

UNIVERSITY OF CAPE COAST

THE ROLE OF MOTIVATION ON EMPLOYEES PERFORMANCE
EVIDENCE FROM ANOINTED ELECTRICAL ENGINEERING
SERVICES LIMITED

BY

CHARLES BOATENG

Dissertation submitted to the Department of Business Studies of the College of
Distance Education, University of Cape Coast, in partial fulfilment of the
requirements for the award of Master of Business Administration in Human
Resource Management

FEBRUARY 2017

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere.

Candidate's Signature: Date:

Name: Charles Boateng

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Principal Supervisor's Signature: Date:

Name: Scholastica M. A. Seke (Ms)

ABSTRACT

The study sought to find the role of motivation on employee performance. The study was conducted by collecting data from a sample of 72 respondents' selected using purposive and convenience sampling technique from the targeted population of 90. The data was analysed using the responses from the survey reveal that motivation has a positive effect on employees' performance in the company. Again, it was revealed from the study that non-monetary factors also motivate employees significantly. Based on the findings, it was recommended that management of Anointed Electrical Engineering Services Limited should put measures in place to ensure that working conditions are improved. Also management should pay attention to the non-monetary factors of motivation so as to enhance employee performance in the company.

ACKNOWLEDGEMENTS

This dissertation is the result of the assistance, motivation, guidance and support of many individuals. I am profoundly grateful for the wisdom and prayers of every individual who has assisted me in this two-year journey towards a Master of Business Administration Programme in Human Resource Management.

I would like to express my sincere gratitude to my supervisor, Ms. Scholastica M.A. Seke. Your guidance, advice and suggestions allowed the quick preparation of this dissertation.

I wish to register my profound gratitude to my wife Mrs. Sandra Ekuaboateng, my kids Kwabene and Kojo Boateng and my mother Rebecca Cudjoe, without whose support, this dissertation would not have been completed successfully.

Finally, special thanks go to all the lecturers at the College of Distance Education, University of Cape Coast for their suggestions and contributions during the presentation of the proposal and field report.

DEDICATION

To my mother Rebecca, my wife Sandra and my children Kwabena and Kojo.

TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
ACRONYMS	xi
CHAPTER ONE: INTRODUCTION	
Background of the Study	1
Statement of the Problem	4
Purpose of the Study	6
Objectives of the Study	6
Research Questions	7
Significance of Study	7
Delimitations of the Study	8
Limitations of the Study	8
Definition of Terms	9
Organization of the Study	9
CHAPTER TWO: LITERATURE REVIEW	
Introduction	11
Definition and Nature of Motivation	11
Theories of Motivation	14

Maslow’s Hierarchy of Needs Theory of Motivation	15
History and Explanation of Maslow’s Hierarchy of Need Theory	17
Organisation and Managerial Application of Maslow Theory	21
Criticism of Maslow’s Needs Theory of Motivation	22
Herzberg Two–Factor Theory	24
Developing a Motivated Work Environment	27
Conceptual Framework	28
Definition and Nature of Employee Performance	31
Employee Performance Measurement	34
Empirical Literature Review	34
CHAPTER THREE: METHODOLOGY	
Introduction	38
Research Design	38
Study Area	39
Population of the Study	40
Sampling Procedure	41
Data Collection Instruments	41
Data Collection Procedure	43
Data Processing and Analysis	43
CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION OF RESULTS	
Introduction	45
Demographic Characteristics	45
Gender of Respondents	45
Age Group of Respondents	46

Educational Qualification of Respondents	47
Number of years worked with organisation	47
Current position in an organisation	48
Factors motivating employees	49
Determinant of employee performance	50
Effect of motivation on employee performance	51
Regression Analysis	51
Discussion of Findings	53
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	
Introduction	57
Summary of Findings	57
Conclusion Base on Findings	58
Recommendations	59
REFERENCES	61

LIST OF TABLES

Tables	Page
1 Gender of Respondents	45
2 Age Distribution Respondents	46
3 Educational Qualification	47
4 Number of Years Worked with Organisation	47
5 Current Position in the Organisation	48
6 Factors that Motivate Employees	49
7 Determinants of Employee Performance	50
8 Regression Analysis	51

LIST OF FIGURES

Figure		Page
1	Maslow's Hierarchy of Needs Model	21
2	The Herzberg Two-Factor Theory Model	25
3	Conceptual Frame Works Explaining the Relationship Between Motivation and Performance	30

LIST OF ACRONYMS

SSCE	Senior Secondary Certificate Examination
WASSCE	West Africa Senior Secondary Certificate Examination
HND	Higher National Diploma

CHAPTER ONE

INTRODUCTION

In the light of today's business conditions, motivating people to give off their best has become more crucial than ever, because of stiff competition and economic uncertainty (Osabiya, 2015). One factor that can set apart an organisation, be it public or private sector, is its workforce. Therefore establishing and maintaining a stable workforce is a major concern of the human resource department. It is expected that giving employees the right motivation would minimize turnover and increase performance.

Background to the Study

A great amount of worldwide wealth occurs in the form of human capital. Therefore, managing human resources plays a crucial role in the process of increasing companies' effectiveness (Kirstein, 2010). One of the most important aspects of human resource management is motivation. The importance of motivating people at work is noticeable at all levels of an organisation. Starting from managers who need to be aware of factors that motivate their subordinates to make them perform well, through employees who need to think through what expectations they have of work, ending up with human resource professionals who have to understand motivation to effectively design and implement reward structures and systems for their establishment (Kirstein, 2010). It is obvious that companies need motivated employees. However, because of the complex nature of human behavior, motivation is not easy to understand and use (Kirstein, 2010).

Motivation in the work context is defined as an individual's degree of willingness to apply a high level of effort to reach organisational goals (Robin

&Decenzo, 1995). Naturally, organisations expect individuals who are motivated to perform well in the workplace. In addition, they hope to employ people who have the ability to motivate others to work hard towards the accomplishment of goals assigned to them. If organisations can motivate employees to become effective problem solvers and to exceed customer expectations, then the organisational goals and objectives can be realized (Harvard press, 2005).

The changing view of organisational rewards and employee motivation have led to a multitude of theories of exactly how the job rewards influence the motivation and performance of employees. Steers and Porter (1987) stated that a comprehensive theory of motivation at work must address itself to at least three important sets of variables which constitute the work situation. That is, the characteristics of the individual, the characteristics of the job and the characteristics of the work environment.

Armstrong (2003) pointed out that all organisations should be concerned with what should be done to achieve a sustained high level of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership, the work they do, and the organisational context within which they carry out the work. The aim is to develop motivation processes and a work environment that will help to ensure that individuals deliver results in accordance with the expectation of management.

Motivation theories examine why people at work behave the way they do in terms of their effort and the directions they are taking. They also describe what organisations can do to encourage people to apply their efforts

and abilities in ways that will further the achievement of the organisation's goals as well satisfying their own needs. However, despite many studies on motivation, managers today are no closer to understanding employees' motivation than their counterparts were more than a half of century ago (Kovach, 1995).

Although a number of researches suggest that money is not as motivating as it seems to be, many companies try to implement monetary incentives as their main tool to motivate employees. This performance related pay became the new mantra that was used unquestionably by many companies (Frey & Osterloch, 2002). As a result of recent financial crisis worldwide, many large and small organisations had to cut costs through reduction of employees' salaries and bonuses (Oldham & Hackman, 2010). The question that has arisen is, are there other options of motivating employees that would be equally effective but more cost efficient?

The literature on the subject of motivation shows that there are several other ways to motivate employees (Allender & Allender, 1998; Mayfield, Mayfield & Kopf, 1998; Lawyer, 1969; Lu, 1999; Oldham & Hackman, 2010; Roche & MacKinnon, 1970; Tharenou, 1993;). Apart from these, there are theories which seek to explain motivation. The most well-known and often cited theories can be divided into two categories: content theories and process theories. The content theories focus on what motivates people. They are promoted by authors such as Maslow, McClelland, Alderfer and Herzberg. The process theories focus on how motivation occurs and what kind of processes influence motivation. They are promoted by authors such as Skimmer, Victor Vroom, Adam and Locke.

Every employee has his or her own set of motivations and personal incentives that ginger him or her to work hard. Some are motivated by being recognised for what they do while others are motivated by compensation incentives such as salary increases, profit-sharing, stock option and bonuses. Whatever the form of employee motivation, the key to promoting motivation, as an employer, is incentives (Mc Coy, 2000). Also, some studies have revealed that employee motivation is key to long-term benefits for the company as it promotes workplace harmony and increases employee performance. It also leads to staff retention and company loyalty which, in turn gives birth to growth and development of business (Jishi, 2009).

Furthermore, worker's motivation is essential since there is a direct relationship between motivation and performance (Osabiya 2015). It is only through motivation that managers help their employees to generate the excellent performance that enables companies or organisations to boost profitability and survival and even thrive during tough times. Also, increased motivation creates the condition for a more effective workforce.

Employee motivation is an interactive process between workers and their working environment. Therefore, good management and supervision are still critical factors in reaching organisational goals (Hornby & Sidney, 1988). This research will focus on how motivation can meet the challenges of workplace diversity.

Statement of the Problem

Motivation is very important in workplaces as it plays a key role in the effective performance of employees. In industry, managers play a significant role in employee motivation. They use different motivation techniques to

improve performance, thereby promoting cooperation between employees and employers. In the view of Halepota (2005), motivation is crucial for organisations to function; for without motivation employees will not give of their best and the company's performance would be less efficient.

An understanding and appreciation of motivation is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership. Motivated employees are needed in rapidly changing workplaces to help the organisation survive as such employees become more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991).

Motivating employees could be intrinsic and extrinsic: intrinsic motivation stems from direct relationship between the worker and the task usually applied to the person being motivated. Feelings of achievement, accomplishment, challenge and competence derived from performing one's job, are examples of intrinsic motivators; sheer interest in the job itself. Extrinsic motivation stems from the work environment that is external to the task and is usually applied by someone other than the person being motivated. Pay, fringe benefit, company policies and various forms of supervision are examples of extrinsic motivation.

Motivation, whether intrinsic or extrinsic, has been found to play a part in enhancing labour productivity (Smithers & Walker, 2000) and forms the basis for identification of the work environment factors. A UNDP report

(2006) assert that motivational measures, such as salaries, secondary benefits, and intangible rewards, and recognition have traditionally been used to motivate employees to increase performance. The report also notes that motivators may be positive and/or negative. This study is therefore aims at researching into the role of motivation on employees' performance, evidence from Anointed Electrical Engineering Services Limited in the Greater Accra Region of Ghana.

Purpose of the Study

This study seeks to understand the role motivation plays in enhancing performance in organisations. This will be possible through the analysis of information gathered from employees of Anointed Electrical Engineering Services Limited.

Objectives of the Study

This section deals with the general objective and specific objectives of the study. The general objective of the study is to assess the role of motivation in the performance of employees of Anointed Electrical Engineering Services Limited in the Accra Metropolis.

