

THE EFFECT OF MOTIVATION ON WORKERS PERFORMANCE

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ABSTRACT

Motivation and production/productivity are phrases that are now commonly interchangeably heard and mentioned repeatedly in today's work circles as they seemingly growing in importance. These are areas organizations and firms have spent a great deal of resources, both time and expendable resources with aims and desires or increasing, improving and modifying the organizational workforce morale levels and overall performance in terms of output.

This research as birthed from the many workshops, seminars and work-related retreats focused on the improvement and modification of motivation and productivity levels respectively. For the sake of accuracy and authenticity, this research was carried out in the copper belt province of Zambia, and focus was restricted to Zambian breweries and coca cola bottlers company, and information obtained and used was limited to their 2013- 2015 financial years.

The levels of research carried out and amount of resources still spent on the two is undeniably captivating, thus my curiosity prompting this research.

Research objectives

General objectives

The following research objectives will guide the study:

- The importance of motivation to productivity at the work place
- The factors that affect productivity

Specific objectives

- The importance of motivation to employees
- Establishing the relationship between motivation and productivity

In order to find out possible answers to the research questions, it was necessary to plan and design a research strategy. Thus, the strategy contained diverse types of methods and tools that are relevant to accomplish the research. Moreover, it is of significant importance to utilize tools and research methods that highlight the reliability and validity of the material and data collected. In addition, it is essential that all the material and collected data is critically analyzed and examined.

The research strategy for this thesis began by gathering and studying some background information regarding the situation of motivation and productivity in general and specifically in Zambia; thereafter the research questions were decided. Questions for the interviews are structured based on the research from significant literature within the area. This study was conducted in the province of the Copperbelt of Zambia, i.e. Zambia breweries limited. The targeted sample size was out of 100 respondents. This was 10 management members and 90 members of staff

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DEDICATION

This is a dedication to my parents Mr. Ninde Gladdy Mung'omba (MHSRIP) and Mrs. Anne D.P Mung'omba. I thank you for all the sacrifices that you have made for me over the years and for being such a n inspiration and encouraging me to aspire and fulfill my dreams, pushing and believing in me to do an d achieve beyond my limits and expectations.

You spared no expense and withheld nothing but gave it your all to ensure I push on and reach for even greater heights. You scolded and molded me to the man you envisioned me to become. It is to you bot h I accredit my accomplishment, as this is the mere reflection of your unceasing hard work and unwave ring care and support. I love you both.

God bless you.

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CHAPTER ONE

BACKGROUND OF THE STUDY

1.0 Introduction

Workforce productivity remains a primary element for success in most organizations, including those in government. Knowing what factors that influence productivity is a prerequisite to improving performance. Over the years, researchers have found that productivity is affected by relatively few influencers, and workers are generally aware of what those influencers are (Armstrong, 2006; Clawson & Newburg, 2005; Hankin, 2004; Newstrom & Bittel, 2002; Williams, 2003). Based on such insight, a study was implemented to directly identify those factors that most influence the productivity of the more than five million workers in state governments in the United States (State Government Employment Data, 2005). Identification of the specific productivity limiters operative in the government workplace will yield opportunities for significant productivity gains in public-sector organizations.

Employee motivation has always been a central problem for leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. There has been a lot of research done on motivation by many scholars, but the behavior of groups of people to try to find out why it is that every employee of a company does not perform at their best has been comparatively unsearched. Many things can be said to answer this question; the reality is that every employee has different ways to become motivated. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs.

The dictionary Webster's defines motivation as something inside people that drives them to action. This motivation varies in different people. We can also say that motivation is the willingness to work at a certain level of effort. Motivation emerges, in current theories, out of needs, values, goals, intentions, and expectation. Because motivation comes from within, managers need to cultivate and direct the motivation that their employees already have.

Motivation comes from within us such as thoughts, beliefs, ambitions, and goals. The people who are most interested in motivation studies are managers of people because they may provide insights into why people perform at work as they do, and as a result provide managers with techniques to improve worker productivity.

1.1 Background of employee motivation

Motivation is defined by Cooper (2004) as “the process that directs your people’s work energy. It is the drive behind your own and your people’s wish to satisfy ‘workplace’ wants and needs.” Most successful leaders consider motivational factors such as praise, recognition, and self-esteem. People’s behavior is affected by motivation, which in turn results in a committed energy throughout the workplace. Some guidelines for increasing motivation within the workplace include:

- Provide a safe work environment.
- Recognize good behavior.
- Show appreciation.
- Set attainable goals.
- Develop a fair pay system.
- Provide adequate training programs (Cooper 2004).

Many motivational theories are used in the construction industry in an effort to increase productivity. Some of these theories include Herzberg’s Two Factor Theory (1959), Maslow’s Hierarchy of Needs (1954), and McGregor’s Theory X and Theory Y (1960) (Lam and Tang 2003). In order to maximize productivity, it is necessary to enlist motivational schemes to maximize each worker’s potential.

“People are our most valuable asset” is one of the oldest clichés in business today. Yet it is true, and evidence exists that organizations worldwide are struggling to meet production and service demands knowing that these outcomes are directly dependent on the ability, commitment and skill of a work force that is predominantly disengaged. According to Gallup (2005:18) research, only 29 percent of employees are motivated and energized. What, then, is happening to the other 71 percent? For as long as organizational dynamics have been studied, at least in the past century, researchers have been struggling to understand how the many aspects of human relations in the workplace affect bottom-line performance. Orga

nizations must consider the nature of employee engagement, because this one variable is likely to predict an organization's ability to achieve high results with productivity, profitability, customer service, staff retention and workplace safety. Job satisfaction is critical to maintaining an engaged work force.

A 2005 report of the Conference Board (based on a national survey) by George et al (2005: 76) shows that a growing number of employees are unhappy with their jobs. Dissatisfaction crosses all ages and income levels. According to the survey, more than half of all workers earning more than \$50,000 are satisfied with their jobs. However, only 14 percent are very satisfied. Of those earning less than \$15,000, about 45 percent are satisfied. The Conference Board report shows that employees overall are least satisfied with the fringe benefits and promotional and bonus pay policies. The greatest decline in satisfaction occurs with workers ages 35 to 44 (60.9 percent to 49.2 percent), the report indicates. The study also found that four in 10 workers feel disconnected from their employers and two-thirds of the workers are not motivated or do not identify with the agency mission. In addition, the study indicates that one-fourth of all employees are not productive and are simply there to get a pay check. Satisfaction with pay is less powerful as a predictor of job satisfaction or employee engagement and is less likely to predict whether an employee stays or goes. Employees may join a company because of its generous pay scale or lucrative benefits package, but how long they stay and how productive they are is determined by the relationship with their immediate supervisor much more than by their satisfaction with pay.

Due to the fact that effective execution of organizational goals is a function of motivation, an analysis into what factors may improve motivation of workers in an organizational setting is of paramount interest if productivity is to be enhanced.

1.2 Statement of the Problem

There is a need for further research on motivation, therefore the goal of the research is to reveal what it is that motivates all employees to perform at their best and achieve optimal business results at all times. The inherent problem that has been identified is that many employers have attempted several different incentive programs to motivate their employees, yet they have not worked for everyone in the company. This is a major problem faced by employers these days, due to the fact that each employer's company is founded on the strength of its employees' performance. It is therefore against this background that the research attempts to explore the effects of motivation on productivity to a company.

One of the traditional components of management along with planning, organizing, and controlling, is motivating. Many managers do different things for example: contests, ranking of people, plants, shifts, teams, and departments, performance appraisals, performance, production, sales quotas and commission pay. All these systems are implemented in the belief that they drive performance. Some researchers think it does the opposite. Instead of trying to use extrinsic motivators (something outside of the work itself such as promised rewards or incentives) to get higher levels of performance from people, management will be better served by studying the organization as a system. Employers demand results. Without results the organization will not survive. Managing motivation is a requirement for productivity.

While there have been a variety of studies concerning government worker motivation (Kim, 2002;; Wright, 2001) and productivity (The Grail of Efficiency, 2005; Mandel, 2003; Micheli, Mason, Kennerley, & Wilcox, 2005), few, if any, studies have focused specifically on companies workers' perceptions about what factors affect their productivity. With so many companies in Zambia private and public any improvement in workplace productivity could have significant financial and service impact for society

1.3 Significance of the study

This proposed research is needed to improve employees' performance at the workplace, to retain employees and to help companies establish a good image. If a company's employees do not acquire this motivation then the company could lose large amounts of money, customers or even go out of business. On the other hand if that company's employees are well trained and motivated by their employers it could have great income potential, keep loyal customers and gain a lot of market share.

This research would help many managers and leaders in our society to identify the things that they need to do in order to successfully motivate their employees to perform at their best. As a manager this knowledge will therefore help me to understand what new strategies I could implement in order to motivate employees to achieve optimal business results. It is evident that there is a need for this study because of the many companies that are constantly spending money on various ways to increase employee motivation.

The word motivation suggests energetic behavior directed toward some goal.

Instead of pushing solutions on people with the force of your argument, pull solutions out of them. You may be the cause of your employee's lack of motivation. Employee motivation is perhaps the ultimate management challenge. Although motivation is an important determinant of individual performance, it is not the only factor. Such variables as ability, experience, and environment also influence performance.

1.4 Research objectives

General objectives

The following research objectives will guide the study:

- The importance of motivation to productivity at the work place
- The factors that affect productivity

Specific objectives

- The importance of motivation to employees
- Establishing the relationship between motivation and productivity

1.5 Research Questions

Following is a list of questions that I will attempt to answer through my research:

- What is the significance of motivation to productivity at the work place?
- Which factors affect productivity?
- Is there a relationship between motivation and productivity?
- What actually motivates employees towards a good performance?

1.6 Scope of the study

Firstly, the major concern of this study is to assess effect of employee motivation on the productivity a case study of Zambia Breweries. This research is therefore confined to the employees and management of the company selected above. Besides the information that was collected came from the year 2012 to 2014 for purposes of accuracy coherence and reliability.

1.7 Research gap

Some clear research gap is there in the incorporation of the time aspect into the various proposed theories, which leads to the researcher seeking to find a solution to that gap. The time aspect is a crucial element as seen in the goal setting theory and should be incorporated in the new theories that may emerge.

1.8 Conceptual framework

The concept of motivation has been defined in different ways by different scholars. Motivation is derived from a Latin word known as 'Movere'. Movere means to move. Motivation is based on the principle of hedonism. Hedonism is that human tendency to seek pleasure and avoid pain. Berelson and Staines (2003) defined the concept of motivation as an inner state that encourages, activities or mores, direct and channels behavior towards goals. It is also referred to as a general term applying to the entire class of drives, needs, wishes and similar forces that propel an employee to action. For example, an employee of an organization may decide to work with all enthusiasm indicating she wants to make a major contribution to the realization of the organization's objective. The employer may decide to reward the employee with mere words of mouths of monetary rewards.

The employer's reward can further motivate employee to productivity. Beach (2005) defined motivation as the willingness to expend energy in order to achieve a goal.

Appleby (2002:24) says that motivation is keenness for a particular pattern or behavior. He explained how drive, urges and needs of individuals direct and control their behavior.

