification. Feeding product on the line, update boards and do not get paid enough for all that we do.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

We never get incentive; we are supposed to get something but do not. We have been running well from January but never get anything just empty promises

3. **Is the salary increase review done in a fair and ethical manner?**

I do not want to be negative I am not a union member and will not join the union. Sometimes we might look at they say we need an increase but performance the

numbers must correlate with your increase, like now the plant won the best plants. So, then we must get double-digit increases.

We need to check on this because we feel that this is not done fairly.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Yes, the cultural change and the behavior will change with the addition of incentives. We will pick up the mess on the floor, we will sweep our areas without calling for someone to clean would you tell someone who's the director walking in the plant not to wear or who's not wearing his earplugs to put on his earplugs I think incentives they will bring in pride for what you are for paid for your job you have more pride because you feel like you're being you're not actually rewarded you are being recognized

5. **What type of incentives would best motivate you as an individual to increase performance?**

We do want money, come on, but then you get an incentive based on recognition and being recognized for performance right.

An incentive will help motivate us in the right direction. The different grading of operators correctly done for the type of work that you perform in the plant. Not all of us are doing the same work therefore we all cannot be paid the same.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

We think we know about MECP clear outline of what to do. For example, under maintenance do we really know what to lubricate and what not to lubricate on the machines.

Teamwork to we really work together and know one another? When it comes to Quality, we do not write the NCRs, so we do not really know what is going on there it is the Production Manager or supervisor that deals with that, so we do not know what continuous improvement is happening.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

No, we do not really see this in the other areas of the plant. In our areas it is active, and we do try to use it properly. But the other parts of the plant we have not paid much attention, but from what we think and see we are doing more than the rest of the plant.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

We talk on Safety and quality quite often and we have the monthly team meeting as mentioned earlier.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

We have the town hall meetings monthly held by the Plant manager.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

We do not know the numbers even though it is on the board at the entrance of the plant. But we do know that there is something there.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

Yes, because we have a monthly meeting, and these things are mentioned in those sessions.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

We had the Quality Day where prizes were won, and knowledge shared on food quality standards.

The 365 days without a Lost Time injury was celebrated with T-shirts and a meal.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

The Quality ambassador of the years is something that has been done. The training that we are doing now to learn about maintenance through Optimum these are examples of recognition that we have to build MECP.

Team Interview:	**P03 & P06**
Date:	**12/12/2022**
Duration:	**47 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, I am, and I know it helps a lot because of some of the think we cannot see. But the next person can see and will be able to rectify mistakes in an earlier stage before problems come

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes. Our strength is when I concentrated on my work, and everything just goes smoothly. I do not get any problems. Everything is checked according to the standard of operations then and I see the numbers.

Strength that we have, is to train people right very easily, and I do it often and you do it easily. When I leave, that person they can get things done perfectly without any help

But my weakness is the understanding of technical stuff around the machines.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes. Our leader can work from Production, Mixing, Warehouse, and stores without any issues.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

So can he see that, where you are strong at he will let us know. If our leader sees that there is an area where we are struggling, then he would bring in more support in the form of an extra person to assist for example at the caps which causes the most downtime. So, they he helps on the side of the graphs at the operator workstation in terms of the meaning and filling them in to full understanding.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

They do not say that you as an individual did an excellent job but will say that the team has done well in 1,2,3, and this will be done openly.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

We do get feedback and communication from our leader, but sometimes they keep on repeating the same thing so we can say the communication with our leaders or leadership with good and very consistent get our communication every day

2. **Are the goals of the business clear to you within your area?**

We believe that we can say yes, especially for the OEE. We must know if we made that target or not monthly. We must know if we had any injuries, and we must know if there are any quality issues to our customers.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Yes, we have our regular team sessions what monthly this is now done on the stock take days and these sessions is where we talk on our goals and issues that we have as a team.

4. **Do you ask your team members what it is they want?**

Yes, we do ask each other on things that we want and need. When the line stops, we sit, talk, and analyse on the issues that we are having and try to produce solutions to improve our situation.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

Yes, we do sit and talk with our manager, and we are asking them for money. So, all we want is money. We have been doing the target of 80% as asked and we want money and that is what we are asking for from our manager in the time that we have. We do this all the time, but nothing comes from it.

iii. **In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?**

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

Yes, our leader does. They do not shout they come to us and ask in a polite manner on what it is that they want from us, and it is quite motivating.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

No and yes, an example was when there was an issue with the operators and in this case my manager took sides on the problem and did not want to hear much from my side. Until today I have not confronted my manager on the matter because the matter was not dealt with fairly.

On the other hand, in another situation between two Operators the issue was dealt with fairly and both parties can work well with one another as the matter was dealt with fairly. So, we believe there is a level on inconsistency, and it depends on the mood of our leader on how issues will be addressed.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

Even though our production managers and controllers have been swapped we think of it that. There is an elevated level of coaching or more that is happening is the belief that is had. On the other hand, there is an opinion of more telling that is happening than coaching, they do not even ask. They just say do this.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

They are rushed. This is because they are telling more than coaching us through problems.

5. **How often do you experience conflict with your colleagues or manger in your area?**

Not so much. But there is conflict sometimes. But it is not something that is happening every single day.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

No. It is not.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

It is not. Do we even get an incentive? we do not even know that it is.

3. **Is the salary increase review done in a fair and ethical manner?**

No, also not. We do not think that the Union is negotiating this correctly for us.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Yes. So, if the company had to give us shares, then the culture of the place would change that everybody will feel part of the company.

5. **What type of incentives would best motivate you as an individual to increase performance?**

Setting monetary incentives will motivate us when we meet the targets, a monthly target is the right thing to do If Team A-Team A makes the targets all of us must get say R1760 every month extra because we achieved the given target.

But you know you must understand what your goals are. First to know what if you made the targets or not.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

Yes, there is, especially on in production side.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

Is it visible? We are doing what is required in production is doing yes, but the rest of the plant is not. But we are not entirely sure on this because you do not go to those other parts of the plant

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

Yes. Well, this is the weekly session with your production manager and the monthly team meetings.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

This would be the weekly session with your production manager and the monthly team meetings.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

We have not taken note of any of this around the plant.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

Yes. This would be in the monthly town hall meetings.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

No, nothing that we have seen.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

Also, no, there is no recognition in place in terms of this of which we are aware.

Interviewee:	**P09**
Date:	**30/11/2022**
Duration:	**35 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

So, yes, I would like to believe that I am able to work with teams of various levels from the shop floor guys engineering guys production guys and other departments like you are from material warehouse.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, I would think I can recognize my own strengths and weaknesses and the way I feel. Normally I look an opportunity to develop on that upon my weaknesses continuously.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills**)

I am capable of being biased because I know my leader very well, so yes, he is exceptionally good at collaboration and working with others.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

He can, for instance I am new here and I see how he is pairing me with people where he sees that I need to groom and learn from them and he is able to trust me with certain things.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

There is a tool to have unpack individual strengths openly like to your teamwork. Meetings and to one on ones are the current medium. The Level 3 meetings we are doing it very well, but we are lacking on this in the other level meetings.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

From the senior leadership yes, they are we always sit in meetings and always communicate about what is happening yes so, it is very consistent but progress to move on actions is terribly slow

2. **Are the goals of the business clear to you within your area?**

Within that area cause a clear cause we have boards and platforms where they are displayed as you come in the production area and in each line operator workstation.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

We do have team day one and month so that time is allocated or that session is allocated just let and we are just like sticking to that agenda on that day.

4. **Do you ask your team members what it is they want?**

I do. They know better especially around what is happening on the shop floor and they can influence and give better suggestions if you approach them, and you dig and find out what it is they want so I do.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

Yes, he does engage regularly as mentioned through the level 3 meeting, WhatsApp and even one.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

Yes, I feel the leadership of the senior leadership is doing it is doing that very well I'll quote when we had the shift change of flexing up of the shift patterns, I think the meetings were called were everyone was informed and the detailing of explaining why we are flexing up was done by the leadership and I feel it's it proves that they are basically doing that skillfully and with the right people

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

My manager is a testing people and will think before he speaks. This will be done in a calm manner even if the people are wrong. The skillful manner and he executes the engagement will ensure that he insists on resolving whatever conflict is happening.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

My leadership is a type of person that will walk with you through the journey and you are incredibly open for suggestions and for ideas on how to do it better for coaching is there but also, he listens and is welcoming if you've got a better idea.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

This is a tricky one, I mean the nature of what we do, yes, I guess it is a lot of haste in a lot of things but then do you think it is done in a pragmatic manner, or it is all just rushed? No, I know it always come from a structured manner it is never rushed. Yes, we are in an extremely high paced environment where things need to be done quickly but there is always a background knowledge about what we are doing and why and we can also predict the results to come so is it so, it is a bit of both.

But I would lean more on the on the on the thoughtful way of doing things just due to the fast pace and environment that we operate in.

5. **How often do you experience conflict with your colleagues or manger in your area?**

It depends, because I mean when I talk at my level during the handover discussions that we have and there will always be and discussions which will or may lead to conflict. But not conflict is unhealthy. It happens often but always dealt with in an appropriate fashion.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

Yes, to be honest I do not know you do not know I do not know the bracket of my remuneration on the scale I do not know. I think it is fair but not where I wish it to be.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

I will just give an example where I come from, we get a lot more than what we are getting here and for the same thing a lot more in terms of incentive November incentives

There were a lot more shares and all that other stuff you know based on that incentive like a bonus the bonus at my level yes, I feel it's a bit unfair as compared to the other places doing the same thing it's yeah, it's less maybe 25% of what you'll get elsewhere.

3. **Is the salary increase review done in a fair and ethical manner?**

I have not been taken through the salary increases but looking at my guys the way that they are all awarded the same increases, it does not look correct.

You cannot have five operators who work very differently maybe one is pulling more than the other one, but they always awarded the same increase every year it is it does not look correct

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Yes, I believe so like what I mentioned earlier that my previous company had all of this in place and the culture and atmosphere was different compared to here at Tiger Brands.

5. **What type of incentives would best motivate you as an individual to increase performance?**

I think it should be getting profit sharing related incentives so if we do well as a company or as a as a production plant then we should be accordingly so like a profit sharing.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

To be brutally honest oh so be brutally honest no. We just recently had interviews where we were interviewing people who were going to be leaders of their shifts. It's very scary that out of maybe eight of those individuals only two could really maybe give you half of what they understand about MECP, but I tell you if your leadership doesn't know MECP then you can just forget about the rest of the subordinate because I believe it's a thing that you talk every day when you are engaging with the with your subordinates and if you can't talk the language how will it get filtered down. We are we are very behind far behind yes

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

Again here I feel not all departments at the start it's not interlinked definitely it's more visible when you walked in production area but I also see that people that are driving it shouldn't be the people that are driving it I believe the owners should be driving it so that it becomes more of a value should be the shopfloor guys from putting it up together and running with it obviously we, as, management should just give them a hand to guide them but yeah other departments I feel they are very behind I don't feel that certain departments I don't see anything that links to what the production departments is trying to do in terms of visibility especially around the 5S but, it would seem as if the quality department is more or less In Sync and I'm referring to your own material warehouse and mixing their they are lacking

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

We have some routines in place from the daily meetings point of view, but there is still a long way to go across the entire plant.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

That will be you're the one-on-one so the tool is there and somehow or somewhat these individuals that are using it but not all of them and there is your KPI dashboards that are visible as well as some form of communication and I see that most people are reading through them because you'll hear things from them before you even read about we've got WhatsApp groups as well I feel we are not doing justice when it comes to the electronic a form of communication.

though across let's just get through a minority of our people in terms of what the information available information that we are sharing there I feel we can do more we can make sure that our Wi-Fi system is working in the plant and put people on the WhatsApp group as a start and we'll be able to communicate because we talk and we celebrate about a lot of things but they're don't know they don't know they don't have access to this simple tool

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

We have a KPI dashboard, but I do not think the summary is clear, that a lot of our people's understanding and is able to interpretation is not at the correct level

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

Yes, I think so because like I said earlier on, we have tools that we use such as the meetings communicate and get consistent very consistent, and we have operator workstations as well where we utilize communicate goals

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

I am not aware of any.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

Yes, it is. There are people that have been identified to go through Optimum for further development.

Interviewee:	**P10**
Date:	**30/11/2022**
Duration:	**33 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, I can make other people understand their job well. I can teach many different operators quickly and well.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

I am not sure if can recognise my own strengths and weaknesses.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

The communication is coming from my leader and when it does come through, I will manage to that message down to the shopfloor. There is no real direct contact with the shopfloor on the communication.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

My leader is capable on picking up when I am down.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

Yes, this is because HR and my leader always acknowledge the positive way that I' would be working with the people.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

Yes, they are we always sit in meetings and always communicate about what is happening.

2. **Are the goals of the business clear to you within your area?**

The only thing that you must achieve is OEE above 80% on each line. If we get that then we are ok.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Only monthly team day and the weekly meetings that we have with the team to give them updates on the performance and find out if there are any issues.

4. **Do you ask your team members what it is they want?**

Yes, when they do well, they say that they want incentives of juice for satisfactory performance, and this is what I listen to during the team sessions.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

No, my manager does not ask.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

Sometimes my manager motivates the team or individuals when he goes to the operators at their machines to let them understand exactly what they need to be doing for improved results.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

Not so often at all, we coach one another to get to solutions to issues that we may be experiencing.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

Yes, there is a high level of coaching from your manager as I am still learning in my job.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

They are done in a pragmatic manner because you cannot just push things if you do not know why and for what you are pushing. So, there must be a good understanding of the situation.

5. **How often do you experience conflict with your colleagues or manger in your area?**

Not so often, we coach one another to get to solutions to issues that we may be experiencing.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

No, I think I could at the lowest paid in my job.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

No, the scheme is not correctly structured. I have been promoted from a Controller to a Production Manager and did not receive anything then. This is only for the Production Managers and upward and I do not think it is fair.

3. **Is the salary increase review done in a fair and ethical manner?**

Yes, the ratings we get seem to be correct, but I do not know what is the percentage linked to the rating the outcome seems to be that we still get short changed.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Yes, I think it could change because if the person gets incentive, they will feel part of the company and that they are working for something of meaning.

5. **What type of incentives would best motivate you as an individual to increase performance?**

Money, not juice, give me more money I do not want these hampers and stuff I want money. Let us say each week that my targets are met I should get an incentive of R1000 every week. That will motivate me to work more and harder.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

I can say some groups of people understand it, but a lot of people do not. There is a lot of push back from people and some are just stubborn.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

Related to me yes, all other departments I am not sure what is going on. The other departments besides Production are not doing anything.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

The routines are structured because we have our weekly and monthly meetings which have set agendas.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

The Operator workstations are multi-information boards on the performance of an area.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

Not sure if the people know and understand, but I try to put it on the Operator workstations to show the operators how much should we have lost under MUV in the plant

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

Things just get thrown at us and then there is silence from the leadership team. I think it is complicated because I do not really understand how all these things link together.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

There is no incentive

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

I do not know whether the new incentive scheme that the business is looking to implement is what can be seen as recognition. But now there is nothing.

Interviewee:	**P11**
Date:	**07/12/2022**
Duration:	**40 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, I can, I will share with people good or unwelcome news or issues directly. Sometimes people cannot take shocking news, but you will need to be direct at times.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

I can, like I already said that my strength is that I will always avail myself and be involved in all the activities that I need to do and get information. My weakness is that sometimes to express myself I may not come across clear enough.

I think of you need to learn more on yourself to improve on your weaknesses.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

I would say as many my leader for me, you are working well with his peers and is straightforward with them and with us also. Always pushing us, but the push is to the right direction. He is working out well I am feeling safe. If I have issues, I will come to him then it will get addressed.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

I would say the strength yes, the weaknesses are never I never noticed that it was recognized

5. **Is there active acknowledgement of individuals strengths in an open platform within the business?**

Yes, it is common it is even in the crew everywhere it is seen with regards to performance then the people are recognized.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

I will say from my leader, yes, he is communicating things when they are happening, but from his boss, I do not think it is. More communication is needed.