The specific objectives are as follows:

- 1 To identify factors that motivate employees at the Anointed Electrical Engineering Services Limited.
- 2 To assess the factors that determine employee performance at Anointed Electrical Engineering Services Limited.
- 3 To establish the effects motivation has on employee performance.

Research Questions

The overall objective is to assess the role of motivation on employees' performance at Anointed Electrical Engineering Services Limited.

- 1 What factors motivate employees of Anointed Electrical Engineering Services Limited?
- 2 What factors determine employee performance at Anointed Electrical Engineering Services Limited?
- 3 What effect does motivation have on employee performance at Anointed Electrical Engineering Services Limited?

Significance of the Study

This study analysed the role motivation plays in employee performance. The findings and the recommendations could be used by managers to increase employee performance when implemented through practical and doable means that increase employee motivation. The creation of motivational workforce where de-motivating activities are avoided; the development of a motivational managerial approach that promotes employee performance and satisfaction; and the institution of equitable reward policies that provide real and attainable incentives based on an understanding of motivational theories can help bring such theories into the realm of the practical.

This research work will serve as a policy shaping document which could enhance motivation at Anointed Electrical Engineering Services Limited and other organisations. This is because organisations are battling with identifying appropriate ways of encouraging workers to improve work output. This research will also bring to light factors that are more relevant to employee motivation. The study will also extend the literature on human

resource management and thus, contribute to the growth of management as a discipline. The study findings could also draw the attention of management to the fact that non-monetary factors of motivation contribute significantly to employee performance.

Delimitations of the Study

This study targeted full-time employees of Anointed Electrical Engineering Services Limited in Accra. The population of this study comprised full-time employees who have worked with the company for more than one year. In terms of content, the study focused on employee motivation and performance.

Limitations of the Study

Logistical support was considered as a limitation to the study since the research was funded by the researcher. Some of the respondents considered the exercise as waste of time and they were not prepared to spend time to complete the questionnaires. It was also difficult getting back the questionnaires from some of the respondents although they willingly consented to participating in the study. Some of the respondents claimed they had misplaced their questionnaires and a new one had to be printed out for them by the researcher. In fact, one of the respondents did not return his questionnaire. Due to resource constraint, the researcher was not able to cover the entire staff of Anointed Electrical Engineering Services Limited.

Definition of Terms

Motivation

For this study, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organisational goals that leads to improvement in performance. This study adopts the Herzberg's Two-Factor Theory to determine the level of motivation of employees of Anointed Electrical Engineering Services Limited in Accra.

Performance

According to Aguinis (2009), performance is about behaviour or what employees do, and not what employees produce or the outcomes of their work. This study makes use of the definition of job performance as defined by Campbell *et al.* (1993). They outline eight factors that should account for all of the behaviours that are encompassed by job performance (i.e., job-specific task proficiency, non-job-specific task proficiency, written and oral communication task proficiency, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision/leadership, and management/administration).

Organisation of the Study

The study is organised into five chapters. Chapter one contains the introduction of the study, consisting of the background of the study, problem statement, purpose of the study, research objectives and questions, significance of the study, delimitations, limitations, definition of terms and organisation of the study.

Chapter two examines theoretical and conceptual frameworks relating to motivation and employee performance. The literature review is structured in the following form: Introduction, concepts and nature of motivation, empirical

literature review, theoretical literature review, the concept of employee performance, conceptual framework and conclusion.

Chapter three deals with methodology of the study. It consists of the research design, study area, population, sampling procedure, data collection instrument, data collection procedure, data processing and analysis and capture summary.

Chapter four deals with analysis, interpretation of demographic characteristics, and presentation of data gathered from the field. The chapter also touches on statistical tools and techniques that were used for the analysis of data with software such as Statistical Package for the Social Sciences (SPSS) and discussion.

Chapter five comprises the summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provides a review of related literature on motivation and employee performance. The main headings covered are the concept and nature of motivation, theories of motivation explanation of Maslow's Hierarchy of Needs Theory, concept of employee performance conceptual framework, and Review of Literature.

Definition and Nature of Motivation

The liveliness of an organisation, whether public or private, comes from the motivation of its employees, although their abilities play a crucial, role in determining their work performance. (Lewis, Goodman & Fandt, 1995). The term "motivation" is a complex and difficult one to define; as a result, the notion comprises the characteristics of the individual and situation as well as the perception of that situation by the individual (Ifinedo, 2003; Rosenfeld & Wilson, 1999).

Golembiewski (1973) refers to motivation as the degree of readiness of an organisation to pursue a designated goal. It implies the determination of the nature and locus of the forces inducing the degree of readiness. According to [Gibson (n. d), cited by Kamali, Khan, Khan & Khan (2007) motivation is the state of an individual's perspective, which represents the strength of his or her propensity to exert effort toward some particular behaviour. Kelly (1972), motivation has to do with the forces that maintain and alter the direction, quality and intensity of behaviour. According to Hoy and Miskel (1987), employee motivation refers to the complex forces, drives, needs, tension, states, or other mechanisms that start and maintain voluntary activity directed

towards the achievement of personal goals. Dessler (2001) also defined motivation as the intensity of a person's desire to engage in some activity.

From the above definitions, some of the issues that are brought to the fore are, what starts and energizes human behaviour, how those forces are directed and sustained as well as the outcome they generate (performance). Motivation is therefore the driving force that determines the amount of effort expended in executing a task. This force could either be internal (generated within the individual) or external (triggered by the actions or inactions of the environment within which the individual lives or works). Ifinedo (2003) demonstrates that a motivated worker is easy to be spotted by his or her agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to organisational objectives and goals.

All organisations are concerned with what should be done to achieve sustained high levels of performance through its workfare. This means paying close attention to how individuals in the organisation can best be motivated through such means as incentives, rewards, leadership, the work they do, and the organisation's context within which they carry out that work, to give of their best. Thus, employees are interested in motivation processes and a work environment that will help to ensure that they deliver results in accordance with the expectations of management (Ifinedo, 2003). Mullins (2006) indicates that the study of motivation is concerned with why people behave in a certain way. The basic underlying question is, "Why do people do what they do?"

In general terms, motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular

course of action in preference to others, and why they continue with a chosen action, often over a long period, even in the face of difficulties and problems.

Motivation can be applied to every action and goal. For example, there could be motivation to study a foreign language, get good grades at school, bake a cake, write a poem, take a walk every day, make more money, get a better job, buy a new house, own a business, or become a writer, a doctor or a lawyer. Motivation is present whenever there is a clear vision, precise knowledge of what one wants to do, a strong desire and faith in one's abilities (Kumar & Joseph, 2014).

Motivation is one of the most important keys to success. When there is lack of motivation an individual can get either no results, or only mediocre results, whereas when there is motivation one can attain only positive results. Also lack of motivation shows lack of enthusiasm, zest and ambition, whereas the possession of motivation is a sign of strong desire, energy and enthusiasm, and the willingness to do whatever it takes to achieve what one sets out to do.

According to Amstrong (2006) motivation explains why people at work behave in the way they do in terms of their efforts and the directions they are taking. In most, if not all roles, there is a scope for individuals to decide on how much effort they want to exert. They can choose to do just enough to get away with it, or they can throw themselves into their work and deliver added value. All these can be accounted for by the level of motivation of the individuals.

Theories of Motivation

Numerous motivation theories have been developed over the years in an attempt to capture the essence of human motivation. These theories are aimed at helping managers to understand the needs and goals of employees and to help the manager to arouse, direct and sustain a particular course of action or to stop certain behaviours that are proving problematic in the organisation (Bagram et al., 2007). Each theory identifies those factors that they argue are key in explaining how individuals are motivated.

Theories of motivation fall into two categories. These are content theories; which focus attention on the apparent needs, drives and wants of individuals, and process theories, which concentrate on the processes involved when individuals make decisions about things that they perceive as important (Cole 2003). Motivational theories are therefore divided into two basic groups, namely *content theories* and *process theories*.

According to Shajahan and Shajahan (2004), content (or static) theories of motivation focus on internal or intrapersonal factors that energise, direct, sustain and or prohibit behaviour. These theories explain forces of motivation by focusing on individuals' needs. In the attempt to identify the specific forces which motivate people, content theories focus on both intrinsic (needs and motives) and extrinsic motivators (such as money and status) which can motivate people (Coetsee, 2003).

Some of the most popular and best known of these older content theories of motivation includes Abraham Maslow's hierarchy of needs theory, Alderfer's ERG theory of motivation, Herzberg's two-factor theory and McClelland's learned needs theory.

Regarding the process-based theories, Griffin and Moorhead (2009) point out that, *process-based* perspectives are concerned with how motivation occurs. Rather than attempting to identify motivational stimuli, process perspectives focus on why people choose certain behavioural options to satisfy their needs and how they evaluate their satisfaction after they have attained their goals.

Coetsee (2003) elaborates further by stating that according to process theories, each individual's behaviour is a result of his or her own assumptions, premises, expectations, values and other psychological processes. Motivated behaviour is seen as the result of conscious, rational decisions between alternative choices which each individual makes.

Some of the most popular and best known process theories of motivation include Adam's Equity theory of motivation, Skinner's Reinforcement theory, Locke and Latham's Goal-setting theory of motivation and Vroom's Expectancy theory of motivation.

Despite the fact that there are many theories of motivation, in this study, only the Abraham Maslow's hierarchy of needs theory, and Herzberg's two-factor theory were reviewed. This is because, these two theories are commonly adopted by researchers to empirically determine the level of motivation of employees in organisation.

Maslow's hierarchy of needs theory of Motivation

Mukherjee (2009) states that one of the best-known theories of motivation is the need hierarchy theory proposed by Abraham Maslow. Maslow (1968) theory of individual development and motivation advanced the

following assumption about motivation and behaviour and emphasized that his theory of motivation stresses two fundamental premises:

- i. Human beings are 'wanting animals' whose needs depend on what they already have – only needs not yet satisfied can influence behaviour. In other words, a satisfied need is not a motivator.
- ii. Our needs are arranged in a hierarchy of importance. Once one need is satisfied, another emerges and demands satisfaction.

Maslow's (1943, 1970) need-based theory of motivation is the most widely recognised theory of motivation and, perhaps, the most referenced of the content theories. According to this theory, a person has five fundamental needs: physiological, security, affiliation, esteem, and self-actualization. The physiological needs include pay, food, shelter and clothing, good and comfortable work conditions etcetera. The security needs include the need for safety, fair treatment, protection against threats, job security etcetera. Affiliation needs include the needs of being loved, and accepted as part of a group, et cetera, whereas esteem needs include the need for recognition, respect, achievement, autonomy, independence, etcetera. Finally, self-actualization needs, which are the highest in the level of Maslow's hierarchy of need theory, include realizing one's full potential or self-development. According to Maslow, once a need is satisfied it is no longer a need and it ceases to motivate an employee's behaviour. The employee is rather motivated by the need at the next level up the hierarchy. This pre-supposes that motivational packages at workplaces need to be dynamic to ensure that a sustained management of staff needs is guaranteed.

