



INRS7321 ASSIGNMENT

max. 2 600 words

Will allow 3 000 words

COVER PAGE

Elizabeth O'Connor

Student number: 17770034

PATHWAY: INRS7321

Lecturer: Dr. Lizelle van der Walt

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[Word count]

**TITLE goes on
title page**



**Investigating the relationship between
emotional intelligence and communication
effectiveness among BCom students at
Gauteng Universities
(12-15 words)**

TITLE

The title is usually read first. *It is therefore the **FIRST** important element that tells me what your study is about, what you will be measuring and in which **paradigm you are working.***

AVOID the following when developing a title:

Too long title - this usually indicates there are too many unnecessary words. **Avoid** language, such as, "*A Study to investigate the...*," or "*An investigative and exploratory review of the....*." Or "*A qualitative study...*"

A title that is too short – often uses words which are too broad or vague and it does not tell the reader what the research study is about.

For example, a study with the title, **African Politics** is so non-specific it could be the title of a book and could literally examine **ANYTHING** associated with politics in Africa. Same for **Motivation in the financial industry**, or **Suicidal tendencies among students**

A good title should... provide information about the EXACT FOCUS of your research study which often include population, problem and context

Broader focus = aimed at MA or Doctorate

- **AVOID** abbreviations or acronyms in title i.e IT, VC, SoM, SoPC, EQ
- Identify ***key variables/concepts*** in your title that will be measured

Problem independent variable
Investigating the relationship between emotional intelligence and
dependent variable population
communication effectiveness among BA students at Gauteng
Universities context

Is limited to 12 to 18 **substantive words representative of study**

Differences in title emphasis relating to paradigm

INTERPRETIVISM

Exploring the perceptions of BCom students at the Witwatersrand University on the role of emotional intelligence in communication

POSITIVISM

Investigating the relationship between emotional intelligence and communication effectiveness among BCom students at Gauteng Universities

Because of 2 variables the positivist title can be more than 15 words BUT not more than 18 words

TABLE OF CONTENTS

- **Number** each heading and subheading according to the **correct format** i.e first level numbers such as 1. or 2. or 3. = CAPITAL LETTERS. Second and third level numbers such as 2.2 and 2.2.1 etc. = Sentence case
- Add **page numbers** to the right of the table
- **Do not** write the word **page** next to each number
- **Use** format and structure as indicated in these slides.

TABLE OF CONTENTS

PAGES

| | | |
|-----|--|------|
| 1. | INTRODUCTION | 1 |
| 2. | TOPIC | |
| 3. | BACKGROUND | 1 |
| 4. | PROBLEM STATEMENT | 2 |
| 5. | RELEVANCE | 3-4 |
| 6. | PRIMARY RESEARCH QUESTION <i>(both positivism and interpretivism. Can add sub-questions if you want but not necessary for this level of study)</i> | 5 |
| 7. | SECONDARY RESEARCH QUESTION OR HYPOTHESIS | 6 |
| 7.1 | Research objectives OR Hypotheses | |
| 8. | THEORETICAL FOUNDATION | 7 |
| 9. | PREVIOUS RESEARCH | 8 |
| 9.1 | Well-worded subheading 1.... | |
| 9.2 | Well-worded subheading 2.... <i>etc. up to 4 subheadings or as many as are required...BUT keep word limitation in mind</i> | |
| 10. | CONCEPTUALISATION | 8 |
| 11. | CONCLUSION | Etc. |
| | REFERENCE LIST | |

INTRODUCTION

- **Don't** go into supporting details – the introduction only introduces the assignment (no discussion)
- **Only look at the main ideas** to be covered in the assignment (headings of sections)
- **Use** format as discussed

1. INTRODUCTION

To introduce the assignment to the reader by following the below guidelines:

This assignment aims to explore a research topic that will serve as the foundation of a planned research study. Its aim is to determine/investigate/explain..... the EQ skills required for effective communication and if these skills are sufficiently developed among students in the field of management.