When engagements with the Union happen, we do not information on the progress. There is no line of site of where in the process things are and we hear them from the shop floor, and we collaborate with these people and need feedback and to be able to give our input to motivate us and the team.

2. **Are the goals of the business clear to you within your area?**

The goals are clear. That we are driving profit for the business. The ones which are not clear and consistent are the ones around MECP.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Every Monday at the start of shift is started with a meeting to communicate with the team and the one-on-one with your teams that tried to have quarterly one-on-one to view the people as in how the how the feeling with their position where they are working what are the frustration and whether there is any help they need.

4. **Do you ask your team members what it is they want?**

I have asked them, and they say they wanted to be paid well. If we pay them well then, they will take the full responsibility and ownership.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

My direct manager does engage with me and my team, but his manager does not speak directly with my team often.

iii. **In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?**

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

Yes, I will say the way in which my manager is running this operation he motivates the teams to do their jobs. Not allowing the blaming culture to happen. Each department must take responsibility for the mistakes and successes they make within their areas.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

Yes, always although I did not a have any serious conflict with anyone in my team.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

It is telling, right now it is telling there is not much coaching.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

There's thought, but the one of the shift patterns for me, it was the rush the one. I do not think they was a proper thinking at all. Everyone that needed to be involved was not included in the process of change and this was done in a rushed manner and still has not been done properly.

5. **How often do you experience conflict with your colleagues or manger in your area?**

With my colleagues I always have, especially when we are doing the hand over. I always confront them directly on what I do not agree with and will escalate it further if I see the need to.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

I think it is all right.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

On my side the structure is correctly setup, but for the guys on the shopfloor there is no incentive for them.

3. **Is the salary increase review done in a fair and ethical manner?**

It would seem like it is based on the people that you like you like and who would shout the loudest in the calibration process and convincing others to believe this or that person is great person or not.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

The culture can change way in which they work. If we had to put in more incentives and stuff the more, you give them money there is the more that they are going to give.

Shares in from top to bottom can change the culture.

5. **What type of incentives would best motivate you as an individual to increase performance?**

Feedback every time if I did well, then the rest will follow the company's procedure and the policies.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

I think people especially on the show floor and everywhere else did this was rushed on the MECP launch, so its fully understood.

Even the people that are meant to be training the whole thing are also confused in the understanding of the MECP

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

In Production yes, in other areas of the plant it is not visible.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

People are not familiar with all those routines we need to be far more consistent.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

Yes, communication I think it is happening although people may prefer not to receive e-mails.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

Although not all of this, I may understand it but the guys on the floor the guys have poor line of sight on this.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

They are not consistent, even what they are saying today they will say what they want then tomorrow they are changing that is the problem with them and even if we are to change it is not consistent and there is no standard.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

None of which I am aware.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

There is nothing there is nothing.

Interviewee:	**P12**
Date:	**08/12/2022**
Duration:	**53 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, I am in my own space in my own area as the production manager. I have done that, I have demonstrated as well with other internal departments like packaging and issuing.

Because raw material issuing and the warehouse, especially when I'm doing afternoon shift and night shift, I just told myself that I'm taking over, like being the whole plant manager to make the point that I tried to know most of the areas so that I don't get surprises whereby I see things now they're not happening. Whatever. I am expecting every department to be on top of their game. So, on my side I have been having a better way of handling all the departments under my wing.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, I can identify this, I will recognize my own strengths and weaknesses. I strike people as a quiet person when they first see me knowing that I want them to be even more open that I am that type of an introvert, only to find that at a later stage I can study them even more freely. Having seen or not notice people how they behave then have a better way of approaching them.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

I have realized that my leader is able to work and collaborate with others in different departments. I take it from chairing and running the meetings. All departments are held accountable and should there be any issues that people are experiencing, the guys that are experiencing during the production brand, there is a way of making the point that you get across into other departments and even the people that are running the line, they may be under your department like maintenance, but you've got a way of making the point in an effective way to yield results.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

The acknowledgement is done to the individuals at their workstations, especially the operators. They get the feedback on regular basis, especially morning shift and afternoon shift is exceedingly difficult for night shift to be seen by the senior management because they only have their controller and the and the and the production manager. But they know as well that they want they are in morning shift in afternoon shift they will see visibility of air management and senior management.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

It is operator workstation that is happening in a in a in an effective way and it is not only the positive. Is not only the positive feedback that it gets, given that also the negative and areas of improvement that need to be highlighted and spoken out.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. Are the communications from your senior leadership consistent and relevant?

Yes, it is. It is a for instance, the operations manager has daily meeting feedback.

Every information that is shared there, it is according to the agenda and all the departmental heads or leadership are part of the meeting. It is relevant and it is consistent even in your absence as the senior leadership and you go in as the ship version of the meeting, even if you are absent, the meeting continues in the same platform, in the same rhythm and the strength that it has to take place.

2. Are the goals of the business clear to you within your area?

Yes, they are, although not all of them I have control over, but yes, they are. They are communicated and they are clear to me.

3. Do you have regular team sessions allocated within the month or year to for feedback and progress?

Yes, we do. From my side, I have biweekly meetings whereby I give you back to my team when we do morning shift. When I do morning shift on a Monday. I take the first hour to have my meetings with my team, talk to them the plan, talk to them, whatever feedback that I needed to give them. They also get a chance to give me feedback on certain aspects. The other area will find that on a monthly basis you find that we've got the stock count, we use the stock count, they to have one team for the day that session is actually giving regular feedback is done by all departments, but with a specific team, leadership that has been asked to have some presentations. And then the other the plant manager does one whereby you will find that is also having.

A monthly communication to the plant is allocated by the Plant manager to cover everything that he has prepared for the team in terms of the feedback, communicate even the plant performance and any new developments that the plant.

And this the employees to know that is his platform as the as the plan manager to communicate.

4. Do you ask your team members what it is they want?

In some of these sessions, yes, I do ask them what is it that they want as I straight question. When I said one of my weaknesses is to make it a point that I do not have to surprise people and then they end up surprising me. I asked them in in a way, what is it that they would prefer and then that is where I get to guide them maybe also if I see that maybe they are demanding too much and then I need to have some guidance and say guys, no, this one I won't get it, even if you can climb the mountain, it can be achievable. I cannot get such money for you. Those are things that, but they have the platform where they can ask me what they want.

5. Does your manger regularly engage with you and the team to ask what you want and need?

My manager does engage with me, especially on the one on ones that one is the different case and as my manager works the line he meets my team as well, whether it's during operation and that also is a platform where my manager and I we can communicate to the team, yeah, and see what the team are wants and needs. The other platform is when we do our team day because my manager also gets a chance to also do his presentation there, He cannot just make empty promises on other things he needs to calculate his communication because some people they can take things that should have been avoided. So, my manager yes, he does have regular. Engagement with me and my team in those platforms that I just mentioned.

iii. **In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?**

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

I will, I will say yes. It was also a decided that it needs to be part of the goals because my manager notified that we do not have the people that we are developing. So, it ended up now going to our goals whereby I need to make each, and every production manager need to make the point that. They develop certain people and on my goal sheet I need to specify who it is that I am developing and having a skills matrix within the business to cover up thirteen development areas where we could see that there were having some challenges. So, this is addressed in a skilful manner.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

Yes, my manager does. I will make an example here where you find that some of the guys get demoted from the area that that they have been responsible for and found that there will be some complaints about certain individuals. And you will find that instead of being a barrier, my boss will be encouraging that certain individual that, OK, you don't have to be an operator, for instance, for the rest of your life, learn new things.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

There is a lot of coaching that is taking place. It has taken place even from the beginning when I joined the beverage team a lot has been achieved through the coaching. Otherwise, we the business would not be where it is now to be recognized as one of the best in the company to win the manufacturing unit of the year.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

Most of the decisions that are taken, and they are structured, and they are well thought there will be situations whereby we try to save searching material and then we end up saying let's plan 123, but everything is structured because it's going via the planning

meeting. Everything is organized. There is nothing that is done in general rushed to take a solution. There is a plan for everything. Once we planned, we execute well. Now, the way we adhere to the plan, it is making life easy for us.

5. **How often do you experience conflict with your colleagues or manger in your area?**

At the beginning of my journey, as the production manager on Shift a, I had a lot of conflict almost every day with my colleagues and also with the guys that report to me because I think they didn't see the approach that I was bringing to the operations until they saw that the results are beginning to yield. Then they started to understand why I do things the way I was doing them. Then I started now showing my colleagues what I am doing and why do I do such and then also my team and they started now seeing why. Conflicts will be there, but it should hit the targets that we set for ourselves.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

I so wish my renumeration could be more. But I know that you are running your business.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

No, other grades and the percentage is not structured in such way that everybody can get something. Now it feels bad when you know that there is a few cents that might come but, I am pushing with the same pace with these guys, but I am the only one that is going to benefit.

3. **Is the salary increase review done in a fair and ethical manner?**

Yes, it is done in an ethical manner. The guys are sitting to decide our performance check if we met our targets in terms of our OEE and then the decisions are taken in

the collaboration where all departments are getting represented in that calibration committee.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

I believe so, especially when people know that at the end of at the end of it all, there will be some reward. It needs to be communicated in a way that people must work, not to get injured or compromising safety or quality. It must be communicated in an effective way. It can make a huge change if such can be done, even if it can be done quarterly, whereby people know that OK, should we hit these targets and no safety issues, no quality issues then there is a serious reward at the end of the day.

5. **What type of incentives would best motivate you as an individual to increase performance?**

I believe if we hit the quarterly numbers then we get the incentive, which is the best incentive for me, it will motivate me even more. I it does not have to be monthly because the intention is to make it a target for a slightly longer period.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

There is an understanding of MECP, but we just lack the discipline.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

Visibility on the shop floor is more in production currently it is working progress and the other departments they need now to also start implementing their boards they too must get updated. Warehouse. I do not see anything there as I visited the other departments like quality will find that they are doing what area. There is stuff and it is

getting updated production. There is stuff which is getting updated. In processing, Warehouse, Logistics, and the Sugar Plant there is nothing. There is a lot of work that needs to be done in those departments that are a bit behind.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

Yes. It is a structured routine for having communication open communication with the operators. Especially on board that is getting updated on every shift. It is easy for us to have continuous improvements on things that have been highlighted as well on those areas. And the other area is when we do the focus improvement where we do the FI projects where guys are doing the ten-step problem solving, there is a lot of engagement in there between the employers. There is a lot of dialogue there.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

Yes, we have got that as you enter the plant, the performance gets displayed also on the notice boards

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

No especially those that are involved will have line of sight of getting those numbers, but not everybody in the plant knows what needs to be done there. You find out there is some of the guys they do not even know where to get this profit margins in the organization, but middle management to senior management have these numbers.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

Yes, the coms are fine through team days out.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

I am not aware of any

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

I am aware that it has been proposed and it has been agreed in the plant level, it is to kick off in the next fiscal year, but it was agreed on it that they will be getting some incentive schemes.

Interviewee:	**P13**
Date:	**14/12/2022**
Duration:	**43 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

No, If I were to mention the department in-between there is not a collaboration. So, between planning the actual execution team, is the stores department and these are meant to function as one. But these three teams are misaligned, they have different goals and results in a lot of inefficiencies in in the business. So, they are pushing individual separate goals and they keep on clashing with each other.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, I can. know my strengths. You can leverage on those, but you focus more on weakness, you overall on what it is you want to deliver or will improve so it is no use working on the on the strengths because there is not much you can achieve on them. But if you focus on the weakness and work on them there is a lot of you can gain from working on those.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

And not in all the areas, I would say 50-50. It depends on what you are discussing. In the same sense that he is focus is on the business of the whole plant it. So, if I were to give you an example, I am saying that the focus is to push OEE, get the volumes there is a lot of care in doing that. If I need to put raw material on the plane at an excessive cost, nobody looks at this for as long as the line is running, we don't care because sometimes we try to minimize the stock and to reduce double handling and possible damage of material so it's very one sided.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

From his background he is quite manufacturing or orientated so, I will tell you that it is a, I do not know he is not able to. As I mentioned in the earlier question, yes, because of the different silos and as a plant manager the business is pushing other KPI's suppressing the others here therefore the other things are being undermined.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

In certain departments, yes, not all the departments, Production, Safety and Quality departments this is seen.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

I would, say It is. There is some level of consistency. But sometimes maybe the timing of it comes way, way too late, but there is a level of communication.

2. **Are the goals of the business clear to you within your area?**

The goals are clear, yes.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Yes, I do. So that is a weekly and monthly.

4. **Do you ask your team members what it is they want?**

Not as often as I should, but I would not say it is most of the time.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

Yes, there are those sessions, but it is not. It is not regular yet, so it is very sporadic. The intention is there but, it has not taken as seriously because like I say it is like a knee jerk reaction to a problem.

iii. **In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?**

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

Yes, a level of motivation is there. He has got it opened door policy people can access him if they have any problems and this helps to motivate the team.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

Is a yes, but as to both parties feel the solution was win-win I would say not. But there is a try to a win from both parties here. But in all honesty always one or the other will feel that they are being overlooked. I feel that at the site their tendency leans towards the maintenance. It is more leaning in that direction due to the background of the giving it a bias.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

I strongly believe there is more coaching.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

It is a 50-50. Sometimes it is a rushed.

5. **How often do you experience conflict with your colleagues or manger in your area?**

With managers not so much for the colleagues here often.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

A big No.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

Definitely not.

3. **Is the salary increase review done in a fair and ethical manner?**

Yes, I believe that they are done ethically, but it is like whether it is fair I would not say that. Let us take the let us take what is this calibration process, the people ever sit in,

and I think that is what I am thinking of. People do not know what to go through on a day-to-day basis. They only look at the outcome and the result of what you saved the business. Especially the people that sit in the calibration process, yet they contribute to giving a rating of a person.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Yes, can change. So, I will take an example of what was mentioned in the in the in the. That meeting that we had yesterday, I cannot remember the plant weekly that certain ideas if you produce an idea to save something and then you get a percentage of that saving there that will have a positive impact in the business.

5. **What type of incentives would best motivate you as an individual to increase performance?**

So, the short-term Incentives. There's various levels and the C level 8% the D level gets 12% and so on. If you can make it a little bit more for C level because their package is lower. So current C level is 8%. So, as I feel if it can be like thirteen%. Not just on the C level this must apply to all C Lowers as well in the department as well. They do not qualify for it. Lastly the shopfloor needs to be included in the incentive scheme as well.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

There is not a firm understanding of the MECP in the entire plant.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

No there is not.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

There is a there is a structure. But the execution within that structure it is lacking.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

So that the town hall one is there as a platform for communication, maybe if it can be done twice a month it will help more as the month is just too long.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

No. Not to everybody knows where it is. So, people do not know the cost board at the entrance of the Production section, so it is not enough.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

So, I would say yes, but not consistent.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

Not aware of any.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

Not aware of any.

Interviewee:	**P14**
Date:	**12/12/2022**
Duration:	**1hr 19 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

I believe in teamwork. I believe in collaborations. I work well with others because I am very well when it comes to communicating.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

I am, more strengths than weaknesses. I think I have more strength than weakness then I will focus more on my weaknesses because this is where I need to build myself as an individual.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

To be honest with you, I think she is trying, and I think it is something that we there is there still opportunity and I think she can still do more based on that, but she is trying, but not there yet.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

I think she's not and she's only communicating the weaknesses and forget the strength and that it's becoming a problem because I'm not able to feel like I'm valued, and I don't feel like she is recognizing the group because obviously the strength goes with the areas where you can perform well of which show that she's not a good leader. It is just more the weaknesses.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

No, there is not, not. We do not acknowledge individual strengths. There are opportunities for that and it is something that we need to work on.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

My manager and her bosses give you consistent and relevant communication. The challenge here is things like the IPAs for people you know, you only communicate when it is time for them. Other than that, what are we doing. Its selective only when it is time for that specific communication or to give feedback. Communicate. We sit with you only during that time, which is during October. Throughout the year there is nothing besides the one on ones that the Production team and some other departments try to do.