Davies (2005) defines the concept as what goes on inside a person, which brings about her behavior. Davies emphasizes that lack of motivation could make an individual not to achieve satisfaction from the work.

Agbeto (2002) define the term as that thing which moves somebody towards a goal. Motivation is a term applying to the class drives, desire, needs, wishes and similar forces. (Koontz O'Donnell, 2008). Implicit in all the definitions of motivation above, is the fact that motivation deals with the factors that induce people to performance in the organization.

1.9 Hypothesis

Motivation has no direct bearing on types and/or levels of production and productivity respectively, but there is a correlation between the two.

1.2.0 Null hypothesis

Factoring in all forms and types of motivation of an, and in an organization, there must be a direct link between the two.

1.2.1 List of variables

General variables

- Correlation between motivation and high employee performance
- Relation between employee attendance and motivation
-

Specific variables

- External motivation
- Goals
- Needs for achievement

1.2.2 Global level

On global levels our sole focus will be organizations dealing with internal trade with operational branches in many other countries and states of a different climate and region.

In as much as the details may differ in one way or the other, they however still hold on to the basic principles.

1.2.3 Regional level

On regional level, we shall focus on organizations operating in a similar industry for the sake of uniformity and consistency of our research as they expected and assumed to face similar conditions.

1.2.4 Local level

And on local level, our focus is on firms or organizations operating in the same industry.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter explains the input of the various scholars who have made various contributions in the area of motivation and besides, tries linking the first chapter assertions on motivation and performance indicated through productivity. This research is a combination of private enquiries of ideas and opinions raised by others. This part is dedicated to investigation and evaluation of the writings of various scholars whose contributions on this issue are invaluable. It is significant to state that, motivation contribution towards productivity and ultimately performance is a subject of debate depending on the perception of the individuals involved. It is therefore the aim of this research to establish the views and opinions expressed by other scholars and authors on the subject matter.

A lot has been said concerning motivation as well as theoretical models developed. These models are the focus in this section. This shall cover motivational theories, motivational strategies and productivity.

2.1 Motivation

There has been a lot of research done on Motivation by many scholars. The following are only a few of the research topics that have been done on Motivation: Motivation theories, Ways to encourage employee motivation, Measures of Motivation, Principles of motivation, Ways of making your firm more exciting, How to motivate your people problem, The missing link in Strategic Performance, Salary is not a motivator anymore, How to effectively reward employees, Turning Motivation Theory into Practice, Measures of Motivation, Self Theories and Employee Motivation, How do you motivate employees, and Worker Motivation: Unsolved Problem or Untapped Resource?.

A multitude of studies have been done on motivation, but no one has ever done any studies on a group of employees and managers to test what their motives are and test to see which incentive program will suit the majority of employees. From the literature review one can see that a need for further research is necessary. This will help managers and leaders find out what it is that employees want from employers to perform at their best.

Research done in both psychology and business literature over the past three decades has recorded that motivation varies as a function of different factors in the work environment, including evaluation expectation, actual performance feedback, reward, autonomy, and the nature of the work itself. Moreover, both theory and empirical research have suggested that human motivation toward work can be categorized into two types: Intrinsic motivation, which comes from the intrinsic value of the work for the individual, and extrinsic motivation, which comes from the desire to obtain some outcomes that are separate from the work itself.

When employees have high autonomy, receive feedback about their performance, and have an important, identifiable piece of work to do which requires skill variety, they may experience feelings of happiness and therefore intrinsic motivation to keep performing well (Hackman & Oldham, 1980). Frederick Herzberg, distinguished professor of Management at the University of Utah and Behavioral theorist conducted studies on worker motivation in the 1950's. He developed the Motivation-Hygiene theory of worker satisfaction and dissatisfaction. This incredible researcher concluded that hygiene factors such as salary, fringe benefits, and working conditions can prevent dissatisfaction, but they do not motivate the worker. He found that motivators such as achievement, recognition, responsibility, and advancement increase satisfaction from work and motivate people toward a greater effort and performance. Herzberg and other behavioral theorists were influenced by the writings of Abraham Maslow, a theoretical psychologist who analyzed what human beings seek in their lives and developed the Needs-Hierarchy concept. Of the many theories of work motivation, Herzberg's (1966) motivator-hygiene theory has been one of the most influential in recent decades. Basically, the theory divides motivating factors into two categories: Motivator factors, which have something to do with the work itself, and Hygiene factors, which have something to do with the surrounding context.

Motivator factors include such things as responsible work, independence in doing the work, and satisfaction arising from the completion of challenging tasks. Hygiene factors include pay, security, and general working conditions. According to Frederick Herzberg, hygiene factors operate primarily as de-motivators if they are not sufficient. He suggests that workers are most satisfied and most productive when their jobs are rich in the motivator factor. When the work is interesting, he suggests can be accomplished by the job enrichment.

Hackman and Oldham's (1976) model of job enrichment propose that jobs can be made more motivating by increasing the following: skill variety (the number of different skills required by the job), task identity (the degree to which the job produces something meaningful), task significance (the importance of t

he work), autonomy (the degree to which the individual has freedom in deciding how to perform the job), and feedback (the degree to which the individual obtains ongoing.

Many of these same characteristics of the work, particularly independence and competence, are referred as intrinsic motivators by social psychologists and personality psychologists. Deci and his colleagues proposed that intrinsic motivation occurs when individuals feel both self-determined and competent in their work (Deci 1975; Deci & Ryan 1985). According to this research, people will feel competent if they obtain feedback that indicates progress in their work, or suggests ways they can increase their competence.

One psychological view suggests that very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a perfect match of task complexity with skill level, that people experience some kind of psychological "flow," a sense of merging with the activity they are doing (Csikszentmihalyi 1975).

The major psychological view suggests that extrinsic motivation works in opposition to intrinsic motivation (Deci 1975; Deci & Ryan 1985). Extrinsic motivation takes place when individuals feel driven by something outside of the work itself such as promised rewards or incentives. In general, these theorists suggest that, when strong extrinsic motivators are put to work, intrinsic motivation will decline.

The author of this study Dr. Teresa M. Ambile adopted definitions of intrinsic and extrinsic motivation that include a lot of the concepts proposed by previous theorists. Individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work. Individuals are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from work itself.

According to Rabey (2001, p. 26), motivation has been defined as the internalised drive that is more dominant in an individual at a given moment. Rabey (2001, p. 26) continues to argue out that there is no way that a person can be motivated by another person. The only thing that a person can do to help a non-motivated individual is to be in a position to create an environment that is conducive enough to aid in that person's realization of oneself by making a personal choice to respond to the inner motivation (Rabey, 2001, p. 26). Through their meta-analysis of motivation, Lawrence & Jordan (2009, p. 103), high task performance by employees as well as contextual performance is highly dependent on the fact that employees are well motivated. According to Rabey (2001, p. 26), the ingredients that are necessary for getting people to be motivated are securely kept within oneself. The only thing that is needed is for an individual to be able to unlock the secure door (s) and gain access to the motivation within.

One of the renowned Chief executive, during an interview, as recorded by Rabey (2001, p. 26) said that during the recruitment exercise, above all other critical issues that are taken into consideration, motivation is among the most important thing that the manager looks for in such an interviewee. To Lawrence & Jordan (2009, p. 103), Personal motivation is highly attributed to the fact that each individual has a different personality which contributes to their motivation. In the event there are no signs of enthusiasm and motivation for that job vacancy, it is better for the organization to retain the position vacant than hire an employee who is not motivated at the new job. Rabey (2001, p. 26) notes that for employees who are seriously looking for a job opening and are serious with their work, do demonstrate their motivation even at the interview. Rabey (2001, p. 26) continues to note that motivation in such individuals is seen by their level of keenness during the interview as well as the enthusiasm as they are bound to ask very good questions during the interview (Rabey, 2001, p. 26). Sometimes social responsibilities that people are expected to have (Lawrence & Jordan, p. 104) do contribute to the motivation of individuals.

The term motive usually is explained as desires, needs, emotions or impulses that make someone do something following this definition, motivation is the state of being incited to action. When we take into consideration work environment it becomes clear that work motivation refers to motivation within a work setting. Typically, it refers to employees' motivation to perform, stay and commit in a company, cooperate, lead or support a leader, help customers and so forth. Obviously, this definition from International Encyclopedia of

Organizational Studies (ed. Bailey & Clegg, 2008) is just an example from a mass of work motivation definitions which can be found in almost every paper about this topic. Some authors define what motivation is by explaining where it comes from. In this approach work motivation has been defined as "a psychological process resulting from the reciprocal interaction between the individual and the environment that affects a person's choices, effort, and persistence" (Latham & Ernst, 2006). In other definitions work motivation is associated with the goal attainment. People are motivated to do something if they believe it is likely that it will bring desired result. People who are well motivated take action that they expect will achieve their clearly defined goals (Armstrong, 2007). Kanfer (1990, as cited in Bjorklund, 2001) stressed that motivation is a phenomenon which cannot be directly observed. The only way to infer motivational processes is to analyze streams of behavior caused by environmental or inherited factors which can be observed through their effects on abilities, beliefs, knowledge and personality.

There are probably as many definitions of motivation as researchers working on this topic. However, th

ere are some features of motivation that are common for most definitions. It can be observed from the e xamples presented above that when authors describe motivation they mention an action or behavior tha t is directed and sustained as a result of motivation. In other words motivation is usually described as a n invisible force that pushes people to behave in a certain way. For the purpose of this thesis definition by Pinder (1998) will be used as it seems to define motivation both in a comprehensive and explicit wa y. Pinder used work of Jones (1995), Locke, Shaw, Saari, and Latham (1981), Steers and Porter (1979), and Vroom (1964) to formulate following definition (1998, p.11) :

“Work motivation is a set of energetic forces that originate both within as beyond an individual’s being , to initiate work-related behavior, and to determine its form, direction, intensity, and duration”.

Pinder (1998) believes that presented definition has some features that make it better than others. Firstl y, it is not general as many other definitions, it presents motivation in a close relation to work and caree rs. His definition is intended to apply behavior such as joining or leaving company, being punctual, res pecting or not supervisor’s orders, inventing better ways to performing a job and accepting relocation t o another place. According to Pinder one of the key elements that are important in defining motivation i s a concept of force. It not only makes the definition consistent with other authors work but also allows motivation level to be weak or strong depending on circumstances. The idea of force suggests that moti vation is related to an effort. Pinder believes that effort is a consequence and indicator of motivation rat her than the same phenomena.

He points out that his definition does not present hedonism as a primary force in work motivation. How ever, it does not exclude it either. There are three more important elements of Pinder’s work motivation definition: intensity, direction and duration. Author describes the intensity dimension using two terms created by Brehm and Self (1989) – potential motivation and potential arousal. The first of those two te rms is created by expectations that performance of behavior will affect final outcome. The second term is dependent on magnitude of potential motivation and occurs only to the extent that particular behavior is difficult. In Pinder’s opinion intensity is not affected by the potential available and is defined as the t ransient size of motivational arousal in a particular point of time. The direction can be understood by co nsidering towards which goals the energy of motivation is directed. Finally, the duration suggests that g oal achieving might be a possible outcome of on job behavior. As the last but also very important featur e of the definition Pinder mentions the fact that motivation is presented as a hypothetical construct whic h cannot be measured or seen directly but is treated as an existing psychological process.

