TEAM MANAGEMENT IN ORGANISATIONAL PERFORMANCE: A CASE OF ROAD TRANSPORT AND SAFETY AGENCY

By

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A dissertation submitted to the University of Zambia in collaboration with Zimbabwe Open University in partial fulfilment of the requirements for the award of degree of master in business administration

The University of Zambia

Lusaka

2019
DECLARATION

I, Songwe Kabonde, do hereby solemnly declare that this research report is my own, and that all the work of other persons has been duly acknowledged, and that this work has not been previously been submitted for a degree at this university or at any other University for similar purposes.

Signed: ...................................................... Date: .............................................................
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APPROVAL

This report by Songwe Kabonde is approved as fulfilling the partial requirements for the award of the degree of Master of Business Administration by the University of Zambia and Zimbabwe Open University.

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Examiner 3: ……………………………. Signature: …………… Date: ………………………

Supervisor: ……………………………. Signature: …………… Date: ………………………
DEDICATION

This report is dedicated to my Parents Mr and Rev Dr Kabonde, my lovely sisters (Kabonde, Ntamanyanga and Mapalo). You deserve my deepest and heartfelt gratitude bearing with me for the many hours I spent on this work denying you of my attention. However, you still encouraged me to complete it, and now I say you will always be my pillars.

Love you all and God bless our family
ABSTRACT

This study was aimed at assessing the Team Management in RTSAs Organization Performance in connection with Road Accidents. The study used qualitative methods through a survey of 42 Road Traffic Inspectors sampled from three Highways in Lusaka. The study in an assessment in this purpose used deductive approach in which a qualitative survey was carried out. The survey was intended to get their responses on what they feel is (are) the current team practices in place, how they feel about their motivational levels on various aspects that motivate as well as how their leadership/management are helping them work in teams more efficiently and effectively.

The analysis from the empirical findings showed that team practices at the RTSA among the Road Traffic Inspectors do not follow a structured format. However the other studies show that following a structured approach to team practices yields better team efforts. This study also found that the Road Traffic Inspectors lack motivation. Motivational theories of Maslow and Herzberg were reviewed and showed that there were quite a number of factors that were needed to be done in order for the Inspectors to be motivated. The action centered leadership model of John Adair was then used to assess the influence that the leaders/managers at the RTSA are exerting on the teams so as to achieve better performance results. The findings however show that the leader and managers are not properly explaining the task to the Inspectors,. Further there is no record of performance evaluations that can help track and asses performance among teams.

The study ends by making recommendations for the RTSA to adopt a structure approach to team management and train their Road Traffic Officers in team management practices. There were also a number of areas that the research highlights which if adjusted could leader to a motivated work force among the Road Traffic Officers. The last recommendation was for the leadership of the RTSA to introduce a system that is able to measure and monitor performance so that adjustments to the performance can be made from time to time after seeing what works and what does not work.

This study can therefore be viewed as a way for improving team performance at the RTSA and can be used as a starting point for more research that can be done on the RTSA to improve the performance of the whole organization.
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CHAPTER 1: INTRODUCTION

1.0 Introduction/Background

In 2011, the United Nations launched a ‘Decade of Action for Road Safety’ with the aim of stabilizing and then reducing global road deaths by 2020. Major economies of the G20, leading developing countries and public institutions like the World Bank and the World Health Organization (WHO) have all endorsed the Decade of Action.

With regard to how Zambia is fairing in road safety matters the 2012 Annual Road Traffic Accident Statistics Report revealed that Zambia has had increasing statistics in road traffic accidents involving motorists and pedestrians. There were 100,889 accidents in 2007; 99,213 in 2008, 110,430 in 2009; 110,055 in 2010 and 110,428 in 2011. This indeed confirms that the number of road traffic accidents in Zambia has been increasing significantly in the last five years. Zambia can therefore not be exempt from adopting the United Nations ‘Decade of Action for Road Safety’.

Ways of reducing Road Traffic Accidents must be explored and when found utilized in reducing deaths. The organization tasked with the responsibility of implementing and enforcing policy on road transport and safety in Zambia is the Road Transport and Safety Agency (RTSA). It can be argued that if the RTSA is performing excellently as an institution then the road traffic accidents can also reduce. Ways of improving the operations and effectiveness of the RTSA therefore need to be assessed.

Organisational Performance involves analysing a company’s performance against its objectives and goals. In other words, organisational performance comprises real results or outputs compared with intended outputs. The analysis focuses on three main outcomes, first, shareholder value performance; second, financial performance; and third, market performance. Therefore this discussion relates how team management as one of the objectives and goals, and how it relates to the intended output or result in an organisation. Good organisational performance can only be achieved through effective team management.

Teams are made up of individuals who have different outlooks and abilities, and are at different stages of their careers. Some may find that the tasks that have been allocated to them are challenging, and they may need support. Skill in this aspect of management will define the long-
term success of Organizational Performance. The most effective way of developing people is to ensure that they are given regular feedback as members of a team whether negative or positive.

1.1 Statement of the Problem

Many writers agree that an Organizations’ Performance depends on how well its Teams are managed (Frederic P. Morgensum et al, 2010; Ana Cristina Costa, 2009; Sheik Rapheel Manzoor et al, 2011). This is the reason why team management is used in most parts of the world, especially the developed world, to enhance organization performance.

Organizations have focused on using teams to increase organizational effectiveness yet many of these practices have not always been based on scientific principles. Teams are social in nature with team members having high task interdependency and shared, common values (Salas, Cooke & Rosen, 2008). For teams to be effective, it is essential that organizations utilize effective performance management strategies, such as feedback, compensation and management resources, to enhance team productivity.

Teams can also be trained to build shared mental models of situation, task environment, and interactions with team members to increase the team’s ability to function well, particularly in stressful conditions. Team training can promote teamwork behaviours and enhance performance (Salas, Cooke & Rosen, 2008). It is important that management ensures provision of appropriate training and development happens and addresses obstacles that impeded training opportunities. Team development is a long-term process and management can facilitate individual development plans that are aligned with team objectives.

Cole G, (2008) purports that a lack of team management is evidenced by the failure of an organization in meeting the desired performance targets. Research has been conducted on team management in organizations in Zambia before. The RTSA presents a unique case of study because its enforcement unit, that of the Road Traffic Officers, entirely works in teams. But with the alarming statistics on the increasing number of road and traffic accidents in Zambia one can only guess where the RTSA fits in in the arena of team management. The RTSA has been using teams in its operations on a daily basis, but the performance has never reached the required standard and yet no study has been undertaken to analyse this aspect. We simply do not know how the RTSA manages its teams. If the issue of Team Performance in relation to Road Traffic Accidents is not
treated with the seriousness it deserves, Zambia will continue to lose lives due to Road carnages and not meet the desired UN Decade of Action Target.

1.2 Aim/Purpose of Study

The research’s aim is to assess the relationship between Team Management and Organization Performance of the RTSA’s Road Traffic Inspectors teams as they work towards the achieving of their organizations goals. The study endeavours to understand key ingredients needed in usage of teams to achieve organization efficiency and effectiveness in the RTSA.

1.3 Study Objectives

1) To establish the current team management practices being used at the RTSA among the Road Traffic Inspectors to achieve organizational objectives.

2) To determine motivational aspects that can be used to enhance team performance among the Road Traffic Inspectors.

3) To assess the influence of leadership/management in teams of the Road Traffic Inspectors and how this can be improved in order to achieve the organizations goals.

1.4 Study Questions

1) What practices for managing teams at RTSA are currently in use and how are they fairing in the achievement of organizational goals?

2) What motivational aspects can be used to enhance team performance among the Road Traffic Inspectors?

3) What is Management’s/Leadership’s influence in team management among the Road Traffic Inspectors and how can this be improved?

1.5 Limitations of the Study

This study aims to investigate and assess the relationship between Team Management and Organisational Performance in the Road Transport and Safety Agency. The existing employees will be engaged from the Head of Enforcement Unit and below by way of questionnaires and
interviews. Employees outside Lusaka and those out on prolonged leave may not be used in the study above. The study will only involve Limited participants (42) due to lack of adequate time and financial resources.

1.6 Significance of the Study

It is hoped that the insights that will be gained through this study will help in assisting to improve the team management practices at the RTSA. If this is done it can be expected that the RTSA can improve its overall performance as an Agency mandated with the responsibility of implementing and enforcing Road and Traffic policies. If that were to be done then it can be expected that the alarming numbers of road and traffic accidents can reduce and this translates into increased road safety and eventually reduction in the number of lives lost on the Zambian roads.

1.7 Scope of Study

The RTSA has various divisions structured according to the functions of the Agency. The division of interest in this study is the one tasked with the function of implementing policy on the road transport, traffic management and road safety. This is the division that has Road Traffic Inspectors. The Inspectors work in teams on a daily basis and so team management is a must. The total number of Road traffic officers that are affiliated with the RTSA in Zambia is about 75. Of the about 75 Inspectors, about 45 work around the roads feeding in and out of Lusaka. This group of 45 Traffic Inspectors is the target group for this study.

In an effort to show cause for the contribution/role that team management approach plays in organisations performance, various theories have been developed. The literature review and the selected theories were important in developing theoretical framework.

