LAUREA

Motivation for High Performance. Case: Building and Road Research Institute (BRRI),Ghana

● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●

Ocran, Raymond Kwasi

2010 Leppävaara

Laurea University of Applied Sciences
Laurea Leppävaara

Motivation for High Performance. Case: Building and Road Research Institute (BRRI), Ghana

Ocran, Raymond
Degree Programme in
Business Management
Thesis
December, 2010

Laurea University of Applied Sciences   **Abstract**
Laurea Leppavaara
Degree Programme Business Management

Ocran, Raymond

Motivation for High Performance. Case: Building and Road Research Institute (BRRI) Ghana

Year	2010	Pages	74

The purpose of the thesis is to research how the Building and Road Research, (BRRI) can motivate its workforce for increased performance at the workplace. The primary purpose will particularly be on studying the factors of motivation that will lead to employees being highly motivated in the research context.

The study was conducted by reviewing theories associated with motivation. Furthermore, personal observations and discussions with some managers were conducted. Literature in electronic form from the internet was observed to support the study.

Quantitative study was the form of research methodology adopted for the study. Data collection and examination was conducted on the capabilities of examining the necessary procedure for motivating employees for high performance by gathering information via a questionnaire of open-ended questions and the appropriate responses were evaluated using a statistical package for the social science programme (SPSS).

Based on the end results of the research, the case company was enhanced and the main problems of the company were realized and therefore, suggestions and recommendations have been made.

In another development, the empirical section of this thesis describes the case company and area of specialization as well as general information on products and services offered in the form of consultancy services and research.

As a result of this report, the findings of the research was discussed extensively in the latter part of the thesis which also includes conclusions which were drawn from the study, have also been elaborated and recommendations made.

The results of the research generated diverse findings on deficiencies in the process of motivating employees for higher performance in the Building and Road Research Institute. It also disclosed that elements such as empowering employees and involving workers in decision making played an important role in motivating employees.

Key words   Motivation, Incentive Schemes, Remuneration, Employees, Performance

Table of Contents

1   Introduction

Motivation has been a major concern in the past years and has been with organizations. Motivation is difficult to understand due to the fact there are different factors that exist for employees in a particular organization, because what motivates one worker is different from other employees. By definition, motivation is a factor that exists in an individual which has the potential to affect the way, strength and eagerness of behaving towards work. (McShane & Von Glinow 2003, 132). The definition by McShane & Von Glinow has been further supported by Petri & Govern (2004, 16) that motivation is the thought that explains the propelling force in an individual that explains differences in intensity of behavior.

Motivated employees are willing to devote time to certain level of commitment for a particular objective in an organization. Certain actions which include changing activities that employees perform, lowering the levels of hierarchy and relegating many employees in the motivation process are significant enough to affect the levels of trust and commitment necessary for employees to perform the above work requirements. Moreover, employee needs are changing as the younger generation employees have different expectations to their work than old workers as a result of globalization which has made workforce variations the complex issue of motivation. (McShane & Von Glinow 2003, 132)

1.1   The Purpose of the Thesis

The purpose of this thesis is to research how the Building and Road Research Institute, (BRRI) can motivate its workforce for increased performance at the workplace. The primary objective will particularly be to study the factors of motivation that will lead to employees being highly motivated in the research context.

The thesis comprised a study on motivation, incentives, management worker relationship, empowering employees as well as the case study and its findings. Motivation is a difficult and an extensive subject for discussion. It is therefore beyond the scope of this thesis to undertake motivation as a whole; hence the study was narrowed to reviewing aspects of motivation that will help the BRRI achieve its company objectives.

It is in view of this that the research seeks ways of motivating workers in BRRI, hence the leading research question for this thesis is motivation necessary for high performance. Beside the leading research question there are other questions, which include: Is Management worker relationship is encouraging enough, Poor remuneration affects performance of work were discussed further in the data analysis.

1.2   Research Method

Motivation difficult as it is has existed for long and its application is still not well understood in many organisations or companies. The author of this thesis chose to contact employees of the BRRI, an organisation in research and building as a case study. The study was conducted by examining and studying theories on motivation and how it can influence positively on employees of the BRRI. The research uses the quantitative approach by conducting a questionnaire survey to collect data on the views of employees on motivation.

As a guide to finding a probable solution a hypothesis was set to guide the thesis to arrive at necessary recommendation that will help the organisation. A hypothesis can be defined as a proposal set forth as an explanation for the outcome of some specified group in an event, either maintained as a provisional assumption to aid in research or received as highly probable in the event of facts discovered. Though the research method used in the data collection was quantitative the study employed the experimental form of research.

The hypothesis for this thesis was ``if less supervision affects work done, then poor remuneration will totally demoralize work performance``. It is in the interest of this research to prove or disprove otherwise the statement above.

1.3   Theoretical Framework of the Thesis with Delimitation

The underlying principle for incorporating the re-examination of the literature in a research by confirming what has been said and substantiated is usually done through the literature review for research purposes.

The theoretical framework is always based on existing materials which have been proved before and the current research should conform to the existing literature. For the study on motivating employees for high performance, there are two sets of motivation theories that will be analysed critically. There are content theories, which include Alderfer's ERG theory, McClelland's learned needs theory, Maslow's need hierarchy and Hertzberg's motivator-hygiene theory will be examined

 Process theories, which consist of Expectancy Theory by Vroom, Porter and Lawler, Equity Theory by Adams, and Locke's Goal Setting theory as well as Kelly's Attribution Theory were also discussed. The two categories of theories were logically discussed and conclusions drawn to match the research question. Apart from the content and process theories other approaches to motivation include McGregor's theory X and Y and theory Z by Ouchi was as well used to determine the research question's suitability.

Nonetheless, the inexperience of the author on motivation may be deemed a limitation of the research and considering motivation as a broad topic in its entirety discussions of the best known theoretical models which explain motivational factors were elaborated further.

1.4 Structure of the Study

The structure of the study is presented in figure 1. The first part of the study is the introduction which explains the subject matter and background information. Again, it further establishes the purpose of the study. The second part discusses entirely the theoretical framework which focuses on various theories on motivation and other factors to support the case study.

The third section of the study describes the research methodology and methods used and the analysis of data collected from the fieldwork to attain the results of the study. The fourth section discussed the empirical study with regard to the case company. Finally, the study was completed by mentioning essential findings of the research making and drawing conclusions as well as making necessary recommendations and suggestions to the case company, BRRI.