2.2 Motivation Theories

There are a vast number of motivational theories that have been put forward to explain the motivational factors that affect or influence the performance and the perception of individuals and what this perception does to the organizational performance. For example, in Lawrence & Jordan (2009, p. 103), equity theory, the perception that individuals have about their compensation (Levoy, 2009, p. 18) for their work, such that they perceive (Lawrence & Jordan, 2009, p. 105) that they are underpaid as compared to the effort that they put in their work, the response is more likely to be that the individuals will decrease their efforts accordingly regardless of whether they have high internal (intrinsic) motivation (Fried & Slowik, 2004, p. 404).

In another version of theory in Lawrence & Jordan (2009, p. 103) does come up with a one – dimensional focus on motivation that is implicit-related. In their theory, they come up with the MMG (Multi motive grid) which is a theoretical measure of the motivation that is apparently implicit – related (Fu et al., 2009, p. 277). In their theory, they base their arguments on the use of pictorial stimuli (Lawrence & Jordan, 2009, p. 105) which are meant to arouse the hidden motives within one self (Lawrence & Jordan, 2009, p. 105). In this theoretical framework, there is a predetermined response (Daniel et al., 2006, p. 56), out of the questionnaire that is issued at that time of the interview (Lawrence & Jordan, 2009, p. 103).

In this style of motivation, the theorists make use of the story-based system as a means of measure to get the response from the individuals (Schmalt & Sokolowski, 2000, p. 115; Lawrence & Jordan, 2009, p. 105). It is also meant to gain access to what they regard to as the implicit sections, which are only accessed by highly privileged that requires undisturbed access, which is granted, to the schematic section of the memory (Schmalt & Sokolowski, 2000, p. 115; Lawrence & Jordan, 2009, p. 105).

In another theory that is more focused on the explicit emotional response as explained in Lawrence & Jordan (2009, p. 103), the NAQ (Need Assessment Questionnaire) which is meant to stimulate emotional response is used to measure the motivation responses (Levoy, 2009, p. 18).

According to NAQ theory, there is an access to a classified four types or motivations that are within the self (Lawrence & Jordan, 2009, p. 105). The first is the inbuilt need that seeks to be identified with great and outstanding achievements (Lawrence & Jordan, 2009, p. 105) and (Emery, 2009, p. 98). Secondl

y, the need to be an affiliate / to be affiliated to a strong and powerful individual (s) (Levoy, 2009, p. 18) has been identified in this theory (Lawrence & Jordan, 2009, p. 105). The third type of motivation that is prominent is the dire need to gain dominance or be seen as to be powerful (Lawrence & Jordan, 2009, p. 105). The last motivation type that is evident is one that demonstrates a need to be autonomous (Lawrence & Jordan, 2009, p. 105). This theory is highly inspired by the theory of needs as proposed in Lawrence & Jordan (2009, p. 117). However, the NAQ theory is inclined to work-content and hence does not explicit on the motivation aspect that is outside the working environment (Lawrence & Jordan, 2009, p. 105).

The subject of motivation has been present in the literature from the early beginning of 20th Century. Although, many theories have been developed and a plenty of research has been conducted, factors that motivates people to perform well at work are still a controversial topic. Many researchers as a starting point for their work in the field of motivation used the most known theories and models of motivation. Armstrong (2007) in his book about employee reward management summarized those theories in a clear and useful way. According to him, Taylor's theory of motivation to work is related to rewards and penalties which are directly connected to performance. Maslow's concept of hierarchy of needs is less instrumental approach. It defines motivation as a result of peoples unsatisfied needs. Herzberg focused on a distinction between extrinsic and intrinsic motivators. Those "old" theories are definitely important, however they are not perfect. Analysis showed that they are characterized by some significant weaknesses. Armstrong presents modern, process theories which approach motivation from different perspective. As an example, Vroom's expectancy theory explains that motivation exists only when relationship between performance and outcome is clear and usable. Goal theory emphasizes the role of a feedback and setting goals in relation to motivation and performance.

Finally, Equity theory says that people are more motivated if they are treated equally. In the previous part of this paper a number of motivation definitions have been presented. Each of existing definitions has some strengths and weaknesses.

Exactly the same can be said about motivational theories. As one can observe from the short overview presented above there are many different theoretical approaches to the topic of motivation. Motivation for a group of authors is strictly related to human needs, while point of view of other authors is much m

ore focused on cognitive processes that influence peoples' behavior. In the literature of the subject those differences between theories resulted in a division in two categories: content and process theories.

2.3 Incentive Theory

As per Lawrence & Jordan (2009, p. 104), the authors note that explicit motivation is as a result of strong influence from the demands of the society as well as normative pressures therewith. It is crucial that the management know and understand the different motivations (Levoy, 2009, p. 18) that motivate their employees (Lawrence & Jordan, 2009, p. 104).

According to the incentive theory, two categorical approaches have been put forward. The first is one that is focused on people who have strong implicit motivation within themselves (Lawrence & Jordan, 2009, p. 104). In the implicitly motivated employee (Rabey, 2001, p. 26), it is important that such things as being given new and challenging jobs, which will be an incentive for higher achievement (Lawrence & Jordan, 2009, p. 104), reward the employees. They can also be given some additional responsibility apart from what they are used to which is perceived as adding power to them hence the very fact that they perceive themselves as being more powerful than the rest of the employees, is one high motivation factor that such people are willing to pursue (Lawrence & Jordan, 2009, p. 104).

The third element that is given attention and focused on the intrinsically (Rabey, 2001, p. 26) motivated employees is the employment of praise as the employee (s) perceives that they are highly regarded in the organization and they identify with the motivation that is affiliation centred (Lawrence & Jordan, 2009, p. 104).

To those who are not intrinsically motivated, but rather depend on extrinsic motivations (Levoy, 2009, p. 18), the theory suggests that such people can be inspired and rewarded by being given job promotions as a form of power motivation (Lawrence & Jordan, 2009, p. 104). The same people can be motivated in the event that they are given some bonuses (Lawrence & Jordan, 2009, p. 104) at the end of the year as a motivation to their outstanding job (even if the job was not as satisfactory as it would have been expected). To a great extent, giving such people some celebratory lunches and throwing some dinner parties in recognition of their contribution is one great incentive as an affiliation motivation (Lawrence & Jordan, 2009, p. 104).

According to Levoy (2009, p. 18), external motivators which might include monetary rewards, Recognition as well as being given praises in front of the other employees, were found to work miracles but only for a short time. To the author, it is rather unfortunate that the intended effect of the motivation does not last forever, as one might want it to last (Levoy, 2009, p. 18). Levoy (2009, p. 18) continues to argue out that practices which are normally done, like giving employees' salaries which are above average, offering benefits for excellence as well as increasing the vacation time do not translate into employee motivators. Rather, instead of them motivating the employees to work harder, they tend to make the employees remain in the organization a little while longer (Levoy, 2009, p. 18). This fulfilment of basic needs makes the employee last a little while until their motivation fades away (Mancini, 2009, p. 6) and (Lawrence & Jordan, 2009, p. 105).

2.4 Goal-setting theory

According to the goal setting theory as stated by Fried & Slowik (2004, p. 406), it is the instrumentality, expectancy as well as the variance that is demonstrated from the outcomes is high in the event that the goals which are set are difficult or challenging, combined with the fact that the goals remain specific to the objective and they are also attainable. This is a sentiment that is shared also in (Fried & Slowik, 2004, p. 406).

In the goal setting theory, it is clear that the goals must be very specific as well as challenging goals (Ordóez et al., 2009, p. 6) that will require more effort and input. This has been found to be a major boost to the behaviour as well as the performance of the individuals within the organization (Ordóez et al., 2009, p. 6). To Ordóez et al. (2009, p. 6) this is a form of panacea that can be used to boost the performance of the employee.

In their research, Locke & Latham (2006, p. 265; Ordóez et al., 2009, p. 6), they do agree that as long as an individual remains committed to the set goal (s), and that the individual has the ability to attain the set goals, whereby there are no other, otherwise conflicting goals set, then graphically, this would be a linear relationship. The linear relationship is set between the task performance and the goal difficulty (Locke & Latham, 2006, p. 265; Ordóez et al., 2009, p. 6).

However, to Fu et al. (2009, p. 277), the Locke's theory on motivation and goal setting has been found with defects, as there is none linear relations that are exhibited since there is no comparison between th

the effort of the individual and the goals that are set. Self-efficacy and the self-set goals have been given a broad classification called motivation hub (Fu et al., 2009, p. 277). In an explanation, Locke (2001, p. 14) as cited in Fu et al. (2009, p. 277) the motivational hub is exemplified as the most immediate and yet the most motivational determinant to the individual's course of action. This is caused mostly by external factors within the organization, which may include the company directives, or it may at times be influenced by personality (Locke, 2001, p. 23; Fu et al., 2009, p. 277). These motivators to some extent do contribute to the performance of the individuals, which is well stipulated in the hub variables (Locke, 2001, p. 23; Fu et al., 2009, p. 277).

In most instances, individuals are given Sales Quotas for which they are expected to meet within a given time frame and this strategy has been employed in many firms regardless of their sizes (Fu et al., 2009, p. 277).

In an analysis, Fried & Slowik (2004, p. 404) did realize that, due to the fact that time, in all the proposed theories, had not been considered prior to their research, then the motivational theories had generally failed to achieve the intended goals. It has been noted that time is among the most important variable that has a great influence on people's motivation (Fried & Slowik, 2004, p. 404).

It has become arguably clear that organizations have been, continue to employ goal – setting theory as their fundamental strategy to get their employees working, and has dominated the motivational theory (theories) that have been put forward for organizational use (Fried & Slowik, 2004, p. 404).

It is clear that the goal setting motivational theory has been the leading theory that has incorporated time as a major factor because the employees are required to meet their deadlines within a given time period (Fried & Slowik, 2004, p. 404). This in return points out that the goal setting theory has and still remains to be the most successful theories put forward as it deeply incorporates time as a main determinant (Fried & Slowik, 2004, p. 404).

The assumption that is taken in the goal setting theory is that the set goals are a true reflection of the inner intentions of the individual as well as the individual's conscious goals (Fried & Slowik, 2004, p. 404). In their argument, the researchers do contend to the fact that the theories do explain the reason behind human quest to interpret the past, the present as they envision on what is to come in the future (Fried & Slowik, 2004, p. 404). With timeframe incorporated, it is evident enough that the cognitive processes

that are involved in decision – making and behavior at work can very well be explained (Fried & Slowik, 2004, p. 404).

2.5 Motivation strategies

Different people have very different interpretation of the incentive theory of motivation and the kind of motivational strategies (Lawrence & Jordan, 2009, p. 104 +) that they employ are wanting. For example, in a case study of a security organization as highlighted by Houts et al. (2010, p. 41), the employers and other senior management officials did employ a rather crude way of giving incentives to their workers. It is highlighted of their behaviours at the workplaces where employees were in reality spanked while at the workplaces in the name of Motivational purposes (Houts et al., 2010, p. 41). This mode of motivation that was adopted in the organization was referred to as Camaraderie building exercise (Houts et al., 2010, p. 41).