1.8 Theoretical framework

The study is based on the theories of teams’ organisation, performance, motivation and leadership/management to determine if they would be applicable with regard to the operations of the Road Transport and Safety Agency. The Theoretical Framework will work with Maslow’s hierarchy of needs theory and John Adair’s action centred Leadership model for team leadership and management.
Since Maslow’s hierarchy of needs theory is in use for assessing person’s motivational levels in organizations today, it is this researchers belief that when applied to the RTSA the needs theory can help identify areas needing to be improved in terms of the motivational levels if the Road Traffic Inspectors.

John Adair’s simple Action-Centered Leadership model provides a great blueprint for leadership and the management of any team, group or organization. Action Centered Leadership is also a simple leadership and management model, which makes it easy to use, remember and apply, and to adapt at different situations. Through use of this model it is hoped that this researcher can assess the current involvement of the leaders or managers role in team management at the RTSA.

CILT- Chartered Institute of Transport and Logistics
CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

Modern Organizations are finding it useful to have a team management approach in running there day to day operations. Teams are now viewed as a means through which participants can be motivated, productivity increased (Ana Christina Costa, 2009) and organisational hierarchy flattened. Teams have been in existence for a very long time but what have made the idea different now is the analysis of what makes them work and the successful application of principles that in turn bring results that enable teams to be effective.

2.1 The Concept of a Team

Teams have been defined in many ways by many authors, Robbins & Judge, (2008) defines a team as a group whose individual efforts result in performance that is greater than the sum of the individual inputs. Another such definition is that a team is a small group of people with complementary skills who are equally committed to a common purpose, goal and working approach for which they hold themselves accountable (Harper Business, 1993). Teams can also be looked at in a summarized famous team phrase of “Together Each Achieves More” (TPM Africa, 2000), that is no one individual is greater than a team. But perhaps the definition that is simple but at the same time conveys the idea of a team is the one that Peter F. Ducker (1986) provides when he says that a team that is engaged in teamwork is a group of people working together to achieve a common goal.

All these definitions have the terms group of people in common. We also notice that the group is working together towards a certain goal. The individual effort of the team then accomplishes a common result.

2.1.1 Types of Teams

Teams in organizations have been established as one effective way of achieving the organizations objectives. It is very important that any organization that has intentions of using teams, understands the types of teams and organization in which it is going to be used. This makes the work of assisting in focusing the teams in the right direction easy.
Stoner (2007) identifies two broad categories of teams in an organization and these are the formal and informal. Formal teams are created deliberately by managers and charged with carrying out specific tasks to help the organization achieve its objectives and goals while informal teams or groups come up whenever people come together and interact regularly within the organization structure.

Stoner (2007 further identifies other particular teams under the formal teams such as Command, Committee, quality and task that are established for various reasons. A command team is the most common type that includes a manager and subordinates and it follows the bureaucratic setup structures. The committee type of team is a standing team that lasts for some time dealing with recurrent problems. The quality circle deals with work-related continuous improvement issues through regular meetings. Work-related problems are investigated and solutions are recommended and put into action. In addition to these three there are also Project Teams which are created basically to deal with a specific problem and are usually scrapped off after project has been completed. Teams can also be defined based on the functionality, purpose and duration and this is according to Katzenbach (1993). The following are examples of such:

- Functional team is one where team members are from the same work unit or team members are from different and various work areas to resolve mutual problems.

- Duration based team is where the team is created for a specific purpose and is dissolved when the task has been completed

- Permanent, “standing” team is one that becomes a permanent part of the work unit of the organization.

There are two other types of very modern teams that are getting popular as below;

- High Performance Teams or Super teams, these teams typically take on greater challenges other than other teams. They require more training, resources and more time to reach effectiveness. Coming up with teams like these require a lot of time, training, experience, dedication, perseverance and the willingness to take risks.

- Virtual Teams, these require using computer technology to interact physically, dispersed members in order to achieve their objectives. Teams use communication links like wide-
area networks, video conferencing or e-mail. The disadvantage for virtual team is that there is less social rapport and interaction amongst members.

### 2.1.2. Team Building

Usually people that are left on their own to create team work, certain individuals tend to be self-centred and competitive towards self-glory. An organization that has realized the need for usage of teams to achieve its organization obligations needs to consider investing in team building to prepare individuals to effectively work together. Team building costs are very high but the benefits are generally rewarding. Team building refers to an activity that helps develop the team in some way. Peter F. Ducker (1986) explains team building as a process meant to improve the performance of the team and involves activities designed to foster communication and encourage cooperation. It would actually include a wide range of things like having a meal as a team, outdoor activities and offsite workshops. It is necessary to improve the leaders’ abilities to foster teamwork. This can be achieved by training team members to find team building solutions and avoid barriers to success through team building workshops. Team building should not be a once off event but should be a continuous (Perry, 1996). Team Leaders are able to lead groups especially if they have skills from experience and education. Educating Team Leaders and helping them learn from their experience is very important.

### 2.1.3. Team Members Training

As global competition forces organisations to become more product, ‘there is growing consensus that training must be at the forefront of their attempts to do so’ (Marchio and Baldwin 1997, 7). Bentley (1990) suggests that the way forward for organisations through all the changes and enormous gaps in skills is through training. Studies done by Wellins (1992) and Fisher (1993) found that in successful team-based organisations, new team members or leaders send 20 percent of their first year in the team involved in training activities.

It is very important that Team members are given the training in order to acquire team building abilities. Regular seeking of opportunities that provide continued team development in all areas of team building is very vital and should be done at a regular basis. Team building can be done using a wide variety of programs that offer team building ideas so as to improve team collaboration and success (Chantal de la Rochelle, 1999).
2.2. The Concept of Performance

Performance starts by identifying where the team is performing well and where it needs more improvement. In order to realize this, having measurements is very important. Performance has been expressed by Brumbach (1998), as comprising of behaviour and results. The concept of Performance entails that when managing performance both inputs and outputs need to be considered. In other words, Performance can be described as achievement of quantified objectives (Armstrong, 2006). Most organizations perform well in areas of operations but it is not only a matter of what is achieved but also the process of achieving it.

2.2.1. Team Performance Management

Team Performance Management assesses the team behaviours that will lead directly to business or management success, and then uses processes to change behaviours. The difference between team building and team performance management is that building gets involved in activities in the belief that they must indirectly lead to improvements in team performance (Zinnov, 2007). Performance management however seeks to improve what is currently happening directly so as to effect changes that will improve the results.

The achievement of the teams’ objectives is directly focused and dependent on the Team Performance Management. This seals the deal between Team building and business performance results.

2.3. Motivation Theories

It is widely acknowledged that the motivation level of individual group members is often a key determinant of group performance; this is according to Hackman (1987). This is why social and organizational psychologists have devoted considerable effort to understanding group processes and group effectiveness, with special attention to the issue of group performance.

There exits various theories of motivation. Maslow’s needs hierarchy and Herzberg’s two factor theories mainly focus on content theories of motivation. These theories all need the drive or triggers of the human behaviour (Cole, 2008). These two motivational theories are relevant to this study.
2.3.1. Maslow Hierarchy of Needs

In his book ‘A Theory of Motivation’ (1943), A. H. Maslow identifies a hierarchy of 5 levels of needs that if satisfied will bring about motivation in the individual. The theory states that these needs are filled in an orderly fashion and in succession. The following gives the needs in the order that Maslow proposed they will be filled.

2.3.1.1. The Basic Needs

Maslow (1943) identifies as the needs that are usually taken as the starting point for motivational theory, the physiological needs. He expressly mentions these needs to be the most pressing. In the event that a person lacks food, safety, love and esteem, this person will most probably hunger for food more strongly than for anything else. It’s after this need is filled that the person will move on to fill the next need in the hierarchy. Physiological needs include the need for food, water, shelter, sleep and warmth.

2.3.1.2. The Safety Needs

If the physiological needs are relatively gratified, there then emerges a new set of needs that Maslow calls the safety needs. A person who has satisfied his basic needs will begin to be dominated by his safety needs. These are the needs that now define the person’s behaviour and the person may be characterised as ‘living for safety alone’ (p. 7). The basic needs are underestimated since they have been satisfied. In defining the safety needs, Maslow uses other words as orderly, predictable and organised alongside the word safety. It is interesting to note that Maslow in fact talks of safety not only with regard to escaping danger from wild animals for example but also with regard to how a person would prefer a job with tenure and protection, the desire for a savings account and for insurance of various kinds (medical, dental, unemployment, disability, old age, etc...). So in a broad sense these safety needs when applied to the job should not be restricted to the job being free of physical danger but also to the job being secure in terms of making the employee feel protected from unemployment and generally having a sense of permanency.
2.3.1.3. The Love Needs

If both the physiological and safety needs are both satisfied Maslow (1943) purports that the individual will now as never before keenly feel the absence of friends or a sweetheart, or a wife or children. He will hunger for affectionate relationships with people in general and he will strive with great intensity to achieve this goal. He now wants to belong and have a place in his group. When applied to the job these needs for love are gratified through good relationships with co-workers, both superiors and peers on the job.

2.3.1.4. The Esteem Needs

When the first three levels of needs are satisfied, the esteem needs become dominant. These are described by Maslow (1943) as being of two categories. The first being esteem for self as to what an individual thinks of themselves. The other being esteem by others as to desiring to be highly regarded by other people. Satisfaction of the esteem needs is said to lead to feelings of self-confidence, worth and strength. Generally the individual feels good about themselves and what they are able to accomplish. They feel that they are necessary. If the need is not satisfied the opposite happens and feelings of worthlessness and inadequacy creep in. The individual can be said to have low self-esteem. This is to say that when an individual is on the job, how he or she views themself and how the individual thinks others view them will affect their motivation. High self-esteem and high esteem by others leads to an individual being motivated and the opposite holds. An individual is able to know that he is highly regarded if for example he receives praise from peers or superiors.