From the above, it can be seen that employee motivation has been an important factor which has been addressed by previous authors as what determines the essential competence of every organisation in reaching a competitive position. However, Maslow's hierarchy of need theory and Alder's ERG theories which fall within the personality-based perspective of work motivation provide the main support and serve as a basis for the present study.

History and Explanation of Maslow's Hierarchy of Needs Theory

The "motivation to work" published by Herzberg, Mausner and Snyderman in 1959 perhaps provided a new way of looking at employee's job attitude or behaviour in understanding how humans are motivated in the field of organisational behaviour and management. Arguably, the best-known conceptualisation of human needs in an organisation has been proposed by this theory, based on personal judgment, which was generally known. According to him, if people grow up in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. This idea was later applied to organisations to emphasise the idea that unless employees get their needs met on the job, they will not function effectively.

Precisely, Maslow hypothesised that people have five types of needs, arranged in a hierarchical order. This means that these needs are stimulated in a specific order, from the lowest to the highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues. Maslow's theory says that a need can never be fully met, but a need that is almost fulfilled no longer motivates. According to Maslow, you

need to know where a person is on the hierarchy pyramid in order to motivate him/her and you need to focus on meeting that person's needs at that level Robbins (2001).

The five needs identified by Maslow correspond to the three needs of Alder's ERG theory, according to Greenberg and Baron (2003). Whereas Maslow's theory specifies that the needs have to be activated from the lowest level to the highest level, Alderfer's theory which is an amended version of Maslow's hierarchy of needs, specified that the needs can be activated in any order. Alder (1969) stated that there exists three main needs, as opposed to the five postulated by Maslow. These human basic needs include existence, relatedness and growth. These needs, according to Alder, do not necessarily have been activated in any specific order and may be activated at more than one level at a time and that they can move from one level back and forth to another. According to him, Existence needs correspond to Maslow's physiological needs, and safety needs. Relatedness needs corresponds to Maslow's social needs and self-esteem. Growth needs correspond to self-actualisation needs of Maslow.

Below is a summary of Alder and Maslow's needs that, in this dissertation, are divided into Deficiency needs (physiological and safety needs), Relatedness needs (social and self-esteem) and Growth needs (actualisation need).

1. Deficiency Needs

Physiological Needs:

The physiological needs are the needs at the bottom of the hierarchy. They include the lower order needs and are most basic. For

example, food, sleep, water and shelter. According to Maslow, an organisation must provide employees with salaries that enable them to afford adequate living conditions. The rationale here is that a hungry employee will hardly be willing to contribute significantly to his organisation.

Safety Needs:

The safety needs occupy the second level of the needs from bottom. The safety needs are activated after the physiological needs are met. They refer to the needs to be free from danger and of the fear of losing a job, property and to protect against any emotional harm. The organisation can satisfy these needs by providing employees with safety working equipment, such as health insurance plan, personal protective equipment, fire protection etcetera. This is to ensure that employees working in an environment are free from harm.

2. Relatedness

Social Needs:

This occupies the third level of needs. The social needs are activated after the safety needs are met. They are the need to belong and be accepted by others. In order to meet these needs, organisations should encourage employees to participate in social events.

Esteem Needs:

This is the fourth level of the needs hierarchy. This includes the need to be held in esteem by employees themselves and others. This kind of need produces such satisfaction as power, prestige, status

and self-confidence. To meet these needs the organisation introduces for example, award events, to recognise distinguished achievements.

3. Growth Needs

Self-actualization:

This is the top and final level need in Maslow's hierarchy of needs. It refers to the need to become all that one is capable of being; to develop ones full potential. The rationale here is that self-actualised employees are valuable assets to the organisation.

According to Green and Baron (2003) most researches on the application of the need theory found that although lower-level managers are able to satisfy only their deficiency needs on the job, managers at the top level of the organisation are able to satisfy both their deficiency and growth needs. This view was supported by Shipley and Kiely (1988).

They argue that need satisfaction is an attitude, and that it is perfectly possible for a worker to be satisfied with his/her need, but not be motivated, the reverse of which holds equally true. Therefore, need satisfaction and motivation are not equal and the fulfilment and non-fulfilment of the needs can have a negative as well as a positive influence on motivation. Figure 1 presents a model illustrating the Maslow's hierarchy of need.

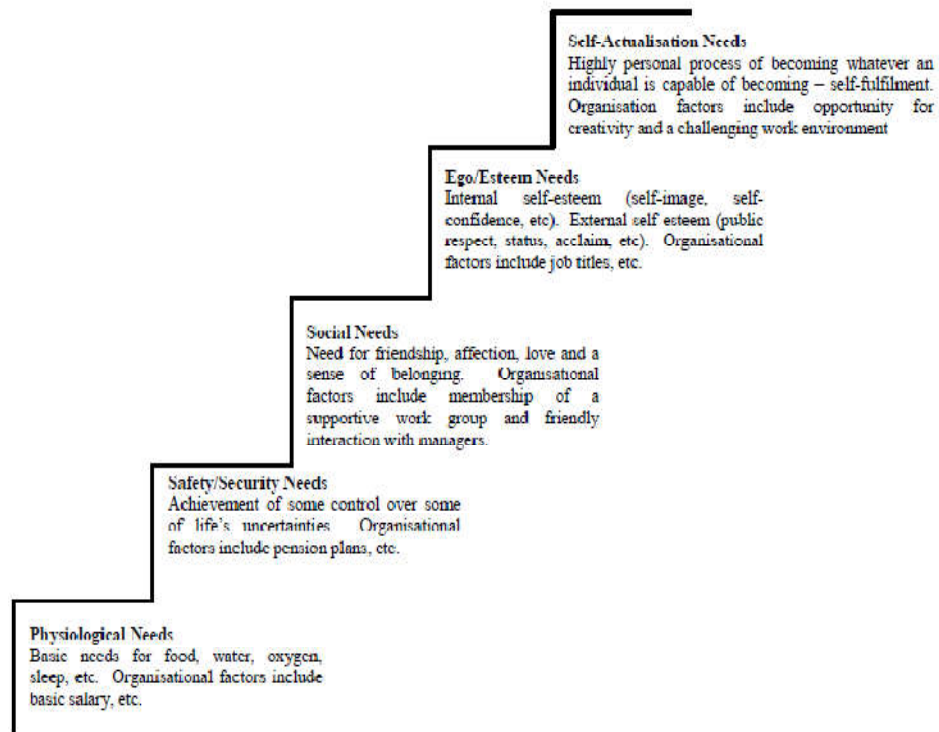


Figure 1: Maslow's hierarchy of needs model

Source: Robins et al. (2009)

Organisational/Managerial Application of Maslow theory

The greatest value of Maslow's hierarchy of needs theory lies in the practical implication it has for every management of the organisation (Greenberg & Baron, 2003). The theory suggests to managers how they can make their employees or subordinates become self-actualised for a self-actualised employee is likely to work at his/her maximum creative potential.

Organisations can adopt the following strategies to help employees to self-actualise.

Recognise employee's accomplishments:

Recognising an employee's accomplishment is one important way of making them satisfy their esteem needs. This could take the form of awards,

citations et cetera. According to Greenberg and Baron (2003) awards are effective at enhancing self-esteem only when they are clearly linked to desired behaviours. Awards that are too general fail to meet this need.

Provide Financial Security:

Financial security is an important type of safety needs, so organisations need to motivate their employees to make them financially secured.

Provide Opportunities to Socialise:

Socialisation is one of the factors that bring employees together to feel the spirit of working as a team. When employees work as a team they tend to increase their performance.

Promote a Healthy Work Force:

Companies can help meet their employee's physiological needs by providing incentives to keep them physically and mentally healthy; an example of which is providing employees with medical insurance rebate.

Criticism of Maslow's Need Theory of Motivation

Maslow (1943) proposed that if people grew up in an environment in which their needs are not met, they are unlikely to function as healthy, well-adjusted individuals. Research testing Maslow's theory has supported the distinction between the deficiency and growth needs but showed that not all people are able to satisfy higher-order needs on the job (Barling, 2001). According to the result of the research, managers from the higher levels of organisations are able to satisfy both their growth and deficiency needs. Lower level managers are able to satisfy only their deficiency needs on the job. Maslow's theory has not received a great deal of support with respect to specific nations in proposes (Greenberg& Baron 2003). "According to them,

this model is theorised to be especially effective in describing the behaviour of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realise any physiological reaction to their jobs” (Kaur, 2013, p1063).

According to Graham and Messner (1998), in their survey, there are generally three major criticisms directed to the need theory and other content theories of motivation. These are: (i) there is scant empirical data to support their conclusions, (ii) they assume employees are alike, and (iii) they are not theories of motivation at all, but rather theories of job satisfaction. This was supported by the views of Nadler and Lawler (1979), cited in Graham and Messner (2000).

Nadler and Lawler (1979), cited in Graham and Messner (2000) and AvneetKaur (2013) were also critical of the need theory of motivation. They argue that the theory makes the following unrealistic assumptions about employees in general; that (a) all employees are alike, (b) all situations are alike that; and (c) there is only one best way to meet needs. Another critic of this need theory of motivation was Basset-Jones and Lloyd (2004).

Basset-Jones and Lloyd (2004) presents that in general, critics of the need theory of motivation argue that it is a result of the natural feeling of employees to take credit for needs met and dissatisfaction for needs not met. Considering the numerous criticism levelled against the Maslow’s Need Theory, many motivational researchers tend to ignore it and go for the Herzberg Two-Factor Theory.

Herzberg Two-Factor Theory

Herzberg, Mausner and Snyderman's (1959) two-factor theory is heavily based on need fulfilment because of their interest in how best to satisfy workers. Herzberg suggested that there are factors in a job which cause satisfaction. These, he called, intrinsic factors (motivators), and other factors he refers to as dissatisfies (hygiene factors). According to them if the motivational factors are met, the employee becomes motivated and hence performs better.

Robbins et al (2009) explain that psychologist Frederick Herzberg who proposed the two-factor theory, also called the motivational-hygiene theory, used the critical incident technique to identify factors that made employees feel exceptionally good or exceptionally bad about their jobs. Hertzberg investigated the question, "What do people want from their jobs?" Hertzberg conducted a study with a group of about 200 accountants and engineers.

Bagraimet *al.* (2007) state that the findings of Hertzberg's research indicated that the factors that made employees feel good about their jobs were significantly different from the factors that made them feel bad about their jobs. His study also revealed that employees, who felt good about their jobs, ascribed this to internal factors, while employees who did not feel good about their jobs ascribed their attitude to external factors.

Figure 2 illustrates Hertzberg's finding which implies that the opposite of "job satisfaction" is "no job satisfaction" and that the opposite of "job dissatisfaction" is "no job dissatisfaction". Someone, for example, who indicated "low pay" as a source of dissatisfaction did not necessarily indicate "high pay" as a source of satisfaction or motivation.