According to Jenkins (2023) it is argued that intellectual ability alone, and with that the ability to instruct and prescribe any task-related content, are no longer primary requirements of success in a business. It is believed that an understanding of oneself as well as of others on a more empathetic level, utilising an EQ-based coaching- or democratic style of communication will contribute more to a productive and motivated relationship among employees and with clients. Marmer (2022) confirms this argument by stating that EQ should be developed among management students on tertiary level as a means of enabling engagement or communication skills development. Conversing with clients with a sincere sense of understanding, are the new benchmarks of success in a business today.

This assignment will firstly look at a background of..... and secondly a problem statement will be formulated to guide the study.....Thirdly

BODY

- **Use** the correct referencing techniques and punctuation (**HARVARD**). See slides uploaded for you.
- **Do not** change the order of the authors during referencing
- **Always add** a date to the author's surname
- **NO** initials or first names or titles of authors in-text. **JUST SURNAMES**
- **Paraphrase** sufficiently
- Use at least **one reference per paragraph** to avoid plagiarism
- **AVOID** ...I, me, you, us (*stay objective*)
- Use clear but formal language and proper punctuation. Edit and proofread your work

BODY

- **MAKE SURE** the headings and subheadings in your document look exactly the same as in the Table of Contents regarding numbering and use of CAPITAL letters or Sentence case
- **Make sure** your page numbers in the document correlate with the page numbers in your Table of Contents
- **Don't use URLs** in-text as reference. Refer to the author of the website article or a company as reference with the date *i.e. According to the Apple Corporation (2010)...*

2. TOPIC

Identify a **general** research topic that interests you and provide a reason for your interest and explain how this topic is directly related to your field of specialisation. A well-defined research topic is the starting point of every successful research project.

It provides a general sense of what your research will be about. Please note that it is imperative that you identify a topic that relates to an aspect or aspects **of your discipline area** (related to the content of the core modules of your degree). Example...

The topic of this proposed research study is to investigate the assumption that EQ is an important contributing factor in developing sufficient communication skills as a means to motivate employees as well as to engage successfully with clients for long term business relationships. This is relevant to the field of strategic communication and the aim is specifically to explore if management students have the required EQ skills to engage in meaningful and fruitful business-related conversations.

3. BACKGROUND

Here you introduce the topic. Follow these guidelines to assist...

1. When, where, how and why did your research topic develop? *(When did EQ become important in business? Why? How was it introduced into the business environment? By whom?)*
2. Refer to two studies (between 2014 and 2024) about the topic (related to what you want to investigate) and what is said about the topic NOW. Make sure to relate this paragraph to your topic.
3. What problem(s)/limitations/gaps needs more investigation or needs more answers that are not addressed in the articles you have read?
4. What is the reason/purpose for wanting to investigate this topic more? Why is it important today and who will benefit from this?

EXAMPLE

BACKGROUND FROM PAST ASSIGNMENT

(related to employee motivation and needs in a specified company)

3. BACKGROUND

Reflects the TITLE and INTRODUCTION

Past studies, origins of topic

The notion of **extrinsic factors** influencing **intrinsic motivations** has been known for a long time, being acknowledged by researchers like Herzberg (1959, cited in Brevis & Vrba, 2014:476) and Vroom (1964, cited in Brevis & Vrba, 2014:481). According to Shrestha (2017), **intrinsic motivation was first acknowledged** when conducting studies on animal behaviour, in which researchers noticed that animals would engage in playful activities without the presence of a tangible reward. Applying it to the behavioural sciences Herzberg and Vroom both argued that employees can also be **motivated intrinsically** without the means of tangible monetary rewards. However, studies by Albus (2013) and Jenkins (2015) show that **companies in the IT industry** tend to rely more on tangible incentives to get results and as such pay less attention to intangible rewards.

Bring topic into context

Opposing Albus (2013) and Jenkins (2015) is the debate by Changa and Teng (2017), on **whether intrinsic motivation has a greater influence than extrinsic motivation on employee performance**. They looked at the relationship between incentives in the working environment and employee creativity. The results showed that **intrinsic motivation is a stronger force than extrinsic motivation in inspiring creative behaviour**.