2.3.1.5. The Need for Self-Actualization

Even after all the other four needs mentioned above are satisfied, there can still be the human tendency of feeling discontent. This comes about as a result of an individual not becoming all that his potential allows him to become. Maslow (1943) calls this as the individual becoming actualized. This would require that the individual continues to explore his potential to achieve more and more.
These needs are summed up in the pyramid structure below:

Figure 1: Criticisms of the Hierarchy of Needs

Source: Maslow (1943)

2.3.1.6. Criticisms of the Hierarchy of Needs

Some of the criticisms of the Hierarchy of needs are that the proposed order of the hierarchy is sparse. This conclusion was arrived at by Wanha and Bridwell (1976) after carrying out an in-depth review of the Hierarchy of needs. Cianci and Gabriel (2003) have concluded that the Hierarchy of needs is too simplistic and have suggested that it does not account for needs in society at particular times such as in times of wars or recessions. Also findings such as those of Tay and
Diener (2011) have demonstrated that the ranking of the needs varies with age and does not appear to be the same across all age groups.

2.3.1.7. Summary and Conclusion on Maslow’s Hierarchy of Needs

We can see that the aspects of the criticisms have to do with the order of the needs, the age group to which they apply, and the time at which the needs come into effect. While there are these criticisms, it is important to note that writers and researchers alike do not refuse that fact that human have needs and that these needs influence the behavior of the individual (Wanha and Bridwell (1976; Cianci and Gabriel (2003); Tay and Diener (2011)). Also the application of the Hierarchy of needs to the work place is well recognized. The hierarchy of needs manages to explain what motivates a human to behave the way they do from time to time.

2.3.2. Fredrick Herzberg’s Hygiene Theory, (Two Factor Theory)

In order to better understand employee attitudes and motivation Fredrick Herzberg performed studies to determine factors in an employees work environment caused satisfaction and dissatisfaction. He published his findings in the book the motivation to work in 1959. He identified many factors that affect the employee’s attitude and thus the employee’s motivation. The factors identified were grouped into two groups. One group he identified as factors leading to dissatisfaction and the other group he identified as factors leading to satisfaction. These factors are summarized in the box below:

<table>
<thead>
<tr>
<th>Leading to dissatisfaction</th>
<th>Leading to satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Company policy</td>
<td>• Achievement</td>
</tr>
<tr>
<td>• Supervision</td>
<td>• Recognition</td>
</tr>
<tr>
<td>• Relationship with boss</td>
<td>• Work itself</td>
</tr>
<tr>
<td>• Work conditions</td>
<td>• Responsibility</td>
</tr>
<tr>
<td>• Salary</td>
<td>• Advancement</td>
</tr>
<tr>
<td>• Relationship with peers</td>
<td>• growth</td>
</tr>
</tbody>
</table>

*Source: Fredrick Herzberg (1959)*
The factors in the table cannot be treated as opposites of each other. That is to say that the opposite of satisfaction is not dissatisfaction but rather no satisfaction. Likewise the opposite of dissatisfaction is no dissatisfaction. The factors leading to dissatisfaction are physiological needs that can be gratified with money, for example, to purchase food shelter. The second factors that lead to satisfaction equate to psychological needs to achieve and grow and so this need is filled by activities that cause one to grow.

From the above table one can readily notice that the factors that determine whether there is dissatisfaction or no dissatisfaction are not part of the work itself but rather are external factors. Herzberg referred to these as Hygiene factors. The argument by Herzberg is that the factors that cause satisfaction or no satisfaction if they are not fulfilled are intrinsic to the work itself and these are the factors that are capable of motivating the employee.

Nargges Mottaaghi Golshan et al (2011) summarise this conclusion in a diagram as below:

**Figure 2: Nargges Mottaaghi Golshan**

![Diagram showing Motivator Factors leading to Intrinsic job satisfaction and Hygiene factors leading to Extrinsic job satisfaction.](source)

**Source: Nargges Mottaaghi Golshan et al (2011)**

Tietjen and Meyers (1998) adds as other factors affecting the motivation of employee’s factors in personal life, status and job security.
2.3.2.1. Criticisms of the Two Factor Theory

The two factor theory of Herzberg has been observed by some writers as lacking in empirical evidence (Wernimont, 1969; Korman, 1971). And studies done by Locke (1969) and Locke (1976) have gone as far as criticizing the two factor theory as being impractical because distinguishing between hygiene and motivator factors is very hard and as they are highly related.

2.3.2.2. Summary and Conclusion on the Two Factor Theory

Again we observe that the criticisms brought forward are not bringing into question the validity of the factors that Herzberg identified and to bring them into question. The matter of lacking empirical evidence is easily solved through the increase in the researches that are being done with consideration of the two factor theory. Also the failure to distinguish between the hygiene factors and the motivators is a subjective matter depending on who is doing the distinguishing. In both cases the fact that the factors themselves are valid is not brought into question.

2.4. Team Leadership and Management

Leadership and Management are terms that are usually confused in terms of their meanings and interpretations. According to Kotter (1991), Management is about coping with complexity while Leadership is about coping with the change. Tjosvold (1995) further explains that building a team organisation requires Leaders to be knowledgeable as well as inspiring. It further emphasizes on the need to fully understand the nature of productive teamwork and feel a passion for actually creating it.

Teams vary on how they are led and managed. Teams will mostly vary on the dimensions, functions, purpose and time duration. Good managers and leaders should have full command of the three main areas of the Action Centred Leadership model, and should be able to use each of the elements according to the situation.

2.4.1. John Adair’s Action Centred Leadership Model

The three parts of Adair's Action-Centered Leadership model are commonly represented by three overlapping circles, which is a trademark belonging to John Adair, Adair's famous 'three circles' model is one of the most recognizable and iconic symbols within management theory. John Adair's
Action-Centred Leadership model is represented by the three core management responsibilities of achieving the task, managing the team or group and managing the individual. These are linked in the three circles are below:

**Figure 3: Action-Centred Leadership model**

The overlaps in the circles illustrates that each of the functions are interdependent. This is because individuals make up teams, teams/individuals complete the task and without the task there is no need for the team or the individual. If one of the elements is missing or is weak then the other two elements will suffer. For example if there is a weak individual in the team this will affect the performance of the team and hence the task being performed will be affected as well.

Adair said that leaders should therefore concentrate on task completion, which basically entails that the task should be achieved. The individual’s needs are the physical ones such as salary and the psychological ones of recognition, sense of purpose and achievement, status and the need to give and receive from other in the work environment. In order for the team to be able to achieve the task the team needs constant promotion and retention of group cohesiveness to ensure that it functions efficiently.
Adair went further and identified tasks that a Leader needs to perform in order to fulfill the three aspects of leadership (task, team and individual) and achieve success. Adair believes that there are eight functions that must be performed and developed by the leader:

**Defining the task:** the individual and the team need to have the task set out as a goal or an objective for them in a way that is SMART (Specific, measurable, attainable, realistic and, time bound).

**Planning:** the plans should be tested and in case one plan fails there should be alternatives. Also, the individuals and teams being included in this process helps them to take ownership of the objectives.

**Briefing:** This is to be used by a leader as a platform for motivating as well as creating a good atmosphere for team work and.

**Controlling:** this begins with the leader being self-controlled and extends to the leader having tools that such as control systems in place. Delegation skills as well as monitoring skills are also included.

**Evaluating:** Leaders need to be good at assessing results, evaluating the team performance, appraising and training individuals as well as having good judgment on matters and individuals.

**Motivating:** John Adair emphasized on motivating a Team by the following 8 principles:

1. Be motivated yourself.
2. Select motivated people.
3. Treat each person as an individual.
4. Set realistic but challenging targets.
5. Understand that progress itself motivates.
6. Create a motivating environment.
7. Provide relevant rewards.
8. Recognize success.
Organizing: Good leaders have to be able to organize themselves, their team and the organization including the structure and processes in the organization. This will help to achieve good results.

Setting an example: The individuals and the team as a whole need to be able to look at their leader as a good example.

2.4.1. Criticisms of John Adair’s Action Centered Leadership Model

A One of the major criticisms of Action centred leadership is that it takes little account of the flat structures that are now generally advocated as the best organisational form. It is said that action centred leadership is too simple and academically rigorous and lack real substance in that it merely states the obvious, common sense view.

2.4.2. Summary on John Adair’s Action Centred Leadership Model

The CMI thinker (2008) on John Adair’s Action-Centred leadership makes the following comment as to the relevance of Adair’s work today:

The continued relevance of Adair’s concepts for continued relevance today is reinforced by the republication of some of his key works: Leadership and motivation: the fifty-fifty rule and the eight key principles of motivation (2006) which was originally published in 1990 as understanding Motivation. Adair has also opened two new works: how to grow leaders: the seven key principles of effective leadership development (2005) and effective leadership development (2006). (Page 4)

This goes to confirm that Adair’s work still has influence and importance in inspiring leaders today. For this reason many organisations and schools continue to teaching the Adair approach to developing leadership.
Summary

The concept of team usage at the work places is important to the success of an organisation. Organisations are pumping in a lot of money and other resources in team development with a view to achieve improved organisation performance. Companies that have used teams at work places have acknowledged the positive benefits in terms of performance from team usage.