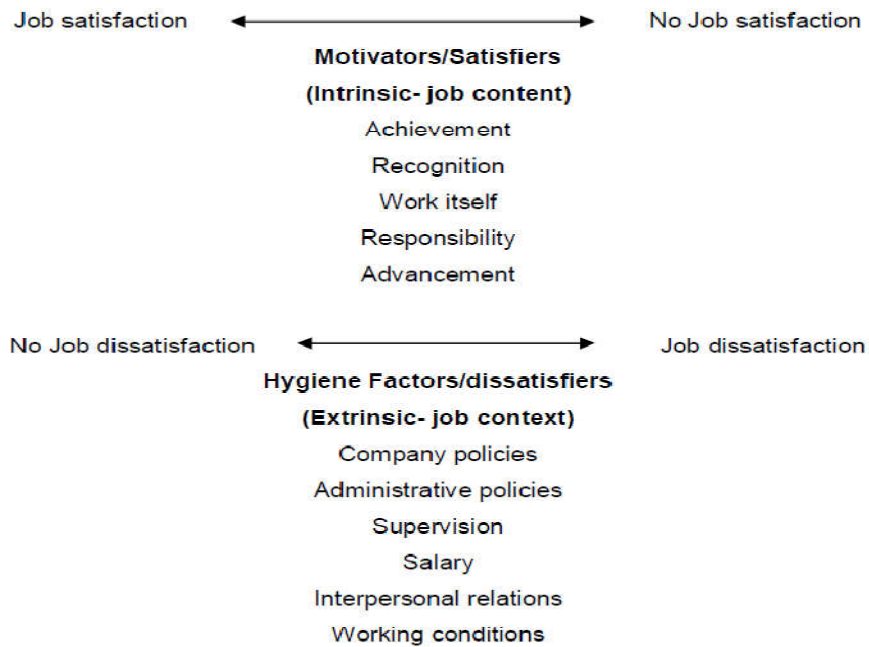


Figure 2: The Herzberg Two-Factor theory model

Source: Borkowski(2009:112)

Hertzberg termed the sources of work satisfaction “motivator factors”. Motivators are also known as “growth factors” and are closely related to the nature and content of work done. Examples of these include the work itself, achievements, recognition, responsibility, and opportunities (what people actually do in their work) and are associated with positive feelings about their work.

Griffin and Moorhead (2009) further elaborate by stating that when present in a job, these factors could apparently cause satisfaction and motivation; when they were absent, the result was feelings of no satisfaction rather than dissatisfaction.

Hertzberg termed the sources of work dissatisfaction as “hygiene factors” and are factors in the job context that includes salary, interpersonal relations (supervisor and subordinates), company policies and administration,

status and job security. If these factors are adequately provided for, there will be no dissatisfaction.

Smitet *al.* (2007) explain that hygiene factors are associated with individuals' negative feelings about their work and these factors do not contribute to employee motivation. Feelings of dissatisfaction may exist among employees if these factors are considered inadequate, when these factors were considered acceptable however, the employees were still not necessarily satisfied, rather, they were simply not dissatisfied (Griffin & Moorhead, 2009).

Bagraim et al. (2007) explain that motivator factors are internal to the employee (intrinsic) whereas hygiene factors are external to the employee (extrinsic). A dissatisfied employee cannot be motivated. It is therefore important that managers first give attention to hygiene factors before introducing motivators into the employee's job. Only motivators can motivate.

According to Herzberg, the answer to the motivation problem lies in the design of the work itself. 'Job enrichment (the vertical loading of an employee's job to make it more challenging, interesting and to provide opportunities for responsibility, growth and recognition) is based on Hertzberg's ideas '(Nel, 2004).

According to Smitet *al.* (2007), Hertzberg's theory makes an important contribution towards our understanding of motivation in the workplace by;

- Extending Maslow's ideas and making them more applicable in the workplace;
- Focusing attention on the importance of job-centered factors in the motivation of employees;

- Offers an explanation as to why more money, fringe benefits and working conditions have very little influence on motivation; and
- Shows that by concentrating on hygiene factors alone, motivation will not occur.

The researcher identified the following factors of motivation that includes amongst others, opportunities for growth, achievement, increased responsibility, and feedback and job enrichment. Herzberg classified factors such as pay, company benefits, job security and working conditions as noncontributing factors of motivation. Other theories do however mention that these factors do impact on employee motivation. Hence, this theory is adopted in this study.

Developing a Motivated Work Environment

While it is important to see to the training and support needs of subordinates and to be actively involved in the hiring and job-matching processes to ensure adequate aptitude, the influence of a manager's actions on the day-to-day motivation of subordinates is equally vital. Kamali, Alexandria and Alexis(2007) indicated that effective managers devote considerable time to gauging and strengthening their subordinate's motivation, as reflected in their effort and concern. They outlined six elements as an integrative motivation programme.

- i. Establish moderately difficult goals that are understood and accepted. Therefore, a lack of motivation is a learned response, often fostered by misunderstood or unrealistic expectations.
- ii. Remove personal and organisational obstacles to performance. The role of management is to create a supportive, problem-solving work

environment in which the necessary resources to perform a task are provided.

- iii. Use rewards and discipline appropriately to distinguish unacceptable behaviour and encourage exceptional performance. Rewards should encourage high personal performance that is consistent with management objectives.
- iv. Provide salient internal and external incentive programmes. Motivation works best when it is based on self-governance.
- v. Mostly distribute rewards equitably.
- vi. Provide timely rewards and honest feedback on performance. All individuals deserve timely, honest feedback on work performance for future consistency.

Conceptual Framework

Herzberg (2003) notes that after 30 years of practising costly psychological approaches and implementing countless human relations training programmes, managers still ask: How do we motivate workers? The answer Herzberg provides to this question is for managers to research and discover which workplace factors satisfy or dissatisfy their employees. Managers can then use this knowledge to create more jobs (Herzberg, 2003). Herzberg, Mausner and Snyderman (1959) suggested that the two factor-theory is widely applied in work motivational research and management practice and has been the basis for many other models which have been subsequently developed. The theory proposes that two classes of factors influence workplace motivation and that both relate to the person's needs.

He called the factors which prevent dissatisfaction hygiene factors. The hygiene factors stem from the basic drive to survive and avoid pain. These factors are not concerned with pleasure, fulfilment or self-actualizing. They include: pay, working conditions, interpersonal relations, supervision and administration. These factors are not motivators but their absence may prevent or inhibit motivation from occurring. The absence of hygiene factors causes dissatisfaction, but not limited satisfaction when present (Herzberg, Mausner&Snyderman, 1959) as they tend to be of an extrinsic nature.

The factors which energize the person and increase interest and enthusiasm called, motivators. These factors answer those unique human needs for achievement and growth (Herzberg, 2003). They include recognition, intrinsic interest, promotion and status. These factors are seen as determinants of job satisfaction and increased productivity. The motivators therefore produce job satisfaction while the presence of hygiene factors merely maintains the status quo and prevents employee dissatisfaction.

Herzberg, Mausner and Snyderman (1959) claimed that motivators are of intrinsic nature while hygiene factors are for extrinsic sources. Herzberg's explanation was a radical departure from the conventional ideas about workplace motivation of the time Landy (1989). While Herzberg acknowledged the complexity of human behaviour, he claimed that the absence of one type of factor did not automatically give rise to the presence of the other that departed from conventional thinking of the time (Herzberg et al, 1959).

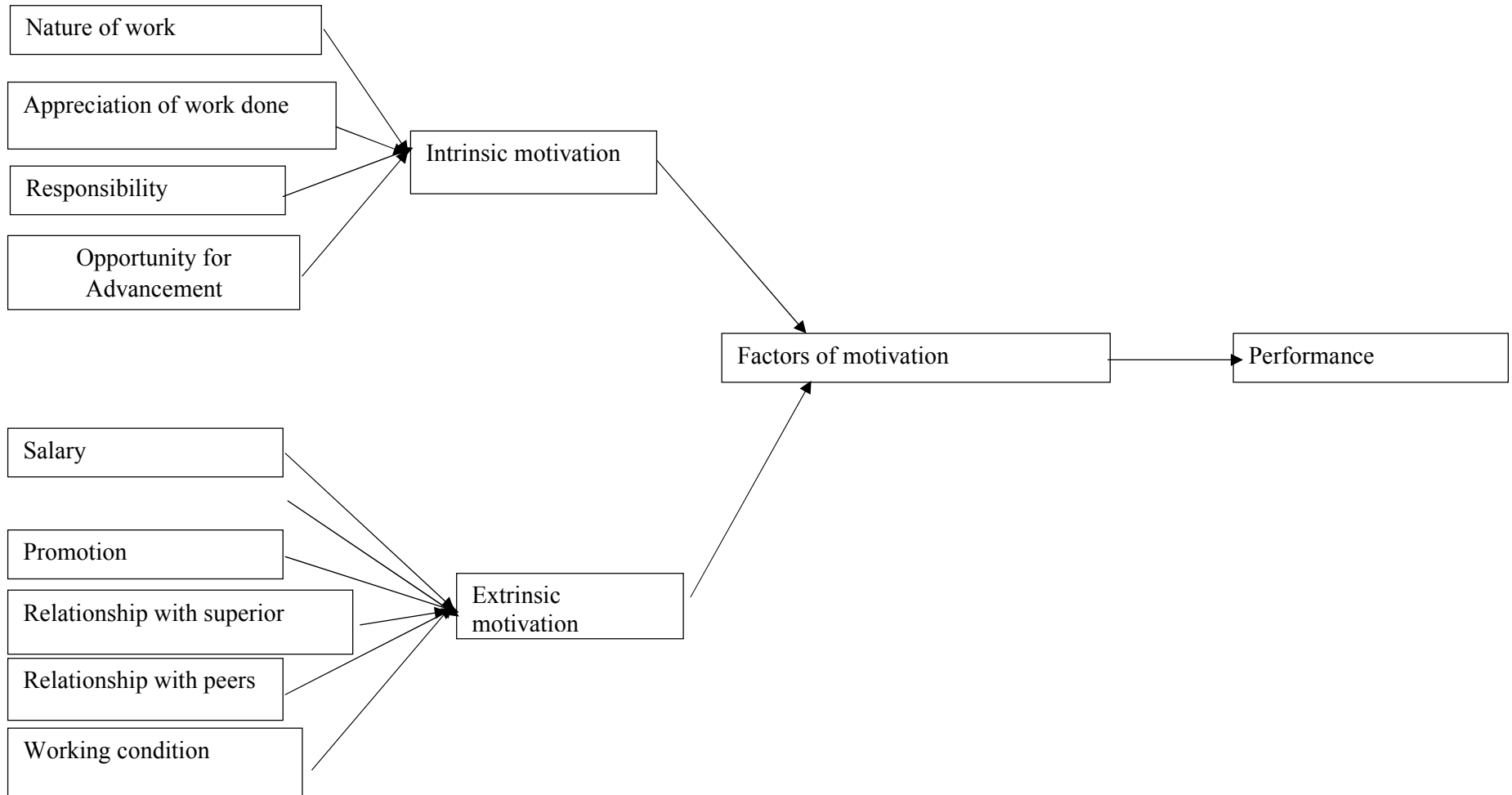


Figure 3: Conceptual framework explaining the relationship between motivation and performance

Source: Researcher's construct, 2016

Definition and Nature of Employee Performance

In the organisation context, performance is usually defined as the extent to which a member of an organisation contributes to achieving the goal of the organisation. Employees are a primary source of competitive advantage in service-oriented organisation (Luthans&Stajkovic, 1999; Pfeffer, 1994). In addition, a commitment performance approach view employees as resources or assets, and values their voice.