2. **Are the goals of the business clear to you within your area?**

Yes, it is. But here too I feel like it is also selective. When we start FY23 they mention the goals but with no follow through, here are the and will see at the end of the year if it has made or not.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Not at all.

4. **Do you ask your team members what it is they want?**

I think it is not consistent. But I do not think that is a question that I ask. I need to change the way I ask this question after this.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

I think she is not and its only when the bosses need something then we are engaging on matters. This needs to change.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

No, they do not.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

I think she does, but sometimes she takes sides instead of resolving the situation in a skilful manner.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

What coaching? No.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

The rushed because they are due dates that we are chasing.

5. **How often do you experience conflict with your colleagues or manger in your area?**

I do not have many conflicts.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

Not at all.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

No, the upcoming one, it is structured. Because they are setting a goal starting with what the company wants to reach in terms of Safety, Quality, productivity, and no work stoppages, of which, is fair.

I was part of the project and I feel like it is a good thing or it is going to bring the motivation within the plant.

3. **Is the salary increase review done in a fair and ethical manner?**

No, it is not, I have raised this several times in my forums.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

It can change. But remember because you know people it is based on how motivated they are, yes. So, motivation can influence culture

5. **What type of incentives would best motivate you as an individual to increase performance?**

Money, if you can give me once in a year and pay me right from the onset monthly.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

Yes, it is. I can say there is a foundation and from this foundation there is some form of understanding.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

We are not yet there.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

We are trying on this but again, we are not yet there.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

Yes, we have our monthly town hall sessions when the Plant Manager and the leadership team engage with the employees to give communication on how we performed as a business the previous month.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

Full details of the cost, in terms of the numbers are there, but then understanding and is not there. People do not understand what is happening because I was once in this town hall when they were talking about the money aspect, but it all was not clear.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

No, it is not at all. The only thing we are good at are the presentations.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

The incentive is not including MECP, but it is not there.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

No, we are now having year end awards and MECP is not even included in the awards, and it is not seen as a noticeable achievement or foundation.

Interviewee:	**P15**
Date:	**23/11/2022**
Duration:	**36 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

I think my job requires me to have to work with people and cross departments right cross functionality because finance doesn't generate cost right this other departments generate cost and in order for me to understand that I need to collaborate, so I think we do that well I think we have to do it well because if you don't have that alignment you don't have accurate and accurate view of what's happening from a financial perspective.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

In general, I think I am more aware of my weaknesses, than strengths. I think there is an opportunity that people are missing there, and I think I have learned to seek my strength. The weaknesses are easy to identify.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

No, initially I got the feeling that she would claim the this my house and almost not want to collaborate with other people and almost cut people off when in conversations. But currently she takes a bit more interest in others within their areas.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

I think yes, she is very observant, but again only certain conversations happen after you have resigned, and people are recognizing your words.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

In my case the strengths of me as an individual is recognized by word of mouth from other senior leaders. This is not necessarily done in an open platform, but through corridor talks where the acknowledgement is done.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

No, it is not consistent. I think for example right when we were transporting sugar to Snacks and treats due to a sugar shortage. It is required for the business unit to receipt on the one end. But what I have observed is that nobody from senior leadership

communicates arounds the sugar shortage this then leads to us fighting each other and then accounts payable is being thrown into because they cannot pay their money so there is this big discourse that's happening people are copied on emails then beverages need to sort it out.

2. **Are the goals of the business clear to you within your area?**

Yes, we know what the goal is, that you know do not exceed a certain target or remain within a certain band or whatever the case. I think the execution of how you deliver that is where it becomes a little bit grey.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

With my leader whenever there was a problem, we would talk about it. And address it. There is not constant communication happening. Now that feedback only really happened during our IPA discussion but even then, it was over the back of a resignation

4. **Do you ask your team members what it is they want?**

My approach initially was to hold her hand. I then backed off a bit after a while to allow for acclimatation to allow for her to up personal confidence.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

Not necessarily, it is all about we get the work done right it is not about what I need to get the work done.

iii. **In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?**

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

Many conversations now are understood with consequence management right and I think we in Tiger are of the stick and carrot mentality. I do not think we think about responding to things in an emotional intelligent way I think it is what needs to be done if it is not done with the consequence management.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

In this situation it was very much about, this is what needs to be done, how do we get to the point where we achieve what we both need to get complete.

At times when trying to get the work done things would get heated such that our senior manager would have to intervene to resolve issues so there is a level of EQ that is lacking

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

I think now because I have a different mindset post putting in my resignation, there more openness and I am also inviting the coaching.

Before this was not present with my direct manager. On the other hand, with my dotted line manager, I would receive consistent coaching and he does not do it aggressively. It is always done in ways where I can see that he is trying to lay a lesson down right and I have really appreciated that cause it gives things to go home and think about.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

Everything is rushed, everything needs to happen now like orders, reports needed yesterday because some big boss wants to view it right now. Then this gets us all running around I am having to hound people to get on some information.

5. **How often do you experience conflict with your colleagues or manger in your area?**

Not so often, conflict happens all the time, it is about how you stretch the conversation. Other people manage conflict a lot more decisively right and those are things to pull on as well because there will be times when it does get ugly, and you need to speak plainly.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. Is your current renumeration scaled at the correct level for the type of work that you do?

I thought it was, and then I resigned and then I realized it was not and you know went down the rabbit hole had a couple of conversations, and it was not in line.

2. Is the incentive scheme for the organization correctly structured on an annual basis?

So, we have the STI, we do not pay our people enough right and it is not as simple as we want to pay people five thousand every month more you know obviously there are different brackets or different skill levels require various levels of remuneration.

The STI's have KPI items in them that are not related to some people, such as maintenance spend and yet this is what some other people out of this area are measured. I think your STI should be based on what you bring to the table and whether you have achieved your targets because it was the point about setting KPI's.

3. Is the salary increase review done in a fair and ethical manner?

I do not think so at all. All my points above are related to this question.

4. Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?

The funny thing is people are quicker to leave when they have a bad manager than when they are not feeling like they are being paid enough. If you enjoy where you stay even if you have been poorly paid, you are likely to stay there longer you know. Yes, I

do think it can change the culture ultimately yeah fine you're going to leave because like now we're you might enjoy your job we're in a tough economic space right, so people are actively looking because the package isn't enough right now to withstand what's happening in the world right, but I think money is a hygiene factor.

It what makes things better, money is important, but money is not the reason people stay right so I think I think culture on its own be improved by better packages right but if you have a poor pack if you have a poor culture and you're giving people money you're still going to have that high turn around still didn't get the same results

5. **What type of incentives would best motivate you as an individual to increase performance?**

Things like the wings program the lunch sessions with the CEO of the biggest food manufacturing company in the southern hemisphere that is important.

Being part of those types of programs that is motivating because you are going to get an audience with not your every type of people. These programs are more meaningful than the IPA's that we do because it makes a statement that you want to be recognized as high preforming person who needs guidance to be placed correctly within the organization.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

We need to shape this up and entrench it. We are in the initial stages of the journey.

I think the kind of people that we need to be recruiting are the kind of people who are prepared to adopt the MECP the way it is meant to be.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

There are pockets like the boards in production area that inspires the conversation. But we are still we are still beginning the journey.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

I think so, but I think we also must get on with the business on the day, which is production right, but you realize that production is part of the routine right it is happening and there's other routines that are not.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

No, We need to know that if you're benchmarking me against the cost accountant that HPC and baby what are they doing that I'm not right how do I you know get to that next level because I need to improve and that's the benchmark and that doesn't happen a person gets a 3 and you and the and you think you're assigned a 3 is great but what did I miss to get a four or five.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

Quality is right. The aspects of it that are MUV, and everybody talks on this, but the conversion cost is not even discussed.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

I think so and that has a lot to do with the kind of team we have which is paving the way on this.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

None that I am aware of.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

There are boards in the factory which recognize individual teams and highlighting the things that are critical in our factory safety quality production.

Interviewee:	**P16**
Date:	**01/12/2022**
Duration:	**35 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, I am there is a very wide interaction base that I cover in my position between everyone on site, between, production, raw materials, warehouse, and external parties including external warehouses. The COE people, co-suppliers so it is something that I do daily.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, I am. I think this would come with maturity and being in the industry for a long time because to reflect on your weaknesses or your strengths you have to have made mistakes or you have to have been getting engagement feedback from either your peers or your subordinates and as you grow you do reflect on what I'm good at and

what I'm not good at so would I would then put more energy towards o correcting my weaknesses and just maintaining my strength.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

He can. I think yes, he is quite simple in his communication and in his approach, you know he puts it like it is and he can interact with my people whenever he is here in the lab. I can also you know approach him easily as he is very approachable, and we can discuss anything in a in a simple language.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, he is, he can recognize your strengths and your weaknesses. He understands my strengths, and this is spoken on during our one on ones

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

No, I do not think there is a platform that you know everybody's strengths and weaknesses are displayed or discussed I think it is more so of awareness. I think it is something that we you know.

We have setup the quality ambassador, but I still think there is more there is more work that can be done in this area.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

I would say no, the COE team gets involved with the issues and into a firefighting mode. Then when the COE team gets to site everyone gets all panicky the session

then becomes less of coaching and more on what have not you have done instead of assisting to fix the issue.

2. **Are the goals of the business clear to you within your area?**

The target keeps on changing. So even now you know we just changed the STI targets without looking at site capabilities and so it is more of target chasing than looking at the site capability and proper actions that a site is capable of. There is a lack of application in terms of mathematical data to say that based on this, we can project this is and this is what the stretch looks like.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

I've got a couple of engagements, so there is daily you know like day-to-day running we've got a monthly session, where we review where we are in terms of the goals what we still need to achieve as a team and our focus areas for the next month we also have sessions to review our MECP which you know is a driver of in terms of the quality pillar. Those sessions are also good in in terms of implementing the culture.

4. **Do you ask your team members what it is they want?**

Yes, I think I'm that type of a leader I asked the team what they want but unfortunately they won't always get what they want, there's a balance between what a person wants and what their business goals are so if it supports the business directive, then yes that employee would get what they want in most cases and you know sometimes I can go an extra mile to say, this is benefiting the individual let me do it but it's also based on that person's performance it's not always certain employee will get what they want.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

No, I do not think he does. He can still maybe probably improve.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

I think to a point he is, but when it comes to the senior leadership team, I would say no. He does not understand the diverse cultures to apply his emotional intelligence. He must get to understand the level of people that you are working with to bridge the gap in terms of culture and the understanding.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

No. I think it is a point of improvement.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

Senior management is telling and with my manager there is a balance between the two there is an element of coaching and there is an element of telling.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

The decisions are made in a rushed manner especially by senior management because they heard something somewhere, they will hold onto that information and you as the person trying to solve the matter must come and prove the corridor talks wrong with facts. Therefore, defending logic over power.

5. **How often do you experience conflict with your colleagues or manger in your area?**

I think there is a balance. It is not every day. You would find situations where you expect to have a conflict but then it goes smooth but in situations where you are not expecting it then it comes up.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

Yes, it is.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

The STI I think the 8 to 15% is exceptionally low I would go between the 20 and 30% in terms of the setpoint for the STI's. The other thing is why are there no shares. Tiger Brands is a noticeably big company and if you get shares from Tiger Brands as an individual you would be motivated to stay.

3. **Is the salary increase review done in a fair and ethical manner?**

No. There's a level of emotion included in this process. Its seen as if I feel that a certain person has an attitude and it does not have anything to do with delivery so because of that I will rate the person lower.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

I think it is extremely limited especially that it excludes the shop floor. If there is some type of incentive that is given to the shop floor and shares are included, then this will give them that sense of belonging. We would get better performance and improved culture because they would be feeling like owners of the company instead of employees just employees.

5. **What type of incentives would best motivate you as an individual to increase performance?**

Look as I have said about 20% to 30% STI and shares will help.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. Is there a firm understanding of the MECP methodology in your area of work?

I would say no. I think that even the people that are supposed to be delivering MECP, they do not fully understand it because I have been exposed to other pillars. We have not found our feet on what are we trying to achieve firstly from MECP. It then becomes a numbers game driven in terms of targets to see that you are getting a certain score, but your OEE is sitting in the 20% range for instance. There is supposed to be a link with it.

2. Is the level of plant and shopfloor visibility of progress clearly visible in all departments?

Quality it is there as well as production. In stores and warehouse, I would say no.

3. Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?

I think for beverages we recently started there is still a lot of work to be done to get it into their routines, but it has started

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

The biggest gap would be with the shop floor performance you know communication or conversations at the supervisor level there is no clear communication happening. It must be negotiated with them through the union.

5. Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?

This is a big no. The communication is not there the shopfloor, they do not know how much product we have lost. It does not click with them that the total value at a particular

instance is R400k. They are simply happy to just put product in the sun and not try to put a system in place to prevent these losses.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

No, MECP is viewed as a standalone thing, and it has its own set of targets that people are chasing.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

No, I am not aware of any incentive's schemes.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

Within this plant site we are not that bad in terms of recognition. We recognize the best performing team we recognize the ambassador's quality ambassadors to drive the quality pillar, so we are not far off.

Interviewee:	**P17**
Date:	**12/12/2022**
Duration:	**41 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Using some previous experience and exposure, yes, it makes it easy to collaborate with different people from various levels and different operations space. The position that I am in allows me to do so.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, I am. The first thing that that pick up, are my weaknesses as those are the things that help me to grow from day-to-day.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

I doubt now because I do not know. It is exposure because, we now and then found ourselves not understanding the pros and cons of what needs to be done. So, I feel like there is a big disjoint there.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Now I have not seen that.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

No, I am not even in the plant.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

In certain messages they get distorted along the way, so the communication is not consistent and there's room for improvement on that.

2. **Are the goals of the business clear to you within your area?**

Clear is what they are to me. These goals are tracked according to a certain frequency.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

I have in place regular sessions allocated within a month, quarter, and year for feedback, as well as the Monthly Town Hall sessions that we have on site with the Plant Manager chairing these sessions.

4. **Do you ask your team members what it is they want?**

Not exactly. I do not ask them what it is that they want It is as if I am the preacher to all in the plant.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

No, I have not experienced that.

iii. **In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?**

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

This is lacking from my manager. My manager does not have that full confidence on the things that I say because they are quite lot of instances whereby just before finishing my sentence, I would be cut off, very often.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

Now, no. Based on the gaps that were previously mentioned.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

There is more telling than coaching. However, I found that from some of the team members there is more of coaching, because once we discuss something and then I will say oh yes, I like that idea then the issue discussed will get implemented.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

Now I found that it is a rush just to fight fires. We do not have a clear direction.

5. **How often do you experience conflict with your colleagues or manger in your area?**

With colleagues, not much. Just a few with my manager.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

No, I do not. Mostly because when I moved from my previous position the scale of pay was only slightly increased from my previous pay and not adjusted to the scale of pay suited for the new or current position that I have been placed in.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

I do not know. I have not even been taken through the whole structure of how it works.

3. **Is the salary increase review done in a fair and ethical manner?**

From what I have seen, it is not I do not know the method of getting the feedback. I do know that there is a recalibration process on the calibrated scores from the plant senior leadership but that is it. It is more opinionated I believe.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Of course, it can. This, because of the benchmark Plants I have gone to in the few years that I have worked. The first thing is to know what makes the people tick When it comes to incentives this makes people feel more motivated to improve performance.