The organization did have some incentives like having a pie smacked on the face of the culprit, or one being forced to eat baby food, at times it was required that the offenders wear diapers in front of the rest of the members of the organization (Houts et al., 2010, p. 41). In some rare cases, the offenders were required to sing while standing in front of the whole group but the most notable of all forms of incentives that the organization employed was spanking on the buttocks, which was more preferred (Houts et al., 2010, p. 41). The greatest problem was not much of the hitting / spanking that was done, but rather the humiliation (Lawrence & Jordan, 2009, p. 104) as this was being done with jeers from the fellow colleagues (Houts et al., 2010, p. 41). Sentiments like “Bendover your little a–” and the like were being used more often especially in the event that the offender was a female (Houts et al., 2010, p. 41). Whether it is a case of motivational strategies gone haywire or a case of immense ignorance and negligence, it is clear that some strategies are not motivational at all and they are not amusing.

To some managers and other people who are in leadership positions, having some eco-friendly policies (Levoy, 2009, p. 18) and (Mancini, 2009, p. 6) can be a great deal of motivation as they do not have to get stressed by some highly bureaucratic policies that would otherwise be a hindrance to their show-offs as high performers in the organization (Lawrence & Jordan, 2009, p. 103, 105).

2.6 Providing effective reward system

To reward a person has some short – term effect on the motivation of the individual in the organization (Levoy, 2009, p. 18). Adam Smith (1776) as quoted in Emery (2009, p. 94) is recognized to have been on the forefront in popularizing the need to have division of labor so as to optimize production in the organizations. According to Emery (2009, p. 95), there are two sources of the motivation drive. One of the drives is brought out by the fact that there is an internal need to gain resources as supported by the need theory (Lawrence & Jordan, 2009, p. 103, 105).

The second source of motivation is the commitment by an individual to external problems or might be the opportunities that are available elsewhere (Emery, 2009, p. 95). The most important of all the factors is the fact that the employees share the same goals as their management as this would be a true measure of the strength of the organization (Emery, 2009, p. 95).

A good reward system is one that has accountability as well as rewards being based on the performance as measured using the cross functional integrations (Emery, 2009, p. 95). The effectiveness of a system is ordinarily judged as per the levels in which there is resolution of the individual in the event there is a conflict as well as the extent to which the individual is willing to go to have collaboration for equity (Emery, 2009, p. 100).

Reward system in the work places include having appraisals for employees as well as integration that is targeted at making improvements by making sure that there is clear flow of information to and from the employees in the organization (Emery, 2009, p. 100).

To have an effective reward system, the focus should be turned from financial (money – focused) to be behavioral focused reward system (Daniel et al., 2006, p. 56). It has been noted that the payment of benefits to the employees has been and still remains to be very insufficient although it is a necessity in the organization (Emery, 2009, p. 95).

A reward system is meant to bring positive reinforcement (Daniel et al., 2006, p. 57) to the individuals and this should be addressed, as it ought to, for it to be termed as successful. For positive reinforcement, there should be a number of factors that should be considered in the design process of a good and effective reward system.

To start with, the reward system should be made in such a way as to replace the ordinarily used subjective performance measurement with the revolutionary objective performance measurement system (Daniel et al., 2006, p. 59). It has been a tradition that the supervisors and other operations managers have been the ones with the mandate of having all the powers of giving appraisals to employees (Daniel et al., 2006, p. 59). This has been majorly influenced by the perception that the supervisor has on an individual which include the likeability of an individual, how busy an individual is perceived to be, personal prejudice, how manageable an employee is as well as compliance with the set system with a great review of the past mistakes done in the organization (Daniel et al., 2006, p. 59). Instead of all these non-linear modes of evaluation, there should be a system that determines the employee performance by the average output and other measurable factors (Daniel et al., 2006, p. 59).

Bonuses that are given at the end of every season (Year) should instead be replaced with pay for performance reward system, as bonuses have been perceived to be very discretionary payments that are made to employees for their well – done jobs (Daniel et al., 2006, p. 59).

For the annual performance measure, there ought to be measures that are more frequent that would help to account for individual performances within short periods of time (Daniel et al., 2006, p. 59). The short period data collected and analyzed is more objective than the annualized subjective performance measurement system (Daniel et al., 2006, p. 59). These performance measures should be done monthly if possible as they help to tell which employee is deteriorating and why (Daniel et al., 2006, p. 59).

Minimise group measurement strategies, as they do not reflect on individual efforts within the group (Daniel et al., 2006, p. 59). Personal performance strategies should be employed so as to get more accountability from the individuals rather from a large group (Daniel et al., 2006, p. 59).

Actionable measures like the pay per performance should be employed in place of the broad financial measures that are usually done in many of the organizations (Daniel et al., 2006, p. 59). In so doing, questions on how best the employee can input into the organization's revenue by a change of behaviours should also be addressed (Daniel et al., 2006, p. 59).

Due to the different natures of the performance of the organization, unbalanced performance measures ought to be replaced with plans that can be able to account for the performance of the individuals like sales commissions and the like (Daniel et al., 2006, p. 59).

Lastly, the discretionary measures that are normally used like the pay for performances should be harmonised to be more rule – based plans so that there is a win-win situation for all the parties involved (Daniel et al., 2006, p. 59).

2.7 Creating flexibility

Inherent flexibility that is demonstrated by the resources which are available in the organization has a great impact on the firms' performance as proposed by Ketkar& Sett (2009, p. 1009). The issue is not much of the availability of the resources in the firm as much of how applicable is the resources to the firm (Ketkar& Sett, 2009, p. 1009). The ability of a firm to put into use the different resources that are at the disposal of the organization is very important (Ketkar& Sett, 2009, p. 1009).

The human resources should be flexible enough especially in their relationship with the employees which can be translated into firm's performance if properly managed (Ketkar& Sett, 2009, p. 1010). This flexibility, especially in the human resources department does help to express the need for variety in information distribution and synthesis offers better situational analysis (Ketkar& Sett, 2009, p. 1011). This also does offer the modalities in which the information that is on offer can be reconfigured or redeveloped so as to be easily synthesized and assimilated in the organization without much complications going into it (Ketkar& Sett, 2009, p. 1011).

During employee selection, it is important that the organizations offer intense staff training so as to develop their skills and sharpen those that they already have (Ketkar& Sett, 2009, p. 1012). There should also be management of the individual employee performance that is aimed at ensuring that there is improvement of the employee's output as well as an in – depth understanding of the employee (Ketkar& Sett, 2009, p. 1012).

There should be application of compensation schemes, incentives and reward schemes put in place to encourage employees to add more effort to the organization's performance (Ketkar& Sett, 2009, p. 1012).

The management should also put in place good communication channels that are meant to converse information both ways, from the employees to the management as well as from the management to the employees (Ketkar& Sett, 2009, p. 1012). The channels should remain open so that communication can be done at any moment when there is information that might be needed (Ketkar& Sett, 2009, p. 1012).

Employees should be empowered by having more participatory forums and avenues opened up within the organization (Ketkar & Sett, 2009, p. 1012). This will encourage more employees to stay active in their duties and roles while within the organization as well as raise enthusiasm of the individual employees.

2.8 Personal involvement

In the event where downsizing an organization seems impossible, after all possible avenues have been considered, then it is prudent enough for the management to look for the more opportunities that would enable for more flexibility within the organization (Mishra et al, 2009, p. 39). This approach, together with innovation and well – established and improved internal communication set in place, improves the level of trust between the employees and the management as things are not done in the dark (Mishra et al, 2009, p. 39).

Several factors are important that foster personal involvement. To start with, Innovation as well as creativity enhanced commitment by the organization's management does help in explaining the noticeable change in the organization (Mishra et al, 2009, p. 42).

Secondly, improved communication channel, which incorporates all the stakeholders (Mishra et al, 2009, p. 42), is also important as well as having developments that are more flexible to the organization's needs (Mishra et al, 2009, p. 41).

2.1.0 Productivity

2.1.1 Definition of productivity

Productivity can be defined as the inert achievement of rapid, sustainable as well as measurable improvements in operations (Reference Answers, 2010, par. 1). A system is termed as productive if on average, the system is able to meet the set targets without failure. From an industrial perspective, productivity can be termed as the total profitable output that a machine or other equipment is able to make within a given timeframe.

Looking at productivity from the perspective of human resources, it can be said to be the cumulative, evidential output that is both measurable (Reference Answers, 2010, par. 1) and profitable as well. The productivity of an individual must be within the period set by the organization or the individual to achieve

to achieve a certain goal. This period must be strict, as the project must be undertaken within the shortest possible time (Reference Answers, 2010, par. 1).

2.1.2 Importance of productivity

To begin with, in the event that the employee is paid through commission (Emery, 2009, p. 95), then, in the event that there is an increased productivity, then the employee can rest assured that the returns will be reflected in the pay slip. If there were no set targets in achievement of an event, then there would be no sense in talking of production, as this would be a failing system. Given a short timeframe, the sales personnel (Emery, 2009, p. 95) are able to meet their targets and this goes a long way in improving the sales and returns of the organization.

Secondly, when there is productivity in the organization, the organization's annual returns are increased hence more generation of revenue for the country economically through taxations. Due to the fact that the organizations have to be taxed, the organization's management make an effort to remain productive for the better part of the years so that they can have an increased net profitability at the end of every financial year (Daniel et al., 2006, p. 56). This means that the organization has to be aligned in its operation to take on the market with better products, which are more appealing to the customers hence, the drive for innovation (Emery, 2009, p. 98) within the organizations.

2.1.3 Productivity and efficiency

A motivated employee is more likely to output more to the benefit of the organization (Shadare & Hammed, 2000, p. 8). Shadare & Hammed, (2000, p. 8) continues to argue that most of the successful people that are around, have been proved to be very efficient time managers. The efficiency of an organization is seen in its productivity.

An organization's production capacity is dependent on two important factors. The first is the machine production capacity (Shadare & Hammed, 2000, p. 8). In the event that an organization acquires a machine that is meant to make, say one thousand yarns per hour, then if the machine can only make four hundred yarns, then it is not efficient. There is a lot of energy wasted as the machine consumption is still the same but the production is less. The machine might need motivation, which in this case would be servicing and replacing worn out parts, oiling and greasing to reduce friction and the like.

Looking at the second factor, which is the human capital, the production of an organization, is also dependent on individual efforts of the employees. Employees just need to be understood and revitalized to remain productive (Levoy, 2009, p. 18). Employees who are efficient are those that have a constant maximum output regardless of the situations surrounding them as measured within a given time period.

2.1.4 How motivation affects productivity

As noted above, motivated employees have a greater influence on the organization's performance (Shadare & Hammed, 2000, p. 8). When the leadership is efficient enough, it will be able to influence the organization performance (Shadare & Hammed, 2000, p. 11). A leader is like the father figure in a family and the rest of the members seek to emulate what they see in their father figure. The same applies in organization. Employees will follow what their leader says and does. If the leader is kind, caring and approachable (Levoy, 2009, p. 18), then the employees are more likely to feel safe in the presence of their manager.

In return, the employees will demonstrate their respect and trust in their leader by having an increased output.