Employee performance plays an important role in an organisation's performance. Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeline of output, presence at work, cooperativeness (Gungor, 2011). Macky and Johnson (2000) pointed that improved individual employee performance could improve organisational performance as well.

From Deadrick and Gardner's (1997) points, employee performance could be defined as the record of outcomes achieved for each job function, during a specific period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describes an organisation's pattern of performance overtime.

Job performance has been defined to consist of the observable behaviours that people do in their jobs that are relevant to the goals of the organisation (Campbell et al., 1990). Campbell *et al.* (1993) explain that performance is not the consequence of behaviours, but rather the behaviours themselves. In other words, performance consists of the behaviours that employees actually engage in which can be observed. Job performance is of

interest to organisations because of the importance of high productivity in the workplace (Hunter & Hunter, 1984). Performance definitions should focus on behaviours rather than outcomes (Murphy, 1989), because a focus on outcomes could lead employees to find the easiest way to achieve the desired results, which is likely to be detrimental to the organisation because other important behaviours will not be performed.

In contrast to the strictly behavioural definitions of job performance, Motowidlo et al. (1997) say that rather than solely the behaviours themselves, performance is behaviours with an evaluative aspect. This definition is consistent with the dominant methods used to measure job performance, namely performance ratings from supervisors and peers (Newman et al., 2004). Although Motowidlo et al. (1997) emphasise this evaluative idea in defining the performance domain, they still maintain that job performance is behaviours and not results. One further element of performance is that the behaviours must be relevant to the goals of the organisation (Campbell *et al.*, 1993).

Classic performance measures often operationalise performance as one general factor that is thought to account for the total variance in outcomes. In their theory of performance, Campbell et al. (1993) stated that a general factor does not provide an adequate conceptual explanation of performance, and they outline eight factors that should account for all of the behaviours that are encompassed by job performance (i.e., job-specific task proficiency, non-job-specific task proficiency, written and oral communication task proficiency, demonstrating effort, maintaining personal discipline, facilitating peer and team performance, supervision/leadership, and management/administration).

They; therefore, urge against the use of overall performance ratings and suggest that studies should look at the eight dimensions of performance separately, because the “general factor cannot possibly represent the best fit” (Campbell et al., 1993) when measuring performance.

Other researchers have stated that even though specific dimensions of performance can be conceptualized, there is utility in using a single, general factor. Using meta-analytic procedures to look at the relationships between overall performance and its dimensions, Viswesvaran et al. (2005) found that approximately 60 percent of the variance in performance ratings comes from the general factor. Further, this general factor is not explainable by rater error (i.e., a halo effect). Thus, overwhelming empirical evidence suggests that researchers should not dismiss the idea of a general factor, and that uni-dimensional measures of overall performance may have an important place in theories of job performance.

In the performance literature, a distinction is made between in role and extra-role performance (Katz & Kahn, 1978). Extra-role performance is also conceptualized as organisational citizenship behaviours (Smith *et al.*, 1983). Based on this research, Borman and Motowidlo (1993) suggested that performance can be divided into two parts, task and contextual performance. Task performance involves the effectiveness with which employees perform the activities that are formally part of their job and contribute to the organisation’s technical core. Contextual performance comprises organisational activities that are volitional, not prescribed by the job, and do not contribute directly to the technical core (Organ, 1997). Contextual performance includes activities such as helping, cooperating with others, and

volunteering, which are not formally part of the job but can be important for all jobs. Although this distinction does exist, the current study focuses on task, or in-role performance.

To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employees' performance of each member on an annual or quarterly basis in order to help employees identify suggested areas for improvement.

Employee Performance Measurement

According to Porter and Lawler (1968), cited in Chen and Silverthorne (2008) there are three types of employee performance measure. The first type of performance measure relates to output, and the production of a group of employees reporting to a manager. The second type of measure of performance involves ratings of individuals by someone other than the person whose performance is being considered. The third type of performance measure is self-appraisal and self-ratings. As a result, the adoption of self-appraisal and self-rating techniques are useful in encouraging employees to take an active part in setting their own goals. Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey & Blanchard, 1993).

Empirical Literature Review

One of the most important functions of Human Resource Management is motivation. The importance of motivating people at work is noticeable at all levels of organisations starting from managers who need to be aware of factors that motivate their subordinates to make them perform well, through to

employees who need to think through what expectations they have of work, ending with Human Resource Professionals who have to understand motivation to effectively design and implement reward structures and systems for their establishment (Kirstein, 2010). Empirical evidence from various researchers shows that motivation to a large extent has a positive impact on employee performance. Below are some piece empirical evidence to support this position.

Omollo (2015), in his study on “Effects of motivation on employee performance of commercial banks in Kenya” revealed that monetary reward, job security, job enrichment, which are different forms of motivation have a positive effect on employee performance. His study looked at some of the factors that this study seeks to match against motivation.

In addition, a study carried out by Kiruja and Mukuru (2013) showed that motivating employees has a positive relationship with employee performance. They added that employees are not satisfied by their salary and working conditions alone. This implies there are other factors that contribute significantly to employee performance. Their study is of much relevance to this research work considering the magnitude of their analysis on the factors of motivation. However, they failed to show how wide or close the factors of motivation relate to the mean of their analysis as the analysis was only based on variance. Asim (2013) also affirmed the findings of Kiruja and Mukuru (2013) by concluding that there is a positive relationship between employee performance and motivation.

In the work of Uzonna (2013), it was found out that non-monetary factors of motivation such as recognition, authority, responsibility,

opportunity, autonomy, advancement, and job security influence employee performance positively. This affirms the fact that monetary incentives are not the only means of motivating employees. Uzonna (2013) further claims that recognition and authority are the most important non-monetary factors of motivation. However, this study sought to find out whether there are other non-monetary factors that are equally important. Uzonna's (2013) study only showed which factors are more important but not the extent of their importance. This study will ascertain the factors that are important as well as the level of their importance on employee performance.

Further, Ibrahim (2015) found that motivation improves employee level of efficiency. He added that motivation should not be generalised but that the individual needs of the employee should be considered. His view affirms Maslow's hierarchy of needs theory which implies that every individual has a systematic level of needs that need to be met accordingly. His study further showed that managerial standards not only influence employee performance but also improve their level of efficiency. This means that a good relationship between superiors and subordinates in an organisation can serve as a motivational factor. His study failed to point out the factors that are more important as well as the magnitude of their importance for motivating an employee's performance is concerned. This study sought to bring to light which motivational factors are more important and how they affect employee performance.

Alalade (2015) demonstrated in his study that employee motivation has a significant relationship with performance. He therefore suggested that workers' incentive package matters a lot, hence management and managers

should pay much attention to it. His study used descriptive statistics such as mean and standard deviations to analyse the data.

Considering the idea of motivation, Carsely (2000) believed that when people know that they are to be rewarded for performing a task, they give of their best to achieve the set goals. Also, Babbie (2004) revealed that recognition in an organisation boosts employee morale. He further added that employees who feel less appreciated tend to perform less.

In the area of authority and responsibility, Riel (2010) indicated that when employees are given the chance to make the necessary decisions at work, they are motivated to work harder to achieve results. Smith (2010) also acknowledged the importance of employee performance appraisal to their performance as it serves as a motivation. He was of the view that appraisal should be done according to the individual needs of the employees.

Olajide (2002) also argued that one way to motivate employees is to ensure free flow of information on the consequences of the actions of employees on others. Opu (2008) also contributed to the knowledge on motivation and employee performance by indicating that motivation could be done through verbal praise, monetary reward and recognition at the workplace. This statement is true because, most of the literature above suggest that apart from monetary motivation, non-monetary motivational factors have a role to play in employee performance in an organisation.

CHAPTER THREE

RESEARCH METHODS

Introduction

The study aims at assessing the role of motivation on employee performance at Anointed Electrical Engineering Services Limited in the Greater Accra Region of Ghana. The intent of this chapter is to explain the methodology used for the study. The areas captured in this chapter include: research design, study area, study population, sampling procedure, data collection instrument, data type, data collection methods, data processing and analysis, and lastly the chapter summary.

Research Design

This is considered as a "blueprint" for research, dealing with at least four problems: which questions to study, which data are relevant, what data to collect, and how to analyze the results. The best design depends on the research question as well as the orientation of the researcher (Philliber&Mary, 1980). Every design has its positive and negative sides. In Business Research, there are three basic designs which are considered to generate reliable data. These are cross-sectional, longitudinal, and cross-sequential designs (Philliber et al., 1980).

In this study, a cross-sectional survey strategy and quantitative methodology were adopted to examine the effect of motivation on employees performance. Patel and Davidson (1991) stated that quantitative research methods are methods for analyzing numeric information in the statistical form whereas qualitative research methods are the one used for analyzing information other than figures (ie words). A quantitative methodology was

adopted because it provides objectivity since it is the respondents who provide the numbers; therefore researcher's opinion does not have any impact on testing the hypothesis (Creswell, 2009). In a general sense, this approach is used in explanatory researches as this study.

According to Ary, Jacobs and Rezavieh (2002), survey permits the researcher to gather information from a large sample of people relatively quickly and inexpensively. Therefore, the survey strategy was adopted to enable the researchers gather data from large of employees in the selected organisation.

According to the purpose of the study, a study can be exploratory, descriptive, and explanatory (Hair et al., 2007). The current study is mainly descriptive and explanatory. Descriptive research is a scientific method that focuses on observing and describing the behaviour of a subject without influencing it in any way (Creswell, 2009). The current study is also descriptive because it focused on describing the factors of motivation and performance. This study is also explanatory because it seeks to examine the effect of motivation on the performance of employees thereby seeking to relate employee motivation to performance.

On a time horizon, the study is cross-sectional because it focuses on the phenomenon (motivation and employee performance) within a specified time period (as of 2016) as opposed to longitudinal study which focuses on the phenomenon at successive time interval (Saunders et al., 2009).

Study Area

Anointed Electrical Engineering Services Limited is a duly registered Electrical Engineering Company established in 2002 with the objective of

providing sale, installation and servicing of generating sets and spare parts to individuals and corporate clients in Ghana and beyond. The company's Accra Office which happens to be the head office is located at Number 77 Anointed House, Off Ordorkor–Mallam Road. It is a 2 minutes' drive from the main Ordorkor traffic light.