1. Introduction Purpose of the study Research Methods Theoretical Framework with Delimitation Structure of study	2. Theoretical Framework	3. Research Methodology	4. Empirical study & Empirical Target Setting	5. Research Findings Conclusion Recommendation
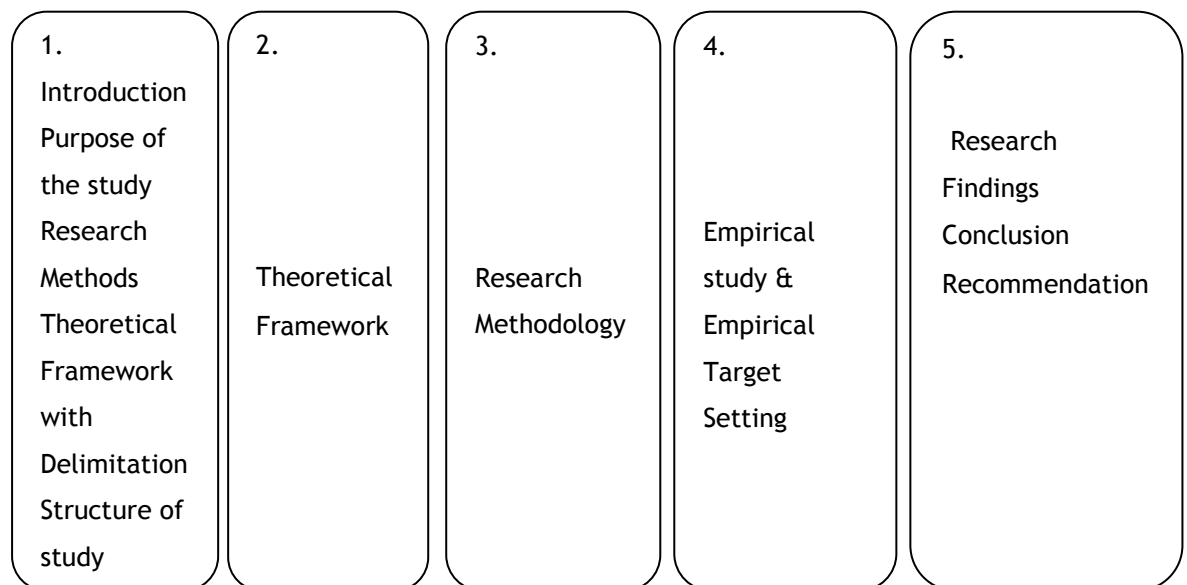
Figure 1: Structure of the study

2 Theoretical Framework

Motivation of employees to work to increase productivity has raised concerns in many organizations and the prevalence of low morale as well as lack of motivation is of prime importance to organizations in general. There exists some form of truth in this assertion in

that it becomes very difficult for organizations to achieve company objectives. In order for organizations to be able to motivate the workforce for increased or higher performance, certain measures need to be put in place to be able to achieve a set of company objectives.

Before discussing the various theories of motivation which organizations can adopt in order to achieve the best from their employees by way of high performance, it is necessary to first define what motivation is. Motivation can be defined as the propelling factors that exist in an individual to make someone want to do something, with special reference to hard work and effort.

This section discusses primarily the works of management scholars who have explained various theories of motivation which companies can adopt to motivate their workforce for high performance, hence achievement of organizational objectives. The section reviews the content and process theories of motivation as well as reinforcement theories of motivation.

2.1   Content Theories

Content theories of motivation explain the reaction and behavior of individuals in a particular situation. Furthermore, reinforcement explains the act of making an idea or feeling stronger. Reinforcement theory as well as McGregor's X and Y theory, Ouchi's Z theory and the four drive theory will also be discussed.

2.1.1   Maslow's Hierarchy of Need Theory

Figure 2: Maslow's Hierarchy of Needs
(http://en.wikipedia.org/wiki/Maslow%27s_hierarchy_of_needs)

The hierarchy of needs theory was developed in 1943 by an American psychologist called Abraham Maslow. According to Martin (2001, 405)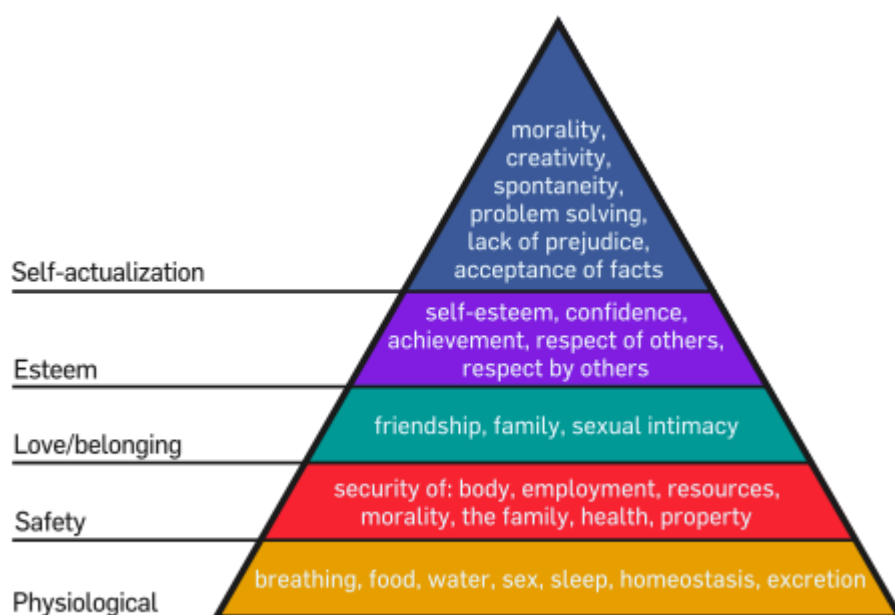 people have inner needs or wants to be satisfied and as a result satisfying these needs, have an ingrained arrangement of these needs to be satisfied. These needs are in a hierarchical form of how each need is satisfied and it can be identified in the forms as physiological needs, safety needs, social needs, esteem needs and self-actualization needs.

When the physiological needs are present in an individual, it conveys a sense of satisfaction in a person because the physiological needs are necessary for the human body to function well with specific attention to the basic necessities of life which are food, shelter, water and air to breathe. From these needs as regards organization context increase in pay levels is necessary and brings an employee a good and a satisfying work life. (Martin 2001, 405)

With regards to safety needs Martins (2001, 405) makes it known that these needs combine needs that support the idea of security of an employee in everyday life. This means that these are necessary tools needed in an organization to protect employees from harm that emanates from work as employees need protection from the work performed in order not to lose positions in the organization. In an organizational setting this will mean that job security is a necessary tool for employees to know that security is assured.

The social needs aspect of this theory takes into consideration the level of friendly or communicative support necessary in life where employees have to feel loved and appreciated in the working environment as part of organizational team. This need in the organizational setting is associated with friendship in the work place as well as the need to be part a working team in an organization. (Martin 2001, 405)

According to the esteem needs in this motivational theory, the individual worker or group of workers in an organization should feel respected no matter their rank or position in the organization. This also, is connected to the concept of accomplishment of a particular objective, competency in special skills, acknowledgement and reputation as well. To view this in an organizational perspective, it means management giving ceremonial recognition on necessary suggestions that emerge from employees or an employee in the monthly or annual award of the organization. (Martin 2001, 405)

Another need identified is the self-actualization needs which are related to favourable circumstances of an employee's utmost capabilities in an organization. This implies that allowing enormous power over an employee's or an individual's working life situation. Judging this from the organizational point of view, it is necessary give freedom to an employee to

arrange the required job to fit the individual's choice and situation which can be controlled on the basis of ends and not means. (Martin 2001, 406)

There are various assessments of the theory in that individuals are motivated by different needs in the hierarchy as not all employees are positively or negatively motivated by activities that exist in an organization. The theory also mentions that individual employees tend to value each need differently because some employees in an organization prefer to working for lower salary but in a more secured environment.