The motivation in a team can be reflected and achieved when there is achievement of goals that are set, having better recognition systems in place, a conducive working environment as well as clear self-growth that is evident. Goals that are set in a team together are more likely to be valued as the members are part of setting the goal (Ordóez et al., 2009, p. 6). Involvement of the members is important in ensuring continued production (Levoy, 2009, p. 18) and (Ordóez et al., 2009, p. 6).

2.2.0 Factors that motivate employees to perform in an organization

2.2.1 Leadership Style:

Leadership style plays an important role in the motivation of workers to performance. The style of leading adopted by a manager can affect the performance of the subordinates. The success of a leadership in influencing subordinates to performance can be affected by certain situational variables like confidence of the subordinates, experience, the need and the perception of the subordinates. It is important that before any leader adopts any style of leading, he should first of all understand the nature and characteristics of the subordinates since this can affect his performance, the subordinate of all understand the nature

e and characteristics of the subordinates since this can affect his performance, the subordinate perception of the boss. Leadership style can be a source of motivation.

2.2.2 Management by Objective (MBO):

This is one of the most motivational techniques used by management. Its use in the organization has increased since its inception in 1950s. The Programme is designed to encompass specific goals, participative set for an explicit time period with feedback on goals progress. This was advocated in different forms and one of the advocates is Peter Drucker, who first introduced the concept. Drucker (2009) states that the objective of the MBO should be concise statement of expected accomplishment, that is the superior and the subordinates should jointly choose the goals and decide on how they will be measured. Drucker believes that the greatest advantage of the MBO is that it allows the worker to control his productivity. This self-control will result in stronger motivation to do the best rather than just get by it.

Another philosopher of the MBO were Koontz et al. they defined it as a process whereby the superior and the subordinates jointly identifies the common goal, define individual major areas of responsibility in terms of the result expected of him and use these measures as guards for operating the units and accessing the contribution of each of his members.

An important factor in Koontz et al view point is for the subordinates and superiors to have an understanding regarding the subordinates' major areas of responsibility. A common feature in Drucker and Koontz et al conceptions of MBO is that MBO can lead to improved motivation of the participants. This is because the superior and subordinates meets to discuss the goals of their department, which must be in line with overall goals of the organization.

The superior and subordinate meet again after the initial goals are established and evaluate the subordinate performance inters of goals. With the participation of the subordinates in discussion, establishment and emulation of the organizational goals as specified by MBO, the subordinate will be motivated to contribute his best to the attainment of the goal. MBO gives the subordinates a sense belonging can motivate them to act.

2.2.3 Job Enrichment:

Researchers and analysis of motivation points out the importance of making jobs challenging and meaningful to a person doing the job. Herzberg et al popularized Job enrichment as motivational technique in their two-factor theory of motivation.

Job enrichment is referred to as the vertical expansion of the job which entails giving the individual full control and autonomy over the job he is doing.

Basically, increasing the responsibility of a job in order to increase the satisfaction associated with the job. A job may be enriched in the following ways:

1. Giving room for selection of jobs where better motivation is more likely to improve performance. The job must be designed to provide opportunities for achievement, recognition, responsibility, advancement and growth. The technique entails enriching the job so that these factors are included.
2. Encouraging participation of subordinates and interaction between workers.
3. By giving workers a feeling of personal responsibility of their task.
4. By taking steps to make sure that people can see how their task contributes to a finished products and the welfare of the enterprise.
5. Giving people a feedback on their job performance.

Involving workers in analysis and change of physical aspect of the work environment such as layout of the office or plant, temperature lighting, and cleanliness. With job enrichment, workers interest in their job may be generated and their level of motivation will be increased.

2.2.4 Job Enlargement:

Job enlargement is another technique of motivation. It is referred to as the horizontal expansion of the job. Job enlargement simply makes a job varied by removing dullness associated with performing the job. It means enlarging the scope of the job by adding task without enhancing responsibility. The essence of job enlargement is to prevent monotony, which kills, interest and job interesting to the workers. Job enlargement can help to motivate people to productivity.

2.2.5 Positive Re-Enforcement:

This is another motivational technique used as a means of motivating workers to productivity. Re-enforcement is used to motivate workers to performance by encouraging a desired behaviour and discouraging an undesired behaviour. Re-enforcement approach to the motivation of workers was first developed by a Harvard psychologist known as B.F. Skinner. This theory was first developed in learning, which entails encouraging desired behaviour and discouraging undesired behaviour. It can be used to encourage the workers to performance by rewarding a desired behaviour. For example, an engineer is given the task of designing a new piece of equipment (stimulus) the engineer exerts a high level of efforts and complete the project in time (response), the supervisor reviews the work and recommend an increase pay for an excellent work (positive re-enforcement).

Rewarding a desired behavior entails monetary reward, promotion, recognition and praise. With positive re-enforcement, a behaviour desired by the management can be repeated in subsequent times.

2.2.6 Money:

Money cannot be overlooked as a means of motivating workers to performance whether in the form of wages, piecework, bonuses, or any other incentive pay that may be given to employees for performance. The influence of money as a motivational technique is a function of the need level of the worker. A worker who is striving to satisfy his psychological needs will value money more than a worker striving to satisfy a self-actualization need. Management should understand the desire of workers before using money as a means of motivating them to performance.

2.2.7 Participation:

Participation is another motivational technique which requires that management of any organization should also consult employees on decision affecting them and that they should be given the opportunity to air their own views with regards to such decisions. Researchers have shown that when workers are allowed to have a say in things that affect them in the work place, they tend to be satisfied. This increases productivity and discourages absenteeism. Participation is also a means of recognition. It appeals to the need for affiliation and acceptance. Above all, it gives people sense of accomplishment.

In a sub summary of motivation, it is clear that motivation is within oneself and all that is needed is an environment (Rabey, 2001, p. 26) that will enable a person to realize their cliché to getting motivated. Whether motivation is because of personality as described in Lawrence & Jordan (2009, p. 103), or otherwise, it is still debatable. The most important thing to realize is that one can never motivate another in any way. Maybe the one thing that needs to be addressed is the difference between motivation and inspiration for which many people think as being one and the same thing, which apparently is not the case. But then, that is a topic for discussion in another setting, for now the focus is on motivation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The objective of this chapter is to describe and discuss the research method and methodology that has been applied for this research. In addition, an evaluation of the sources will be presented as well as the methods used to increase reliability and validity will be emphasized.

3.1 Research strategy

In order to find out possible answers to the research questions, it was necessary to plan and design a research strategy. Thus, the strategy must contain diverse types of methods and tools that are relevant to accomplish the research. Moreover, it is of significant importance to utilize tools and research methods that highlight the reliability and validity of the material and data collected. In addition, it is essential that all the material and collected data is critically analyzed and examined.

The research strategy for this thesis began by gathering and studying some background information regarding the situation of motivation and productivity in general and specifically in Zambia; thereafter the research questions were decided. Questions for the interviews are structured based on the research from significant literature within the area.

The results from the primary and the secondary data collected will be analyzed and discussed in order to identify the most important results. Moreover, some conclusions will be drawn based on the results associated to the research questions.

3.1.1 Target populations

This study was conducted in the province of the Copperbelt of Zambia, i.e. Zambia breweries limited.

3.1.2 Sample size

The targeted sample size was out of 100 respondents. This was 10 management members and 90 members of staff.

3.2 Research methods

There are two types of methods of research which are normally the most used in the collection of data; these are identified as following: quantitative and qualitative methods (Ghauriet al., 1995). The quantitative methods consist in the systematic empirical studies which involve quantifying through the assistance of mathematics and statistics (Bryman and Bell, 2007). Data is collected and transformed into numbers which are empirically tested to see if a relationship can be found in order to be able to draw conclusions from the results gained. In other words, quantitative methods are related to numerical interpretations. On the other hand, qualitative research does not rely on statistics or numbers. Qualitative methods often refer to case studies where the collection of information can be received from a few studying objects (Bryman and Bell, 2007). Furthermore, qualitative methods emphasize on understanding, interpretation, observations in natural settings and closeness to data with a sort of insider view (Ghauriet al., 1995). According to Bryman and Bell (2007) qualitative research is an appropriate approach for research in business and management administration.

The type of research approach to select depends on the kind of studies that will be conducted. However, Gunnarson (2002) argues that the benefit of applying a qualitative method in a research is that the method takes into consideration the overall picture in a way that the quantified method cannot.

A qualitative approach will be more suitable in order to fulfill the purpose of this research, since this thesis is researching what factors are hampering sustainability of companies, due to the fact that perceptions, beliefs, ideas and opinions are difficult to measure in a quantitative way. By thoroughly studying each firm, its internal behavior and its external elements, using qualitative methods, it will be possible to understand perceptions and opinions regarding factors of motivation affecting productivity in a company. However, quantitative methods are also used in this research in order to measure if the firms have been growing or not. Data are collected from each firm regarding their added value production and number of employees which are the two growth indicators chosen for this thesis.

This data is collected by means of a questionnaire which is sent out to the companies and then returned to the authors through e-mail.

3.3 Data collection tools

Ghauriet al. (1995) state that when using a special technique for collecting data the collecting data can be either primary or secondary. Bryman and Bell (2007) goes on by saying that primary data is information that the researcher gathers on his own, for instance by using interviews, questionnaires and tests.

3.3.1 The primary data

Primary data was collected by qualitative interviews and open-ended questions with Zambia breweries manager and the other members of staff. The author collected the primary data in the company. In order to carry out a more accurate research it was then decided to make interviews with managers and members of staff of the company were done. To be able to achieve a deeper understanding regarding subject matters in Zambia it was considered necessary to experience and observe the Zambian culture from a business perspective in their natural environment. This approach is declared by Bryman& Bell (2005) as interpretive which means that the researcher studies the object in its natural environment in order to achieve an understandable view of the theory, in this case factors affecting productivity. To reach further understanding regarding the theory, it was also decided to make interviews with other stakeholders such as other Zambian firms in similar lines of business such as Chat breweries limited.

3.3.2 Secondary

On the other hand, secondary data refers to the data such as literature, documents and articles that is collected by other researchers and institutions (Bryman and Bell, 2007). In this thesis both primary and secondary data are collected. The secondary data used has been critically evaluated and collected from books, scientific articles, company reports and internet sources, in order to obtain some better insight of the situation of motivation in Zambian companies and to support the theoretical as well as methodological part of the thesis.

3.4 Selected research method

The research questions require a general overview of the motivation and productivity current situation in Zambia in order to identify external and internal factors that are hampering sustainability of productivity. The questions also require a deeper and more qualitative understanding of how Zambian firms are complying with these issues and how they perceive these factors are affecting the growth of their firms.

Therefore, the qualitative approach has been selected together with few quantitative features as the research method in this thesis.

3.5 Scientific approach

There are generally two different theories of the nature of the relationship between theory and research; deductive and inductive theory. It is basically the question whether data is collected in order to test theories or whether to build theories (Bryman and Bell, 2007). In inductive theories conclusions are derived from empirical observations leading the researcher to theories and hypotheses, although hundreds of observations are carried out, researchers can never achieve 100 % certainty about the inductive conclusion (Ghauriet al., 1995). On the other hand, in deductive approach theory is considered in order to work out hypotheses and tested by data collecting thus rejecting or accepting the hypotheses (Ghauriet al., 1995). Bryman and Bell (2007, p. 14) plainly sketch the two approaches as:

- Deductive: theory → observations/findings
- Inductive: observations/findings → theory

In this research a deductive approach is used. This approach might be perceived as very linear; all steps in the process are following a logical order, however, Bryman and Bell (2007) state various reasons to change of the researchers' opinions regarding the theory after collected data have been analyzed. The reasons might be the fact that new theories have been published before the researcher have formulated any conclusions, the relevance of any data might only become clear after collected data or the data collected might not meet the terms of the hypotheses.