Anointed Electrical Engineering Services Limited has branches in Accra (Head office), Tema, Takoradi, Obuasi, Kumasi, Tarkwa, Sunyani, Tamale, Wa and Koforidua. The company's head office was considered for the study because it has a large population and also has all the category of employees of both junior and senior staff which gives a good representation for the study. Also, the study area was chosen because it was more convenient and less costly for the researcher.

Population of the Study

Population of a study is the elements or people to be studied and from whom data are collected. Polit and Hungler (1999) referred to population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. Burns and Grove (2009) defined population as all the elements that meet the criteria for inclusion in the study. Again, it is the entire group of persons who have the characteristics that interest the researcher.

The population for the study is made up of males and females between the ages of 18 and 60 years who are members of staff of Anointed Electrical Engineering Services Limited in the Accra branch office. The members of staff at the Accra branch office of Anointed Electrical Engineering Services Limited are categorized into senior and junior staff, with a total population of 90. The 90 questionnaires were sent to the company only 72 were returned

representing 80% response rate. As the study aims at assessing the role of motivation on employee performance, the researcher obtained the information from both the senior and junior staff in the company only.

Sampling Procedure

A non-probability sampling technique was adopted to select a sample size of 72 members of staff of Anointed Electrical Engineering Services Limited. Non-probability sampling is a sampling technique in which the chance or probability of each case being selected is not known, (Saunders, 2009). This is the technique most often used with case studies as a research strategy. There are several non-probability sampling techniques available such as convenience sampling, snowball sampling, purposive sampling, deviant case, case study and ad hoc quotas. Purposive sampling and convenience sampling techniques were chosen for this study. Purposive sampling technique was used because only employees who had formal education considered. Also, convenience sampling technique was used because only the target employees who were present at the time of the data collection and were willing to participate in the study were sampled.

Data Collection Instruments

The study used primary sources of data to gather data from respondents. Primary data is a data originated by the researcher for the specific purpose of addressing the research problem" (Malhotra & Birks, 2007). It is what the researcher originally collects from the sample or target population. According to scholars, in the use of survey strategy, the main instruments used are self-administered/interviewer administered or structured/unstructured interviews and questionnaire or a combination of both (Saunders et al, 2007).

A questionnaire, according to Creswell (2002), is a form used in a survey design that participants in a study complete and return to the researcher. The author further stated that, participants mark choices to questions and supply basic personal or demographic information. Primary data in this study were collected through administering of questionnaires.

Questionnaire

The main data collection instrument used for the collection of primary data is the questionnaire. The questionnaire method is stable and has a uniform measure without variation.

The study used opened-ended questions to allow the respondents to freely bring out their views and the closed-ended questions. The questionnaire format consisted of an initial section which sought the demographic information of respondents such as gender, status, department and length of service of employees, followed by both opened and closed ended questions which sought to unearth employee's level of motivation and job performance at Anointed Electrical Engineering Services Limited and a tabulated Likert scale questions on motivational factors as well as performance indicators.

Pre-test of questionnaire

Pre-testing was done to assess the sufficiency, reliability and appropriateness of the questionnaire. The questionnaires were administered to a small number of people from the population of the study. The responses provided by the pre-test questionnaire were analyzed which helped to review the questionnaire for the study. The area of question wording, directions and response categorizes were reviewed to ensure that the questionnaire were more accurate, in order to achieve the set objectives. Also, the pre-testing helped the

researcher to work under a planned timeframe as well as increasing the accuracy of the questionnaire to ensure that valid findings are reached.

Weaknesses and strengths of questionnaire

Every instrument of data collection has its weaknesses and strengths. Some of the weaknesses of the questionnaire used for data collection are;

1. Respondents may not tell the truth, especially on sensitive issues.
2. It is difficult to phrase questions clearly.
3. Respondents provided extra information which happened to be important but which the questionnaire did not create room for.
4. Data analysis was time consuming for open-ended items.

Despite the weaknesses mentioned above, there were some strengths of the questionnaire used for the data collection, as indicated below;

1. Less expensive as compared to other instruments.
2. Ease for data analysis for close-ended items.
3. A quick method of gathering data
4. Can be administered to probability samples.

Data Collection Procedure

A total number of 72 questionnaires were administered to individuals who were selected out of a population of 90 members of staff. The researcher personally delivered the questionnaires to the respondents in the first week of September, 2016, during working hours. The researcher went for the questionnaires after two weeks for sorting and data analysis.

Data Processing and Analysis

The main purpose of collecting data in a study is to find solution(s) to research problems. Analysis of data allowed the researcher to assess and

evaluate findings to arrive at valid, meaningful and relevant conclusions. To this end, the retrieved questionnaires were critically read through to check for consistency in responses. The questionnaires were then coded to ease analysis. The Statistical Package for Social Sciences (SPSS) was used to analyze and present the data by running descriptive statistics and inferential statistics. The descriptive statistics using frequency, means and standard deviation, as well as regression analysis was used for inferential statistic in the analysis. The open-ended questions analysis was used to triangulate the close-ended questions analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This study seeks to understand the role motivation plays in enhancing performance in an organisation. This will be possible through analysis of information gathered from employees of Anointed Electrical Engineering Services Limited. This study employed both quantitative and qualitative methods. It also includes descriptive and inferential analytical techniques.

Demographic Characteristics

Gender of respondents

Table 1 presents gender distribution of the employees in the selected organisation who participated in the study.

Table: 1: *Gender of respondents*

Responds	Frequency	Percent (%)
Male	55	76.4
Female	17	23.4
Total	72	100.0

Source: Field survey, 2016

From the questionnaire, the respondents were asked to indicate their gender by ticking in the appropriate response(s) provided. As indicated in table 1.0, 76.4% of the respondents were males and 23.6% were females. The higher number of males as compared to females is a result of the nature of the tasks undertaken in the organisation. This implies most of the tasks require physical effort.

Table 2 presents the age distribution of the participants in the study.

Table 2: *Age Distribution of Respondents*

Category	Number	Percent (%)
18-30 years	38	52.8
31-40 years	23	31.9
41-50 years	7	9.7
51-60 years	4	5.6
Total	72	100.0

Source: Field survey, 2016

The age group of the respondents are shown in the table 2.0 above. The respondents were asked to indicate their age range by ticking in the parenthesis provided against the age groups. Out of a total of 72 respondents, 38 were between the ages of 18-30 years representing 52.8% of the sample. Also, 23 respondents fall in the age bracket of 31-40 years representing 31.9% of the sample. Furthermore, seven respondents fall within the age group 41-50 years and four respondents fall under the age group 51-60 years, representing 9.7% and 5.6% respectively. Even though all the 72 respondents are the labour force of the organisation, majority of them were below the active labour force which ranges from 18-30 years and 31-40 years.

Table 3 presents the educational background of the participants in the study.

Table 3: *Educational Qualification*

Category	Number	Percent (%)
SSCE/WASVE	9	12.5
Diploma	11	15.3
HND	19	26.4
Bachelor degree	20	27.8
Masters	3	4.2
Others	10	13.8
Total	72	100.0

Source: Field survey, 2016

In order to know the qualifications of the respondents, they were asked to select from a list of educational qualification provided in the questionnaire. Those whose qualifications were not listed were asked to select the “others” option and indicate their qualifications. From table 3.0 above, 12.5% respondents had SSCE/WASCE, 15.3% had diploma, 26.4% had HND, 27.8% had first degree, 4.2% had master’s degree and 13.6% chose the “others” option.

Table 4 presents the job tenure of the employees in the organisation.

Table: 4: *Number of years employees worked with the organisation*

Years worked	Frequency	Percent (%)
0-3 years	37	51.4
4-6 years	16	22.2
7-9 years	11	15.3
10 years and above	8	11.1
Total	72	100.0

Source: Field survey, 2016

From table 4, above 51.4% of the respondents have worked with the organisation between 0-3 years, 22.2% of them have been with the company between 4-6 years, 15.3% of them have worked between 7-9 years, and finally, 11.1% of the respondents have worked in the organisation for 10 years and above. These findings indicate that majority (51.4%) of the workers have not acquired much work experience when it comes to working with the organisation. Also, few of them have worked in the organisation for 10 years and above hence acquired more work experience than the others.

Table 5 presents the finding for the position held by respondents in the organisation.

Table: 5: *Current position in the organisation*

Position held	Frequency	Percent (%)
Junior Staff	57	79.2
Line Managers	9	12.5
Senior management	6	8.3
Total	72	100.0

Source: Field survey, 2016

From the survey, Respondents were asked to indicate the current position they hold in the organisation. Majority of the workers are junior staff. They are 57 in number, which represents 79.2% of the total number of respondents. The line managers are nine in number representing 12.5%. Finally, senior management members are six in number, representing 8.3% of the total respondents. This indicates that most of the positions in the organisation are occupied by the junior staff as is illustrated in table 5.0 above.

Factors motivating employees at the Anointed Electrical Engineering Services Limited

The first specific objective of the study was factors that motivate employees of Anointed Electrical Engineering Services Limited. Mean and standard deviations were used to present the findings. If the mean value significantly greater than 3.0 then the employees could be said were satisfied (motivated) with that aspect of job motivation otherwise they were dissatisfied (demotivated). The findings are summarised in Table 6.

Table 6: *Factors that motivate employees*

Factors	N	Mean	Std. Deviation
Nature of work	72	4.06	.690
Promotion in the organisation	72	3.82	1.155
Opportunity for advancement	72	3.99	.831
Responsibility	72	3.83	.787
Appreciation for work done	72	3.60	1.218
Salary	72	4.03	.964
Working conditions	72	3.99	.778
Relationship with superiors	72	3.94	.803
Relationship with peers	72	3.86	.775

Source: Field survey, 2016

Respondents were asked to show their level of agreement or disagreement to a selected list of factors that motivate employees in the organisation. Above are their responses which were analysed using descriptive statistics. Table 6 above indicates the averages of responses of the respondents agreeing and disagreeing to the factors of motivation. All the factors of motivation have averages greater than three (3.0) which is the benchmark average. The implication is that the respondents agreed that the suggested factors were also factors that motivated them.

Considering the standard deviations of the factors, “promotion in the organisation”, with a standard deviation of 1.155, and “appreciation for work done”, with a standard deviation of 1.218 show a wider dispersion in the responses of the respondents, hence they are not considered factors of motivation.

Determinants of Employee Performance

The second objective of the study was to evaluate the determinants of job performance of employees of Anointed Electrical Engineering Services Limited. Mean and standard deviation were used to present the findings and the outcome summarized in Table 7

Table 7: *Determinants of employee performance*

Determinants	N	Mean	Std. Deviation
Qualification of employee	72	3.36	1.039
Experience of employee	72	4.13	.730
Working conditions	72	4.11	.545
Compensation package	72	3.83	1.021
Job security	72	3.54	.978
support from other colleagues	72	3.82	.811
Age and health condition of employee	72	3.68	.853
Retirement and other benefits	72	3.53	.993

Source: Field survey, 2016

The respondents were asked to choose from a suggested list, their level of agreement and disagreement the determinants of employee performance. The table 7 above indicates the means and the standard deviations of determinants of employee performance. A mean greater than three (3) implies that the factor is a strong determinant of employee performance and a mean less than three implies that the factor is a less determinant of employee

performance. Since all the factors included the study had mean values greater than three implies the factors in Table 7 constituted the determinants of performance of the employees in the selected organisation.