Though the theory is not applicable to all work it is usable in encouraging managers to ask questions openly on motivation from the context of employees to ascertain how to understand situations. It also gives managers the foundation to augment what is already provided by the organization through welfare and aid programmes to be included in the employee reward schemes. (Martins 2001, 407)

2.1.2   Herzberg's Motivator-Hygiene Theory

Fredrick Herzberg, an American psychologist (1923 - 2000), developed the motivation-hygiene theory which is also referred to as two- factor theory. The theory was based on Maslow's work of the working situation by examining working motivation which sought to reveal the various circumstances and situations that workers deem positive. The study disclosed that employees are directed by two factors known as motivator factors and hygiene factors. (Axelsson & Bokedal 2009, 16)

According to the theory motivator factor indicates a state of content when realized but the hygiene factors on the other hand produce discontent. In this regard, reward systems usually mean that money is the only factor that motivates employees. In Herzberg's view money is a supposed hygiene factor that produces discontent when received in an inappropriate quantity, but it is not really the possibility for achieving satisfaction or positive motivator. As stated by Herzberg in the Motivator-Hygiene theory the effect of salary generates a short-term friendly feeling, hence the motivators contribute to satisfaction which is more enduring to employees. (Axelsson & Bokedal 2009, 16)

 Axelsson & Bokedal (2009, 16) motivators that produce contentment in an employee and the factors of motivation include acknowledging the worker, success, challenging work, making vital contribution, building trustworthiness and a probable prospect of developing a career and a sense of responsibility are all necessary in the work environment. The hygiene factors are necessities to be certain that an employee does not feel aggrieved or discontent at work. The hygiene factors do not act as an extraordinary form of motivation though without the

hygiene factors dissatisfaction among employees is notable as common hygiene factors such as condition of work, money in terms of salary, policies within companies and administration as well. (Axelsson, A & Bokedal, 2009)

2.1.3 Alderfer's ERG Theory

Figure 3: ERG Theory
(http://www.envisionsoftware.com/articles/erg_theory.html)

Motivation is a difficult subject matter in that it has varying degrees of application which are difficult to understand and meet. The ERG theory developed by Clayton P. Alderfer in 1972 identifies three different levels of a model which is in relation to Maslow's Hierarchy of Needs. By explanation of the ERG theory, Alderfer divides it into three distinctive levels of Existence, Relatedness and Growth needs of human behavior. (Martin 2001, 408)

 McShane & Von Glinow (2003, 134) explain Alderfer's ERG theory as a content motivation theory that has three characteristics of need classified in a hierarchical form by which employees advance to the immediate important need when the need beneath is accomplished and when a higher need in the hierarchy has not been fulfilled returns to the lower need.

The existence need explains an individual's physiological needs and needs such as safety which includes the need to satisfy one's hunger, clothing, shelter and good and safe conditions of work which are physically oriented. The relatedness level of the hierarchy accounts for conditions such as the need for individuals to feel wanted by way of interaction, recognition from different people and the ability to have the feeling of security from people in the organization. The growth needs explains that an individual worker or employee have self pride by way of completing a job successfully as well as the idea of self-actualizing. (McShane & Von Glinow 2003, 134)

As the three categories change, managers should be able to identify that each employee has different need which needs satisfaction concurrently. From the ERG theory if attention is paid to a particular need at a time, there is a tendency that it will not motivate efficiently. Again

the ERG theory adds that in the event of a higher level need unable to be satisfied, an employee or the person may return to earlier lower level which is not difficult to satisfy. This is best known as the frustration-regression law as this principle affects motivation at the workplace. An example can be that if favorable circumstances are not present for the employees, there is the possibility for the workers to go back to the relatedness needs and socialization with the same employees is clear. In the context of an organizational setting, the recognition by management of these circumstances which prevailed earlier, management can take measures to meet the needs which are frustrated before subordinates are able to attempt to satisfy the growth needs again. (The Executive Fast Track, 2010)

2.1.4 McClelland's Theory of Needs

The theory of needs was developed by an American behavioral psychologist David McClelland in 1961 which pays attention to three need levels, namely, achievement, power, and affiliation which are viewed as necessary needs that aid in defining motivation from an organizational perspective. The need to achieve and be successful in connection with predetermined standards to try and be successful in work defines the need for achievement, which is abbreviated as (nAch). Need for power (nPow) recognizes the need to change people to behave in a certain manner in which the individual or group of people would not have operated. (nAff), need for affiliation, describes an employee's willingness for affection and interpersonal attraction and sense of belongingness so that affection recognized by the employee. (Robins 2000, 162)

According to the Executive Fast Track (2010) need for achievement (N-Ach) employees are eager and willing to succeed and require a definite answer from a job performed. N-Ach employees also tend to prevent situations involved in both high-risk and low-risks thereby seeking to gain what is needed for the achievement to be possible. The N-Ach employees tend to avoid low-risk circumstances because according to such employees, easy success achieved is not an authentic success.

Considering the need for affiliation (N-Aff), such employees seek to feel loved and allowed into a group by others and these employees or workers work toward the requirements of co-workers. Again N-Aff employees try to make and protect the friendship that exists between them and other workers with dignity of belief and common understanding. The performances of such employees are evident in customer service and in situations where communications with business partners are needed. This emphasizes the fact that people with strong sense of need for affiliation weaken the interest and direction and performance of employees from the organizational point of view. (The Executive Fast Track 2010)

With regards to the need for power (N-Pow) group of workers are those who want to affect people by directing them and the need for organizational influence is likely to be more efficient than people who have extreme personal power need in an organization. Such people with high need for power have the pleasure of being competitive as well as the desire to be in high positions in an organizational setting. From the theory people who need organizational power are very much interested in administrative positions but such workers may lack the necessary efficiency and the skills of personnel in the organization. In most cases, all the three needs exist in each individual that are formed and achieved by the social background of the worker as well as action of life. Training is a possible tool which could be used to change the profile need of an individual, however a need of an individual outweighs the other based on the personal differences. The superiority pertaining to the needs at work will to a larger extent depend on the rank of the individual employee in the organization. (The Executive Fast Track 2010)

2.2   Process Theories of Motivation

In McShane & Von Glinow (2003, 141), the process theory of motivation is centered on the view that effort to work is administered in the direction of a person's way of action.