3.6 Interviews

Due to the magnitude of the studies, there is a need to collect as much significant data as possible from the selected managers of companies in order to be able to accomplish a deeper understanding of the external and internal factors affecting productivity in Zambia.

It has been decided to use qualitative interviews in order to collect primary data. Qualitative interviewing is quite different in many aspects in comparison with interviewing in quantitative research, for instance, qualitative interviewing is generally much less structured (Bryman and Bell, 2007). Furthermore, qualitative interviewing is usually seen as being flexible; the interviewer adjusts and responds to the interviewee, there is a great interest in the respondents point of view, detailed and rich answers are desired,

the interviewer is allowed to depart from any schedule that is being utilized, new questions may arise due to respondent's replies and the order of questions may be revised (Bryman and Bell, 2007).

There are different approaches to qualitative interviewing; unstructured and semi-structured interviewing. During an unstructured interview the researcher might start the conversation with a question and then actively listens to the respondent who talks freely while a semi-structured interview follow a checklist of issues and questions that the researcher wish to cover during the session (Darmer, 1995; Bryman and Bell, 2007). Thus, semi-structured interviews have been chosen as method in this thesis. The reason for choosing the semi-structured interview technique is essentially due to our aim to encourage the interviewees to freely discuss their own opinion on what is hampering the growth of their firms. This method with open-ended questions will allow us to adjust our questions depending on the attributes of the specific firm and the given type of problems that they face. According to Darmer (1995) the semi-structured interview is neither a free conversation nor a highly structured questionnaire. Semi-structure interviews provide the opportunity to regulate the order of the questions and the respondents have the possibility to expand their ideas and speak in great detail about diverse subjects rather than relying only on concepts and questions defined in advance of the interview. In other words, semi-structured interviews are more flexible than standardized methods such as the structured interview or survey.

One general problem when conducting qualitative interviews, with open-ended questions, is that the interview is "flavored" by the interest and opinions of the interviewer. Semi-structured interviews are rather organized in terms of what issue will be discussed during the interview but the follow-up questions will be depending on the opinions of the Grimsholm, E. and Goblet.

Another problem that can occur is misunderstandings and misinterpretations of words. This could in particular be a problem within this research since interviews have been conducted in English which is not the mother tongue, for neither the respondents nor the interviewers. However, in order to increase the reliability of the answers all interviews have been recorded, subsequently transcribed material have been sent to the respondents, statements have been amended according to the respondents' comments and finally the material has been approved by the interviewees.

3.8 The respondents

The segment of the population that has been selected for this research, in other words the sample, is based on a non-probability approach which means that the sample has not been chosen by using a random

selection method, thus some organizations are more expected to be selected instead of others (Bryman and Bell, 2007).

The company selected for the research is as the results of extent of work and intensity to produce more output (productivity)

Some further questions have been sent to the respondents through e-mail after conducting the interviews in order to achieve improved understanding regarding any particular issue. Moreover, the questionnaire used to measure the firm growth was also sent out to the companies and returned via e-mail.

After selecting the company the subsequent task was to select the persons (members of staff) to be interviewed. The importance of interviewing the right person who has a central position within the company or organization is crucial since it limits the risk of misrepresentations due to a lack of knowledge and increase the accuracy of the answers. Given that this research focuses on motivation and productivity, the managers of the companies were chosen as respondents and within the institutions, employees working closely with the company also have been selected since they were considered the most appropriate contributors to find possible answers to the research questions.

3.1.2 Data Analysis and Interpretation

The researcher used non-statistical methods in analysing the data. This was due to the fact that the data collected was qualitative (non-numerical) in nature. As such, data analysis was done using simple tabulations and percentages and the Statistical Package for Social Sciences (SPSS) will be used in the analysis of data collected.

3.1.3 Chapter summary

A comparative survey was undertaken and included administering questionnaires to the selected firms. The sample involved a targeted sample size of 100 respondents i.e. 50 from each company. The research targeted both management and other members of staff.

Both primary and secondary data will be collected from different sources such as books, journals, local and international newspapers, past dissertation on motivation and productivity company magazines and the internet. The Statistical Package for Social Sciences (SPSS) was used to analyze of data collected. Methods such cross tabulation and variation tests were employed to establish the relevance or significance of the different variables that were investigated.

CHAPTER FOUR

Data presentation and analysis

4.0 Introduction

The data collected from the questionnaires was analyzed and results presented and discussed. In order to determine the effect of motivation on productivity of the workers at a place of work, a questionnaire survey was carried out based on a sample of 100 respondents. The field survey was carried out. Management 10 questionnaires were administered and 90 for other members of staff representing a total of 100 questionnaires of which 88 were responded to representing a total response rate of 88%. The resulting response rate is high for a survey of this type considering that empirical studies involving motivation have been a difficult subject to both employees and management. The results are depicted in the table below.

4.1. Response rate on motivation

Having undertaken the study on how motivation affects productivity the following are responses that came from both management and members of staff.

4.1.1 Table on the total respondents

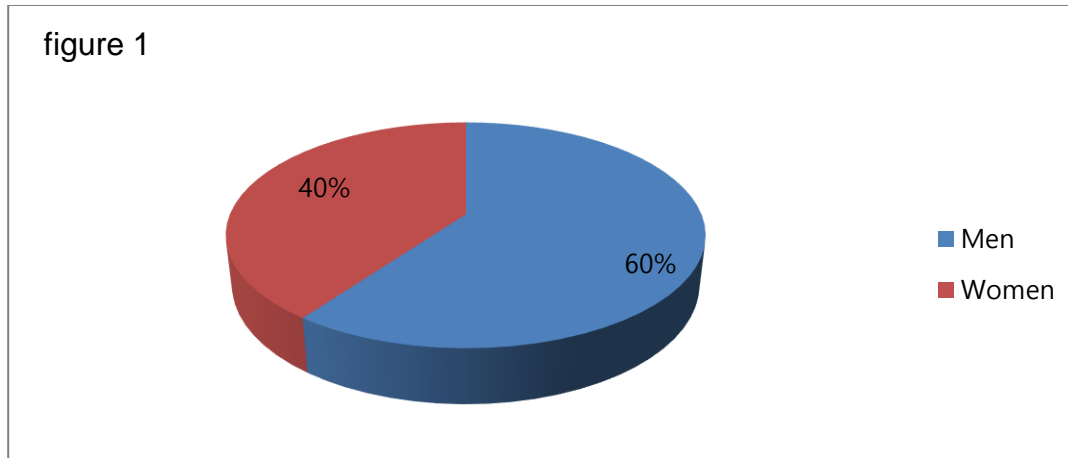
QUESTIONNAIRE	NUMBER OF QUESTIONNAIRES ADMINISTERED	No OF RESPONDENTS	PERCENTAGE
Management	10	8	80%
Members of staff	90	80	89%
TOTAL	100	88	88%

Source: Field survey, 2015

The above table indicates the total response for both management and members of staff of Zambia Breweries Ltd. The response was quite overwhelming as 88% responded that 88 out of the total 100 targeted. Therefore we can say the results obtained will be reliable, valid and representative.

4.1.2 Response on gender

Table on gender distribution



Field source survey, 2015

The data collected shows that the proportion of men to women was 60% (54) to 40% (36) respectively. This represents the balanced view of the respondents in terms of gender. That is to say from the total targeted respondents of 90 the men comprised 54 and women 36. This represents a good response rate that is gender balanced.

4.4 Age and Sex of the Respondents

The following table shows age and sex of respondents under this category of questions.

Table on age and sex of respondents

Age/sex	18-30	31-40	41-55	55+	Total
Female	2	4	4	2	12
Male	5	8	10	5	28
Total	33	30	18	9	90

Source: field survey, 2015

From the table above, it is evident that about 37% of the respondents were between the ages of 18 and 30 and 33% were between 31 and 40 years. Further 20% were revealed to have been between 41 and 55 years and 10% of the respondents were above 55 years of age. This indicates that most managers and members of staff are in the range between 31 to 55 year representing about 90% of the total respondents.

4.5 Response on the Education Levels of Respondents

The following table shows educational levels of the respondents under this category of questions.

Table 4.3 Education levels of respondents

Educational level attained	No. of employees
Secondary school	27
College	46
University	17
Total	90

Source: field survey data, 2015

The table above reveals that of the total respondents 46 representing 51% have attained college level of education while 19% of the respondents had gone up to university. It seems educational qualification is a major or relevant criteria for entry into the members of staff and therefore we can assume that all the respondents (managers and other members of staff) have an understanding of the subject matter, while the other 30% of the respondents have only attained secondary school. This shows that they are able to at least understand the subject matter.

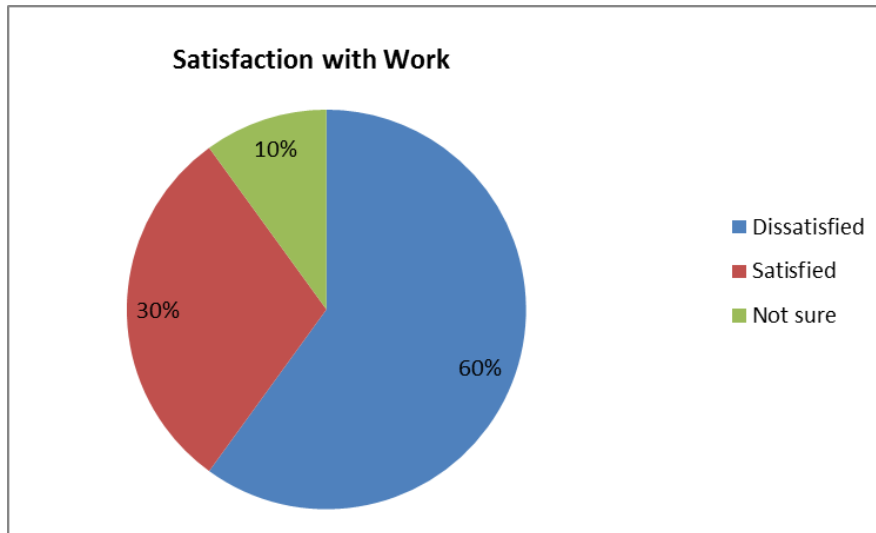
4.6 Response rate on the level of satisfaction

The table depicts the level of satisfaction with work as tabulated from the employees and confirmed from management that only 30% seems satisfied while the other 10% do not even know if they are satisfied

d or not while a large proportion of about 60% of the respondents said they are not satisfied at all with their work.