5. **What type of incentives would best motivate you as an individual to increase performance?**

I think the review around medical aid offered by the company. Because we are paying more for something from which we are not benefitting. Nice incentives, especially the performance incentives should be received at least twice a year.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

The methodology itself is not so clear. I think there is quite a lot of working in the foundation phase that needs to be done from the leadership. Things just get even worse when it comes down to the shopfloor because of the misunderstanding from the top leaders. We are just trying to get our heads around it.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

No, I think, when you look at MECP it depends on who is in that department. There is no standardization. The Production area compared to the warehouse are different. There is nothing in the warehouse.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

Again, this one, has two sides of the coin. In one area we are doing it quite well and other areas are struggling with this.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

I can say no, it is there for everyone to understand, but if it is their displayed, some of the people will just go there, but others are not even bothered.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

No, definitely not.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

No, I do not know of any.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

Yes, I think of what we just did now to select the individuals for the Christmas party in the awards, we had a Quality, safety, and delivery winners these are part of the MECP house.

Interviewee:	**P18**
Date:	**01/12/2022**
Duration:	**41 min**

Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

In the same department and across all the levels so yes.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

I think it is a difficult one but what is important I think for me it is getting feedback from the people on my weaknesses that is why I am hoping I'll get feedback from the people but what helped identify what you're not aware of especially the weaknesses.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

I think for the running of the of the of the of the plant have we have a structure that allows for the leader to communicate with different departments but not sure of the effectiveness of it and if there is enough of the right type of communication.
There is more that can be done in terms of visibility in different areas for example the Raw materials team. There may be a strength more with the external stakeholder rather than his internal team.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

No, there is not an example of when or where he would sit me down a highlight that I am good at this or weak at that. This is a soft skill that I believe is lacking from my leader.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

Yes, so at Tiger we are seeing that level of recognition of strengths which is leaning more towards teams all the time. It is fairly balanced it is not it is not it is not high or low just somewhere in the middle between the team and the individuals how do we acknowledge from recognizing amazing individuals. We do so through emails, team sessions where we clap for the individual or even give a voucher to the person who we want to acknowledge.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

So, in this case the guys above us which is like Coe and exco provide communication which is consistent and relevant. The corporate communications come through often enough with relevant information for us.

2. **Are the goals of the business clear to you within your area?**

Yes, they are.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

For me it is a yes, I give them feedback on what is going on now, plans as well as focus on the goals and all. Which I believe is sufficient.

4. **Do you ask your team members what it is they want?**

No, I do not. What I do is ask a very open-ended question. The question is opened so that people can always suggest what it is that they may propose.
They know that they are empowered to suggest different things to express their views it is not straightforward as in what is it that you want, but I do build a platform where people can express themselves and their views.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

Not with my team, with when we meet to discuss one on ones but not with my team.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

I do not feel any motivation personally. I do not personally feel the effectiveness of that motivation. As mentioned with in the previous question that there is less contact with my team so I do not think my team will feel like they are getting motivated.
It is my problem in terms of what motivates me right. I do not get motivated from hearing good things, but I do not I do not really get motivated from hearing well done. So, what can motivate me is if the person for example is interested to find out how I how I am how is my family right, that might motivate me.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

I have not seen a way the conflict was resolved skillfully but inspiring others to take positive actions.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

Its more telling rather than coaching.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

They are rushed to a solution.

5. **How often do you experience conflict with your colleagues or manger in your area?**

When it comes to the time of telling I lose it and they might be some conflict, such that the other person is not getting something right.
With my colleagues there might be arguments or where we see things differently one of my weaknesses which is that when I am convinced of something I push my point even though there's other perspective on things.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

No, because in terms of the way they have scaled the job for this position and its responsibilities linked with the type of qualification required for this job it yes is not correct.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

With the STI's I believe a better thing must go right down to the plant level. It needs to involve other functions and scales.

3. **Is the salary increase review done in a fair and ethical manner?**

I do not think it is. It is about who is complaining who says they want to get paid more it is not structured so it cannot be fair from that point of view

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

I am not sure if that can change the culture, but from what we know I think companies that where issuing some shares in the company they would behave as if they were owning a piece of the company. So theoretically I think it will have a positive impact in the culture so it can have a positive impact

5. **What type of incentives would best motivate you as an individual to increase performance?**

I don't think I don't think incentive can get me to increase the performance so for me it will be about motivating me like I said if you can motivate me to the point where I feel as if you value me, you care about me, care about my family I think I can give it my best based on that. However, I believe also that they should not be underpaid. I believe if I am paid at the right level that that will help me to execute on the performance, such that I will not be demotivated about incentives.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

I do not think so.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

Yes, so this will be especially in core functions areas like production, but we have been saying that areas like raw materials and warehouse this is seriously lacking.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

So structured routines continuous improvement so we have the structured routines. What we might be missing is the shop floor routines which I think we can get this part right. This can help us to try to influence improvement that we are so desperately looking for. There is a disconnect going down to the shop floor.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

Team performance, I believe we do have in the plant, but if the supervisors are not communicating this type of communication, we will then hope that it will be put on the boards.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

So, in terms of the cost losses I think we have done well recently with the MUV making sure that we cascaded down to the operator stations there is still work to be done in that regard, but I think it's progress in the right direction there's still lots of work to be done.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

No, I do not think so. I think we are trying to figure out what this MECP is about to in terms of the communications from the senior leadership which is still in this case I think they do not know what they want, and they end up confusing us in the plant at the end of the day.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

We do not have incentives; however, we just need to throw the link in the MECP from the point of performance

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

There is no such thing, we need to bring this into the MECP to ensure that it is something that comes a way of working.

Interviewee:	**P19**
Date:	**04/12/2022**
Duration:	**1hr**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yeah, I think I am.
I can work well with the various levels of different skills levels from shopfloor to level 2 to Level 3 and even upward.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

It comes with feedback that you get from people. So, as you work with people, and they start mentioning things like. Say for example, one of the criticisms I have received is criticisms that I have received is that. I am too blunt or too straight to the point where it sometimes becomes aggressive.
I take that feedback and try and do some introspection and see whether I am behaving in that way and then try to work on myself. It is just that when a problem is where obviously people have this certain personality traits that are led to conflicts, but that is more on a case-by-case basis and it is more dealing with an unprofessional.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yeah, I think the strengths that our leader has is that. He understands he is very solutions based, so he will try to propose a solution for the problem that you are facing and, he does care for. All people in the plant, especially the shop floor, but I think the I think he can convey that a bit better. Engaging with the shop floor so that they there is that relationship where there is understanding and you know, like build a relationship with a few people at the shop floor level, especially this is from my discussions with the shop floor, thinks like that. I think from COE perspective. I would prefer if he would be able to push back a little more. On certain things, I understand

that is, he needs to be weighed diplomatic. which is right. But sometimes that given that position, you need to be able to put your foot down and say this is the way it is.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

I think so. He has pointed out a few areas that I need to work on, which I appreciate because it gave me direction on what is expected of me from my line manager, so that is good.
In terms of such recognizing strengths, I do not think I have really seen that yet.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

Yes, I am like rewards and awards and things like that. The tiger stripes and the Wings program and obviously like the MBA program that you are doing now will only be awarded to high performance and things like that.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

Yes and no.
In terms of how the business is performing from a stock point of view or financial point of view, yes, I think it is communicated but, often I find myself needing to submit something and not knowing at and only being told at the last minute that this information is required by.
The CEO or the Chief Growth officer or someone important and obviously that is related to a business, important business goal and that is not communicated clearly, so yes. So, it is a bit disjointed

2. **Are the goals of the business clear to you within your area?**

I would say 60% clear.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Yes. So, there is the monthly.
Monthly, I think it is a town hall, so that the monthly session where our leader gives you feedback to the shop floor and how what the performance has been that covers various KPI in the plant. And then there is our leadership. Monthly session as well, where we review our progress. There is a team day out that, oh, there is this the stock day stock take day. Umm Team Day out. That happens with the shop floor. I am not part of that, but that does take place. At the level above. There is a there is a process engineering, monthly call that happens where the engineers at the plant must give feedback on how the plant is performing in their various our various KPI.

4. **Do you ask your team members what it is they want?**

They tell me what they want. In in routine meetings that we have, whenever there is an issue that that needs attention or needs my focus, then that has made quite clear. No, usually I am. I am usually it is quite clear from the plant side what I need to focus on from just this, from the plant side.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

So, I have had. I had my first monthly one-on-one last week. I am new to the business.
So that will develop as we go along in terms of the mixing department mixing team, I am not sure how. The plan is to engage with them, except in in the monthly feedback sessions. I am not sure how often he is walkabouts are in the plant where he would engage with shopfloor electricity general engagement. So, the I would say the daily

operations meeting or you are on the WhatsApp groups. He usually asks any support is required from the team. From both mixing and production, he does ask the shop floor.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

No. an attempt is made. I mean, an attempt is made. It does not really motivate. No, I think I have seen better forms of motivation. And for me, I do not know whether there is a question. Is there a question on like what motivates me and things like that, OK? Yes. So, I think I am more motivated by. I like to have a clear picture of what needs to be done. I understand the environment that we in does not have a lot of standards. Having said that, I still like a clear, clear, clear picture of what is required of me and of the business? And I think holding setting high but still achievable targets. Is also good it motivates me as well. Yes. So high targets within capability. So, keeping in mind what we are capable of at the fact she given where we are now you cannot expect.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

I have to say he has helps me to resolve a conflict before. So, but it is more he enabled me on how to resolve the conflict, which is what I appreciated. Instead of doing it for me. So, he showed me another way to. To look at the problem instead of the background I come from which is just fight it out.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

Ah, it is a mix from my direct manager. It is a mix. There is some telling and there's coaching. He does try to coach.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

No, it is rushed to a solution. We need to have more.
More like a long term in some respects we need to have a long-term view on things.

5. **How often do you experience conflict with your colleagues or manger in your area?**

Hardly ever. That is so obviously, we have little disagreements and things in the office, but I obviously that would maturity comes the understanding that it is. These it is professional disagreements and it is not personal, and you understand why these things happen. The conflicts, the actual conflicts are more would certainly individuals on the I would say on the shop floor, you know, but those that is on a case-by-case basis, and you really cannot do anything about that.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

Look, I was paid less before for doing way, way, way more work.
So, it is. It seems like it seems like a lot of work where I currently because of the baseline that we are on in that there is so much of stuff that still needs to be done, but once we reach a sustainable level then the salary would be adequate for the role.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

OK, I am not close to this at all, so if I give you an answer it would be a stupid answer. I really do not know. I am not informed about this.

3. **Is the salary increase review done in a fair and ethical manner?**

It is linked with your twos, threes and fours or whatever rating you get.
But then it is highly it is fragmented.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Yes, yes it can. It can. In terms of deliverables. I think if we put some sort of target, some sort of incentive based on. Say plan attainment on a quarterly or monthly basis? and even if it's a couple of thousands of rands per person, but this is given to each level throughout, so from the shop floor on until plant managers must sometimes the plant managers are excluded, but that really motivates people to push themselves, especially through peak. So, I think it can shift the culture just in terms of needing to be driven to achieve the result. It is also. It is also like a. It creates a competition amongst not competition, but more like a motivation amongst everyone in the plant because it is if one department drops the ball then they cost they it is at a cost to the rest of the plant as well. So, each one needs to play their part to keep things running.

5. **What type of incentives would best motivate you as an individual to increase performance?**

Obviously at a Coe level it would be more about or at a director plan manager level it would be about maybe getting shares in the company or something like that.
Yes. No, I think that that would be good, but I do not. It is. I do not see it as motivation.
I see it more as people believing in the company and the brand and people's perception of the company that they work for and having pride in them. Environment

which is also good I think in terms of motivating you to work harder, it will only be it would be the value of the share.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. Is there a firm understanding of the MECP methodology in your area of work?

No, the first reason is that the current MECP practices pillars that and handbooks that we have are not structured. OK, so if you have a base, a basis that is not even fully developed, then you cannot expect it to go anywhere. What is driving it in beverages is the fact that so many of us are from environments where WCM was at an advanced level and we already know how it works, which is why we can run with it. Which is why we can make things the way it should be not run with the current MECP plan or strategy? From a shop floor level, I do not think people understand MECP fully, I think. If you ask someone what MECP is, they might say it is a ten step, or they might say it is. The boards or the SIC, but we need we can do a lot more work on visual management and coaching to improve on that.

2. Is the level of plant and shopfloor visibility of progress clearly visible in all departments?

They are. They are signs. OK, not across the plant in certain areas. So, in production you can see a lot of MECP, in mixing you can see a bit of bit of MECP with the operator workstation board that is there in the sugar plant. There is nothing. Is there anything? I think there is a handover book, but I am not sure if that concerns MECP. In the effluent plant, there is nothing.
So, it is not, it is not clearly visible in all departments, no, and in NPD there is nothing there. So yes.

3. Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?

To roll out any WCM, you need to you need each leader needs to be a teacher and you need to have that constant and consistent dialogue with every individual on the shop floor and you need to repeat yourself fifty times to get something to land your point. Which takes a lot of time? But unfortunately, repetition is what makes the practices work. When you practice for a test or an exam when you are trying to, you are trying to understand something.

I think in each concept of MECP to get to where we want to go, which is world class, that is what we need to do. However, they are structures in place now. If you look at our weekly ten step routines where the team gets together. That is structure using in place and it is active. The daily meetings that you have, where KPIs are spoken about in a in a in a chat with actions on a routine and regular basis. The handover meetings should happen at the operator workstation. I have not observed one, but I am sure they are. You. I see the workstations as well, so they are. They are routines in place.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

But they are tools, but I think, and I said this before, that I think it can be improved.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

Yes, exactly. It can be improved, but at least it is there. No, I have been told by someone there is too much there. I just walked past because I cannot read it. A leader as well. Not just a shop floor person a level two person. But he was being honest, right? So, you cannot. You cannot crucify someone for being honest. We must see how we can make it. Because if he is saying it right and he is educated and he is a senior person.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

My leader tries to use MECP, but consistently he always mentions tracking at operator workstation or handover or charts and things like that, so he is.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

I think your R&R system per shift it only it has safety, and it has planned attainment. I do not think it has anything on anything else on MECP.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

So, I am. I do not think they are any. Which recognition tools and let me just think though. No, we should put something up though, like if a team completes their ten steps. Then they should be given something or like a Hall of Fame put their pictures up or something like that.

Interviewee:	**P20**
Date:	**15/12/2022**
Duration:	**45 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. **How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?**

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, I think if there is one thing, I know about myself is that I work very well with people and I am a person that likes getting involved. And when you look at the kind of work that I do it touches on all functions of the business or all the departments. So I have to be a person that collaborates with different people and I feel teamwork and collaboration is very important in businesses because that's where you actually get a mix of skills people with different skills and strengths, so bringing those people together, especially for from a market perspective, where you trying to improve the way you do things, it's quite important because it results in creative and innovative solutions being created. So as a person, I highly recommend that, and I practice it in my professional space and on my personal space as well. So, I think I am a collaborative person.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, I am one of the ways I do that is oftentimes I will ask, people what is it that they, see as a strength from me? To get feedback from people on how I make them feel or how they perceive me? So, their feedback is particularly important as a method get to understand where my strengths are because I can think I have a certain strength in a certain area, but people see it differently. So, for example, I am going to make an example. I am someone who likes structure ffollow rules, standards so on and so forth. But sometimes people see that not as a strength, but they see it as someone who is a perfectionist.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, this one is going to be difficult to answer because I have not really worked for that long with my Leader. He is not a manager, he is a leader. He is someone who

holds people's hand and leads from the front. He is someone who involves people, he is very flexible and not a micro manager and he likes getting involved. For him, I think there is no such thing as like a job is too low for me from what I am seeing is a person that can get involved in anything if he understands. What is it that we are trying to achieve from doing that, but just high level, he is a person that likes to collaborate and likes to involve people in everything? People are everything to him. For him, numbers come last.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, he is. He is a person like that.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

Basically, rewarding recognition schemes are out there. Whenever in a person has done something well from the management all the way to the shop floor, that person gets recognized and acknowledged whether it being like a like us applauding the person, us asking the person to stand up and then we recognize the good that they have done, and also in meetings as well. You pick that up a lot whereby when someone has done something well that person get up, gets applauded and appreciated for the work that they have done and all levels in the business from anywhere. Even if we are having a dreadful day. But if there is what that one thing that a person has done very well then, the person will be appreciated. So, I think we do informally we do recognize and reward.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

Yes, I will say yes because we get informed about anything that is happening or that is going to happen in the business. So, the communication is very well done. The management team does not only depend on emails and there's also WhatsApp groups where things are communicated and there's also meetings and various forums where communication is done. And when you look at the way things are communicated, it is very what I have picked up when I started the Tiger communication is incredibly fun. When you open it there is a lot of fun to it. You see emojis and so you are very keen on opening it and seeing what is it that they that they are talking about there. So, communication is that it is done very well and it is very appealing. You just want to see what is happening yes.