2.2.1   Expectancy theory by Vroom, Porter and Lawler

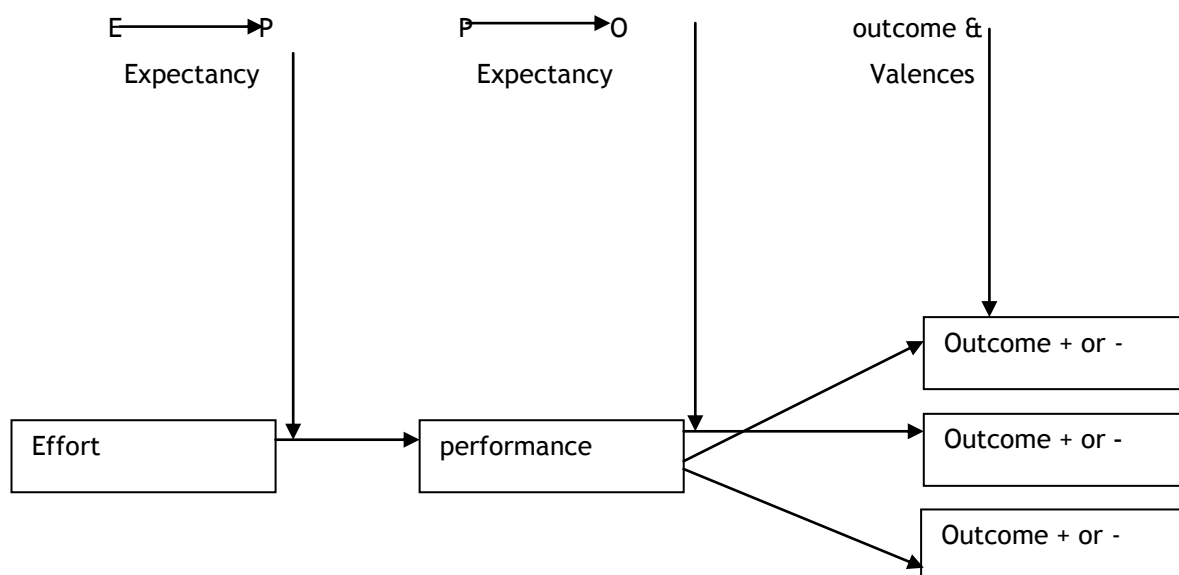Figure 4: Expectancy theory of motivation
Source: McShane, S.L. & Von Glinow, M.A. (2003, 142). Organizational Behavior 2nd edition, McGraw-Hill, Irwin

According to Robins & Coulter (2008, 367) expectancy theory explains that an individual is likely to behave in a particular way with regard to the expected outcome that the act will be

successful in an event based on the attraction of the individual outcome. This theory was proposed by a Canadian, Victor Vroom as the theory asserts that motivation is ascertained by three factors which include the notion that work will definitely be successful and that an influential performance will be the result of final completion of the work performed, such as reward which will give an individual satisfaction from the consequences of the work. (Helicon, 2009)

The expectancy theory approach identifies three levels, namely, Expectancy-to-performance E→P, Performance-to-Outcome P→O, and Outcome Valences (V).   Figure 4 above indicates that the level of employees motivation is affected by all the three elements of the model and that the absence of anyone of the components means that motivation is also below expectation. (McShane & Von Glinow 2003, 142).

For the expectancy-to-performance to be effective there is the need for managers to augment the idea that employees have the ability to accomplish work in a successful manner. By making this vision clear to employees, workers become aware that management will recognize employees contribution. In addition, managers in organizations need to have the appropriate skills and understanding by way of providing the necessary preparation and clarity of working conditions to employees. Again, provision of resources needed in accomplishing work is vital in employee motivation and giving not so difficult schedules until workers are able to get mastery of such activities to be performed at work and making available counseling units by way of instructing employees who do not believe in themselves. (McShane & Von Glinow 2003, 144). All the above deepen and add to self-efficacy.

 In an effort to improve upon the Performance-to-Outcome expectancies, it is necessary for management to consider and define the scope of employee performance correctly. Irrespective of this employees have the notion that fulfilling a specific assignment will yield favorable results and believe that accomplished performance will not have effect on the outcome of work performed.(McShane & Von Glinow 2003, 142 -143).

Apart from this, the most understandable approaches to increase performance-to-outcome expectancies are to determine the scope of employee performance correctly by allocating and holding in high regard rewards to performances of work. Companies or organizations need to frequently explain that rewards are based on performance systems via ceremonies or end of year party of the company. (McShane & Von Glinow 2003, 144-145).

The third element in expectancy theory concerns valence of outcome, which is defined as the perceived state of comfort or discontent that a person feels with regard to an effect or consequence. An outcome of valence is decided by the ability of an individual's fundamental

needs that are linked with outcomes as the events have a definite valence if it has an effect on the employee's need in a direct or indirect way. Though, valence also have an adverse effect on outcome when valence prevent need attainment of employees. (McShane & Von Glinow 2003, 143)

Outcomes of achievement have an impact on work when employees appreciate the outcomes. In this endeavor management should be able to develop a system to reward employees who perform well in the organization. The theory also emphasizes that it is necessary to find and reduce counter valent outcomes which have negative valence that leads to reducing reward systems. The expectancy theory also gives one of the more approachable models for expressing an outcome in advance performance and motivation of employees.

2.2.2   Adams Equity Theory

One of the dominant changes in satisfaction associated with the Porter and Lawler expectancy model approach is the understanding of balanced rewards which confirms a further process theory of motivation which is Equity theory, that can be adapted in a work environment. The theory of equity as usual is connected with the work of Adams. (Mullins 2002, 443)

Equity theory concentrates on individual perceptions of how equitably people have been treated compared with others in an organization. According to Mullins (2002, 443), the theory is established on the premise that employees anticipate actual outcomes in exchange for an offering or inputs.

Social relations include a process of change which may be that an individual might expect a higher position in the organization as a possible result of input in aiding to accomplish a vital organizational objective. Employees choose their own understandable equity of the position assumed in the organization that recognize behavior in equity of change is altered by the favor received between management and different workers in the same organization.

In their book, organizational behavior, the authors McShane & Von Glinow (2003, 147-148) identify six vital ways to checking the unequal treatment of employees in an organization. The authors mentioned the following changing input, changing outcomes, and changing perceptions, moving from unfair work conditions, changing the behavior of comparing others and changing the attitude of the comparison order as the six probable ways of reducing inequity among employees.

The authors clarified and discussed the six ways of reducing inequity as changing input which explains that employees who are lowly rewarded consider reducing work and performance if the results of work do not go according to the pay systems as those workers who receive more pay work earnestly to fulfill organizational objectives.

Changing outcomes is perceived as people with low inequity will be anxious for outcomes which are rewarding, but if this plan of action does not materialize, employees begin to change to actions that are formal, such as engaging in labor union activities to request changes or simply take unnecessary sick leaves, and the act of using company assets for personal use.

In addition, employees or workers tend to disorganize inputs and outcomes to maintain feeling of equity in the company as this action is normally followed by workers who are not very well rewarded, because it is seen as an easier way to augment the anticipated inputs than to request low salary which will mean changing perceptions of employees. (McShane & Von Glinow 2003, 148)

In addition, for employees to lower the feeling of inequity, employees move away from the unfair work conditions leaving the organization whilst workers depend on the comparison order means of equity in a way to improve by adjusting the comparison other's outcomes. Changing attitude in relation to comparing other implies that if it becomes impossible to change the outcome or input rate by other ways, people change by having a more agreeable input. (McShane & Von Glinow 2003, 149)

Equity theory explains that workers are stimulated by certain rewards and similar benefits that exist in the organization and, mostly employees are able to recognize equity that affect an individual's motivation level in the organization. In this regard, managers must recognize efforts and build to maintain equity in the organizational settings. Also, managers have to identify that understanding equity is not just an occurrence of the past as existing attitudes are influenced by a previous approach. (Plunkett, Attner & Allen 2005, 438)

2.2.3   Locke's Goal Setting Theory

The goal setting theory presupposes that particular goals tend to influence acts which are difficult and acceptance of it produces higher achievements than goals which are easy to achieve (Robbins & Coulter 2008, 361). Robbins & Judge (2008, 76) look at goal setting from the angle that goals which are specific generate much higher output compared to those goals which are generalized as the writers admit that the intensity of the set goals serves as a catalyst for internal inducement.