Table on the level of satisfaction of work

Figure 2

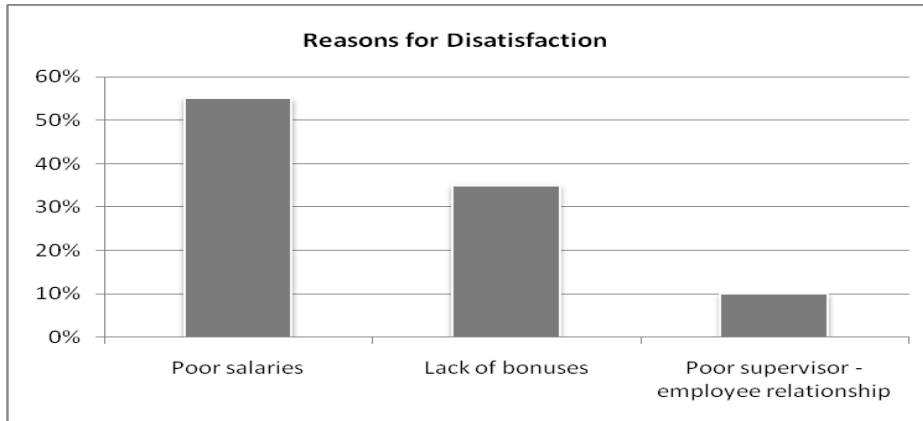


Source: Field survey, 2015

The term satisfaction means the fulfillment or gratification of a desire, need, or appetite. It also means compensation for a loss or injury. From the findings of the survey it was noted that 60% of the employees gave the response that they are not satisfied with the work. Already this gives the picture of the problem of organisation in terms of employee motivation as only a small number (30%) is satisfied with the work and 10% are not sure as to whether they are satisfied or not. This is illustrated in the figure above

4.7 Reasons for dissatisfaction

Figure 3

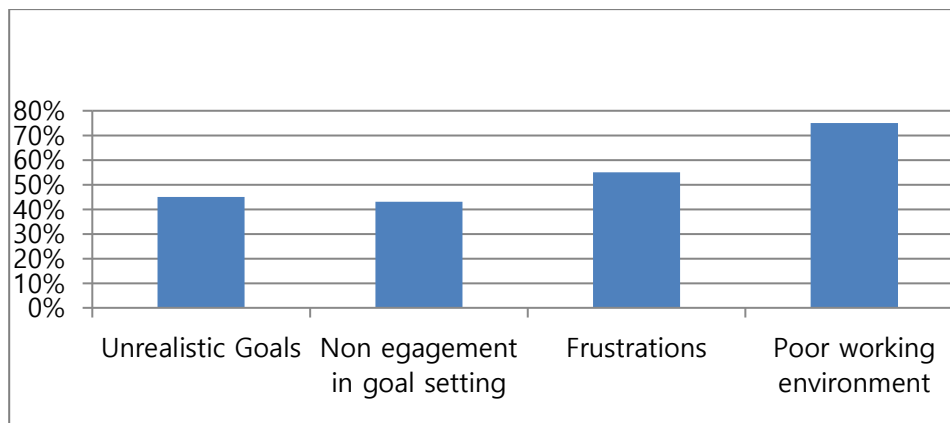


Source: Field survey, 2015

Dissatisfaction is a state or attitude of displeasure and discontent. It normally happens after when something is not up to expectations. One can be dissatisfied by goods and services which do not quite meet his or her anticipations. From the findings of the research it was discovered that more employees are demotivated due to the poor salaries offered to them by the organization. Lack of bonuses is another monetary incentive that leaves much to be desired. A small number cited supervisor employee relationship as the reason they always feel like quitting the job. This dissatisfaction will always have a negative impact on the efficiency and effectiveness of the workers.

4.8 Challenges faced in meeting the goals

Figure 4

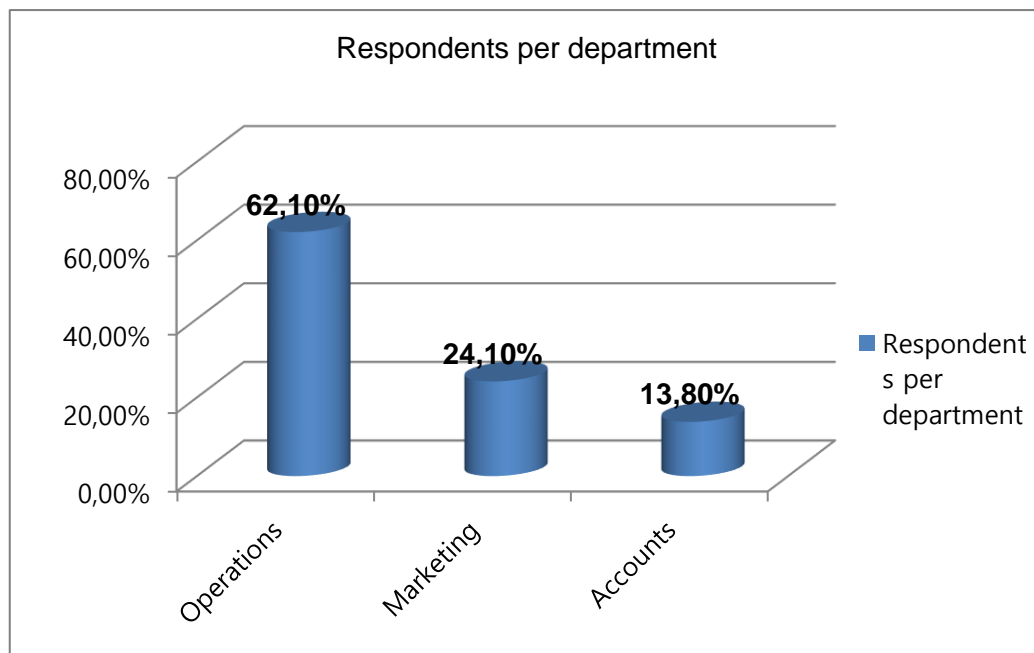


Source: Field survey, 2015

From the findings the research was discovered that employees meet a lot of challenges in meeting the goals of an organization in their quest to achieve higher productivity. One of the major complaint was that the working environment lacked a lot of hygiene facilities, such as resting place, proper toilets and no proper PPE is given the workers. The company does not also take care of the worker health in term of nutrition. The workers lamented having been left out in goal setting hence receiving unrealistic goals set by their superiors and eventually making it very difficult to meet their targets.

4.9 Responses from various departments

Figure 5



Source: Field survey, 2015

Distribution: operations: 18 out of 29, marketing: 7 out of 29, 4 out of 29

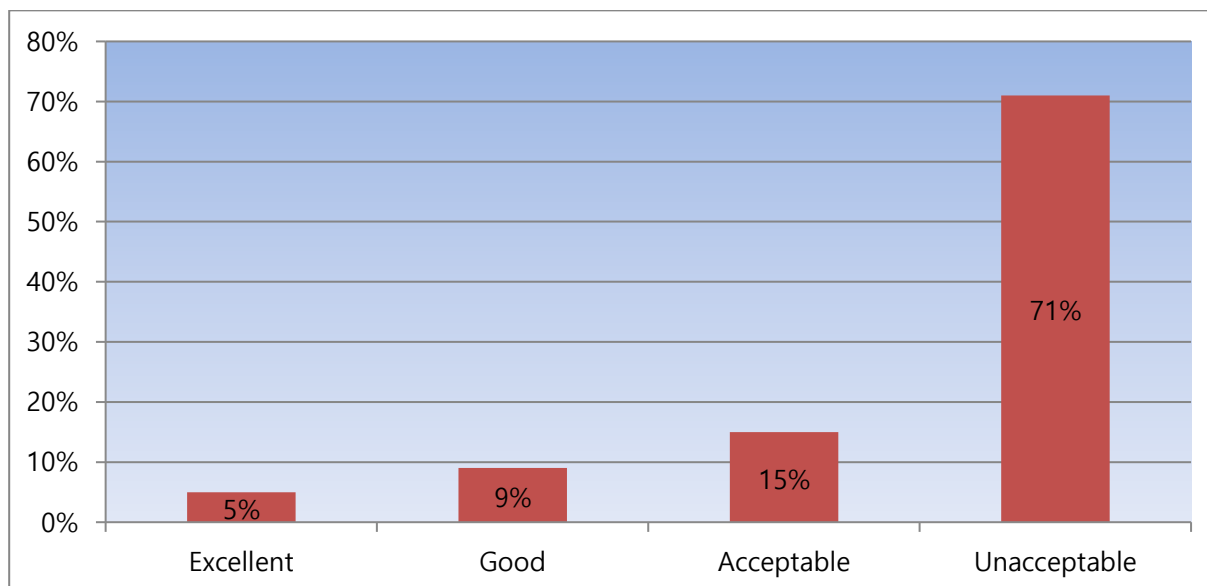
Both the results from management and employee questionnaire showed that most of the workers were from the operations department operations department accounting for 62.1% of the sample and working on part-time basis. As the result the workers feel that job security is not guaranteed. Workers also attributed poor performance to lack of machinery. However the management of the organization attributed failure to meet the target to poor attitude to work on the part of the workers.

4.1.0 Support in the provision of skills and knowledge

Skill and knowledge are very important aspects of management. The employees need to have the necessary skills and knowledge of the working practices related to the nature of their work. Since the times are changing and so does change the demands in terms of technological, cultural, political and economic aspects. In order to keep pace with the change in the business environment employer need to give support to their employees in terms of skills and knowledge development. From the finding of our research it was discovered that there is poor skills development as 71% reported that the support received from management in terms of skills and knowledge development is unacceptable. Only a small percentage (29%) cited that the support was favorable. This trend could be attributed to the fact that only a small portion of the employees are given the opportunity to upgrade their skills leaving out a big number of other employees. This information is depicted in the figure below

Table on the provision of support

Figure 6

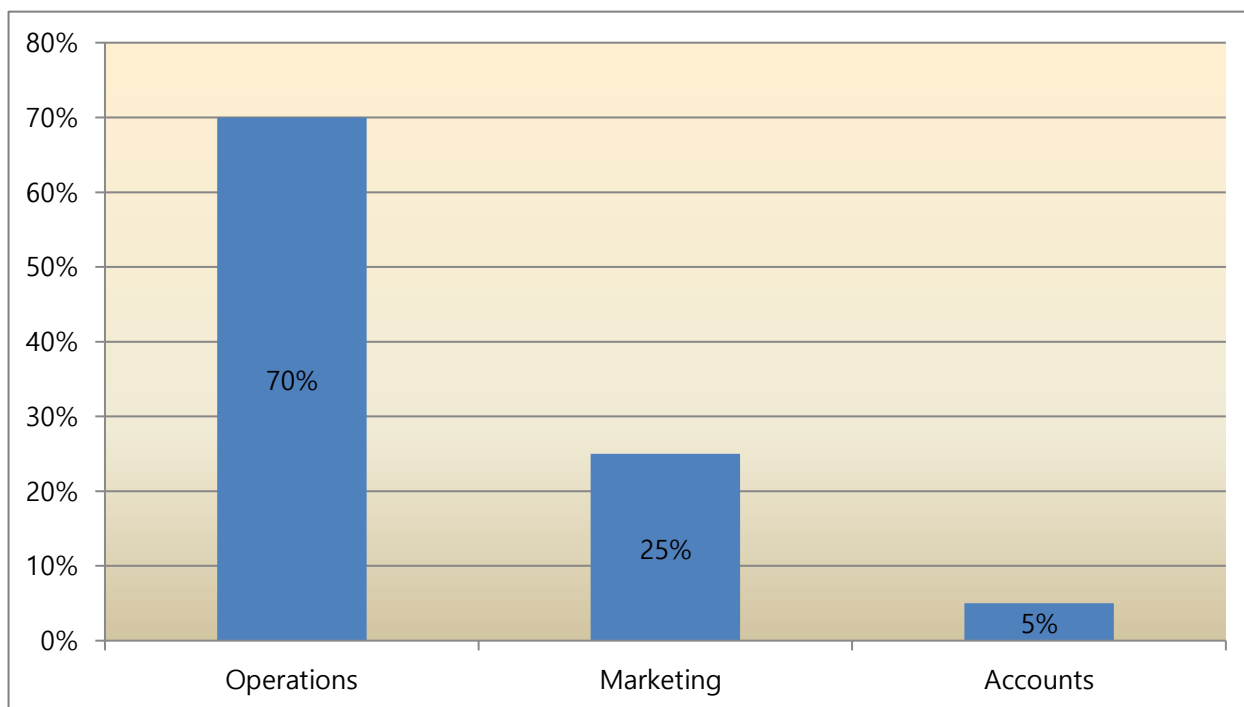


Source: Field survey, 2015

4.1.2 Motivation per department

From the finding of the study it was discovered that operations department had the highest percentage of dissatisfied workers (70%), followed by marketing department with 25% of its workers reported to be dissatisfied. Account department has only 5% of dissatisfied workers. This is a very dangerous situation for the organization in the sense that the workers that are directly connected to value addition are the most dissatisfied. This could also be the reason why most of the products produced are of poor quality.