With the case studies and theories presented, it is evident that defining the team organisation structures, investing in team development, motivation, team leadership and management systems are key factors in the success of work teams. In order for RTSA to improve its performance, it has developed and implemented a work team system whose influence on organisation performance is an issue under investigations. The next Chapter looks at the Methodology that will be used in this study.
CHAPTER 3: METHODOLOGY

3.0 Introduction

This Chapter gives an outline of the methodology used in designing this study, the collection of data and data analysis techniques used to assess Team Management in Organizational Performance at the RTSA.

3.1. Research Design

This study followed an approach of exploratory design or survey. The Study aimed at evaluating RTSA Road Traffic Inspectors team management and their input in the reduction of RTAs as per requirement of organizational goals and objectives.

3.2. Study Population

The target population was RTSA employees who are in the Implementation and Enforcement Unit (LUSAKA) as these are the ones that are directly involved with motorists and pedestrians on the road. This Unit comprises of employees working from different highways of the Zambian Roads. The total number of Road Traffic Inspectors in the Enforcement Unit across the country is 75.

3.3. Study Sample

In order to reach a significantly statistically accepted number of respondents to the survey, a sample of 45 was used based on number of teams/members in each shift.

Table 2: number of teams/members in each shift

<table>
<thead>
<tr>
<th>ROUTE</th>
<th>Size of population (approximately)</th>
<th>Size of Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great East Road</td>
<td>31</td>
<td>15</td>
</tr>
<tr>
<td>Great North Road</td>
<td>22</td>
<td>15</td>
</tr>
<tr>
<td>Kafue Road</td>
<td>22</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>75</td>
<td>45</td>
</tr>
</tbody>
</table>
3.4. Data Collection Instruments

**Questionnaire** – One questionnaire was used to collect data from a sample of Road Traffic Inspectors (RTIs). A self-administered questionnaire was used to collect information from the RTIs who were willing to do so. The same questionnaire was researcher-administered for the RTI respondents who needed assistance of the researcher in understanding the questionnaire. Questionnaires allowed for the collection of information which can be used to measure attitudes, opinions and beliefs. Questionnaires also allow for a variety of questions including open and closed questions.

**In depth Interviews and Focus Group Discussions** – A qualitative survey was conducted on RTSA Inspectors from Enforcement Unit of RTSAs’ Safety Department using in-depth interviews and focus group discussions as data collection instruments.

3.5. Data Collection Procedures

A quantitative survey was conducted by administering of a questionnaire to a sample of Road Traffic Inspectors (RTIs) working on the highways, that is Great North Road, Great East Road and Kafue Road. The RTIs were sampled from among those who frequently work in groups whilst on the highways. The quantitative survey attempted to give answers to three major research questions:

- What team practices and organisation should be encouraged so as to contribute effectively to the reduction of RTAs?
- To what extent do team and employee motivation and performance contribute to the reduction of RTAs?
- What is Management/Leadership influence in the teams’ contribution to reduction of RTAs?

A sample of a minimum of 15 sampling units per Highway was deemed adequate for statistical inferences. These highways are Great North Road from Kabwe Traffic Circle to Landless Corner, on Great East Road from Kabwe Traffic Circle to Rufunsa and Kafue Road from Kafue Traffic Circle to Kafue Town. These are Accident prone areas according to the statistics from RTSA hence RTIs have to be involved in Team Work during their
operations. The RTIs were purposively picked as they are the ones that are directly involved with the motorists. The RTIs are a good sample representing the population along the highways who have a high likelihood of interacting with motorists on the highways that are prone to RTAs. The RTIs from the highways were purposively chosen due to proximity of the sampling by the researcher. A convenient sampling method was used because it was going to be difficult to have a sampling framework for this kind of research in order to perform a probability sampling.

3.6. Data Analysis

Qualitative data was analysed through the narrative analysis using the available literature. There was no quantitative analysis used.

3.7 Ethical Considerations

In conducting the study, ethical matters will be considered. Participants will be treated with respect and consent will be obtained from participants before they participate in the study. Participants will have the right to understand what the researcher is doing and the researcher will share the findings with them as well as management of the RTSA in hopes that the research can help improve the effectiveness and efficiency of the Agency. The researcher also obtained clearance from the University of Zambia Ethics Committee.

Summary

The chapter highlighted the target population and how the sample size was drawn. The research design and sources of data were also discussed including how data collected was analysed. The next chapter presents the data analysis and findings.
CHAPTER 4: DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1. Team Practices Currently in Place

There are 3 shifts that Road Traffic Inspectors from Road Transport and Safety Agency Lusaka offices work with. The times worked for the shifts are as follows:

**Table 3: Shifts**

<table>
<thead>
<tr>
<th>Shift</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morning</td>
<td>06hours to 14hours</td>
</tr>
<tr>
<td>Afternoon</td>
<td>14hours to 22hours</td>
</tr>
<tr>
<td>Night</td>
<td>22hours to 06hours</td>
</tr>
</tbody>
</table>

The Road Traffic Inspectors work in teams of about 4 or 5 per check point but each shift has an average of about 14 Officers. Each shift has to be covered so there are always Road Traffic Inspectors on a check point the whole day. The check points are situated on three Roads that are linked to Lusaka. These are summarised below:

**Table 4: Check Points**

<table>
<thead>
<tr>
<th>Team stations</th>
<th>Road Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kafue Road</td>
</tr>
<tr>
<td>2</td>
<td>Great North Road (to Kabwe)</td>
</tr>
<tr>
<td>3</td>
<td>Great East Road</td>
</tr>
</tbody>
</table>

On each check point there is a rotation of teams according to the number of shifts. For example the Great North road will have Inspectors assigned to it to report at 06hours and work until 14hours for the morning shift. This will be a team of about 4 or 5 Inspectors. Then a similar team takes over the afternoon shift at 14hours. And the last team works from 22hours to 06hours the following day.
The following is the total number of respondents interviewed:

**Table 5: Number of Shift Members**

<table>
<thead>
<tr>
<th></th>
<th>Morning</th>
<th>Afternoon</th>
<th>Night</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great East</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td>Kafue Road</td>
<td>4</td>
<td>4</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Great North Road (to Kabwe)</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>14</td>
<td>15</td>
<td>42</td>
</tr>
</tbody>
</table>

The work done by each team member is different and according to various functions that have to be performed at a check point. There are 4 main functions that must absolutely be done for a checkpoint to be fully competent. These are listed below:

i. Educating motorist. This function is essential at a checkpoint because motorist have to be educated about the importance of for example having a seatbelt fastened at all times; having tires for the vehicle in good condition and generally why it is important to obey traffic rules. This task is assigned to one of the traffic Inspectors.

ii. Setting up and using traffic watch equipment. This function helps the check point to be able to monitor the speed at which vehicles are moving as they approach the check point. The second officer handles this task.

iii. Charging Traffic offenders. In the event that a motorist is found to be non-compliant to traffic rules tone of the officers charges the offender.

iv. The last function is that of taking statistical data. This includes the number of motor vehicles passing the checkpoint, the number of passengers in the motor vehicle, the number of pedestrians, the number of motorists found to be compliant or non-compliant and so forth.

Check points are not fixed with regard to location but fixed with regard the road. So the location changes but the road is maintained. The check point is meant to be a snapshot of the activities of motorists and pedestrians at a given time. If a check point was to be made permanent in terms of location the fear is that motorists would not behave as normally as they would if they did not know
that a check point was in place. Motorists would likely make sure that they are in good road behaviour as they approach the checkpoint and soon after passing they would revert to the usual way they behave on the road. So in an effort to avoid this, check points move location from day to day sometimes shift to shift while maintaining the great road being checked on.

Because of the mobility of the locations checkpoints, there are no offices for the Inspectors. This means that work has to be done while standing or else if any sitting or resting is to be done it will be done in a motor vehicle. So one can imagine a check point in a bushy area in the middle of nowhere and if it rains or if it is too hot the Inspectors would have to brave the weather. And the Inspectors would have to be on duty 24hours a day.

### 4.1.1 Importance of Working in Teams

It was important to first establish whether team members felt agreed that working in teams was important and helpful for the job they perform. The research question asked to them was as to whether they felt it is important to work in teams. The following where the findings:

**Figure 4: Showing if road traffic inspectors feel it is important to work in teams**

Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to the research question, ‘Do you feel it is important to work in teams?’
The response with regard to working in teams as can be seen from above shows that all Inspectors appreciate the concept of working in teams and not working alone. Follow up questions reviewed that the Inspectors felt working in teams had various advantages for each individual member of the team and indeed for the Agency as a whole. Some of the reasons that stood out were that there is safety for the Inspectors in working in teams because it can be quite dangerous to work alone on the road. Also mentioned was the fact that working in teams helps get the work done faster especially in cases where the team is confronted with an accident situation.

4.1.2. Choosing Of Team Mates

Before being sent out to the checkpoints the Inspectors report first to the Offices of the supervisor. There it is decided the area of to concentrate on for the day in terms of work. For example if there is a special need to look out for proper compliance to road tax or licensed drivers, this is discussed. The teams are then made and dispatched to where the locations for mounting the checkpoints will be. Team leaders, or supervisors, are centrally located at the offices and are not per say field workers like the Inspectors. The supervisor goes in the field on occasion as a way of monitoring the Inspectors work in the field. Most of the activities that happen in the field would be made known via reports and phone calls, basically any form of correspondences with the supervisors.