Questions and gaps

This study will therefore explore both these assumptions to determine **employee perceptions on the matter of extrinsic factors influencing intrinsic motivation in the IT industry**.

4. PROBLEM STATEMENT (about three paragraphs)

You can start with a description of the general problem and then arrow this down to the specific issue or problem. Explain why it is a problem and why it needs to be solved. Substantiate your statements with referenced, credible sources. The purpose of the research should be explicitly stated, clearly demarcating the study.

1. **How** does this problem reflect globally (internationally) related to the topic you want to investigate? (First paragraph)
2. **Why** is it a problem/concern in South Africa? In which company is this a problem and how is it a problem? (Second paragraph)
3. **What** do you wish to find out **EXACTLY** via your research study? (Last paragraph)

EXAMPLE

PROBLEM STATEMENT FROM PAST ASSIGNMENT

(related to employee motivation and needs in a specified company)

4. PROBLEM STATEMENT

According to Heathfield (2017), it is important to understand what motivates an employee most, as many IT companies in America report problems in finding the right way to motivate their employees. Although employees within the workplace are motivated by various extrinsic factors such as money that contribute to intrinsic motivation (Lorence, 2018), Heathfield (2017) argues that intrinsic incentives such as acknowledgement and promotion that builds self-esteem contributes more to employee motivation.

According to News 24 (2020) the South African IT industry is very competitive and companies are willing to pay good salaries (extrinsic factor) for skills and expertise. Because of this trend the local IT industry is not known for creating an environment for personal and emotional development (intrinsic factor) among its employees. XXX is a company in Morningside that has been identified as an innovative company that relies primarily on monetary incentives to motivate their staff. Recently an employee who has resigned from this company posted a review on *HelloPeter* to complain about the unsupportive culture and climate in the company. It is argued that staff's loyalty is bought by money and commissions rather than recognition for hard work and relationship building with clients. This causes a problem for employees wanting to not only satisfy their extrinsic but also their intrinsic motivational needs.

The problem to be addressed by this study will be to find out whether sales employees at XXX Morningside feel intrinsically motivated by extrinsic rewards.

5. RELEVANCE (two paragraphs)

Convince the reader why your research is worth doing. Explain **why the problem should be studied** and substantiate with evidence. Indicate the practical value – who could use your results? Describe the academic value of your research – how will you be adding to the body of knowledge? What academic gap will your research be filling? You must also specify how the research links to your degree.

How is your topic relevant in the context of your BCAD or BCom degree **AND** your population/company? What new knowledge can this study contribute epistemologically and/or ontologically? What axiological value will it have?

EXAMPLE

RELEVANCE FROM PAST ASSIGNMENT

(related to employee motivation and needs in a specified company)

5. RELEVANCE

This research study is important as it will help **add value to the Strategic Management field of study** with regards to employee motivation, by explaining and understanding the importance of extrinsic reward systems as a strategy for managing the intrinsic motivation of employees. The researcher will be looking into various extrinsic rewards that are utilised by management to help employees become intrinsically motivated (Deci, Olafsen & Ryan 2017), as well as to establish if extrinsic incentives are more important to employees than intrinsic incentives as a means of motivation.

This study places emphasis on the importance of intrinsic motivations within the context of XXX. According to Land-Zandstra, Devilee, Snik, Buurmeijer and Van den Broek (2016), motivation not only changes over time, but it is also influenced by management and management's strategy within an organisation. **This research study will investigate management's strategy and explain the current employee perceptions of the way in which motivation is managed within XXX.**

6. RESEARCH QUESTION

RESEARCH QUESTION should relate to the RESEARCH PROBLEM STATEMENT.

ALL students will have a RQ irrespective of the paradigm you work in. Choose your question word carefully to illustrate the paradigm in which you work.

Examples...

Quantitative question words: Is? Are? Will? Does?