Figure 7



Source: Field survey, 2015

4.1.10 Performance per department

An attempt was made to see the performance of each department in relation to the set standards. From the findings it was discovered that poor performance was recorded under the operation department. This could be attributed to the presence of dissatisfied workers in this department confirming the fact that motivation has an impact on productivity. The performance from the marketing department was just average again this could also be attributed to the fact that three quarters of the employees in the department are motivated and only a few are dissatisfied. Good results were recorded from the accounts department and in

dictation that motivated worker find it easy to meet there given targets. This is also depicted in the figure below

Department	Performance
Operation	Below average
Marketing	Average
Accounts	Above average

Source: Field survey, 2015

4.2.0 DISCUSSION OF THE FINDINGS AND DATA ANALYSIS

The data analysis and discussion of the findings was done with reference to the objectives set. This was been selected as the criterion of presentation of the findings to limit the scope of analysis and to ensure that the study is only relevant to the framework established in the previous chapters.

4.2.1 Background information of respondents

From the study, it can be noted that the male employees form the majority by 60% while female are represented by 40%. This implies that Zambia Breweries is not biased in its employment but only that the gap between males and females is huge that is more than 100%. The study also reveals that 33% of the respondents are within the age group of 18-30 years followed by those in the age group of 31-40 years at 30% follow by 41-55 years 18% and those of 51+ years at only 9%. This means that Zambia Breweries is having young and energetic people in the company with less people nearing the retiring age. On the professional qualification, the study revealed that of the total respondents 46 representing 51% have attained college level of education while 19% of the respondents had gone up to university. This shows that a greater percentage of workers are well educated which is therefore a great advantage for the company.

4.2.2 Factors that serve as dissatisfaction among Employees.

On the factors that dissatisfy employees, majority of the respondents were dissatisfied with the nature of their work. From the findings of the survey it was noted that 60% of the employees gave the response that they are not satisfied with the work. This therefore shows that there is a problem in the organization in terms of employee motivation as only a small number (30%) is satisfied with the work and 10% are not sure as to whether they are satisfied or not.

The other reasons for dissatisfaction were the poor salaries offered to the employees by the organization. Lack of bonuses was another monetary incentive that had also led to the dissatisfaction for majority of the employees. A small number cited supervisor-employee relationship as the reason they always feel like quitting the job. This dissatisfaction will always have a negative impact on the efficiency and effectiveness of the workers.

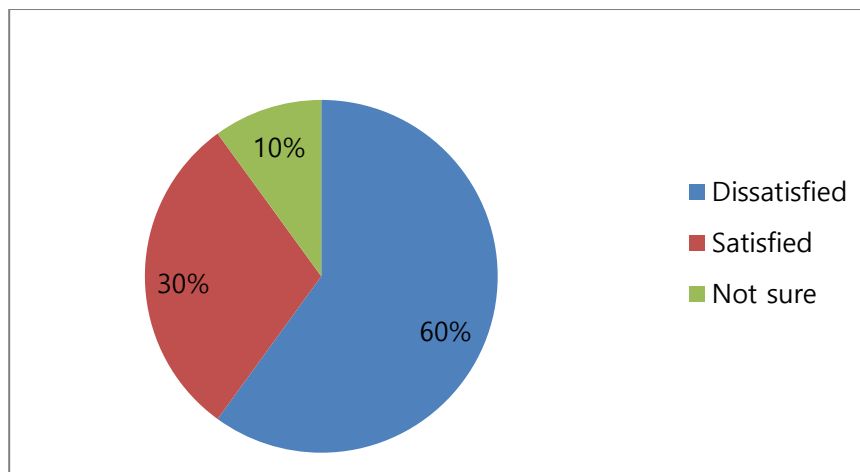
Employees also faced some challenges that led to high level of dissatisfaction. Based on the research findings, employees complained about the bad working environment such as poor hygiene facilities, lack of a proper resting place, no proper toilets and no proper PPE is given the workers. The company does not also take care of the workers' health in terms of nutrition. The workers lamented having been left out in go setting hence receiving unrealistic goals set by their superiors and eventually making it very difficult to meet their targets.

4.2.3 Effects of motivation on the employee performance

The study reveals that employees believe that nature of work in the organization highly influences their level of performance. This implies that the management must ensure that promotions in the organization are done fairly to encourage employees who have consistently performed. A further finding reveals that opportunity for advancement and sense of responsibility has effect on performance. Appreciated for work done, salary, working conditions, how well superiors relate with subordinates and relationships with peers has greater effects on employees' performance.

1.1.4 The importance of motivation to employees

Motivation as a model is not a single phased model, it is in five stages, as suggest by Maslow's hierarchy of needs. It can be used to positively influence employee in the attainment of the organizations goals. In reference to the data representation in figure 2 below, it clearly shows how much effort the organization has to put in to alter the high levels of dissatisfaction, as well as rectify the small percentage (10%) of employees that were not sure through various strategies the organization could adopt and implement through its human resources department, such as workshop and/or seminars and training programs that help sensitize and educate employees of various changes in procedures, po



Field source, survey 2015

1.1.5 Establishing the relationship between motivation and productivity

The firm's policy of motivation stretched out to all departments and has a relationship with performance. It is used as a tool to inspire the attainment of the objectives of the firm, as identified by the framework on service provision.

4.3 Analysis

The survey had a good balance in terms of gender going by a ratio of 2:3 that is for women to men who had 40% to 60% which allowed representative opinion and judgment and the level of education was adequate enough to allow objective judgment and valid input on the subject matter of motivation and productivity.

Besides, management views compared well with the other members of staff which was very good control for the author to form an independent opinion and have the confidence in the outcome of the results.

The project was able to establish the fact that indeed absence of motivation has a huge bearing on productivity that ultimately affects performance of the workers at the place of work. However, it was equally found out that there also other factors other than motivation that may affect productivity in the workplace. The research had established that indeed there's a strong positive relationship between motivation and productivity which is the critical measure of performance for a company. Thus, all in all the research was able to comprehensively accomplish its objectives that were set.

4.4 Chapter summary

This chapter provided a presentation of the results from the survey form all the members of staff (respondents) who responded to the questionnaire from both management and staff. This comprises the results from the field and provides an analysis of what is expected.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter draws from the presentation of findings to come up with appropriate meaning for the study in order to draw conclusions about the findings. Besides, the author attempts to give the appropriate recommendations based on the conclusions made from the findings.

The research set out to assess how motivation affects productivity. Further, the research was to establish possible relationships between motivation and productivity or perhaps performance. This research was guided by the following objectives:

- The importance of motivation to productivity at the work place
- The factors that affect productivity
- Establishing the relationship between motivation and productivity

The objectives laid a foundation for comprehensive literature review that helped to determine both the internal and external control purposes in order to draw meaningful conclusions and suggest some tangible recommendations.

5.1 Conclusion

While research in the area of and productivity is growing, one of the aspects where little research has been considered is in the area of the relationship between motivation and productivity in the context of performance improvement. This study explored this area and presents a framework for future empowerment programs.

From the findings of the study it has been concluded that if management is able to understand what motivates employees in the organization, and put it into practice, employee behavior can be controlled. Controlled behavior is likely to cause a considerable effect on the quantity and the quality of their carrying out of the tasks. However, it was discovered through the study that the company does not have a well-structured way of measuring labour productivity. This made it difficult to show in terms of figures as to how dissatisfaction of workers affects labour productivity. As the result of this situation the research sho

wed the factors that lead to non-achievement of the goals. The noticeable factors that were found are; lack of engagement of the workers in goal setting, poor salaries, poor interpersonal relationship between superiors and subordinates, lack of job security and lack of welfare facilities at the workplace. In terms of performance a general outlook of the departmental performance was obtained and showed the relationship with the levels of motivation.

5.2 Recommendation

Based on the aforesaid conclusions that have been drawn from the findings the author wishes to make the following recommendations:

- Introduction of staff development programs to enhance understanding on their work to improve productivity
- Improvement in the welfare facilities at the place of work so as to be sure that the reason for change in productivity is something else other than productivity
- Engage workers in the setting of goals to get to hear what actually affects productivity
- Improve interpersonal relationships between superiors and their subordinates so that that challenges can be openly and honestly discussed.

5.3 Area of future research

A further research in the future will be needed to ascertain comprehensively factors that might affect productivity at the place of work.

5.4 Chapter summary

It has been established beyond doubt in this chapter that indeed motivation does affect productivity in the company and that really motivation is positively related to productivity in that the higher the motivation in the company the higher the productivity. Besides, the study was able to establish that there are many factors other than motivation that affect productivity such as training, skills, understanding, managerial style and management aspirations and perception to productivity and work methods among others.

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10. How do you measure labour productivity in the activity mentioned above?

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.....

11. What are some of the major challenges faced in improving labour productivity?

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.....

12. How would you describe motivation?

.....
.....

13. Do you think employees are sufficiently motivated? Yes No

14. What incentives have you put in place to ensure improvement in labour productivity

.....
.....

15. How would you rate work attitude of employees in your department?

Excellent Good Fair Low

16. Give reasons for your answer in question 15.

.....
.....

Thank you for your co-operation.

-
.....
10. How do you describe your salary level Excellent Good Poor
11. When you work overtime are you paid for it? Yes No
12. Do you receive bonus payments? Yes No
13. Do you do shifts? Yes No
14. Are you paid for working shifts? Yes No

15. If your answer to question (14) is NO explain why

.....
.....
.....

16. What are some of the challenges that you face in attaining your targets

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.....

17. What would you like to be improved in your work?

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.....
.....

18. Do you participate in goal setting in your department? Yes No

19. If your answer to question (18) is No, explain why

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.....
.....

Thank you for your co-operation.