As with many other organisations, who a Traffic Inspector will be working with is not dependent on individual preferences but on the instruction of the superior. Each shift worked is allotted a fixed number of Inspectors. For the RTSA this number is on average 14 Officers per shift. This group works together on a permanent basis. So this is to say that the morning shift has 14 Inspectors and the afternoon and night shifts also have about the same number of officers.

Because how one performs in a team environment depends sometimes on how one feels about the team itself, the researcher took time to ask the Inspectors how they felt about the teams they worked with. The following is an aggregate of the responses received.
The responses show that 27 of the Inspectors (64%) of the respondents like their team mates and get along with them. However 15 of the respondents felt that they did not like the teams they were assigned to. This represents 36% of the sampled population. This dissatisfaction was further queried and it was found to have been caused by the fact that some team mates would work more than others and there would generally be no way to isolate the work done by each individual team member.

### 4.1.3. Whistle Blowing

Whistle blowing happens when subordinates perceive a problem and report on their team mates or workmates to the superiors. While this is good because management can then seek to address the situation, it often is an indicator of the strength of the relationship that exists within teams. If a team mate is ready to report on a fellow team mate it stands to be reasoned that the relationship is not that strong. So respondents were asked if they could report on a team mate in the event of a perceived bad behaviour and the following was the result.
Figure 6: Showing if road traffic inspectors would report a team member for bad behaviour or poor job performance

Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to the research question, ‘Would you Report a team member for bad behaviour or poor job performance?’

The majority of the respondents, that is 33 of them or 79%, expressed a negative response to the question. So a follow up question was used so that the reason in the case of non-report could be established. The result showed that most of the Inspectors generally thought it was unprofessional or else none of their business to report a fellow worker. Through observance there seemed to be an unspoken code of ‘don’t tell on your friends’.

4.1.4. Team Trainings

In terms of team training for the Inspectors, the question was put across as to whether the Officers are trained on team building. The following was the result.
Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to the research question, ‘Have you attended any Team Building Event?’

The result showed that there was no structured training in place in terms of team building as 38 of the respondents (90%) of the Inspectors admitted to not having received any specialised training in team building. The researcher inquired further as to why this was the case and the explanation obtained was that the Inspectors need to be on duty the whole time and time for them to be in a workshop event is time away from work. This would lead to increased accidents due to the absence of the Inspectors on the road and so generally there is no time for the Inspectors to be attending workshops for team training.

A similar response was obtained with regard to Inspectors attending a company event such as a company dinner or party. As the result below shows:
Figure 8: Showing if road traffic inspectors have attended any company sponsored dinner of party

Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to the research question, ‘Have you attended any company sponsored dinner of party?’

There were only 6 or 14% of the Inspectors admitting to having attended a company sponsored gathering. It is in such gatherings usually that workmates can chat on a personal level and this often helps booster the team spirit. But with the absence of such events in the lives of the officers it becomes difficult for them to work efficiently as a team.

4.2. Team Motivation

Abram Maslow identified and theorised what motivates a human. He identified 5 levels on what has popularly come to be known as the pyramid of needs. An examination of this pyramid was made in an effort to see if the Road Traffic Inspectors were properly motivated.

4.2.1 Maslow’s Level 1 Needs

In Maslow’s Hierarchy of needs theory the basic needs of food, water, shelter sleep and warmth are at the very base of the pyramid. It is premised that it is only after an individual fulfils these needs that he moves on to fulfil the next level needs. Because individual needs money in order to
have access to good drinking Food, Water and shelter there was need to assess the Officers. The bar chart below was generated from the responses received from the Inspectors.

**Figure 9: Showing whether road traffic inspectors were satisfied or not on a number of physiological related aspects of their job**

![Bar chart showing responses of 42 Road Traffic Inspectors to research Question on whether they were satisfied or not on a number of physiological related aspects of their job](image)

**Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to research Question on whether they were satisfied or not on a number of physiological related aspects of their job**

**Food**-Generally the feeling of dissatisfaction was expressed by the respondents as over 35 of them were not satisfied with the money they were paid to buy food. In conversation, the Inspectors were comparing themselves to the other employees of similar government agencies such as the NAPSA, ZSIC, ZRA and others and stated that compared to these their allowances for food were relatively low.

**Water**-On the matter of water the dissatisfaction was high as well as 40 respondents expressed feelings of not being satisfied with the aspect of water as water is life. In conversations the Inspectors pointed out that the conditions the they are exposed to merit some special consideration due to the perceived risk of working on the roads at night in the dark and in the cold as well as sometimes in the rains without adequate water and toilets. But they reported that they could not claim for any water in these areas.
Shelter/Sleep—Many are the times that the Inspectors have to work overtime due to perhaps an accident that happened on the road and so they have to ensure the safety of the people involved but they cannot afterwards claim for decent shelter and sleep. This was the response of 30 of the respondents.

4.2.2. Maslow’s Safety and Security Needs

Terminal benefits and Health insurance can be while being monetary related can do much to make the individual feel safe. The research quest was asked to the Inspectors as to how they felt about these two aspects. The following was the response received:

Figure 10: Showing how the road traffic inspectors feel about terminal benefits and health insurance

Source: Field Data 2017. Chart showing responses of 42 Road Traffic Officers to research Question on how the Officers feel about terminal benefits and health insurance.

The health insurance—In the event that a person falls sick the Inspector has 100% insurance and it also covers the children and spouse of the Inspector. This explains why 38 of the Inspectors from a total of 40 felt that the insurance was okay.

Terminal benefits—There was dissatisfaction expressed in this regard as 25 of the Inspectors said they were not satisfied with the terminal benefits they will receive. However, the reasons were not
quite clear to some Inspectors as they did not know how exactly these were being calculated. Observation showed that most the Inspectors linked terminal benefits to salaries and since they felt unsatisfied with salaries it is not surprising that most of them felt dissatisfied with terminal benefits as these are calculated on a percentage of the salary for the tenure of the contract.

As Maslow categorised job security in two ways, viz: the job being safe in terms of being free from danger through physical harm and the job being safe in terms of being secure giving the individual a sense of permanency; this researcher asked two questions to the Inspectors to find out if they felt there job was safe being free from danger and safe giving them a sense of permanency.

**Figure 11: Showing how road traffic inspectors feel about security on the job and the job itself being secured**

Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to research question on how the feel about security on the job and the job itself being secured

**Safety on the Job**—Over 40 Inspectors felt that there was no security on the job. Interactions revealed that there are certain instances where bus drivers between Lusaka and Kabwe organised themselves and moved to attack the Traffic Inspectors at a check point on the Great North road to Kabwe. Some Inspectors were injured in the fracas so the general feeling was that the Job was not safe.
Job being Secure—With regard to having security of permanency for the job the result still showed that almost all the officers (over 40) felt that they did not have permanency on the job. This was because the employment contracts that the Inspectors sign are for a fixed duration of 3 years. The employment is not permanent and the renewals of the contracts after the 3 years is finished does not always happen.

4.2.3. Maslow’s Level 3 Needs

These needs revolve around love, friendship and intimacy. When it comes to the workplace these kinds of needs can only be satisfied it terms of the relationship that an employee has with his co-workers and supervisors. The research question about whether the Inspectors like the teams they work with from above are used here to draw inferences about how the Inspectors feel about the relationships at work. Also added is how the officers feel about the relationship they have with their superiors. The result is as below:

Figure 12: Showing whether road traffic inspectors have a good relationship with their peers as well as supervisor

Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to research question on whether they have a good relationship with their peers as well as supervisor.
The above chart shows that while the majority (over 25) of team members like their peers and get along with them, it is not the case when it comes to their supervisor. There was almost the same number of respondents whole liked the supervisor compared to those that did not like him.

4.2.4. Esteem Needs

After the love, friendship and needs of intimacy are satisfied, the next level of needs is the esteem needs. These involve activities such as advancing educationally in higher education, playing a sport, enjoying a hobby or participating in professional activities. The researcher asked a series of questions about the involvement of the Inspectors with activities that Maslow proposed are the ingredients of filling the esteem needs. The Bar graph below summarises the responses.

**Figure 13: Showing how road traffic inspectors fulfil the esteem needs**

![Bar chart showing responses of 42 Road Traffic Inspectors to research question on how they fulfil the esteem needs.]

Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to research question on how they fulfil the esteem needs.

The findings show that the Inspectors are low on schooling activities and sporting activities. From the 42 that were interviewed on 8 where doing post graduate studies and only 1 was engaged in a sporting activity.
While over 30 respondents admitted to having a hobby, they also admitted to not being able to actually practice the hobby due to lack of time as they had a lot of commitments.

All Inspectors interviewed belonged to a professional body. Through additional questions it was found that it is actually mandatory for the Inspectors to belong to the Chartered Institute of Logistics and transport (CILT).

4.2.5. Self-Actualization Needs

This need rests on the very apex of Maslow’s pyramid of needs and has much to do with an individual fulfilling their true potential. This means that the individual is self-aware and concerned with personal growth and less concerned about the opinions of others. The researcher found that the logical way to assess this in the Inspectors was to see how they fared in fulfilling the needs lower down the pyramid and drawing inferences from there.

4.2.6. Fredrick Herzberg’s Two Factor Theory

Fredrick Herzberg’s model on motivation using two factors, the factors leading to dissatisfaction and the other factors leading to satisfaction. As already noted, the factors that Herzberg identified are similar to those that Maslow identified. The following are the findings using Herzberg’s two factor theory.