Effects of motivation on employee performance

The third objective of the study was to examine the effects of motivation on the job performance of employees of Anointed Electrical Engineering Services Limited. The effect of motivation measurement on job performance was determined at 5% significance level in using linear regression analysis. Employee performance was used as the dependent variable and the factors of motivation as independent variables. The outcome of the correlation analysis is shown in Table 8.

Table 8: *Regression Analysis*

Model	Unstandardized co-efficient "b"	Sig.
(Constant)	8.543	.023
Nature of work	1.355	.064
Promotion in the organisation	-.889	.099
Opportunity for advancement	.323	.565
Responsibility	.358	.543
Appreciation for work done	.072	.892
Salary	.484	.463
Working conditions	2.307	.008*
Relationship with superior	.483	.571
Relationship with peers	1.121	.189

Source: field survey, 2016

Note. R=0.664, R Square=.440; Adjusted R Square= .359; Std. Error of the Estimate=3.256; F=5.419. Sig. =0.000. *Statistically significant at 5% significance level.

From the analyses in Table 8

- i. The value of R shows the relationship between the dependent and independent variables.
- ii. The value of R^2 shows how much of the dependent variable can be explained by the independent variables
- iii. The values of “b” represent the co-efficient of each independent variable.
- iv. The values under Sig. represent the statistical significant level of the model.

From table 8 the R value of 0.664 shows a moderate positive relationship between the dependent variable and the independent variables. The R^2 value of 0.440 when multiplied by 100 will give 44%. This means that 44% of the dependent variable can be explained by the independent variables. This implies that 56% of other factors of motivation can also have an effect on employee performance. Also, from table 8 the entire model is statistically significant at a 5% significance level ($0.000 < 0.05$).

The study went further to assess the individual significance levels of the factors of motivation. From table 8, ‘working conditions’ is the only motivation factor that has a statistically significant effect on the performance of employees. This is because it has a significance level that is less than 5% significance level ($0.008 < 0.05$). All the other factors are statistically insignificant at the 5% significance level.

Discussion of Findings

Factors of motivation

The first objective of the study is to assess the factors that motivate Anointed Electrical Engineering Services Limited workers most. The analysis in table 6 led to the attainment of this objective as discussed below. From the analysis in table 6, nature of work has the lowest standard deviation (SD=0.690) indicating less dispersed responses of agreement and disagreement from the respondents, as compared to 'promotion in the organisation' which had a standard deviation (DS=0.99). All the other factors have a standard deviation which is less than 1.0, indicating less dispersion in the responses of the respondents. This analysis affirms a study carried out by Uzonna (2013), where non-monetary factors of motivation had a strong influence on employee performance. However, Uzonna (2013) did not show which factors were widely or closely dispersed, but this study indicated such factors to provide room for more understanding.

Factors that determine employee performance

The analysis in table 7 shows that all the factors have means greater than three, indicating their strong influence on employee performance. This demonstrates that motivation improves performance, as indicated in the work of Nwachukwu (1994), where he blamed the low productivity of workers on employer's inability to provide adequate incentive packages to motivate workers. Even though table 7 shows 'qualification of employee' to have a mean greater than three, it also has a standard deviation of 1.039, showing a wider dispersion, and hence it is not very relevant in determining employee

performance. A deviation of 1.039 shows a wider dispersion in the responses of respondents.

Also, the analysis showed that 'working conditions' has the lowest standard deviation (SD=0.545) among the factors, meaning that majority of the respondents think it is a strong determinant of employee performance. This also shows that there are less dispersed responses from the respondents concerning the determinant 'working conditions'. This analysis affirms the findings of Uzonna (2013) which reported working conditions as a non-monetary factor of motivation.

Effects of motivation on employee performance

In order to assess the effects of motivation on employee performance, regression analysis was used by making the employee performance the dependent variable and factors of motivation as independent variables. This analysis affirms the claim as explained below. The R value (0.664) of the model shows a moderate positive relationship between the dependent variable and the independent variables. The positive value means that when the dependent variable increase the independent variables will also increase. This affirms the findings of Asim (2013) which showed that there is a positive relationship between employee performance and motivation.

The R^2 value of 0.440 when multiplied by 100 came to 44%. This means that 44% of the dependent variable can be explained by the independent variable. This implies that 56% of other factors of motivation can also have an effect on the employee performance. Also, from table 8, the entire model is statistically significant at a 5% significance level ($0.000 < 0.05$). Kiruja and Mukuru (2013) in their study found that motivation and employee

performance were statistically significant at a 5% significance level. Also, Alalade (2015) in his study revealed that motivation has a significant relationship with performance. This supports the findings of this analysis where the entire model is statistically significant ($0.000 < 0.05$).

The study went further to assess the significance levels of the individual factors of motivation as explained below. From table 8, working conditions is the only motivational factor that has a statistical significant effect on the performance of employees. It has a significance level that is less than the 5% significance level ($0.008 < 0.05$). The analysis of working conditions affirms Beecham and Baddoo (2008) where they indicated that surveys are often concerned about how workers feel about the organisation than the profession itself. All the other factors are statistically insignificant at the 5% significance level. Also, working conditions has a co-efficient of 2.307, indicating that when all the other independent variables are held constant, working conditions will improve employee performance by 230.7%. From the study, working environment has more influence on employee performance than the other suggested independent variables.

Table 8 also shows a negative co-efficient of -0.889 for the independent variable 'promotion in the organisation'. This implies that promotion in the organisation has an inverse relationship with the dependent variable (employee performance). Also, promotion in the organisation will also move in the opposite direction. Promotion in the organisation is statistically insignificant at a 5% significance level ($0.099 > 0.05$).

From the quantitative, it can be concluded that factors such as nature of work, promotion in the organisation, opportunity for advancement,

responsibility, salary, working conditions and relationship with superiors and peers have a strong influence on employee performance. This was proven by the descriptive statistics analysis where the means and standard deviations were used to judge the suitability of the factors. Also, the regression analysis showed that the entire model is statistically significant at a 5% significance level. However, from the individual regression analysis of the model, it was established that “working conditions” is the only factor of motivation which is statistically significant at a 5% significance level ($0.008 < 0.05$).

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND
RECOMMENDATION

Introduction

The purpose of this study is to assess the effects of motivation on employee performance. The study made use of purposive sampling and convenience sampling techniques to get the sample size. Quantitative method was also employed, paying attention to primary data. Descriptive statistics and inferential statistics were used for the analysis in order to arrive at the findings.

Summary of Findings

The key findings of the research are presented below and that is done according to the research objectives.

Factor that motivate employees at Anointed Electrical Engineering Service Limited

To answer the first research question, “What factors motivate employees at Anointed Electrical Engineering Services Limited?” It came out that nature of work, opportunity for advancement, responsibility, salary, working conditions, relationship with superior and relationship with peers are strong factors of motivation. However, “promotion in the organisation” and “appreciation for work” have deviations greater than one, indicating a wide dispersion.

Factors that determine employee performance at Anointed Electrical Engineering Services Limited

The third research question was used to assess the factors that determine employee performance at Anointed Electrical Engineering Services Limited. It came out that respondents believe that “working environment” has a strong influence on their performance.

Effects of motivation on employee performance at Anointed Electrical Engineering Services Limited

The last research question had to do with the effect of motivation on employee performance. This study shows that ‘working conditions’ is the most relevant factor of motivation which has a significant effect of employee performance.

Conclusion

Motivation of employees is very important in workplaces as it plays a key role in the effective performance of employees. In industry, managers play a significant role in employee motivation. They use different motivation techniques to improve performance, thereby promoting cooperation between employees and employers. In the view of Halepota (2005), motivation is crucial for organisations to function; without motivation employees will not give of their best and the company’s performance would be less efficient.

In this research work, revealed that, factors such as nature of work, promotion in the organisation, opportunity for advancement, responsibility, salary, working conditions, relations with superiors and peers as well as working environment have a strong influence on employee performance.

The study therefore concludes that motivation has a positive relationship with employee performance.

Recommendations

The study has provided knowledge and insight into how motivation in an organisation affects employee performance. The following recommendations are therefore outlined to help Anointed Electrical Engineering Services limited make the best plans towards employee motivation.

The study showed that 'working conditions' is the most relevant factor of motivation among the other factors. It is proposed that Management of Anointed Electrical Engineering Services Limited should put measures in place to ensure that the working conditions of employees are improved to bring out the best in them.

The study also revealed that apart from monetary factors of motivation which have an influence on employee performance, non-monetary factors also motivate employees significantly. Management of Anointed Electrical Engineering Services Limited should therefore pay attention to the non-monetary factors of motivation so as to enhance employee performance.

Based on the findings, relationship with both superiors and peers has a considerable effect on employee performance. It is recommended that management of Anointed Electrical Engineering Services Limited should ensure that a good working relationship exists between employees and their supervisors as well as their peers so as to enhance employee performance.

Suggestion for Further Research

Researchers should pay much attention to the non-monetary factors of motivation in their future research works since the study could not delve into

this aspect of motivation due to time constraints. This will help establish the relationship between non-monetary factors of motivation and employee performance.

REFERENCES

- Adèr, H. J., & Adèr, M. (2008). *Advising on research methods: A consultant's companion*. Johannes van Kessel Publishing.
- Aguinis, H. (2009). *Performance management*. Upper Saddle River, NJ: Pearson Prentice Hall.
- Alalade S. Y. (2015). Motivation and employee's performance in the Nigerian banking industry; *A survey on selected banks in Nigeria*.
- Allender, H. D., & Allender, J. (1998). Identifying the right management job for you. *Industrial management-chicago then atlanta-*, 29-31.
- Kumar, N. A., & Joseph, J. (2014). A Study on consumer behavior towards FMCG products among the rural-suburban Hhs of Ernakulam. *Journal of Global Economics*, 1-10.
- Armstrong, M. (2006). *A Handbook of Human Resource management Practice* (10thed.). London: United Kingdom: Kogan Page Limited
- Asim, M. (2013). Impact of Motivation on Employee Performance with effect of training: Specific to Education Sector of Pakistan. *International Journal of Scientific and Research Publications*, 3(9), 1-9.
- Babbie, H. (2004). *Improving business profitability through human resource management*. Washington: Shown Publications Ltd.
- Basset-Jones, N., & Lloyd, G.C. (2004). Does Herzbergs Motivational Theory have stayingpower? *Journal of Management Development*, 24(10), 57-56
- Beecham, S., Baddoo, N., Hall, T., Robinson, H., & Sharp, H. (2008). Protocol of a Systematic Literature Review of Motivation in Software Engineering, *Technical Report No. 452 School of Computer Science*,

Faculty of Engineering and Information Sciences, University of Hertfordshire.