2. **Are the goals of the business clear to you within your area?**

Not, not really. At this point, I would not say that its noticeably clear. Currently it is a bit vague.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

I think there is still an area of improvement in terms of feedback and progress. So, we do have our weekly steercom to measure where we are or gauge where we are against our master plans and the progress that we have made. So, we do have that session, but we need more time to perfect it or improve it to make sure that we get overall feedback and actually people are giving feedback on where they are and also challenges that they are having. So, I think there is an area of improvement to make it more robust and more value adding. So, I do have regular meetings with the team.

4. **Do you ask your team members what it is they want?**

No, but I think it is also an area of improvement.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

I think informally and there is an area of improvement. Around that.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner?**

I would say I would say no. We are on that journey already, But I feel like we can do more in terms of how we have this overall vision in goal. It is excessively big. It is something that can be achieved in years to come. So, I think we can do more in terms of breaking their vision into smaller pieces tangible whereby people understand how they contribute like you know once you understand what my contribution towards this and it is clear to say this is the role you play.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

He would not avoid conflict, he is incredibly involved, like I said. So even in meetings, when you look at our meetings, we have situations where there's conflict. Obviously, I am not saying it is destructive or constructive or anything. There will be conflict, but oftentimes he jumps in.
Especially when it involves different departments. But if it is the same departments most of the time he will allow the leader of that department to find a way to resolve the issue, but if it is cross functional most of the time he jumps in. To say this is what I see as a problem and he addresses the person that is at fault, but he does that constructively, not to make the other person feel bad.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

Some coaching. I think I will I am leaning more towards coaching. I have never been in a situation were. And our leadership team or leader tells someone you must do this. It comes from a good place. It is particularly good because he will tell you the why.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

Think they don't rush into solutions, because every time its decision is made, obviously I haven't been with the business for long, but in situations where I was maybe involved it it's more like a we have like discussions first I think he opens a platform for us to discuss, discuss it before a decision is made. There is never an instance where you just decided without involving anyone or having heard his team's point of view.

5. **How often do you experience conflict with your colleagues or manger in your area?**

No, not often.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

Oh yes.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

I am not aware of it. I do not know how it works. I do not know how it is structured.

3. **Is the salary increase review done in a fair and ethical manner?**

I am not aware of it. I do not know how it works. I do not know how it is structured.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Yeah, I think so, I think the type of incentive scheme or benefit policies we have can shape the culture of the business because it is one of the motivators for employees.

5. **What type of incentives would best motivate you as an individual to increase performance?**

I think for what the business has set as KPIs for us, so if we are going over beyond to achieve those KPI's and we are constantly improving every time, I think getting more money for every time, maybe we achieve our KPI I think that will be motivational to me but obviously. For example, if our OEE needs to be 70% but we are hitting around 75%, then everything above 75 upwards, it is a positive. But the other thing is that it needs to be, we can always get incentive bonuses for every seventy-five we hit. We need to constantly improve. We cannot just say we if we achieve seventy-five. So, once we have achieved the seventy-five marks, we get incentive for it. Then next time we need to go higher, we can always be stagnant. This to be done monthly.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

No, because there are certain individuals that understand it fully and I think people who understand it fully, people who have seen it work. But there's people who are

not even getting involved. You can see that they do not understand what the business is trying to achieve through MECP, so they do not understand how it can benefit the business. They do not see, they have never seen it and they are not interested in learning and understanding. But there's individuals that fully understand it.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

No. We have pockets of excellence and like for example, the packaging area.
I think for me packaging area and the workshop are leading the way. Even when you enter the plant is there, yes, there's areas of improvement, but you can see that there's progress and it is understood, but areas like your warehouse and your stores, you can see that there is nothing there to be honest.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

I think yes. One example is the FI tools. Where people can produce solutions and creative ideas on how we can do better or prevent things from happening. It is one of the things. Another is VOT as well is one of the platforms.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

Yes, one of the examples is the plant managers meeting. Where he meets with all the teams to take them through how we performed and what were the things that hinders us for him that us from performing well so the app platforms for that.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

In terms of losses, yes, they are displayed. But I feel like it depends on the person. It is like some people where they are displayed, OK, the management team is aware cause they attend like your MUV meetings but for the for the situational level, shop floor. I do not think it is noticeably clear to them what is happening. And I think to a certain extent it is because people do not use the communication boards to see what is happening in the business. But I think some people do not look at the VM's around the plant. But the management team and your systemic level middle management is aware of what is happening.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

We have multiple forums and platforms for communication and it is a lot of them. So, I think yes, and it cuts across all levels.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

No.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

It is a yes, but I do not really know exactly how it works, but I know there is a best team of the of the month. But I have not. I have not really got a full understanding of how it works.

Interviewee:	**P21**
Date:	**04/12/2022**
Duration:	**1hr**

Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)

Yes, it is the case. Personally, I find it especially important.
To collaborate with other people in the business, right? So, for you as a unit to achieve your objectives, you need input from other people and other functions for you to be able to deliver on what the business requirements are because at the end of the day you need to take in inputs. From other functions or other departments, process them and then deliver the expected output. So, I see it is fundamental in the success of any business, however, Tiger Brands lacks that collaborative type of environment where we still very siloed in every department. Areas do things in their own way, and they lose sides of what the key focus is for the business unit. So, for example, tigers in the business of taking it raw materials, converting it into a final product and then selling it on. But you find functions like. HR. Procurement. Inbound outbound logistics, not grasping that concept that they only exist to support the production of the product. So, for me, that is the challenge that is particularly important in any business, but getting the organic, the entire organization to be aligned in terms of what the requirements are, I think that is still a challenge. But as an individual I can work with others.

2. Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)

But I think with the broad experience that I have, or we have you can, you know, notice certain negatives and positives that you may have and then try address them. But I mean we all are aware that we have some weaknesses in some areas like personally I do not like public speaking, right. So that is one of the weaknesses I have and being a leader who needs to be able to do that to motivate people.

Look at because we like the weakness that I just mentioned in terms of public speaking and stuff like that is not, it is not something that I get to do on a regular basis, right. But I can do it. I am not great at it. I can do it, but it takes a lot out of me like I must focus. I got to concentrate on what I am doing constantly. And after that, I feel very trained or exhaust that right because it just took a lot out of me. But I focused a lot more on my strengths. Where there is a weakness that is negative impact negatively impacting the business units or the people around me? Then it is something that I must take cognisance of and try get some help to try sorted out as quickly as possible, so it does not become a bigger issue.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, look, Leonard was able to do that and was able to do it in a very calm manner, even though some interactions would become very heated.
But I think from an emotional intelligence point of view is extremely high up right and can manage and navigate through those.
In a tricky situation so that we still make able to get the outcome that we are looking for.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Look for the year that I spent there. He mentioned. You know, he, he commented on some of the strengths that I have. Have very few opportunities to discuss weaknesses or when even when we had opportunities to discuss in our one on ones it never really came out right. And it was because I was new.

At the time and at spent like, what, 10 months with the team for nine months with the team, so nothing was really pointed out to me. At listening, you need to focus on these areas. I am sure he is out here because I am in. That comes out in our one on ones and in the performance reviews those trends get highlighted, right, but not so much the weaknesses.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

Look within the Coe. They have started doing reward and recognition right where they would recognize the employees, however, what we have seen in the 9-10 months it was there, the same people that get rewarded every quarter. Same two people within our team get rewarded and the reason for the reward has always been the same thing, right? So, I do not think it is. I do not think. I think they are trying. They have not defined the parameters of how to reward and recognize people. Right, so.

I do not think it is done properly now as a group as tiger you have all these awards, and you just mention one where you will be going to, and I think that's in place. But I do not think it is fully understood of how to use it to you know, identify the strengths and stuff that people are doing well and then celebrate it. Because it is such a diverse organization and we have so many different people. How do you how do you recognize someone for doing something extremely well? In one category versus the other category, you know. Because the requirements could be different, but I do not think, I do not think we do enough of that. You should be once you identify that person's strength, you know, listen, this person is good. How do you then leverage that is across the business in areas where you have weaknesses, where there's strength could be used?

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

Look, I cannot talk with your end, right, but I can give you some insight into Boksburg, for example. So, in Boksburg I formed parts of the culinary leadership team right, which is bigger than just Boksburg. It is involving Mussina. It is involving Cape Town, Peanut butter, then the marketing team, the sales team, MD's and so forth. So, I get to sit in those meetings, right? Every Wednesday in those meetings.

With this clear communication in terms of things like what the sales are doing, first it starts off with the safety issue, right? What is happening across the category. Then we get into the sales, you know, sales forecasting, how did the sale, how did the sales team perform against the forecast did not get into marketing staff and plants performance. So, the communication amongst the groups leaders is great that is account I cannot knock that. Yes, from a culinary point of view, I think. Everyone gets a chance to speak, shared your little bit and you see how this whole puzzle fits together. I think where we lose it is now taking it the next levels down, right, which is your production managers when you are manufacturing manager production manager all the way down to shopfloor, I think that is where we lose it. But there is always constant communication. Consistent as well.

2. Are the goals of the business clear to you within your area?

Look, I think for what we are doing, the goals are clear, right? It is noticeably clear in terms of what is required. I do, however, feel that there is a lot of peripheral stuff added into the goals, right, which can easily cloud things like for example. For a manufacturing unit that were responsible for it, you should have at least four or five main calls, right? And everything else fits around them. So, for example, safety quality, performance and MUV. MECP. Those should be your pace now because of past legacy issues, you have all these governance things that come into play, right, which is truly just clouds the teams' judgments in terms of what is important.

3. Do you have regular team sessions allocated within the month or year to for feedback and progress?

So, they hardly sit. They sit once one-fourth. To go through the calls and even when you do go through this very rushed. It is very rushed and therefore you will see Coe. It is exceedingly difficult for them to achieve their goals. Because the plans behind what they need to chase are not noticeably clear, they are not reviewed routinely. And it is just like, you know, we will see where we are at dinner the quarter, so now.

4. **Do you ask your team members what it is they want?**

I think within the Coe team, I mean it was, my sessions with Leonard in the one on ones would be clear in terms of, you know, what the expectation is.
In terms of the. The plants that are used to support, I do not think we did enough of asking the plants at the time, you know, what is it that that you need. To perform at your optimum level, what we did, we did a lot of telling. Right. And telling without understanding the context. Of you know what is going on within the plant. It is easy from to take a high-level view based on, you know, just looking at the numbers and making. Anecdotal observations of what is happening, but understanding you know, having the deep understanding of what is really going on and what is it that the team really needs? What are they battling with and what do they need? For you to come in and support you, that need, but, and I am sure you have seen this is people generally come and they tell you what they want you to do.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

Yes. Look, we had we had a monthly session and not a sorry we had a weekly session with my Leader. But it was him telling us what we needed to do. You know.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

Yes. I think to be honest with you, I do not think Tiger is great at this. I think there is an element of instilling fear in people. There are elements of a kind of being very disrespectful. You just look at the interactions between plants and Coe on those calls. That is not very. It is not conducive to build a working as an autonomous high performing culture within a business. It is for me it is extremely negative and it is actually quite worse with the leaders that you know that we're putting in because we sort of putting in the same kind of leader. It looks like one person if you ask me. So, I do not think they quite skilful. I think the approaches we will tell them what they must do, and they must do it.

2. Does your manager skilfully resolve conflict and inspire others to take positive action?

As an individual, he was. He was quite skilful at managing those tricky situations, I remember getting into a call with my cell I think was a Capex director
But anyway, they asked me to go to Belville Mill, we are needed to do a quick assessment of, you know, what is the situation on the ground, and you know whether the business can continue performing, express it or should they invest. Three hundred million to move it, and white and Marcell really came at me because they felt that my report was biased. There is nothing wrong with the plants, blah blah blah, but my leader managed to easily diffuse the situation right because he highlighted, you know some of the key things. Keep principles within the maintenance pillar which I just use as a place to say look we have issues in these areas, and these are the risks that we have and so forth and so forth and OPS directs obviously did not want to add it.

3. Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?

Alright, I think there's certain extraordinarily strong personalities within the Coe and sometimes you know when you speak to them, you want to, you want them to listen

right and stop jumping to giving advice because the advice comes from a point of not fully understanding the context.
They just look at black and white. We did not achieve the number. Why? What was the problem? How did you fix it? And then it goes off there, right?
But the bigger issues around the problem are ignored.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

I think it is rushed. Things rushed. If you look at what does Coe trying to do is trying to improve ten plants performance right all at once? And if you look at the resourcing around that, you do not have, you know, sufficient resourcing to sit and put in a proper improvement plan and then support the team through it. So, what tends to happen is because they are rushed, and I have got so many different fires or balls in the air that they are trying to manage. You get to a point where they just rushed off and as opposed, that is why it gets so points with them. Just telling people what to do and then making all these decisions.

5. **How often do you experience conflict with your colleagues or manger in your area?**

Out in the maintenance team? Not that much conflict, but there was always conflict when we interacted with different plants because the view the plants have of the Coe, right? So, it is not the best because of how Coe behaved. And sometimes when you try and interact with some plants, you know the legacy view of how this is your area is kind of applied blanket. So even if you caught some innovative ideas that you are going to help the guys where they will just. So, for example jungle Oats, we had multiple issues with them and how they were doing stuff and even though we were trying to help with the implementation of MECP and stuff like resource, just adamant. That, you know, he is going to do things his way, then you have. MECP was a swear word in the Boksburg plant in the past.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. Is your current renumeration scaled at the correct level for the type of work that you do?

We know that Coe was scaled correctly. But it also let me just let me just take a step back. The remuneration is important. But for me personally, it is not the only thing, right. The key thing for me is the intrinsic benefits I get in terms of being able to do something well and prove to myself that I can do but also the cloth opportunity that they are all brings right? So, Coe Renumeration was great and zero growth opportunities. So overall package was not good because it did not offer the growth opportunities.

2. Is the incentive scheme for the organization correctly structured on an annual basis?

I think the scales could be improved. In terms of the percentages that individuals get by banned. I think that could be improved. I think that is more skewed to the higher leadership, so it is more skewed to the bands, E's upwards the lowers from D downwards. I do not think it is scaled correctly.

3. Is the salary increase review done in a fair and ethical manner?

I cannot speak on salary increase because I have never got an increase at Tiger just yet. But I can tell you about the performance review, which will impact increase. So, at Coe it has not done fair at all. Because like I mentioned in the reward and recognition, the same two people get rewarded for the same thing. Doing the same thing for the entire year. Therefore, the expectation is that there. Performance review would be better than mine. For example, let us say I do not get. What it I do not get recognized for doing anything. I do not know. I do not as well, but some guys. Just based on how the reward and recognition system was running throughout the year, they would get a better increase irrespective of the year.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

I do not think. I do not think you can change the culture with incentivizing employees because then people just use it for their own benefit. You got to look at something a bit deeper and unravel, you know the items that are that are supporting the current culture, right and the. realistically speaking if you look at. If you look at Tiger, it is and the ball comes talking about shop floor, right, the bulk of your people at shop floor are not part of the scheme, right? The bulk of your people are most cases are illiterate. You cannot really develop any further, but they earn a good salary. You know so I do not think. in creating an incentive scheme will benefit, you know certain levels higher, but the bulk of your people where you need to change where you need to have that change of culture change will not benefit from this incentive scheme. I think that is where a lot of work needs to happen. The underpinning items, it is holding the organization back and is those things that is driving the current culture and you once you get to those deal with those issues and then. You can even change the culture of the business.