If the goals are constantly held as an acceptance factor of motivation, then it can be deduced that no matter how difficult the goals are the performance of the outcome will be higher. In effect, it is likely that goals which are easy are most likely to be accepted, but in a situation where a difficult task is accepted, the worker is believed to demand a higher level of performance to try and accomplish the task.

In Hodgetts, Luthans & Doh (2006, 383) goal-setting theory is a process theory that centers on how people decide on goals and react to them with reference to the end result of this process theory. Again, employees' involvement in goal setting is seen as irregular with the existing principles of partaking in union representation as well as the change that exists in different management cultural settings such as taking part in setting goals may be influenced by the generally existing company norms.

McShane & Von Glinow (2003, 150) initially define what is entailed in goals before goal setting, as the actual or eventual objectives that workers try to achieve from employment. The authors in their book Organisational Behaviour (2003, 151) continue with goal setting as a method of stimulating employees and explaining to them their respective roles by organising work objectives.

Goals express a discipline and give ways for agreeing on how much effort to put into work when goals vary. In order for goals to be productive there should be the necessity to clarify the goals to be achieved, as goal seeking theory is also of the view that, definite and direct relationship is present in goal difficulty and performance, which means that difficult objectives indicate more effort and performance than goals or objectives that are not difficult to achieve. Moreover, objectives which are demanding beyond individual's limit will not cause the person to generate performance levels of high competence. In another development participation is deemed to have its results as it adds to employee perception of direction and equality in the process (Fincham & Rhodes 2005, 213).

Yearta, Maitlis & Briner (1995, 238) identify two actors of goal setting theory, as difficulty and performance, and participation and performance and elaborate that goals describe circumstances such as individual engagement and the psychological factors included in meeting and achieving goals.

Yearta et al (1995, 238) explains that goal content and performance centre on the connection that exists between goal difficulty and performance, adding that an acceptable level of performance and total commitment, difficult goals lead to effort and performance higher

than goals that are easy. This means that efficiency grows with the degree of goal difficulty, which suggests that employee wanting to reach the goal is committed to accomplishing it.

Participation and performance state that allowing participation in the process of setting goals there exists a rise in an employee's ability in understanding control and equity, which afterwards leads to high goal performance.(Yearta et al 1995, 238).

2.2.4 Attribution Theory

In Martin (2001, 419) attribution theory indicates that motivation is a reaction by an employee to a way an individual's perceived actions decide if the manner of conduct acknowledges situations within the organization or outside of it. Based on this, the employee will conclude if preference should be given to intrinsic or extrinsic forms of motivation as the outcome of the decision taken by the employee has an influence on the motivation that will be productive for that particular employee.

Deci & Ryan (1985, 195) view attribution theory as a way of behavior to be applied to outside situations with regard to an extrinsic form of motivation, but not relevant to personal cause. With reference to the principle of co-variation of Kelley, if an employee is performed a specific work the individual was paid for, the employee is willing to repeat the same behavior when money is given. It can be said that the behavior repeated is as a result the work performed for the money. This proves that the employee is motivated extrinsically and the internal motivation will be controlled effect.

Deci & Ryan (2004, 40) made an analysis of three levels of motivation which centered on intrinsic, extrinsic motivation and amotivation.

Deci & Ryan (2004, 42) look at the three levels, intrinsic and extrinsic motivation, and amotivation. From a multi-dimensional perspective intrinsic motivation indicates the engaging in any pursuit for delight and comfort. First of all having knowledge of something indicates engagement and comfort that will be gained from the acquisition of information, analyzing and acceptance.

Secondly, intrinsic motivation to accomplish tasks of engaging in certain pursuits brings happiness and content that arise from trying to better oneself, constructing or achieving something and thirdly, intrinsically motivated person will work on a task because it is enjoyable and not because of external feelings or rewards linked with it. (Deci & Ryan 2004, 42)

Extrinsic motivation connote a wide range of behaviors that have in common the idea that something, done is not for reasons that exist in but for reasons which are contributory. Behaviors which are motivated extrinsically are done to gain an end state which is different from the real or actual behavior. (Deci & Ryan 2004, 42)

The primary form of extrinsic motivation is external regulation, which implies that a person is externally monitored, acts are carried to complete, to acquire a positive end state but such external rewards are not enough to keep a person motivated or to avert a negative end state that is basically different from the actual activity itself. Outside regulation exists when an individual is motivated by outside factors such as rewards, grades and money as these rewards provide satisfaction and pleasure that the task itself may not provide, but it decreases the internal motivation as one works to gain reward rather than because there is interest in doing the work or believe it is a good thing to do. (Deci & Ryan 2004, 42)

Furthermore, introjected regulation which symbolizes the early stage of internationalization process, where employees adapt to the surroundings which motivate employees to begin find reasons for the way they behave internally, however motivation is not self determined as this form of regulation is internalized. (Deci & Ryan 2004, 42).

The third form of extrinsic motivation is recognized as identified regulation, which is the motive to perform in any activity or work that are within the individual or as the activity is perceived valuable by the person. The individual is likely to do the work with a perception and the behavior which is said to be controlled through identifiable activities. (Deci & Ryan 2004, 43). After considering all the above forms of extrinsic motivation, it is necessary to take into consideration that all motivation in the extrinsic factors can be crude, is and often effective when it comes to the reward and not the action.

The third motivational factor that was identified by Deci & Ryan (2004, 43) is Amotivation which causes employees not see the possibility that exists between behaviors and results, so in that sense do not realize the effect of attaining an outcome. In other words, amotivation as a construct should be acknowledged when managers are attempting to comprehend the behavior of employees.

2.2.5 Reinforcement Theory

Pride, Hughes & Kapoor (2009, 287) state that reinforcement theory is a motivation which is established on the basis that an action which is recompensed for a worthy behavior is most likely to be reciprocated, while behavior which is punished is likely not to repeat itself.

Reinforcement also according to Griffin & Moorhead (2009, 103) "is based on the idea that behavior is a function of its consequences".

From the definitions above it can be deduced that an employee is bound to put in the maximum efforts to work when a behavior is rewarded, or in other words the employee will be motivated to repeat the current behavior that resulted in being rewarded. From the perspective of an industrial and organizational arena Landy & Conte (2009, 371) explain that reinforcement theory "proposes that behavior depends on three simple elements which are stimulus, response and reward"

For the purpose of this research, it can be inferred that if a response in the presence of a particular stimulus is rewarded, that is to say if it is reinforced, that particular response is likely to occur again in the presence of that stimulus.

Pride et al (2009, 287) explain further that the theory of reinforcement appear in different forms and can be applied in a number of ways which, include positive reinforcement and negative reinforcement. A positive reinforcement concerns the situation where desired behavior is strengthened by giving an employee a reward. For example, most workers acknowledge praise as well as been recognized by their superiors for an activity well performed and raise the willingness to engage very well in future activities.

A negative reinforcement on the other hand represents the notion that there is the likelihood that a behviour associated with an action will be continued by delimiting a task which is not desirable.