Bowen, B. E., & Radhakrishna, R. B. (1991). Job Satisfaction of Agricultural Education Faculty: A Constant Phenomena. *Journal of Agricultural Education*, 32(2), 16-22.

Brooks I. (2006). *Organisational behaviour. Individuals, groups and organisations*: Pearson Education Ltd, (3rd ed.). Spain.

Burns, N., & Grove, S.K. (2003). *Understanding nursing research*. (3rd ed.). Philadelphia: Saunders.

Carsely, F. (2000). *Work system design to improve the economic performance of the firm*. Toronto: ABC Press.

Chen, J., & Silverthorne, C. (2008). The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership and Organisational Development Journal*, 29(7), 1-12

Cole, G. A. (2003). *Organisational Behaviour*. London, United Kingdom: Thomas.

Deadrick, D. L., & Gardner, D. G. (1997). Distributional Ratings of Performance Levels and Variability. An Examination of Rating Validity in a Field Setting. *Group & Organization Management*, 22(3), 317-342.

Dessler, G. (2001). *Management: Leading people and organisation in the 21st Century*. Harlow: Prentice Hall.

Frey, B., & Osterloach, M. (2002). *Successful management by motivation – balancing intrinsic and extrinsic incentives*. Zurich: Springer.

- Gingery, T. (2009). Survey research definitions: *Central tendency bias*: Retrieved from <http://survey.cvent.com/blog/market-research-design-tips2/survey-research-definitions-central-tendency-bias>
- Golembiewski, R. T. (1973). Motivation, cited in Carl Heyel (Ed.), *The Encyclopaedia of Management* (2nd ed.). New York: Van Nostrand Reinhold. Gopsons Papers Ltd., Noida.
- Graham, M.W., & Messner, P.E (1998). Principals and job satisfaction, *International Journal of Education Management*, 12(5), 196-204.
- Greenberg, J., & Baron, R. A. (2003). *Behaviour in organisations*, (8th ed.), Prentice Hall. New Jersey.
- Güngör, P. (2011). The Relationship between Reward Management System and, *Procedia Social and Behavioural Sciences*, 1510–1520. Retrieved from <http://www.sciencedirect.com>.
- Halepota, H. A. (2005). Motivational theories and their application in construction. *Cost engineering*, 47(3), 14-18. Harlow: *prentice Hall*. New Jessy.
- Hersey, P., & Blanchard, K. H. (1993). *Management of organisational behaviour: Utilizing human resources*. Prentice-Hall, Inc. New Jersey, USA.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The Motivation to Work*. John Willy & Sons. New York
- Herzberg, F. (2003). One more time: How do you motivate employees? *Harvard Business Review*, 00178012, January 2003, 81(1).

- Hornby, P., & Sidney, E. (1988). Motivation and health service performance. Geneva: *World Health Organisation. WHO/EDUC*, 88- 196.
- Hoy, W. K., & Miskel, C. G. (1987). *Educational administration. Theory, research and practice*. New York: Random House.
- Ibrahim M. (2015). Impact of motivation on employee performance: *The case of some selected Micro Finance Companies in Ghana*, 2(5), 45-62.
- Ifinedo, P. (2003). Employee motivation and job satisfaction in Finnish organisations: a study of employees in the Oulu region, Finland. *Master of Business Administration Thesis, University of London*.
- Jishi, H.A.A, (2009). Motivation and its effect on performance of nurses in Aramco HealthCentre: Kuala Lumpur: *Open University of Malaysia*, Aliber.
- Kamali, S., Khan, B., Khan, M., & Khan, A. (2007). Motivation and its impact on performance, unpublished paper, *Department of Business Administration*. Gomal University, Pakistan.
- Kelley, H. (1972). Attribution in social Interaction: in Jones, E.E and David, K. (Eds.), *Attribution: Perceiving the Causes of Behaviour*, General Learning press.
- Kiruja E. K., & Mukuru E., (2013). Effect of Motivation on Employee Performance In Public Middle Level Technical Training Institutions In Kenya: *International Journal of Advances in Management and Economics*, 2(4), 73-82.
- Kovach, K. (1987). What motivates employees? Workers and Supervisors give different answers. *Business Horizons*. 30(5) 58-65

- Kovach, K. (1995) Employee motivation: Addressing a crucial factor in you organisation's performance. *Employment Relations Today*, 22 (2) 93-107.
- Krathwohl, D. R. (1993). *Methods of educational and social science research: An integrated approach*. Longman/Addison Wesley Longman.
- Kreuger, L. W., & Neuman, W. L. (2006). *Social work research methods: Qualitative and quantitative applications*. Boston and New York: Pearson & Allyn Bacon.
- Kirstein, M. (2010). *The role of motivation in human resources: importance of motivation factors among future business persons*. Aarhus: Denmark Aarhus School of Business.
- Lawler, E. (1969). Job design and employees motivation. *Personnel psychology*, 22(4), 426-435.
- Lawler, E. E. III. (2003). *Treat people right! How Organisations and Individuals can propel each other into a Virtuous Spiral of Success*. John Wiley & Sons, Inc., San Francisco.
- Lawler, E. E. (1968). Ability as a moderator of the relationship between job attitudes and job performance. *Personnel Psychology*, 19(2), 153-164.
- Lewis, P. S., Goodman, S. H., & Fandt, P. M. (1995). *Management: Challenges in the 21st Century*. New York: West Publishing Company.
- Lock, E. (1968), *Towards a Theory of Task Motivation and Incentives*: in *Organisational behaviour and Human Performance*: Washington DC: American Institute of Research.

- Locke, E.A., Shaw. K. N., Saari, L. M., &Lantham, G.P (1981). Goal setting and taskperformance: 1969-1980, *Psychological Bulletin*, 90, 125-52.
- Luo, L. (1999). Work motivation, job stress and employees' well-being. *Journal of AppliedManagement Studies*, 8(1), 61.
- Luthans, F., &Stajkovic, A. D. (1999). Reinforce for performance: The need to go beyond pay and even rewards. *The academy of management executive*, 13(2), 49-57.
- Macky, K., & Johnson, G. (2000).*The strategic management of human resources in New Zealand*. Auckland, New Zealand: Irwin/McGraw-Hill
- Maslow, A. H. (1943). A theory of human motivation.*Psychological review*, 50(4), 370.
- Maslow, A. H. (1970). *Motivation and Personality*. (2nded.), New York: Harper and Row.
- Mayfield, J. R., Mayfield, M. R., & Kopf, J. (1998).The effects of leader motivating language on subordinate performance and satisfaction.*Human Resource Management*, 37(3), 235-248.
- McClelland, D.C. (1961).*The achieving society*. New York: Van Nostrana Reinhold.
- McClelland, D.C. (1962).Business drive and national achievement", *Harvard Business Review*,40, 99-112.
- Boyatzis, R. E. (1984). The need for close relationships and the manager's job.*Organizational psychology: Readings on human behavior in organizations*, 81-86.

- McKenna, E. F. (2000). *Business Psychology and Organisational Behaviour: A Student's Handbook*. Hove: Psychology Press.
- Mullins, L. J. (2006), *Essentials of Organisational Behaviour*, Prentice Hall, New Jersey.
- Nwackukwu, C. C. (1994). Effective Leadership and Productivity: Evidence from a National Survey of Industrial Organisation. *African Journal for the Study of Social Issues*, 1, 38-46.
- Olajide, A. (2002). *Getting the best out of the employees in a developing economy*. A Personnel Psychology Guest Lecture Series. Department of Guidance and, University of Ibadan, Nigeria.
- Oldham, G., & Hackman, R. (2010). Not what it was and not what it will be: The future of job design research. *Journal of Organisational Behaviour*, 3(2/3), 463-479.
- Omollo, P.A. (2015). Effect of motivation on employee performance of Kenya: A case study of Kenya Commercial Bank in Migori County. *International Journal of Human Resource*, 5(2), 87-103.
- Opu, S. (2008). *Motivation and Work Performance: Complexities in Achieving Good Performance Outcomes*; A Study Focusing on Motivation Measures and Improving Workers Performance in Kitgum District Local Government. Graduate School of Development Studies, Institute of Social Studies.
- Pfeffer, J. (1994). *Competitive Advantage through People: Unleashing the Power of the Workforce*. HBS Press, Boston.

- Philliber, S. G., Schwab, M. R., & Sloss, G. S. (1980). *Social research*. FE Peacock Publishers. New Jersey
- Porter, L. W., & Lawler, E. E., (1968), *Managerial Attitudes and Performance*, Homewood, ILL. San Francisco.
- Porter, L. W., & Lawler, E. E., (1968), *Managerial Attitudes and Performance*, Homewood.
- Remez S. (2001). What is motivation and how to strengthen it? Retrieved June 17, 2011, http://www.Successconsciousness.com/strengtheningmotivation_.htm Research and Practice. New York: Random House.
- Riel, T. (2010). *Improving employee's performance in organisations*. Canada: Brighton Publications Ltd.
- Robbins, S. (2001). *Organisational Behaviour*. (9th edition.). New Jersey: Prentice Hall Inc.
- Robert, C., Robson C. (1993) *Real World Research. A Resource for Social Scientists and Practitioner-Researchers*. Blackwell Publishers, Oxford.
- Rosenfeld, R. H., & Wilson, D. C. (1999). *Managing Organisations: Text, Readings, and Cases*. McGraw-Hill. Row.
- Saunders, M. N. (2007). *Research methods for business students*, (5thed.). Pearson Education, India.
- Shipley, D., & Kiely, J. (1998). Motivation and Dissatisfaction of Industrial workers- How relevant is Maslow's Theory? *European Journal of Marketing*, 22, (1), 17-24.
- Smith, Z. (2010). *Impact of human resource management on organisations*. New Jersey: Allan Publications.

- Steers, R. (1987). *Motivation and work behaviour*. London: McGraw- Hill.
- Steers, R. M., & Sanchez-Runde, C. (2001). Culture, motivation, and work behaviour, cited in M. Gannon & K. Newman (Eds.), *Handbook of cross-cultural management*, 190–215. London: Blackwell.
- Sturges, J., Conway, N., Guest, D., & Liefoghe, A. (2005). Managing the career deal: The psychological contract as a framework for understanding career management, organisational commitment and work behaviour. *Journal of Organisational Behaviour*, 26(7), 821-838.
- Sweeney, P. D. (1990). Distributive justice and pay satisfaction: A field test of an equity theory prediction. *Journal of Business and Psychology*, 4(3), 329-341.
- Tharenou, P. (1993). A test of reciprocal causality for absenteeism. *Journal of Organisational Behaviour*, 14(3), 269-287.
- Uzonna, U. R. (2013). Impact of motivation on employees' performance: A case study of Credit West Bank Cyprus. *Journal of Economics and International Finance*, 5(5), 199.
- Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.
- Vroom, V. H. (1969). Cited in J. Steven Ott, (1989). *Classic Readings in Organisational Behaviour*, Brooks/Cole Publishing Company, Pacific Grove, CA.