Factors leading to Dissatisfaction

The approach here was to sum up the answers that the Inspectors gave with regard to company policy, supervising, relationship with their boss at work, the work conditions, the salary and their relationship with their peer. The chart below shows the averages after considering all the factors leading to dissatisfaction.
Figure 14: Showing how road traffic inspectors feel about factors leading to dissatisfaction

Source: Field Data, 2017. Chart showing the responses of 42 Road Traffic Inspectors to research question on how they feel about factors leading to dissatisfaction.

Over 30 of the Inspectors were not happy with company policy. Only 10 said that they were okay with the organisations policies.

Over 25 of the respondents did not feel that the way their supervision was being done was fine. Less than 20 felt that it was okay.

The work conditions were viewed to be not alright by over 30 of the respondents. Less than 10 were found to be in line with the work conditions of the organisation.

Factors Leading to Satisfaction

The factors that lead to satisfaction that Herzberg identified are quite similar to those needs that Maslow Identified from the level two needs and upwards. For Herzberg these factors are achievement, recognition, work itself, responsibility, advancement and growth. The following table summarises the findings of a series of 6 questions that were asked to the Inspectors as to how they felt with regard to each of the factors mentioned.
Figure 15: Showing how road traffic inspectors feel about factors leading to Satisfaction

In terms of whether the Inspectors felt that the job they do leaves them with a sense of achievement, that they are doing something worthwhile, over 25 of the agreed and less than 15 did not feel the job gives them a sense of achievement.

The next question asked the Inspectors if they felt that the agency recognizes all their efforts. 35 of the respondents felt they were not recognized with less than 10 feeling recognized.

As to how they felt about their job if they liked it or not over 25 said they liked it while less than 20 said they did not particularly like the job.

The question on responsibility bordered on whether the Inspectors like the responsibility that comes with the job. Over 25 of the respondents said they liked the responsibilities while less than 20 did not like them.

Un-satisfaction with advancement ranked the highest as over 35 of the respondents felt the job was not helping them make advancement with their career.

Source: Filed Data, 2017. Chart showing the responses of 42 Road Traffic Inspectors to research question on how they feel about factors leading to Satisfaction
Un-satisfaction with growth was also quite high as almost 35 of the respondents felt that the job was not helping them grow. With less than 10 feeling that the job is good for growth.

4.3. Leadership/Management Influence on Teams

4.3.1 John Adair Action Centred Leadership

In a bid to assess the role that leaders or management plays in team management of the Road and Traffic Inspectors John Adair’s model was used. The three components of interest are the Task, the Team and the Individual. For a leader or manager who is interested in getting the task done he needs to recognise that the task can be accomplished through the team, but the team is made up of individuals. Hence the leader/manager needs to find create and sustain a group of people that work together as a team (build and sustain a team) and develop the individuals within the team so as to complete or achieve the task.

The researcher conducted a set of interviews with the Inspectors to find out from them how they viewed the tasks.

Figure 16: Showing whether road traffic inspectors goals given to them are Specific, Measurable, Achievable, Realistic and Time bound (SMART)

Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to research question on whether the goals given to them are Specific, Measurable, Achievable, Realistic and Time bound (SMART).
The only area of the SMART that looked healthy was the aspect of the objectives being specific as almost 40 Inspectors agreed the goals were specific.

On the other aspects like measurable, attainable, realistic and time bound, in each case less than half the number of respondents felt that these aspects were okay.

As objectives are usually communicated in team briefings it was important to establish the presence of the team briefings so the research question on how regular the Inspectors held team briefings was asked.

**Figure 17: Showing whether road traffic inspectors have regular team briefings**

Source: Field Data 2017. Chart showing responses of 42 Road Traffic Inspectors to research question on whether they have regular team briefings.

The response shows that team briefings are very regular as all the inspectors agreed that they attended briefings on a regular basis.

The other aspects of John Adairs model on leadership have to do with the team, these aspects have already being highlighted in various parts in the findings above.
CHAPTER 5: SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

The Road Traffic Inspectors work in teams of about four to five on check points that are randomly assigned on three roads linked to Lusaka. There are no offices on the check points so the Inspectors have to assume a standing position for the eight hours spent on the shift. While this cannot be helped it is important to appreciate that performing work in a standing position, at night, on a hot sunny day, in rainy weather are not ideal conditions to fully enjoy ones work. It can therefore be seen that the work conditions that the Inspectors work under are not always friendly but sometimes, and most of the times, harsh. Also the aspect of there being dangers for the Inspectors in terms of there being a risk of being attacked by humans on the job is a reality as confirmed reports prove that such incidents have happened in the past before.

Some ways in which these concerns have been addressed by superiors include the assigning of vehicles to each team as the teams proceed to respective sites for setting up check points. Also the ensuring that work is done in teams helps to mitigate some of the safety concerns true to the old adage that says: ‘there is safety in numbers. The Inspectors in particular all appreciate the fact that they work in groups. This was proved by that fact that all of them agreed when asked if they felt that it was important to work in teams.

While this is so, it is also true that the team mates felt that felt that they were not very comfortable with the other members of the team that they were assigned to work with. Because there is little flexibility in regards with choice of work mates it is not uncommon that Inspectors are assigned to work with individuals that the they are particularly not very comfortable to work with. Findings revealed that this happens about 36% of the time. This would translate into a 36% variance in team performance. Efforts can be made to reduce this statistic as 36% variance in team performance a relatively high figure when thought of in teams of missing the objectives by 36% due to a reduction in efficiency by the same amount. It could certainly work to the best of the agency if the teams were as efficient and as effective as possible. It is important to be comfortable while working within a team as all the advantages that come with working in teams are but lost if individuals of the team are not comfortable with each other. The team basically reduces to nothing but a group and at that point a team is not a team in the true sense of the word.
Ways can be found that can improve the feeling among the Inspectors of working with other Inspectors and being comfortable with each other. For example the Inspectors can be asked to choose their team mates. While it is true that usually supervisors take into account many factors in deciding who the individual team members will be working with by taking into account abilities and personalities that will lead to the creation of an effective team, this does not necessary mean that there is no other way but to force individuals to work together. The choices of who to work with can be restricted but the fact that the Inspectors made the choice themselves will likely improve the team’s relationships among its members. The whole idea is to make the Inspectors as comfortable with each other as possible so that the effectiveness of the team can be enhanced.

When asked whether the team mates can report each other to their superiors in the event of a perceived poor job performance or a disturbing behaviour, the result showed that 21% of the Inspectors would report the matter. This was an interesting result because initially 36% felt that they did not particularly like the team members they would be paired to work with. This means that there are still Inspectors who despite not liking or being comfortable with the persons they are assigned to work with would still not report those persons for poor job performance. After probing further this researcher found that there was a somewhat a feeling of adherence to an unspoken code of silence imbedded in the ‘don’t tell on your friend mentality’. While this kind of mentality can be good for fostering a team spirit when other team members see that they are not reported on by their team mates they can begin to be even closer to them and do favours for each other, the mentality is negative on performance. This is s because such a mentality would lead to poor performers continuing to be on teams. And the poor performance of those individuals would bring the overall performance of the team down.

Efforts can be made to increase the sense of high performance while discouraging low or poor performance. Also a way of identifying poor performers needs to be sort after so that high or good performance can be rewarded while poor or bad performance can be discouraged further.

5.1. Trainings

It is correct to conclude that the RTSA does not have a formal way that is structured and being used currently to train Inspectors in team building behaviour. 90% of the respondents admitted to not having attended any form of training that was specifically targeted at team building. As already
established, teams are very important and very good tools for in achieving organisation goals. But if the methods of how to improve the teams are never reviewed or discussed the teams simply cannot be as cohesive as they ought to be. This lack of team cohesiveness ends up being revealed in a poor job performance. It can work to the best interest of the Agency if the team trainings can be arranged for the Inspectors. The harm that comes from not having structured trainings for the Inspectors is that they would not know the standard to follow in team building. They end up doing things according to their own personal emotions or what they have seen other people doing. These kinds of ways learned this way can be bad because they could be wrong ways. The best course of action is for the Agency to arrange structured trainings where the correct information is shared with the Inspectors. This can be done in intervals and slowly so that all can find a chance to attend if it’s not possible to have all of them attend at the same time.

Findings also revealed that generally Inspectors do not really attend company functions such as company workshops and dinners or even company parties at the yearend or otherwise. Only 14% admitted to having attended such events. This can be expected to diminish the officer’s sense of belonging to the Agency and such feelings generally do not foster good team spirit. The explanation that was given was that inspectors are generally busy to attend such events are they are on duty and having them leave there posts to attend functions is not possible. This can be interpreted in terms of staffing levels to say that perhaps the Agency can do much to increase the number of staff so that when others are at workshops or dinners or on leave, or in this case attending training for team building, there can still be other Inspectors on duty. The important thing is for the Agency to find a solution that would allow the Inspectors to be mingling with each other and with their supervisors in circumstance detached from the work place environment.

5.2. Motivation

When it comes to the subject of motivation Maslow’s hierarchy of needs was used to assess this important component of high performance in the Inspectors.