5. **What type of incentives would best motivate you as an individual to increase performance?**

So, for me, like I said, I mean just give me a clear understanding of what the expectation is as in the calls be noticeably clear and specific and give me the best opportunity to achieve them. Just increase the percentage of the STI and then also consider bringing in things like LTI's as well because for lower bands.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

Not at all. I do not, I do not think everywhere we have been to, and I have been to a number of plans, right, especially the top ten plants. I do not think there is a firm

understanding of MECP and what it can do to improve performance. The reason for that is I do not think that we've able to position MECP properly from a change management point of view. As much as we want to implement MECP to deliver sustainable performance Do we have the shop floor that can take this in? And make the change when we have so many illiterates, people within the business, we have aging people in the business that we are asking to, you know, do autonomous maintenance, 5S. and FI projects. I think some of it is a bit over their heads.

Therefore, it makes it difficult even the managers with two crosses, but it makes it difficult for them to roll it out. Those they faced with these challenges of people who cannot write. You know, the plants that are that are doing well and if you had gone visit them, you will find baby for example. Have a look at the workforce. You will find. 30- to 40-year-old workforce. You know people that you could work with on average. DaVita, you will find something similar, and they also doing ok. And the cool thing with DaVita is that you have. The middle management, who fully understand the importance of MECP and doing something actively about it on a day-to-day basis. The rest of the plants will all trying to catch up. All right because you know the story of MECP. If you can get as many people as possible to believe in it, understand it. Then it makes the rollout process a bit easier. But if everything is sitting on the leader like yourself or myself in a way you must chase up everything, then you are going to struggle.
As a business, I mean this is the second attempt I think for them second attempt to roll out MECP and what we are seeing is that even within the Coe, they still confusion of how things should be done. I think there's still a couple of very dominant personalities that are trying to impress on everyone else. What you should be doing, how you should be doing it and when you should be doing it. And that goes against the essence of WCM. Because world class manufacturing price ideas and everything else can come from anywhere, does not always have to come from the Coe. The Coe is terribly slow in the top team. Good practices from different plants and then rolling it out.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

No, not at all. Good. And you can go to any of our sites, even baby who have made a lot of progress and are the leading lights when it comes to makeup and implementation. You will not see that all over. We have not. We have not reached the masses just yet.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

From a MECP point of view, I would say. There's varying degree of you know, good routines that are in place, partly because when it was rolled out, especially this takes for example teamwork it starts from the manufacturing manager downwards. Its plant manager is mostly excluded. Right and that is, I think is the missing link because the plant manager who is meant to make sure that you know there's routines in place that the factory runs at a certain sort of drumbeats and things are happening as and when they should. So that information. So, there is a clear opportunity for information to flow up and down within the supply chain, but because we've. For some reason, the plant manager was deliberately ignored then you will have competing priorities then cause conflict within the within the supply chain.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

Yes. Look, we had we had a monthly session and not a sorry we had a weekly session with my Leader. But it was him telling us what we needed to do. You know.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

Look, it is not something that is discussed openly. You unless it sits in those meetings. But I can tell you from my time in Boksburg I have a clear view of it. What those quality losses are? For example, I now for this year, I am sitting with two million worth of write offs that I need to process, so it is known right? It is not, but is it? Does. Is it known to everyone in the organization? No. Because we do not problem solve when these things, when these incidents happen? When the NCR is raised, we do not do detail problem solving and then share the outcome of the problem solving with everyone so that it does not repeat itself.
So, you have. In, see always been raised and then they are repeated week in, week out for the exact same thing. So, it is understood at the management level, but not everyone in the organization.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

Yeah, I think it is. I think it is all over the show because if you must speak to the COE MECP area lead around MECP and you speak to the other for another area, the likelihood of you getting a different answer from the same question, it is very high.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

Yes, we do have one at Boksburg which is now running for the third week. Where the MECP COE Lead would come through to do an assessment, give a score and then the team with the highest score obviously wins, gets a set of hampers.
So that has been drawn out in house, but I am not sure what other sites.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

No, not at all. I think the reward and recognition program. Needs a major overhaul. If we do have one. If we do not have one, we have got to put one in.

Interviewee:	**P22**
Date:	**15/12/2022**
Duration:	**40 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Absolutely. I think I can work within the different with the different teams within the center, right nicely and have developed some great professional relationships with many individuals. There has been positive feedback from all the plants that have interacted with in terms of my knowledge, understanding and ability to coach and guide.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes, at this stage in my career and my own personal development. I can recognize blind spots in my hone into poor behavior and then obviously try and do my best to correct it, you know so that takes time to develop that type of skill. That type of emotional intelligence. And I think at this stage in my career and in my life to have that ability.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, I think to a degree. He does have that ability. But you know, we come short is the direct contact with the shopfloor engagement at that level and level one engagement where it may be a bit lacking in that capability.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

He understands where my strengths and my weaknesses are. He does try to help me. Through those strengths and those weaknesses or those weaknesses, let me put it that way by shouldering a bit more of the responsibility. You know, all coaching and guiding, so I think in that sense he understands me quite well.

Absolutely. There are many instances of name dropping for things that I have been done. In a manner that your name is mentioned in the positive way

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

Yes, I mean, I have just recently have been awarded employee of the Year for Supply Chain Center of Excellence. So that was in an open forum when the criteria were discussed within the leadership. And that was great. That is great recognition and the other individuals recognized as well.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

Yes, they are, and they changed it. So consistent, relevant, and constant I can, I can tell you that emphatically.

2. **Are the goals of the business clear to you within your area?**

Therefore, if they are like that, I can confirm that the goals of the business are clear to you within your area. Yes, very much so and reinforced constantly.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Our maintenance team, basically no one reports to me, no. But we as a team have a weekly and monthly sessions where we align you know, adjust where we can.

4. **Do you ask your team members what it is they want?**

We are in constant communication, right? So, it is a particularly good team environment where we support each other if there is anything that I need to do.

Look within the other teams in the center, let us take for example, packaging. If they are performance issues related to a plant and it is related to, that is going to packaging line. I have a discussion with the team members. We have done it with King Foods recently where I had a view that certain things were not happening from a production management point of view and I needed him to go in and guide and sort and you know, coach, you know, so we have those open discussion, which are very frank. I do not know what we think and what needs to be done in the military, you know, so it is pretty fluid.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

Well, not need from him, but if there is anything we need right? If there is any issues, you know it is an open-ended question, you know. We have those chats; you know but you know when you say what you need from him that does not happen. You know, not that day. It is things that we need. But there is a slight difference between the two. When you say, what do you need? Guys, you know what support do you need? You know, I think the way that we answer the question is a broader than that in terms of support.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

Yes, I think the team that I work with right in the broader, let us call it, maintenance, packaging and the head of supply and chain, let us look at those 3 teams which I've worked very closely with the teams relate very well and the honor the commitments. They are professional and the interested in work life balance as well. They know where to draw the line. They know how to work hard when it when it required. So, you know the motivation levels. I am great. I do not feel like I need to leave the team, or you know, I do not feel like I want to run away from the team because I've I am feeling demotivated. Certainly not.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

There are various levels of conflict, right in terms of what my manager can resolve, right, so. Let us take more serious conflictions I think my manager would struggle with. Trying to resolve right and you know the conflict issues where you know there is a bit of a disagreement. It is heavy right where it's bordering on grievances, I think he, he would struggle then he would tend to shy away from it and that's where, you know, I've been the one that has been able to rather resolve. I would be the one taking the lead in a solving these inconvenient situations because you need to have experience and knowledge from an IR point of view. What to do and I think that is where it comes short. But you know I think from a many other conflicts situation, mild conflict situations are great.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

There is a lot of coaching. Yeah, I think it is a good mix and that is why I am happy to be in the team. There is a good mix of coaching and telling.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

In my maintenance area, yes. Most definitely very pragmatic. Eighty diagnostics.

But in other areas, I would say no.

5. **How often do you experience conflict with your colleagues or manger in your area?**

I have had in the two years zero conflict. But you have my colleagues, really. You know, conflict to the sense where it is a major disagreement. nothing major, really, and mild conflict mild conflict may be a disagreement around what should be done, and then you discuss it, and you know, get over it and move on.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

I think looking at the current environment within FMCG, on the manufacturing side and within South Africa, I think there is a massive need to retain. and obviously remunerate engineers, good engineers at the right level. I am happy with what I have, right. I am happy. But I think looking at South Africa and the infrastructure problems and the problems with electricity, transportation, you name it right, engineers play a huge role, and even the infrastructure within municipalities, roads we have engineers play a key role in a country and in organizations. And I think they should be rewarded more.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

I think incentive scheme could be improved for my grade. Certainly, there is a there is a big jump between the D band and E band from an incentive point of view and realistically speaking, the D band and the E band, the integration of it is not the problem. The difference between the two is not that great from a competency or intellectual point of view, that sort of thing. So, but there is a huge there is an enormous

difference between the two bands. And I think that that should be closed on the side of STI's.

3. Is the salary increase review done in a fair and ethical manner?

I have been to a performance review in the last two years. Right and yes, my Increases have been in line with my expectations. Therefor I think I have been rewarded according to my performance.

4. Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?

Yes. Tiger is lagging in terms of an empowerment Share scheme, right and I think in the current environment within South Africa, it is key that huge corporates empower the broader employment base rather than just the senior management, right. So, this can have a major impact in terms of performance of the of the organization and can have a major impact on the on the individuals themselves. You know feeling part of Tiger.

5. What type of incentives would best motivate you as an individual to increase performance?

Incentives. I would like right firstly, it is a short-term incentive of being beefed up right for my band. And then the long-term incentive being implemented within my band. Long term incentive share options, I think. I have heard the Tiger's got something, but I do not know really, but it should be more. If they do have something, it should be more open and transparent. Anyway, so yes, so the more incentives, the better performance, I think.

v. **How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?**

1. Is there a firm understanding of the MECP methodology in your area of work?

This is a huge gap and it is still seen as someone trying to force a tool to prove that a tool will work, you know in terms of changing performance, I do not think there's sufficient belief in MECP and its methodologies yet.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

No. You know there are pockets, their departments, they are areas, but it is not into end, by no means. I have not seen that picture in any plant yet.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

Yes, I think there is an attempt, and this is an exceedingly difficult question as well because you know when it comes to employee engagement and employee happiness, where do you draw the line? But I think there is a fair degree of an attempt and effort to get the engagement up. There is a good attempt of the business to try and address the issues. That are coming up through the engagement service. So, this is the right track. Employee engagement is not perfect, and I do not think you would find it perfect in any company, but certainly that is not bad.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

As mentioned above there are tools, but nowhere near perfect.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

I do not think so. This is a massive lever in terms of improving our cost base that we are not taking advantage of.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

You know the answer to this one. I do not think there's consistency in the communication between the pillars.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

There are no incentives like that place.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

Does not even come across as recognition within the teamwork pillar. Really, recognition now is done at plant level and it is more through the HR type of function, and we do not unfortunately have a people or HR pillar.

Interviewee:	**P23**
Date:	**04/12/2022**
Duration:	**1h15 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

I am so definitely I think for this question in mind. All right, we I mean that that is the code reality of our own and you know, we work across plants, we work across

functions. I think we are quite lucky in that we are able also not only to work, you know with production teams, but other teams as well.

And even as the team sitting centrally at head office, you know so teams like procurement and Development, quality etcetera, right? So, I mean in in my specific role, I think that is quite wide that.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

I mean, obviously. You know, the interesting thing about knowing your own strengths and weaknesses allows you to work on something. There are things one you know, the others that you may not personally be aware of. When you join the business and then you said then you get feedback from people, and I think to be honest with you.

And for myself. And it is a personal thing. And I and much easier at recognizing my weaknesses than my strengths. Just. But it is just the type of person that I am because I do put myself under a lot of pressure and I set quite ambitious standards for myself.

So, for me it is much easier to understand the things that I need to work on as opposed to the things that I am doing well at. What's been quite interesting about this role is that I do get a lot of recognition, you know which has been quite interesting for me because like I said, I I'm not only not good at looking at my screen, but I'm also uncomfortable doing it and so to get, you know, feedback positive feedback in terms of the work that you do. Who has been good? Am I able to recognize my strengths? It is just not something that is been done doing. I am much more focused on the stuff.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

I want to say yes, but I think there is a lot of contexts there, right? Like my leader can work across and collaborate across different areas, right. I think what I find about him is that he.

He is very much focused on his own leadership style in terms of, you know, you are statically. What he has been taught and what is the best way of doing things as opposed to thinking about the how do I engage with people to get the best out of them and to deliver performance, you know, in a way that is positive? So, you know in my view, yes, he is able to work and collaborate with others and obviously others in some cases, some better than others, right. But I do not think he is always great at it to ensure that he is interactions are of positive nature.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

Yes. He does, and can recognize it, and he does articulate to me. Yes, we talk on this quite openly about those, things. He does not mention to me that I do have strengths that I do not see as strengths if that makes sense. So, I think in that way with me he has been quite good, you know, and he helps me see that there is another side to me that I am not good at identifying, you know.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

You know, within the Plants that we could do a bit more around recognition and you know I think at a general sate. Like a bigger level open view of the business, they are platforms where peoples input can be acknowledged and do the business is great at it. There is a room for improvement. But it is good to see that there is an effort around it, you know. I think to be honest with you, I think they are a little bit better than even breweries were with this kind of stuff, you know, and it is not perfect. I mean, I do not think that is we are the idiot. But I do think there is a definite drive towards recognition.

I mean they have all systems, and you know tiger stripes, you know, given that people have put in place. But I mean to be honest with you, I cannot even access the system. That is what I am saying. It is the, you know there is a push from the business to utilize it. But I mean you my own capacity I cannot even access the system to utilize it. So that is quite frustrating you know so. I mean, it is like I am saying it is there because I can see it happening. But you know in if you look at it on a granular level, the system

that they have you know does require improvement, it is not easily utilized. It is not, you know, I do not necessarily think that we talk it up as much. So, there is a lot of things that people do that do not get recognized.

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

It depends on who is doing the communication and what the intent of the communication is. So, I would say you know the OPS supply director and you know the CMO, and you know, input from the plants, you know, communication etcetera. That is consistent. And elephant, I think specifically within Coe between the department and there is the does seem to be an issue around. Communication consistency and the way the message is delivered that creates frustration for me specifically, and maybe others I do not know? Yes. So, I would say like within the Coe between teams, that communication is not always great.

2. **Are the goals of the business clear to you within your area?**

Yes. The difficulty was us, you know, being like a COE team. If you look at our goals is that, you know, within the specific teams, we focus on specific things, you know, so packaging, I mean, our focus is OEE and supporting MECP. But obviously we have a direct impact on goals of other people. You know as an example implementation or usage of PM, AM, you know introducing of new products and project implementation etcetera. That was in our goals or not that well defined. So, we could do a lot of work around project implementation that is sitting in the project space.

That does not carry as much weight as OEE, but we spend a lot of time on it if that makes sense. You know, so the goals itself, you know in terms of the continent is OK, how our time is split is not reflective of you know of how the goals are weighted.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Yes, So, our team we from this year we started doing weekly sort of goal and back reviews in a touch bases to see how we are doing with the specific KPIs which I think for us it has been great. Because last year we did not do that at all. Our One on ones we are not so good with that. But I will say the formal one on ones we are not great with right, but informal one on ones I think is has become a lot better because we are having these weekly sessions.