Qualitative question words: How? Why?

EXAMPLE

RESEARCH QUESTION FROM PAST ASSIGNMENT

6. RESEARCH QUESTION

PRIMARY (more vague but relevant)

How do employees in the IT Industry **perceive** the value of extrinsic reward systems as a means to intrinsic motivation?

7. SECONDARY RESEARCH QUESTION OR HYPOTHESIS DETAIL

- If you do a **qualitative study** you will also have a SECONDARY RESEARCH QUESTION.
You can add sub-questions if desired but keep word limitation in mind.
- It should be **more detailed** to determine your context of study and to turn a concept into a measurable construct

EXAMPLE...

See next slide

7. SECONDARY RESEARCH QUESTION OR HYPOTHESIS

How do sales employees at XXX Morningside branch perceive the value of extrinsic rewards as a means to intrinsic motivation?

7.1 Research Objectives

As discussed in class...Applied to example on previous slide

To determine if...

See next slide

EXAMPLE

**RESEARCH OBJECTIVES FROM PAST
ASSIGNMENT**

If it is a qualitative study you will have objectives:

- To determine what **types of extrinsic rewards, influence the intrinsic motivation** of sales employees within the Information Technology industry.
- To determine the **current perceptions** that XXX sales employees have on extrinsic rewards influencing intrinsic motivations.
- To determine which **intrinsic factors are motivational** to sales employees within the XXX Morningside branch.
- To determine how **extrinsic rewards can influence** sales employees' behaviour at XXX.

- If you do a **quantitative study** you will have a hypothesis
- It should be more detailed to determine your context of study and to turn a concept into a measurable construct

7. HYPOTHESIS

See next slide

Ha = If the sales employees at XXX Morningside branch are rewarded extrinsically by monetary means, then they will be intrinsically motivated

If it is a quantitative study you will have hypotheses:

- If **extrinsic monetary motivators** are used then sales employees within XXX will be intrinsically motivated
- If sales **employee perceptions** about extrinsic monetary rewards are positive they will be intrinsically motivated.
- If **monetary** extrinsic rewards are used as a means of motivation then sales employees will feel intrinsically motivated.
- If XXX sales **employees** are rewarded extrinsically by monetary rewards then they will not feel intrinsically motivated

8. THEORETICAL FOUNDATION

One or two key theories that will inform your research

- 1. State the name of the theory
- 2. Summarise its steps
- 3. Explain how each step will apply to your study

See example on next few slides (NOT related to past assignment)

EXAMPLE

NOT related to past assignment

Example... **THEORY** *(not related to past assignment)*

Marshall McLuhan's Technological Determinism Theory

The components of McLuhan's theory as discussed by Jentz (2015) are as follows:

1. **Technology as extension of physical capabilities** = Technologies can offer enhancements or changes to people's physical bodies and their physical interaction with the environment. According to McLuhan this implies...
2. **Technologies expands mental capabilities** = Technology affects information processing, memory and problem solving. According to McLuhan this implies...
3. **Technology as extension of sensory capabilities** = Enhancing people's sensory experience and changing perceptions of the world. According to McLuhan this implies...
4. **Technology alters human sense ratios** = Alters the balance or ratio among people's senses leading to different ways of perceiving and experiencing the world. According to McLuhan this implies...

Example... **APPLICATION OF McLUHAN'S COMPONENTS** (to a digital music concert as the context of a study)

1. **Technology as extension of physical capabilities** = During the digital concert of pop group ABC, AR, VR and AI technology were used to create avatars of the singers (40 years younger than they are now) to perform complex choreography and movements by them, which would be impossible for their aging human bodies to perform now
2. **Technologies expands mental capabilities** = The ABC concert challenges human perceptions of what is possible and as such expands mental capabilities of what is real versus what is unreal or digitally created. The use of computational codes and algorithms reaches beyond abstracted imagination and redefines reality.