5.2.1. Basic Needs

The level one needs on Maslow’s hierarchy of needs where presumed by this researcher to be highly linked with money. So if the Inspector is given money in form of a salary, allowance overtime pay or bonuses the presumption is that the Inspector would then be able to meet the most
basic needs of food shelter water and others. The perception that the Inspectors have is that they are not properly remunerated. This conclusion is based on a number of factors such as the comparison of how much employees working in similar capacities, as the Inspectors, in other Agencies are getting paid more than they are. It is quite common. Acceptable and recommended that companies compensate their employees if the employee has taken on additional tasks that they otherwise are don’t have to. For example if an employee sacrifices their lunch hour so as to work organisations are recommended to compensate that individual through an allowance such as lunch allowance. Also if the individual is working outside town or in an area that is generally difficult to work in the employee is entitled to an allowance perhaps called hardship allowance. The distressing thing for the Inspectors at RTSA, however, is that they are not given any such allowances. Sometimes it so happens that the Inspectors are working on a particular shift but something like an accident happens and they have to work extra hours in addition to the shift that they would have worked. Or perhaps they individual Inspector is not even on duty but comes across an accident situation. In such cases the Inspector cannot leave the scene of the accident until all the victims are safely attended to by the medical personnel. But even in these circumstances the Inspectors can neither be paid an allowance or claim overtime pay. 30 out of the 42 Inspectors interviewed admitted that while it is contractual to claim for overtime pay, the process is so tedious that it can even take a year for the claim to be processed and payment made. So the practical thing for the Inspectors to do is not to claim at all, at least that is the feeling they expressed.

When an individual is not paid for working overtime the bias is to work exact hours and nothing in addition because there will be no payment of extra work. However the work of the Inspectors involves situations that save people’s lives, if an Inspector where to leave an accident scene because he did not want to work overtime this would lead to loss of lives. We thus see that in all these areas the motivational component is lacking. It is important to remember that with regard to motivation, it is not so much as simply assessing that the salary given to the employee is fair or that there is a process for allowance or overtime claim in place. The issue really is how the employee perceives his salary, allowance or overtime. If the perception is that it is not enough and the employee is struggling to pay rentals or school fees for the children he is simply not filling the basic needs under Maslow’s hierarchy and this will lead to demotivation. If the employee is demotivated he wills not perform as highly as his potential allows as and the organisations objective may not be fully met.
In this regard efforts can be made by the Agency to smooth overtime payment procedures and to introduce allowances if these are not yet part of the system because it is true that money motivates as it helps individuals acquire the basic needs of life.

5.2.2. Safety Needs

These needs where looked at in the light of safety on the job and safety of the job in terms of its permanency. the incidents reported by the Inspectors that sometimes they face hostility from certain members of the public such as bus drivers protesting and seeking to cause physical harm to them show that the job of a Road Traffic Inspector is not without risk. The inspector’s positions are all three year contractual employment agreements. If the three year tenure of the contract is over, the contact can either be renewed or not. There is not guarantee however that the contact will definitely be renewed. The renewal is said to be subject to performance but since the RTSA does not have a structure performance evaluation system in place to measure the performance, a lot of inconsistencies are reported to the renewals of contracts. Some Inspectors know of their previous team mates whose contracts where not renewed. The Inspectors thus do not feel that their jobs are secure.

This comes back to the aspects of performance because if an employee feels that his job is not secure he will not put in his best efforts and this will lead to the team not performing as well as it should. The employee begins to concentrate on other things perhaps even looking for another job that will bring with it a sense of security.

5.2.3. Maslow’s Level 3 needs

These needs have to do with love and intimacy. For the Inspectors at the RTSA this was considered as regards there job. The findings revealed that they rank low on relationship with their supervisor but have team mates they like and get along with. This gap between subordinate and supervisor needs to be bridged. It is true that in practice one does not need to like another for them to perform the job. But in terms of motivation it is important for one to get along with their peers and supervisors at work. This relationship between subordinate and supervisor can go a long way in motivating and individual to perform highly. If the individual hates his superior chances are high that their behaviour will lead to a lack of giving the best for the company. For example,
individual that receives praise from his supervisor will likely be more motivated to perform better and better than an individual that receives a scolding from the same superior.

Gatherings such as company dinners and other social events can indeed allow for a meeting of the superior and the subordinate in settings away from work that can allow for good interactions leading to healthy relationships between subordinate and superior. The RTSA can do much to help the RTSA be present at company functions.

5.2.4. Esteem Needs

According Maslow, after satisfying the safety needs the individual moves to satisfying the esteem needs. The components identified and inquired upon by this researcher are the schooling, sporting, hobbies and belonging to a professional body. It is clear from the findings that the Inspectors are ranking very low on schooling and sporting.

Many of them, over 30 in number admitted to having a hobby. Mention must now be made here that they admitted to having a hobby but also admitted to not having time to pursue the hobby. And the hobbies they referred to have a lot to do with hobbies done on an individual basis and not publicly with friends. This is important to note because Maslow’s idea of esteem needs being satisfied has a lot to do with publicity.

While over 40 of the Inspectors, in fact all 42 of them the admitted to belonging to a professional body, it was found out later that actually the body they all belong to is the Chartered Institute of Logistics and transport (CILT) of which it is mandatory for them to belong to.

So we can see that out of the 4 factors or components of esteem needs, we cannot conclude with absolute confidence that the Inspectors are satisfying there esteem needs. This in turn can be attributed to the effect on the motivation and eventually the job performance being low for the individual, the team and consequently the organisation.

5.2.5. Self-actualization needs

It is this last need that we simply look back at the four needs below it and confirm that if the Individual has failed to satisfy his esteem needs, the needs for love and intimacy let alone his safety and basic needs, then the individual cannot achieve self-actualization. For the Inspectors at the
RTSA, the basic needs are not satisfied, the need for safety and security are not satisfied, the need for love and intimacy have not been satisfied and the same goes for the esteem needs. We can be sure that self-actualization cannot be achieved for them, at least not now.

5.2.6. The two factor theory

Using the factors that Herzberg identified as leading to dissatisfaction if not gratified, it was found that on an average basis 18 respondents from the 42 interviewed felt that they were happy with the company policy, the way they are supervised, their relationship with both the supervisor and peers, work conditions and salary. When this figure is contrasted with the remaining 24 respondents that felt that they were not happy, we see that aver half the respondents are not happy. This leads us to conclude that as regards the factors leading to dissatisfaction are concerned; the Inspectors at the RTSA are dissatisfied.

The other factor that Herzberg mentions comprises of things intrinsic to the job itself and that if gratified lead to satisfaction and if not gratified lead to no satisfaction. These factors include achievement, recognition, the work itself, responsibility, advancement and growth. After using a series of six questions the findings where that on an average basis, 17 of the respondents out of the 42 respondents that were interviewed were satisfied with these factors in relation to their job and the organisation. In comparison to these were the 25 who were not happy. We can see that again, more than half of the respondents are not satisfied.

5.2.7. The hierarchy of needs and the two factor theory

Taken together we see that both the hierarchy of needs by Maslow and the two factor theory for Herzberg both show consistently that in the area of motivation the work force among the Lusaka Road Traffic Inspectors motivation ranks really low.

The hierarchy of needs findings show that the RTI’s are unable to meet their basic needs, or at least that is their perception. Also they feel that their jobs are not safe and neither are they secure. The relationships that they have with their peers and superiors also leave much to be desired. They can be said to have low self-esteem and the same can be said about the esteem they receive from others. The Inspectors are really not realizing there true potential.
The findings on the two factor theory also show that the RTI’s are not satisfied but rather dissatisfied. This is the worst case scenario in terms of findings on the two factor theory. There could have been a possibility of having the Inspectors not dissatisfied. This would have translated to them being happy with the factors leading to dissatisfaction. In this way they would be gratified with regard to these factors and would thus have achieved the first requirement according to Herzberg that leads to motivation. But as the findings show most of the Inspectors are not able to gratify their physiological needs. It is no surprise then that the findings on the factors leading to satisfaction are showing that the majority of the RTI’s are not satisfied. So the RTI’s are not motivated.

5.3. Influence of Leadership on Performance

The pattern set out by John Adair for management to be able to influence performance dictates that management set the performance targets, that they be able to give these targets to the individuals here called subordinates so that these can perform and achieve the targets. Management assists the individuals in terms of developing the individuals and in trainings. Then after the individuals have performed that performance is then measured against the set targets. In this way an evaluation can be done to see if the company has met the objectives. If there are any areas that can be improved these are identified and then improved.

In the case of the RTSA, there are a number of things that are not in place in order for the RTSA to be in compliance with John Adair’s action centred leadership model. Firstly, as regards the tasks, Adair emphasises the need for these to be properly communicated to the individuals who will be performing them. He even goes on further to suggest that the Individuals performing these tasks should be involved in the processes that create the objectives that they are going to be assigned with. This helps in ownership of the task where the individual feels that the task is actually his as he helped in formulating it. It is common in organisations for these tasks to be communicated through performance expectations. Many organisations use performance expectation sheets are a method of communicating the tasks assigned to the employee. The employee signs for example at the beginning of the year, then as the year progresses the expectations are reviewed and ticked off if met through performance evaluations.
In the case of the RTSA, it is quite clear that this is not being done because all the RTI’s confirm that no such procedure is followed. They do not sign performance expectations from year to year and neither do they have evaluations form time to time. Tasked are communicated by word of mouth in an unstructured way. This is perhaps why the RTI’s felt that the goals and objectives of the organisation where not specific, measurable, attainable, realistic and time bound (SMART). The RTSA thus has no structured way of measuring performance. The Inspectors confirmed that they were not evaluated in a structured way so it is difficult to tell how management can measure the performance since the evaluation component of the performance management process is missing. If what is achieved cannot be measured, then there can be no comparison with the set targets, and there can be no way of seeing areas to improve on.