2.2.6 Theory X and Y

Theory X and Y according to Bolman & Deal (2003, 118) was developed by Douglas McGregor. This theory was proposed in respect of motivation for top management executives in business institutions to try to understand employees' motivation levels. McGregor illustrates that managers see theory X employees as inactive and slow with little ambition to work and want to be directed how to perform work and do not like change. Cameron & Green (2004, 19), McGregor published a book called "The Human Side of Enterprise" and described in it his theory X and Y, which assessed the fundamentals of management perception of an organizations labour force. It (theory X) discloses that employees are genetically not motivated to work as is seen as a possible nuisance which makes them require control and supervision from their managers, whereas theory Y assumes that people normally have personal desires and need to perform work and given the correct working surroundings are more willing to be partly responsible for the success of the organization.

According to Mullins (2007, 444) the main theme of theory X is guidance and instructing via a compact system in the organization and the exercise of authority, as theory Y's main principle consists of unifying employees and goals of the organization. Theory Y's assumptions about human nature are that work is considered more or less as natural as playing and also, the level of commitment to objectives is a part of reward, which is associated with employees own achievements. Theory Y, according to McGregor, sees employees as when the needed and necessary requirements are provided can on the average learn to adapt and seek responsibility.

 Petri & Govern (2003, 30-32) if the concept of motivation viewed in theory Y is acceptable, then organizations can apply these concepts related to the theory to improve the motivation level of employees in the organization. In addition, organizations management may be forced to decentralize and delegate certain types of responsibilities to employees, which will make subordinates to be more involved in the process of making decisions in the organization. Furthermore, according to Frost (2002, 122) during the decision-making process when employees are included help in improving their creative capabilities which in the long term gives them control over the work performed.

2.2.7   Theory Z

Lunenburg & Ornstein (2007, 77) theory Z was proposed by William Ouchi who sought to analyze highly producing organizations in order to be able to find what, if anything, these organizations or institutions had to show in common. In order to analyze the success of these companies reaching a successful goal, Ouchi proposed theory Z. Ouchi's theory is a further extension of the work of McGregor's theory X and Y, but the main distinctions that exist between them is that McGregor's theory X and Y tries to differentiate among others the personal leadership approaches of a single supervisor, whilst theory Z expalains the culture that exists in a whole organization.

In Sheldrake (2003, 200) the approach adopted by theory Z management implies that employees concerned or involved are workers who are essential to high productivity as those workers in big organizations or industries emanate from a set of regular patterns, practices and actions which are based on trust and closeness between subordinates and managers. For the purpose of the research it can be argued that the management style of theory Z is made strong by involving workers in the activities that exist in an organization and as these employees are involved, the result or outcome of such involvement is increased productivity for the achievement of organizational goals.

From the perspective of Rothwell & Cecil (2006, 193) for theory Z to be effective for the benefit of the organization and the employee a long term contract is essential to the progress of the business as well as the individual worker. In this situation the employee is anticipated to be tolerant and accommodative and have the feeling that all parties will gain from the working group or the organization as long as it is successful. This is to say that all things being equal if workers have the necessary training and development in association with responsible roles, communication and a sense of belonginess enhances the ability to make a meaningful contribution to the organization.

It can be deduced that if employees are allowed to take part in decisions and develop skills that are necessary for making effective inputs to the industry, the organization becomes competitive, and if a company becomes competitive due to the contributions of employees they (employees) become happy and proud and employees will produce the maximum output for the benefit of both the employee and the organization.

2.2.8   The Four-Drive Theory

The four-drive theory was recently proposed by two Harvard Business School professors, Paul Lawrence and Nitin Nohria, emanating from the review of their current research identified four main drives that seem applicable to almost everybody.

According to Hill & McShane (2006, 323), four-drive theory is a motivation theory that depends on the natural drives to acquire, learn, bond and defend. The drive theory identifies four drives with which employees are motivated to work hard to achieve organizational goals. These are the drive to acquire, the drive to bond, the drive to learn and the drive to defend in the organization or business setting.

The drive to acquire, according to the authors, is the basis for competition as well as the basis for individual's need for self esteem in that it combines the drive to aspire, control and maintain focus and self experiences in the workplace. The drive to acquire extends beyond the basic necessities in life, which includes food and water as well as the desire for relative status and recognition in the society. This means that the drive to acquire among employees or subordinates is necessitated by sustained efforts or through environmental forces that enable workers to have the needed will to achieve in the workplace surroundings. The drive to bond motivates employees to collaborate and eventually becomes a necessary impetus for the success of organizations and societal development. Thus, if management recognizes the drive-to-bond aspect of individual needs, it is likely to motivate employees for the company to reach its objectives.

The drive to bond indicates the drive to have a friendly relationship and have common mutual care and obligation with each other in the workplace. In recent research considerations are that individuals devote considerable amount of time and considerable energy in forming and maintaining social relationships with no specific conditions or any negative reasons.

Hill & McShane (2006, 323) drive-to-learn approach recognizes that in order to achieve or satisfy an individual's curiosity, have fair knowledge and understanding of the individual's own personality and the surrounding environment, there is an experience of tension that motivates the employee to close the information gap. The drive to learn is in relation to self-actualization needs which represent the need for fulfillment.

The drive to defend goes beyond protecting friendship, personal acquisitions and the system of belief that exists in an individual as the drive to defend is most often a reactive state which is caused by danger, but all the other three drives are proactive.

The four drive theory states that all these four drives are a complete set and as no other innate drives are excluded from the model as all the drives apart from the drive to defend are proactive, which means that individuals aim at identifying and exploiting opportunities by taking action against a probable problem and threats.

Hill & McShane (2006, 323) these four drives motivate individuals through the human brain as the brain makes use of these four drives to immediately judge and allow feelings of information received via the human senses. A typical example could be that an employee has learnt that the manager has been elevated to the next level in the organization and someone outside the organization has been appointed to occupy the vacancy. This obviously causes emotions of worry and curiosity as the drive or desire to defend creates worry about how the new supervisor will have an effect on the work routine, whereas the drive to learn produces curiosity of the new supervisor.

The four-drive theory according to Hill & MShane (2006, 323) states that the drives or the emotions they produce inherently decide the motivation or behavior level in an employee.

 In the application of the four-drive theory Hill & McShane (2006, 324) managers should make certain that employees' activities and workplaces offers a stable prospect to conform to the drives to acquire, bond, learn and to defend in the organization. This imply that people in the workplace need to systematically fulfill all the four drives and in this organizations employees who are extremely or highly motivated produce an environment in the workplace where all the drives have an equal opportunity of being sustained.

Again, with effective implementation of the four-drive theory, all the drives should be made equal, thus companies should prevent too much or too little opportunity to fulfill a drive at the cost of other drives. An organization that energizes the drive to acquire without the drive to bond may in the course of time be affected by organizational politics and conflicts in the organization.

2.2.9   Conclusion of Theoretical Discussion

In conclusion to the theories discussed above it can be inferred that Maslow's need hierarchy of motivation declares that from the satisfaction of a lower need of the hierarchy the next highest need becomes dominant as an individual's attention is geared towards satisfying the higher need. The needs for self- fulfillment which is difficult or cannot be satisfied, because needs are demanding in that only an unsatisfied need can motivate an individual's behavior and the dominant need becomes the highest motivator of behavior.