It is an opportunity for us to have discussions much more regularly than we were doing previously, so formalized not so great. Informal is much better, and we do have some sort of, you know, routine in place around doing regularly reviews of goals, yes.

4. Do you ask your team members what it is they want?

So, I mean, I think for us, I mean last year I would say this would be more applicable, right, because we were not heavy regular touch bases. And now I think it is much clearer you know, so now the is a much better understanding internally within the team even of what we are doing on a week-to-week basis. You know I mean the thing that I do appreciate within our team is that we do get a lot of autonomy. So, it allows me to focus on the things that.

I feel, you know, have an impact on our goals and you know we what we do is that we are quite open about that. So, I mean for escorting like you know, it is not unusual for that do not know we have been for an entire week as an example. But when we have those weekly sessions, you know we like, give a bit of feedback to say, OK, this is where we have been this week. This is what we are doing this. These are plans for next week. You know what we do. I need to support more. You know, we could help except etcetera. So, it is not dearly about, in my view it is not, you know, what the what the team winds. But it is like, what, what have we laid out in terms of the year for our goals?

And you know, what are we? What are we doing that is going to impact that? So as an example, right, I mean our goals have a great focus on the, the focus plants, the team focus plants. But I do a lot of work outside of the focus plants for other plants

that is related to OEE, you know, so that I must be quite sort of cognizant of and you know be clear about what the team.

5. Does your manger regularly engage with you and the team to ask what you want and need?

I would not say in those specific words, right? But I feel quite comfortable to say that, you know, if I need help or if I need support, or if I, you know, I am feel I am struggling with something.

And I feel a sense of comfort that I can ask for assistance, you know, so he does not necessarily, you know, say yes. OK, you know, what do you want, what you need, etcetera, etcetera. But if I do need something, if I feel there something that I need support with and this has happened, you know that I'm comfortable to say, OK, I need help here or you know please can you assist me with this or you know can we just have this session to make sure that I'm on the right track.

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner

Yes, I think it is different for different people, right? I mean my view about. My view about motivation is that I do not know if you can motivate someone, right? I know that sounds like a weird thing. I think we have spoken about this, but in my view it is it is difficult to motivate someone because motivation is a very personal thing.

It is the absolute direct link in to be able to inspire someone you know to get them to see that they can do things that potentially they could not. And you know for them to be able to identify this three and six cetera. But motivation is quite difficult because in my view, motivation is a personal driver, right? Like as an example. The things that motivate me of very personal, you know, it is very personal to me. So, if I compare like myself against him do every different motivational driver and but you know, talking about management and leadership and the ability to potentially at say motivate or

inspire teams. It depends how well those leaders and managers understand the people that they are working with and if they understand them right. So, I find that as an example because on one and my manager is a is a good person to talk to and to inspire me to do better, right. But I find in a bigger group he struggles with that because, you know then then he is managing a specific requirement as opposed to managing or dealing with a specific person, you know.

I think it is the same for other leaders within the Coe. You know, some of them are much better at understanding people and using that understanding for me. To be honest with and it is a massive thing. Relate to people and to be able to work with people, but specifically you know with like respect as the as the as the founding basis of that. So, if people are not respectful you know the automatically it is difficult for them to motivate or inspire me if you know what I mean. And I think that will be different for everybody, you know.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

You know, with my manager does well is create conflict! Not necessarily within our team, our small team, but he is comfortable creating discomfort, if that makes sense. Sort of packaging managers etcetera, to coach them, you know and one of the things that they were focused on is you know. You have got to be able to see through. You know the nonsense that people are going to say, and you know, while that is all good for the leader, sometimes the way you do it can be very diminishing. And so, so I think he is, I would not say he is good at creating conflict per SE, but he is particularly good at making people uncomfortable.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

So, I think for me these a level of this. Yes, it is tough I think, and I think. The these are split. I mean, I think some people are more coaching focused. I think some people are more telling focus, right.

From him, it is more telling, I think what he is good with is coaching on like a personal level. You know, he is really, I mean you would never believe it, but he's really and he's really interested in people's lives and, you know, making sure that there is a good, work life balance and if we have, you know, issues at home or whatever is extremely supportive. You know. So, on a personal level, I think he is great, you know, and it is something someone that you can talk to about that sort of that sort of stuff and it is really open about it. But I think on a on a work level.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

I think it is a more, like rush to a solution, but I do not for one I do not for one minute think that it is not there is not like a pragmatic thought given to it. Do you know what I mean? So, there is always a drive to have things done quickly but also in the right way. The solutions and the discussions are always you know the intention is to what do we do differently or how are we going to do this or what do we what do we do right.

And yes, there must be speed around those solutions, but it is not saying that because it is speedy that necessarily there is not. And I think like, I mean, just add to it, I think that the difficulty that we have is that we are these solutions are related to specific plants and related to specific issues and related to specific problems, it's not generally an issue that we have within the team. It is always something that is happening in a specific area that we need to resolve. You know, and so then I think by the time it gets to our level, you know the these been time that is elapsed already. So, the focus is on how we implement a solution quickly. But you know the time for thinking about five million solutions have already passed

5. **How often do you experience conflict with your colleagues or manger in your area?**

I think what I really had to focus on in the last since I joined right is how to work with my leader because he and I have worked with him before almost a decade ago. So, I had an idea of the person that he was when I started and I have really had to work on in the last year managing my own like responses and stuff to him because he

generates a lot of anxiety for me, which he does for a lot of plants also. So, I would really have to focus on how I get, how do I get things done in a way that he is happy with, but also that. You know, I am not doing any duties, I would not say I have conflict with him, but I have discussions we have not been comfortable with the way the discussions go. You know that's not necessarily conflict and, but it is. I do not enjoy it, you know. And I mean, I have had discussions with him telling him about that. You know why I do not enjoy it. You know better ways that I think he can get his point across, etcetera, etcetera, because I think. this idea of conflict is that it is always bad, but sometimes conflict is not.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. Is your current renumeration scaled at the correct level for the type of work that you do?

So, I mean remuneration for me is always like a weird topic, right? Because personally I have never been driven by remuneration, although it was the key reason that I left Breweries. Having a 10% salary cut was difficult. Yes, but it was other things, you know, it was not just the 10 percent. It was my own personal, you know, the location, my family life, all that stuff. So, I have never been driven by money. I mean, even when I took those roles in the other company. But I do think that for my current role that are, you know, and, but I would always say that I mean I think if you ask me at any point in my life, you know is my remuneration scale for the correct type of work that I, you know for the level of work that I do, etc. I would always say yes, I would never think that.

2. Is the incentive scheme for the organization correctly structured on an annual basis?

You know what is weird for me about STI's is that we that our STI's are all based on the financial performance of the business. You know and, I mean if you think about our goals even. We can, you know, it is the same, I suppose, for plants, right. Like if you look at the focus plants and our goals. Basically, linked to the focus plants making

the goals, which is a quiet it's quite a I say like a weird position to be in because you know, if focus plants don't do what they mean to do or do what we expect them to do, and they don't achieve their goals and that can be quite frustrating because. You know it, it has a direct impact, but also, they can do all those things wonderfully and you know, we could make all our goals, but if the company or the business does not perform financially then from our STI perspective also does not make sense. So, like as an example COE could achieve none of the goals and our STI will still be given because such a substantial portion of our STI's is based on financial performance of the business.

So, I do think there is an opportunity to really look at that and obviously you know with all EDI's you know it is always based on that output, they are not the input. And I think at the Coe level they have become much, and I think obviously it is throwing on what people have been exposed to you know even in broody. So, you know they have become much more pragmatic around your approach for like only treatment etcetera which makes sense, right.

3. Is the salary increase review done in a fair and ethical manner?

Salary increases the right which is linked to the IDP process and the call process and the one-on-one process and the review process and in my view, that process within Tiger is lacking, right? I do not understand how you are meant to do a PR before the fiscal years even finished to give feedback on your, you know your goals. And I also do not think that the process of the PR and goals and whatever like 100% makes sense. You know like the where you capture your goals and how you capture the targets, and you know like how you meant it into the update and half year in full year and you know what I mean like I just do not think that entire system works it's not. Yes, it is, it is it does not create like a sense of clarity for me. You know? So, like, I would not say that it is not in an ethical or fair way, although I do. I have always thought that, you know, performance reviews and salary increase and stuff because they so closely related can or driven by people's lost view of you and you know. So, I think a lot of businesses find it difficult to.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Yes, I think I think the difficulty like what the difficulty are but the challenge I see was with any organization, right is how do you how do you separate the incentives that you have in place for like your leaders versus the people that generate the income for you which are the people on the shop floor. You know, like, I mean, I do not even have an idea of if there are any incentives for, you know, shop floor, individuals within the business, you know. For me personally it is knowing that I add value to plants. It is the relation relationships that I create with individuals. And it is knowing that I am achieving my goals or I am working towards achieving my goals. So, for me financial benefit is not a motivator, but what it can be is a demotivator if that makes sense.

5. **What type of incentives would best motivate you as an individual to increase performance?**

So, for me, for me, I am, not driven by STI's you know, I do my work. I want to do it well. I want to know that I am doing it in a way that has a positive impact and positive outcomes for plants. But it is not. It is like never. I mean, I know it is. It is ridiculous to think of coding, but I have never been driven by STI. It is great if we get it, it should. If we do not get it, but it is not. It is not my main driver, you know, in terms of my performance.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

The first thing is like I do not even want to talk about like the understanding of MECP, because I have firstly thought that the MECP understanding was in the COE and this is going to sound weird, right? But if I copy it like utilization of VPO to achieve targets and requirements, I think there is a disconnect some way. You know, I think the is MECP and this is all methodology and process and where we supposed to be doing it. But I do not Like a clear understanding of how to utilize these tools and practices, not ever to deliver results. You know, currently now we are looking at it in a very insular

way. Because the understanding of the specific pillars is understood within the teams, right. I think what we are lacking is an integration of that how do we utilize multiple pillars to achieve things. And I think what we you know there is a gap between utilizing MECP and like seeing results and like how we derive that. You know there's room for improvement.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

I am going to say in general, no, right and the reason I am saying this is not because most plants haven't shown it, but I think the one detractor that we have from a MECP perspective is that we don't realize that it actually should be spanning across the whole plant. So, areas like utilities, areas like logistics, you know almost overlooked from a makeup perspective because we really are currently focused. Been specific areas you know and so and it is and like I'm saying it's not because if I don't go like to baby or beverages or HPC or whatever, we don't see it in like the core I would say operational teams you know like OPS and maintenance and safety or whatever. But I just feel like how we are doing this thing but then we do not roll it out across the entire site you know across all the teams in the site and also to be honest with you, they are plans that have done nothing you know. So, I mean these two plants. That far behind from MECP perspective.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

So yes, I mean I do think that the is you know in Plants the tools that have been introduced and that plans are meant to use there is an intention for those tools to be utilized across all levels. You know it is not that the tools are meant to be utilized only at leadership level.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

No.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

No. I and I would say that because I don't think everybody understands it in the same way and also like just as an example, the MECP team presented MECP to the Coe team, you know to teach the Coe team about MECP and they did it by focusing, doing, you know, comms around each policy and even if I look at that the comments that they put together around the pillars, they is still these definitely not going to be consistent communication if that is their understanding of the pillars.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

So, I mean I am aware and it is the same you know like with us. At site level that meet targets are included as part of goals for plants and you know how that. How that rolls down to shop floor is probably. Seems you know we must ask that exist, which does not. Well, you would know best. There is a requirement that it is built in, right? Is it done in a way that I think is going to give us what we want? Probably not.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

In my knowledge I do not think they are any and probably the biggest reason is because we don't have like a people pillar that defines what we should actually have in place around. Recognition, right? So, now, plants do that themselves.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

You know, and it is not a requirement for plants to do it. If you know the plants that I have seen that do have something in place is because they have and it themselves, there is no drive or from a MECP perspective for that people.

Interviewee:	**P24**
Date:	**11/12/2022**
Duration:	**1hr**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

   Collaboration is a requirement as a production planner coordinating with multiple stakeholders to align and the most efficient plan. I can understand the requirements of others and clearly articulate my requirements and work towards a solution that that is suitable.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills).**

   I know my strengths as well as areas of development it is important. Through self-reflection and interaction with others strength and weaknesses identification is achieved.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

   In my observation my little prefers to work alone bad because of the nature of our work he does collaborate. as it is not a natural skill he has had to learn how to collaborate.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills).**

   He can recognize both strengths and weaknesses of his team members.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business.**

   No

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

   No, they are not consistent, when they do occur, they are relevant. There is an improvement post the employee engagement survey but there is great room for improvement. Townhall sessions hosted by the CEO are not inclusive of shopfloor staff, effort required to close this gap, such as planning townhalls in advance, halting production for shopfloor staff to be able to attend and hear what the CEO has to say regarding the direction of the organisation they contribute to.

2. **Are the goals of the business clear to you within your area?**

   The goals of the business are clear however the success measurements are inconsistent across businesses. Due to inconsistencies the measurements are open to team-to-team discretion and therefore not fair.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

   No

4. **Do you ask your team members what it is they want?**

Not applicable, do not have direct reports

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

   No

iii. In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner?**

   This varies from individual to individual, a leader that knows their team member goal orientated and sensitive to the fact that employees are people first before resources are in the best position to motivate and influence. Some leaders possess this, and some do not.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

   Yes, he does.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

   There is coaching and as they require responsible and accountable team members. Full understanding that the absence of coaching results in reoccurrence of the manager requirement to step in and resolve issues.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

   In planning, decisions are data influenced and often require consensus from two or more people.

5. **How often do you experience conflict with your colleagues or manger in your area?**

   Often.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. **Is your current renumeration scaled at the correct level for the type of work that you do?**

   It is as I have worked in the planning space across multiple industries.

2. **Is the incentive scheme for the organization correctly structured on an annual basis?**

   I do not know, not a recipient of incentives.

3. **Is the salary increase review done in a fair and ethical manner?**

   I think so, not privy to the detail.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

   Yes.

5. **What type of incentives would best motivate you as an individual to increase performance?**

   Scaled incentive e.g. If you achieve 1-5, R200 voucher and 5-9, R300 voucher and 10 Spa/dinner/holiday voucher. This will motivate employees to work towards tangible target with known incentives.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. **Is there a firm understanding of the MECP methodology in your area of work?**

It is still at its infancy stage and not fully adopted. It is perceived as tasks required by leadership and not part of ways of working and culture.

2. **Is the level of plant and shopfloor visibility of progress clearly visible in all departments?**

   It is the improvement of OEE is attached to financial target improvements and acknowledged by senior leadership.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

   The structures are linked to MECP which is at its infancy stage.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

   No, performance feedback remains a task driven by HR and not the leadership team. It needs to occur more frequently versus the current twice year last minute action to tick the HR process box. It needs to progress to target individual performance and personal development plans with clear target that one has an influence on rather than generic KPIs.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

   No, they are not.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

   Yes, for application MECP pillars.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

   I do not know.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

I do not know.

Interviewee:	**P25**
Date:	**09/12/2022**
Duration:	**1h04 min**
Location:	**MS Teams -Tiger Brands**

Research proposed Question set

i. How Intrapersonal skills and interpersonal skills have a positive influence on work motivation?

1. **Are you as an individual able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, so just basically because of the way that my role is structured, it means that I do have to work across multiple departments in the business. So, I need to work from marketing, from sales into operations, which is the factory. Then also into NPD and with finance and of course, my team in terms of the demand and production planning team. So yes, as an individual, I can work across those functions.

2. **Are you as an individual capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

As an individual, I do think I am able to. I think everybody has blind spots, but in terms of an individual I am quite intersective, so a lot of the times I spend time kind of

reviewing how I handle situations and looking at the different situations and circumstances and seeing how you know, if I don't know a certain thing, there's someone who knows it. And sometimes when there is a conversation to be had. I am not the right person to have the conversation, so then that means.