The other important component that Adair identified as to needing to be an important aspect to the team leader in order for the tasks to be accomplished is the individual. The individual needs to be developed and this is emphasized in the action centred leadership model. Development of the individual or employee involves this such as training, motivation, coaching, mentoring, etc... in order for an individual to be developed, his strengths and weaknesses need to be known. But as already pointed out, there are no evaluations done on the performance of the individual RTI’s or the teams. Sadly the RTI’s generally do not attend trainings because they always have to be on duty. This means that they are not developing as individuals. But even if training was to be arranged, how would the organisation know what exactly is to develop in the RTI’s since there are no evaluations? Also, as established in the findings using Maslow’s hierarchy of needs and Herzberg’s two factor theory, the RTI’s lack motivation. With all these important components of individual development, the tasks and the teams are sure to suffer.

The team is the third component of the action centred leadership model. In order for the team to be efficient and effective in its work, the individuals in the team need among other things to be developed. But as seen the RTI’s do not attend trainings and lack motivation and so they are not developing in that sense. Thus the teams cannot be expected to perform to their true potential and so inefficiencies are to be expected. This in turn affects the accomplishment of the tasks assigned to the team as these will not be done as efficiently and effectively as possible.
5.4. Recommendations

From the forgoing, the following are the recommendations:

i. In the area of the current team management practices at the RTSA, it is observed that the Inspectors do not have a proper structured way of team building. The jobs that they perform are deemed to be so important, in fact more important than training. It is the recommendation of this researcher that a structured way should be arranged that is aimed at promoting team building.

ii. In the area of motivation, it is clearly seen that the Inspectors at the RTSA are lacking in terms of motivation. It is there recommended that the RTSA relooks at its remuneration processes so that these can come to include quick ways of offering allowances and overtime pay to the Inspectors. This will make the officers feel cared for and the efforts that they expend in dangerous places and dangerous weather conditions will be recognised.

iii. In the area of management being able to influence the performance of the teams it is concluded that the performance measurement is not done at the RTSA. Yes it is easy to know what went wrong in terms of the numbers of deaths occurring due to accidents but the important thing to establish is what led to that statistic. In this way it can help mitigate the problem. The RTSA should therefore found a way of measuring the performance of individual Inspectors and teams alike. In this way they can be able to evaluate that performance and see areas that can be improved.

People seek security and the underlying needs are fundamental to people’s existence. After these needs are satisfied, people will focus more on job performance. People also see social systems, so the sociability aspect of effective organizations cannot be neglected. Last but not least, personal growth is also important to people, as self-actualization and the need for achievement and growth are yet powerful needs that influence the development of effective organizations. Management should evaluate employee suggestion scheme and use the feedback from the workforce to improve the organizational environment and fulfil their needs and skills. People are different and they are motivated by diverse needs, such as physiological needs, safety requirements and self-actualization needs. Thus, focusing on employees at every level of the workforce and analysing each department of the organization will provide detailed accurate information regarding the needs of employees.
A motivated and qualified workforce is essential for any company that wants to increase productivity and customer satisfaction. In this context, motivation means the willingness of an individual to do efforts and take action towards organizational goals. The challenge for any manager is to find the means to create and sustain employee motivation. On one hand, managers should focus on reducing job dissatisfaction (working conditions, salary, supervision, relationship with colleagues), while on the other hand should use motivating factors such as achievement, recognition, responsibility and the work itself. Employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If employees feel appreciated for their work and are involved in decision-making, their enhanced enthusiasm and motivation will lead to better productivity and loyalty.
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APPENDICES

Appendix 1: Introductory Letter

Songwe Kabonde,

University of Zambia/Zimbabwe Open University.

Dear Respondent,

I am carrying out research assessing the role that team management is playing in achieving organization objectives at the RTSA. This is in partial fulfilment of the requirement for the award of the degree in Masters of Business Administration at the University of Zambia/Zimbabwe Open University.

This is an entirely academic research and confidentiality is strictly emphasized. Please be assured that your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached. Thank you in advance.

Yours faithfully,

Songwe Kabonde.
Appendix 2: Questionnaire for Road Transport and Safety Agency’s (RTSA’s) Road Transport Inspectors (RTI’s)

An assessment of Team Management in organizational Performance: A case of Road Transport and Safety Agency.

Dear respondent,

This questionnaire is purely for academic proposes and is desired to obtain information about the Team Management’s role in organizational performance at the RTSA. This research is a requirement for the award of a Master’s Degree in Business Administration at the University of Zambia/Zimbabwe Open University and you are assured that the information obtained is strictly confidential.

Please tick in the box or fill in the spaces as required.

Section A: Team practices currently in place among RTI’s

What is your position at RTSA?

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If no, explain below why the checkpoint moves location from day to day.

What time does your shift start and end?

Is your shift always during this time every day or it changes at some point? Explain

When working, what functions do you perform on the checkpoint?

Do you always perform the same functions every day or you exchange with other people and do something else?

Please explain how a typical day on a checkpoint unfolds.

**Section B: Working in Teams**

Do you feel it is important to work in teams? YES □ NO □

If yes, please explain why you feel it is important to work in teams.
Do you choose your team members or someone else such as supervisor chooses your team mates for you? I choose teammates □ Supervisor assigns teammates □

Do supervisors come and work with you on the checkpoint? YES □ NO □

If NO above, do supervisors visit you on the check point? YES □ NO □

If YES to above, how often do supervisors visit you?
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Do you like the team mates and do you get along with them? YES □ NO □

If NO above, please explain the reason for your answer.
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Do you like the supervisor and do you get along with them? YES □ NO □

If NO, please explain the reason for your answer.
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Do you like the way you are supervised?

YES □ NO □

Would you report a team member to your supervisor if the teammate displayed bad behavior or poor job performance? YES □ NO □

If NO, please explain the reason for your answer.
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Have you attended any team training event? YES □ NO □
If NO, please explain the reason for your answer.

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Have you attended any company sponsored Dinner or Party? YES ☐ NO ☐ 

Section C: About the Job and Organization

Do you feel that the organization recognizes all your efforts that you put into your job?

YES ☐ NO ☐

Do you feel a sense of achievement, that indeed you are doing something worthwhile?

YES ☐ NO ☐

How do you feel about being a Road Traffic Inspector, would you say you like it?

YES ☐ NO ☐

How do you feel about the responsibilities that come with the job, would you say that you like them?

YES ☐ NO ☐

In terms of your career, would you say the organization is helping you to make advancements?

YES ☐ NO ☐

Would you say the organization assisting you to grow as an individual?

YES ☐ NO ☐
Section D: Motivational Related Aspects

Would you say your salary is enough to meet your needs for rentals; water; electricity; school fees for children, if any, and all the other basic needs that you have to provide for?

YES □ NO □

Are you entitled to allowances in your employment? YES □ NO □

If YES, do you receive these allowances and how easy is it to claim and be paid them?

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Do you work overtime? YES □ NO □

If YES, do you get paid for working overtime? YES □ NO □

Would you say you are satisfied or not satisfied with the terminal benefits that you will receive once you stop work? Satisfied □ Not satisfied □

Is your health insured by the organization under a medical scheme? YES □ NO □

If yes, are you satisfied or not satisfied with the medical insurance that you receive from the Organization? Satisfied □ Not satisfied □

Do you feel your job is a dangerous one? YES □ NO □

If yes, what kind of dangers are you exposed to on the job?

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In terms of the tenure of the position you are working on, are you on permanent or you are on contract. Permanent □ Contract □

If Contract, do you feel your contract will definitely be renewed or you have doubts?

Definitely renewed □ I have doubts □
How do you feel about the general policy for the Agency, would you say you like it?

YES  [ ]  NO [ ]

How do you feel about the working conditions here at the RTSA, do you like them?

YES [ ]  NO [ ]

What academic qualifications do you currently possess?

Bachelor’s Degree [ ]  MBA [ ]  Other……………………………………………………………………………………………………

Are you engaged in any sporting activities professionally? YES [ ]  NO [ ]

Do you have a hobby that you like? YES [ ]  NO [ ]

If YES, do you find time to fulfill the hobby?  YES [ ]  NO [ ]

Are you a member of any professional body?  YES [ ]  NO [ ]

If YES, please state the name of the professional body(s)

………………………………………………………………………………………………………………………………………………………………………
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Section E: Performance related aspects

When the Organization is setting up the goals and objectives are you involved in the process?

YES [ ]  NO [ ]

Do you receive and signed stated expectation for the job annually?

YES [ ]  NO [ ]

Do you have regular team briefings with the supervisors?

YES [ ]  NO [ ]
If YES, how often are these briefings done?

Daily ☐   weekly ☐   monthly ☐   quarterly ☐

Is your performance evaluated? YES ☐   NO ☐

If YES, please state how frequent the evaluations are performed.

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Do you feel the requirements of the job are achievable? YES ☐   NO ☐

If NO, what can be done to ensure they are achievable? Explain

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Are the requirements Realistic? YES ☐   NO ☐

If NO, please explain how they can be made to be realistic

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Are you given a specific time frame in which to achieve a particular objective, goal or target?

YES ☐   NO ☐

End.

Thank you.