 It can be said that development of the psychological aspects takes place as employees or individuals ascend the hierarchy of needs. It is not a straightforward progression as the lower need is still existent. The Maslow's hierarchy of need theory states that the high-order of needs for esteem and self fulfillment creates the greatest impetus to motivation as it grows stronger when satisfied whilst the lower needs decline in strength of satisfaction.

The Herzberg theory of hygiene motivators presupposes that if satisfaction of work leads to greater productivity then it is evident that any improvements in motivators should automatically or logically lead to an improvement in performance of work in the organization. The theory suggests that work in itself; advancement and responsibility generate most long-term improvements in job satisfaction, though recognition and achievement are short-term.

Herzberg's theory noted that work could be improved by way of restructuring them to increase the level of opportunities available to employees to achieve set goals and objectives which are meaningfully in relation to the work, because interesting assignments are unnecessary but rather should be organized in an exciting way so that the individual who carries out the work can find the operations lead to increased satisfaction.

The Existence, Relatedness and Growth theory of motivation has some similarities to Maslow's theory of need hierarchy, nonetheless the ERG theory consists of only three states or stages which are existence needs, which is the basic needs, relatedness needs which combine the need to be satisfactorily wanting to relate to others in the organization, and growth needs which refer to competence, self development as well as creativity in the work environment. Accordingly, ERG refers to these three stages of human needs in an organization as existence,

relatedness and growth, and Alderfer, the proposer of the theory implies that a person may be motivated by several levels of needs at the same time. Koontz & Weihrich (2006, 291)

The basic motivating desires that constitute McClelland's need theory are the need for power, the need for affiliation and the need for achievement, and all the three drives necessary for management since all the three have to be recognized to make a well-organized company achieve organizational goals and objectives. This theory explains that persons or groups of people with a high need for power have concerns showing influence and the necessary control as such people generally seek positions of leadership.

People with a high need for affiliation normally gain pleasure and excitement from being loved and try to prevent a pain of potential rejection by opposition groups. Individuals with a high level need for affiliation are probably concerned with keeping pleasant social relationships with people and enjoy a sense of love and understanding as they have the zeal and enthusiasm to comfort and aid others in times of trouble and have affection for friendly interactions. Individuals with a high sense for achievement have success and equally intense possibility of failure in them, as such people seek to be challenged and like to set not impossible goals and prefer to take an approach that is realistic and are likely not to gamble, but in turn prefer to analyze and assess difficulties, take personal responsibility for getting an activity accomplished and work for longer periods.

 Expectancy theory consists of two areas of outcomes which are intrinsic and extrinsic motivators. Intrinsic motivation describes how interesting, challenging and meaningful a work is, whereas extrinsic motivation explains work related conditions such as salary and security as the expected outcome or reward. It further states that behavior results from choices that are conscious and individuals are naturally energized to maximize pleasure and excitement which is a positive outcome and the minimization of pain is negative outcome. Podmoroff (2005, 33 -34)

The theory further explains the rationale that people have different goals, desires and aspirations and can be motivated when the relationship between effort and performance at the level of work rate are specified. Expectancy theory also asserts that when people work in any organization it is expected that greater performance or output will in yield a desired reward and that reward or outcome will satisfy an expected need, as the ability to satisfy a need is to justify the effort. The theory functions well when all the four beliefs are available to an employee to motivate the worker to give the effort which is necessary.

 Equity theory clarifies that individuals try to examine the difference between how difficult a work is and outcomes of the work performed and if there is an observed disagreement,

unhappiness exist among individual employees. The disagreement may from external sources. Zgodzinski & Fallon (2005, 211)

This exceptional incident is commonly seen among employees from various or different departments in the same establishment compare salaries with each other, and if there are differences in their salaries as a result of forces that emerge from the outside market, the end result becomes a tension that exists among employees or the different departments. The theory assumes that if such occurrences happen the employee might lower the level of output or might even complain about the same pay under the equal pay or fair employment laws, as the iniquities perceived generate aggrieved employees.

 The process of prospering, bargaining and making formal the targets or aims or objectives which an individual takes responsibility for accomplishing is known as goal. Goal setting is of presume that setting difficult goals of higher performance than goals that are not difficult to achieve, thus if the goals become more difficult to achieve, the social relation that goes with performance will not exist. In addition setting specific goals is a necessary impetus that will eventually lead to higher performance of employees than goals which are not clear to understand or reach. Hunt (2004, 161)

 Again, the theory discusses knowledge of results, task feedback are possibly good enough to motivate employees by way of encouraging setting of goals which are of high performance. When feedback is received, people know their status and move to the next line of action and the current status of work performed to check if they are within their efforts.

In the goal setting theory, goal acceptance implies that employees have to set goals the goals and enact on them accordingly as managers have the idea that when employees participate in setting goals it is a way to increase acceptance and be committed to the course of the organization. Thus if management allow workers to be part of the organization by operating the organization together with low-level employees for example, there can be a co-management team that combines managers and subordinates by working together to prepare budgets, make decisions and set goals jointly in an effort to achieve organizational prosperity Marcic & Daft (2008, 458). An even stronger form of motivation is where managers give feedback on performance of employees regularly to know their situation. This means that workers get to know how well they are performing towards achieving a set of objectives in the organization and again self-feedback helps individuals own progress at work towards a specific goal.

Attribution theory describes the approach of a cognitive sense associated with the way people see the originator of behavior. The theory is about how people associate their behavior to

causes of situational nature and attribute other individual's behavior to a particular employee.

Change in behavior can be connected to the consequences of events which are interpersonal in nature. Attribution theory has shown that it might not be reasonable to describe an action as effective because, if it has the effect desired, employees might have the belief that it is the only necessary reason to be motivated. Sadock, Kaplan & Sadock (2007, 147)

Reinforcement theory deduces that behavior is embedded and seeks to define behavior without making reference to the forces within an individual which is not observable. Reinforcement assesses behavior by addressing the elements that can be observed directly, which describes the environment surrounding work conditions as well as the behavior itself.

From reinforcement theory it is assumed that behavior followed by an enjoyable outcome will more frequently occur and behavior which has unfavorable consequences frequently occurs less in the work situation. The application of reinforcement theory is based on a technique referred to as behavior modification, which brings four controlling choices in the behavior of employees. Werner & DeSimone (2008, 53).

The four techniques include positive reinforcement which increases the level of human behavior by subsequent behavior with a pleasing consequence. Again, there is negative reinforcement which comes in the form of adding value to the frequency of behavior by eliminating or removing elements that are unpleasant after performing the behavior. In addition, is extinction reinforcement which is in an attempt to reduce the frequency level of a behavior by removing the reinforcing element of its constituents and punishment seeks to delimit the frequent level of behavior by presenting a consequence of an adverse effect of behavior.