Example... APPLICATION

3. **Technology as extension of sensory capabilities** = The ABC artists are presented on stage via AR spanning a 65 million pixel screen before a live audience, backed by a 10-piece live band with surround sound using 291 speakers and lighting effects using 30 000 light points. This creates a highly immersive and sensory-rich experience that engages multiple senses, including sight and sound.
4. **Technology alters human sense ratios** = The high-resolution VR screen and surround sound system create a sense of presence making the audience feel as though the ABC artists are really there in front of them. The use of holograms, AR and VR creates an even more real sense of the artists' presence than would have been the case if it was a live show

1. Find the most **applicable theory** related to your topic
2. This theory should NOT BE a literature review nor a summary of arguments... **but** an actual theory with steps/stages/cycles/levels etc.
3. This **theory should reflect your problem statement**

KEEP IN MIND...no theory is a perfect fit until you make its steps/phases/stages etc. relevant and applicable to your study. The theory should be broad enough to accommodate various studies, but also definitely yours

9. PREVIOUS LITERATURE

Some
assistance

How to write a literature review FAST | EASY step-by-step guide

<https://www.youtube.com/watch?v=7JMlEeikQQ>

- 3-5 page discussion where you do research using textbooks and articles relating to your topic. **REFERENCE EACH PARAGRAPH**
- The **studies you referred to in your BACKGROUND** is now discussed in more detail. What was the study about, why was it done, by whom was it done, what were the findings, how is it important to your study etc.?
- The **headings and subheadings in your PREVIOUS LITERATURE must relate to your RQ or Ha and Objectives or Hypotheses.**



TO DEVELOP THE PREVIOUS LITERATURE SECTION

- If your RQ and Ha are as follows (related to past assignment under discussion):
- **Ha** = If the sales employees at XXX Morningside branch are rewarded extrinsically by monetary means, **then** they will be intrinsically motivated
- **RQ** = How do sales employees at XXX Morningside branch perceive the value of extrinsic rewards as a means to intrinsic motivation?
- Use the additional Ha or the objectives as guidelines for developing subheadings in this section to make sure you address all possible concepts related to the study. **As we did in class.** Present it by keeping the chosen paradigm in mind.



Your LITERATURE REVIEW section will then have to consider the hypotheses or objectives formulated and **develop arguments on it**, and look at **articles relating to**

- Defining **intrinsic and extrinsic motivation** (differences between them + examples of both in the corporate environment)
- **Advantages and limitations of employee extrinsic versus intrinsic motivation** in the corporate environment
- How does **motivation relate to higher or lower order needs among employees, productivity, satisfaction etc. (intrinsic)?**
- **What have been identified by articles/books relating to employees in the IT industry that relates to more intrinsic motivation?** Do these apply to the South African IT industry? How, how not?
- How does or does not, monetary rewards (extrinsic) contribute to intrinsic motivation among sales employees?

- **DO NOT** get side-tracked
- **DO NOT** provide vague discussions. If you rely on Google searches you will get vague discussions without substance or merit. Make use of academic articles or books.
- **IF word count allows**...end your discussion with reference to i.e. your selected company, what they are about and what you want to explore in relation to or alignment with the main discussion points in this section

Key points to remember for this section

1. This section is not a descriptive list.
2. It is not a book by book and article by article summary.
3. It is not a survey of every single thing that's ever been written about your topic.
4. It must be supported by a guiding concept i.e. RQ/Ha and objectives.
5. It must tell the reader what knowledge and ideas have been established and agreed on in this area and outline their strengths and weaknesses.

Because every study is different, I will give individual feedback as to what each of you might need more of in the literature review section as you continue. These slides are just a general overview of what is expected of you

10. CONCEPTUALISATION

Define the key concepts of your study that will need to be conceptualised. About 4.

These key concepts come from the RQ or Ha and objectives or hypotheses

Define from books/articles, NOT dictionaries

11. CONCLUSION

No new information is added. JUST reflect back on what you have discovered in this assignment and what you have done in this assignment

REFERENCE LIST

List ONLY those sources used in-text. Do so alphabetically