You know, relying on someone else within the team to have that conversation, because sometimes that conversation lands better from somebody else just based on the way that someone responds to you. So, for instance, if I must have a difficult conversation with like the manufacturing manager or whatever you call it, plant manager, I will necessarily not have that conversation directly myself. I would then leverage on the production planner because of the relationship. I leverage on my team where I have strength, so I am particularly good in terms of being quite direct and getting stuck going. I would leverage on that and then where it is.

3. **Is your leader of your area able to collaborate and work with others in your area of work and cross departments? (Interpersonal skills)**

Yes, I do think that. He does work well in terms of working with other departments and getting the work done. So, he is good in that.

4. **Is your leader of your area capable of recognizing your own strengths and weaknesses? (Intrapersonal skills)**

He is extremely focused on terms of deliverables. So, he is more in terms of where there is a weakness, he will then mention the weaknesses. He is not directly saying where you have a strength and then highlighting that strength. So yes, it falls on to more where you have gaps where you have weaknesses is where in circle would focus on rather than let us say leveraging your strengths because he assumes that you know what you are good at. He will not sit you down and say you are good at this. You are good at that? So, he is more like you are missing it here. You need to work on this. Get better at this. close this out so.

5. **Is there active acknowledgement of individuals strengths in an open platform within the business**

Not at all anything like this of which I am aware?

ii. In what way can team in dialoguing sessions improve the motivation and performance in the organisation?

1. **Are the communications from your senior leadership consistent and relevant?**

I would say consistent, not so much right, so you be more inconsistent because you get more information in terms of what is happening through corporate comms and through your business unit. Then I would get through my management. I would speak to my management in terms of things that are happening 2/3 times the year when we are doing our goals. And then when we are doing our VOT kind of summaries. What I mean is like dialogue in terms of motivation improvement. Otherwise, you are speaking to your manager every week, if there is issues and resolving issues, but in terms of like growth. I think that is about it.

2. **Are the goals of the business clear to you within your area?**

Truly clear.

3. **Do you have regular team sessions allocated within the month or year to for feedback and progress?**

Like I said, twice. So yes, it was a bit different. That is a year ago. It was a bit more and rigorous, but because he moved into a new role at the beginning of this year, he has been double hatting. So, he has not had the opportunity or even the times to do that. So, we hear from them twice beforehand. We used to have like a monthly catch up. Everybody would have the monthly meeting with him.

4. **Do you ask your team members what it is they want?**

For me, I would ask my buyers as the material plan now what more I can assist them with in terms of that is where my engagement would be. But in terms of my manager, I do not necessarily. We do not really have what more can we be helped with because we cannot understand the status quo and what has been what we are working on. So,

we have all asked for a system and that is what. We need help with, but in terms of like day-to-day, things like. Yes, what we do not have that I do not know. We do not have that conversation of what do you want. I think what you want more was like what or where do you want to grow into within the organization.

5. **Does your manger regularly engage with you and the team to ask what you want and need?**

You see this engagement in terms of what do you want? What do you need? And we have had it once. as a planning function when we sat down and did that, the voice of tiger feedback in terms of what gaps, what are the barriers to execution? How can they assist us in terms of getting those barriers? So, they are actions that they are working on in terms of resolving that. But we have had one session we have said what we want, what we need and they are working on that. Ever since the beginning of the year. So, it is not like we have not had a session yet to give feedback on where we are.

iii. **In what way can the Emotional intelligence (EI) of the Leaders and the employees impact the expected balance in motivation and performance?**

1. **Does your manager and the leadership team relate well with colleagues to motivate the team and individuals in a skilful manner**

I do not think so, right, we are self-motivated as individuals or my colleagues within my team, so there is a lot of self-motivation in terms of as working towards our STI and our bonuses right. So, we know what we are going for in terms of what you want at the end of the year and what growth you want, but it is not necessarily that our managers will leadership a motivating us towards that end. I think to some degree it is necessary. I think that everybody does need to be motivated at some point? and to have that camaraderie in oneness, it is something that we have mentioned and that we want to feel like we are one unit cause, especially in our function. We are all over the country all over in contrasting functions. So, we do not necessarily get time.

2. **Does your manager skilfully resolve conflict and inspire others to take positive action?**

I would not say skillfully. It was all conflicts. I think more so. It is more like us as team members who looked to be able to deescalate the conflict and we then look how we can then resolve conflicts. He gets involved in terms of resolving. I think when it comes to it. If it is internal conflict between us and our manager, we are the ones trying to resolve that conflict and its conflict within the business, he goes out and he will bend down, shut fires, firefighters to all of that. You know for his team, but not necessarily what he does. He goes out and he just. I do not know if he does it skilfully? He like, sometimes it is a bulldozer in a China shop. Creating more conflict with people outside.

3. **Is there a high level of coaching from your manager or leadership team or is there more telling rather than coaching that occurs?**

Yeah, I think when you want coaching, you go out and look for it. So, within our leadership team, I do have people that I can go to in terms of coaching, who then coach me through certain situations and scenarios, but other than that, if I were talking about my manager, my manager would more so tell me what I need to get done.

4. **Are the decisions made in your area by your leaders made in a pragmatic manner or are they rushed to a solution?**

Let us say 80% of the decisions are pragmatic. There is time where 20% is just rushed to a solution for the bare fact that we are in the business FMCG. So, something must there has to be resolution. This must be shut down. Now we need to move forward but it is very pragmatic where you are looking at end to end, looking at the impact and then deciding.

5. **How often do you experience conflict with your colleagues or manger in your area?**

Not very often. It happens, but it I think it is more seldom than anything else unless I do not understand what conflict is. I would like to say it is like thirty% of the time there's conflict. Seventy percent of the time were quite aligned in terms of what we are doing.

iv. How can structured monetary incentive schemes improve motivation and improve performance?

1. Is your current renumeration scaled at the correct level for the type of work that you do?

No. The reason I say that right is we look at it and we say that all planning is equal, but I would say when you're in the material planning space, it's not equal because what you find is that it is your responsibilities overlap, right? So not only are you doing what you are supposed to do as a material planner, but then you will find that bias functions in terms of what the bias supposed to do. You will also get involved. So, for me I think Production planning, yes, has complexity to it, but it is straightforward I think with material planning, there is a lot more complexity and I do not think so. So, it is a no.

2. Is the incentive scheme for the organization correctly structured on an annual basis?

So, I cannot say yes, great. It is just that I have known that it is normally structured on a year. I think as part of the incentive scheme, I think that it could be better in terms of including more people. Understand the premise of trying to have more people try to climb the corporate ladder and the way that the incentive scheme is structured is to make you want to grow further in the organisation. And then reward you as you go up. So yeah, I think being the company that we are and having the results that we have by giving a little bit more I think you know, if you were working on the shop floor and you were had your salary and you got the incentives that they get, it would be so much better than getting one in 10 top in the year. But the way that things are structured so it could be better. I think give us some of that group prize, you know, not just your business unit. Like even if it is 10%. Because beforehand you would get a percentage of group, 10% group depending on your grade and then it would go up as you go into the D's, you would get like 20% group, but yes.

3. Is the salary increase review done in a fair and ethical manner?

I do not even know how the salary increases structured. They tell you. Yes, cause all I know is that it is based on how well you did. So, you have your percentage as in your rating. Whatever your rating is, and then it is calculated based on how well you have grouped it. That is how it is. So, if one year you get 11% cause your group is doing well this year you get 5% because you are grouped did not do so well or your business unit that I understand that concept, that is how I understand it. I could be wrong.

4. **Can the culture of the organisation change due to the type of incentive/gainsharing scheme in place?**

Yes, I do think that the culture can change. Because if people feel that they have valued people, do not leave right. So, I am people are more willing to commit. To whatever the goals, whatever the organization is going for. So, if we know that. Like if let's say this year we're saying that if we do well, we can do double bonus for instance we don't have double bonus yet, but like we could do double bonus, which means that we could hit twice the amount then in terms of performance, everybody is going to be shooting on 100, right? Because everybody knows what we are going for. We are going for double bonuses now because it is structured in business units. If one business unit is not aligned to that, because now the double bonus would be something that you are saying from group, right and you would then need that all the business units would be under the same in sense of plan. For everyone to get double bonus, but if everybody is not on the same incentive plan and every business unit must hit a certain number for them to get double bonus.

Then it is like defeats the purposes because yes, we do want the different functions to work, but because of years of not getting bonus of working hard and not it then gets very demoralizing. So, but we will see in the next couple of months is we will see a lot of people from businesses that did not receive a bonus leaving the company.

5. **What type of incentives would best motivate you as an individual to increase performance?**

All I want is more money. I always want more money. I think for me it is. I enjoy the flexibility, so one of the incentives for me is flexibility. So, the reason I stay tiger is the

flexibility of being able to work from home. That is one the second to the money. I think a better incentive would for me would be more days, more time off so. Now we just get the bare minimum time off and then I am forced to take leave. Training the so even if I wanted to take longer leave in different periods, I do not have the flexibility to use my leave as I want the company dictates how I use my lead. So, in other words, there is not really flexibility in terms of how I work.

v. How can the adoption of Shop floor management or WCM strategies improve motivation and its impact on employee performance?

1. Is there a firm understanding of the MECP methodology in your area of work?

No, you are like I am I understand what MECP is in terms of the factory I can understand. It as far as that, but when you are talking about some of the stuff that has done, it is not necessarily rolled out into my area of work.

2. Is the level of plant and shopfloor visibility of progress clearly visible in all departments?

Yes. So, I think the implementation of MECP is visible in other departments. So, what you guys have done in the factory in terms of the implementation of MECP has now resulted in better OEE has resulted in actually knowing what inventory we've got because everything had the same place, so stock isn't going missing as it should go missing in other factories, all of those things which happened before and with you know as having you know these measures in terms of the quality of the safety.

It's also helping in terms of working capital so, things like that, which aren't necessarily visible to everybody else but things that I would look at in terms of our working capital in terms of our right halves in terms of you know the accuracy of our stock counts and the accuracy of having the right material and the factory, I'm not sitting with massive.

Amount of stock because we do not have efficient lines. Those impacts me, and I can then see the visible progress of what MECP has on the site, and I can also, I think it is also palpable in terms of the employee engagement so, it makes it easier to get things done at work. Everyone is pulling in the right direction. So, if I am saying I need

to decrease our working capital, then everyone is aligned to doing that. If we are saying that we want to ensure that we are mitigating as many rights as possible off and that we are not accepting inferior stock. Everyone is working towards that because it is aligned in the protocols in terms of how we do things.

3. **Are there structured routines in place for continuous improvement to enhance employee engagement and dialoguing?**

I think it is the plant there is, and there is even a day, a month that is the people in the site. So then engaged in terms of where we are at, but we are working on these projects that are going along in terms of, you know, closing out issues that are reoccurring. So those are happening on the in the plant and you also have the town halls that happen once a month where employees are able to also give feedback, so in terms of MECP, I think that's happening in terms of the plant.

4. **Are there clear tools of communication to provide employee performance feedback openly in the plant?**

Yes, this is a town hall. With is that production meeting that you have that gives feedback this. I think there's multiple forums I do not know all of them.

5. **Are the cost and quality losses clearly displayed and known by all in the plant to fully understand the profit margins of the organisation?**

No. Excuse me if I am not aware of any? I mean, if we have our MUV where we look at them, but I do not think necessarily. On a granular level, we are giving. The information I do not think when we are looking at our KPI’s, we say guys, you know, we just lost R 2,000,000 in waste.

6. **Are the communications from your senior leadership consistent through the MECP methodology?**

Yeah, I think the process of MECP is seen but the focus right now is still very manufacturing. We can then rule out the methodology in different areas. So, rolling it out in terms of new product development is big area of improvement in terms of saying

we need the same measures that we have for makeup, you know the right quality, because if you look at the past innovations that we've had just coming out of our site, we've had quality issues, which is weird you get me these things are stuff that should have been closed out. Then if we were to look at the last fiscal year and look at the actual fiscal impact, it is quite it is a lot.

7. **Is the correct type of incentive schemes linked back to the MECP strategy in the plant to support all pillars?**

No, I do not know. I do not know. I think that is I have seen some pictures of people on the walls being acknowledged for some stuff. I think you have done quite an excellent job in terms of implementing the MECP and people are getting it.

8. **Are there recognition tools in place through MECP to assist the development and acknowledgement of individuals?**

Not that I am aware of? the massive thing is that a thank you and you are on the road and you are on the right track goes an exceptionally long way.

Appendix B1- Participant agreement form

CONSENT FORM



Consent and Participation Agreement

Consent and Participation Agreement

This document serves to consent that I will participate in the study: **"The role of motivation and its impact on employee performance at Tiger Brands."** By Gordon Aboagye

* This form will record your name, please fill your name

Jennifer Busumane

1. I... (Please type your name in the below space) agree to participate in this research project. The research has been explained to me, and I understand what my participation will involve

Jennifer Busumane

2. I agree that my participation will remain anonymous, and I will inform the researcher if there is any confidential information.

- (X) Yes
- ( ) No

ID	Start time	Completion time	Email	Name
1	11/21/22 15:11:06	11/21/22 15:11:28	nerrissa.ellappen@TigerBrands.com	Nerrissa Ellappen
2	11/21/22 15:54:50	11/21/22 15:55:24	tshepo.mazibuko@TigerBrands.com	Tshepo Mazibuko
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12	11/25/22 8:27:00	11/25/22 8:27:43	thomas.ramafola@TigerBrands.com	Thomas Ramafola
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	17:12:03	17:12:43		
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19	12/15/22 10:12:25	12/15/22 10:12:57	vijay.sookhdeo@TigerBrands.com	Vijay Sookhdeo
20	12/15/22 12:37:48	12/15/22 12:38:56	angus.vanwyk@TigerBrands.com	Angus Van Wyk

Appendix B2 - Example of a Participant Information Sheet

Example of a Participant Information Sheet, NB this is NOT a template

Dear Sir / Madam,

My name is Gordon Aboagye, and I am a Master of Business Administration Student at the University of the Witwatersrand, Johannesburg. As part of my studies, I must undertake a research project, and I am investigating Motivation and its impact on employee performance at Tiger Brands under the supervision of Dr. Grant Sieff. The aim of this research project is to outline a set of recommendations which can drive motivation and raise employee performance in Tiger Brands in a sustainable manner.

As part of this project, I would like to invite you to take part in an interview/ focus group discussion. This activity will involve a recording and will take around 30 mins to 1 hour. With your permission, I would also like to audio record the interview using a digital device. This recording will be stored on my laptop and only the researcher will have access to this recording. It will be deleted after 1 year.

There will be no personal costs to you if you participate in this project, you will not receive any direct benefits from participation but there are no disadvantages or penalties if you do not choose to participate or if you withdraw from the study. You may withdraw at any time or not answer any question if you do

not want to. The interview will be completely confidential and anonymous as I will not be asking for your name or any identifying information, and the information you give to me will be held securely and not disclosed to anyone else. I will be using a pseudonym (false name) to represent your participation in my final research report. If you experience any distress or discomfort at any point in this process, we will stop the interview or resume another time. If you need some support or counselling services following the interview/focus group, these are available free of charge.

If you have any questions during or afterwards about this research, feel free to contact me on the details listed below. This study will be written up as a research report which will be available online through the university library website. If you wish to receive a summary of this report, I will be happy to send it to you (optional). The data collected from this research project will be stored in lockable computer and will be kept for 1 year. With your permission the data collected from this research project may be used by other researchers. If you have any concerns or complaints regarding the ethical procedures of this study, you are welcome to contact the University Human Research Ethics Committee (Non-Medical), telephone +27(0) 11 717 1408, email hrecnon-medical@wits.ac.za

Yours sincerely,
Gordon Aboagye

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