 Managers hold the view that employees or workers do not like work and try to avoid work and become necessary on the part of management to force, manipulate and even use words of punishment to force them to work towards achieving organizational goals. Moreover, the possibility of employees avoiding responsibility from work becomes clear, as employees seek ways by which individuals place value on security before other associated factors of employment and show very little or no ambition towards work itself. Kriel, Singh, de Beer, Mouton, Rossouw, Berning & du Toit (2005, 56)

With the right application of theory X and Y, employees see work as a natural source as play and individuals will evidently be self-directive and control provided that employees show

commitment to an achievement of goals and objectives. In this event commitment to organizational objectives becomes a part of associated rewards with workers' achievement.

Management which uses theory Z approach focus on mutual or united decision-making to achieve results in the organization. The style of leadership of such companies is orderly or informal and it inculcates in them a sense of decentralization, management participation, involvement of employees and lays much emphasis the company or organization. With the application of theory Z leaders are managers who direct attention in establishing and making use of the social interactions and skills acquired. The usage of theory Z management organizations can profit from assisting the progress of creative ideas and outcomes of employees within the organization. Roussel, Swansburg & Swansburg (2006, 413)

Four-drive theory, which was introduced by two Harvard Business professors, combine four drives which are the drive to acquire, drive to bond, drive to learn and the drive to defend. The four-drive theory can be important to organizational leaders because attention is focused on motivating and directing others as it defines ordinary practices of leadership, when goals are put in place for accomplishing leaders personal skill or knowledge that is gained from the drive. White (2006, 13 - 14)

In addition, the four-drive theory gives a good background that allows leaders to ascertain practices and boosts leaders to surpass motivational guide approaches to provide usual procedures which are equally suitable for the values, organizational context and style. In another event, the four-drive theory when well used can incorporate trial and error methods by administering plans that call for a motivating environment, as managers can design cultures, structures and interactions that allow workers to accomplish the human drives. Moreover, when leaders are faced with difficult situations they can analyze the conditions by helping to sustain equality among the drives to avoid one drive from overshadowing the others.

2.2.10 General Discussion of Theoretical Conclusions

From the discussion of the previous pages in relation to the literature review, the author of this report sees it important that if organizational leaders or managers learn to recognize that it is necessary to encourage employees in the organizational setting and welcome suggestions from employees by commending or rewarding those with good ideas, it will help the organization meet its targeted objective for the short or long-term period.

Again, building of good attitudes in employees by managers and keeping them well informed of the activities of the organization is important. Personal communication, regular employee

newsletter and individual written notices are all important methods of informing employees as this form of communication and mutual effort adds to the organization's team work and morale. The procedures help employees to identify their importance in the organization and feel important that his or her efforts have helped create organizational success. Meeting regularly with employees is one of the best ways of motivating staff and building confidence of self-esteem in workers.

In addition, empathizing with employees is another way of motivating them for increased performance of work. This is to say that when a manager feels the troubles of the employee, it leads the employee to know his worth for the company. A manager may invite a worker in private to discuss the problems confronting such an employee. Equity in the work place by managers is essential in making an organization successful.

Management can call an employee to discuss the employee's work or to ascertain why that person's attitude towards work is ineffective. There might be a feeling of non acceptance by colleagues or a form of insecurity, and if it is a business-related problem, the manager has to carefully consider and put himself in the same situation as the employee.

From the discussions of the preceding paragraphs, provision of effective supervision is a necessity in the organization. As a supervisor becomes the basic managerial element in the organization that forms the link between the overall manager and workers in the organization as the entire company is dependent on the supervisor. The supervisor or manager is responsible for the training needed in the department as the manager owes employees the opportunity to train and develop self improvement. If an organization wants to be successful there must be an effective and good supervision of employees to perform to the best of their abilities.

Employee employment changes are usually attributed to less or reduced supervision as quality and good supervision mostly determine the level of employee performance. Much personal motivation emanates from a competent supervisor because as a manager, it is imperative to improve the quality of supervision which will reflect on high employee motivation, morale and achievement.

3 Research Methodology

This section will be used for the description of the type of research method used. Research design for the purpose of this study used an experimental design method. The population target for this work comprised employees of the Building and Road Research Institute (BRRI).

3.1   Research Method

The research undertaken could be described as experimental since the primary objective was to understand the various topics of motivation including any problems that might be related, and try to make the researcher aware of such problems. Muijs (2004, 13) defined experimental research as a study under verifying conditions that is made to carefully scrutinize the validity of a hypothesis.

From the perspective of Muijs (2004, 3) while quantitative research is found on numerical information which is statistically analyzed, qualitative research makes use of data which are not numerical but rather qualitative research is a usage that surrounds a wide range of methods. The difference between quantitative and qualitative research is normally seen as essential, which leads individuals to discuss the 'paradigm wars' in which quantitative and qualitative research are said to be aggressively hostile and are unable to exist together.

As already known, motivation has existed for centuries, but to make it worthwhile has been a problem as its application is difficult for some if not all organizations. To make the usage and application of motivation attractive and appealing to organizations, research will be made into the question of how motivation increases high performance of employees in the Building and Road Research Institute (BRRI).

Two of the most common types of research are qualitative and quantitative research. Qualitative research is undertaken to gain insights into the topic being studied. The methods used in qualitative research include in-depth interviews and case studies. Quantitative research is undertaken to provide data on a number of people exhibiting certain behaviours and attitudes, and some methods used in collecting the data are telephone conversations, mail, and online surveys. In this sense, conducting research through both means will be essential to gain knowledge and ideas connected with the study under review (Ghauri & Grønhaug 2005).

Considering the afore-mentioned ways of collecting data for research work, the writer will make use of quantitative research. In criticaly assessing the reliability of the report, it can be deduced that the theoretical framework section which discusses research made by renowned and famous theorists of motivation makes the work reliable because based upon the existing research conclusions will be drawn from the report.

3.2   Population

The size of the sample population to a large extent depends on the significance of the questionnaire, the research nature including that of sizes of other similar samples applied in previous studies. For the purpose of this research study The Building and Road Research Institute was selected. The sample size of the total population chosen was one hundred and ten (110) employees of the institute. One hundred and two (102) took part in the survey for participation retention of 93%. Data collection was through the use of a written questionnaire which was hand-delivered to participants and after one week the questionnaire was answered by the respondents and returned by hand.

3.3   Validity and Reliability

The reliability of this report can be seen from the theoretical framework section which discusses research made by renowned and famous theorists of motivations makes the work reliable because it is based upon those existing research conclusions will be drawn. Furthermore, the author has in-depth knowledge of the case company as a worker for two years and has had a direct discussion with the administrative officer in order to have accurate and true facts, and based on this information the report is valid and reliable. Again, the SPSS analysis which proves the hypothesis is enough to show that the research is reliable and valid. The tests below are further explanation and discussion of the terms, validity and reliability as an extra angle for reading purposes.

Validity is defined by Babbie (2010, 153) as "the extent to which an empirical measure accurately reflects the real meaning of the concept under consideration" as Holloway (1997, 159) explains validity as a scientific approach of everyday and states that it is the magnitude to which a mechanism judges what is needed to be measured. Validity from the authors McBurney & White (2009, 173) has four different types internal validity, construct validity, external validity and statistical validity.

3.3.1   Internal Validity

Internal validity explains the intensity to which the results observed in a study are accurate or a true representation of real facts other than the consequences of irrelevant variables, as validity should be of interest in all studies. Validity is also a form of research that is most addressed in connection to findings testing adversity than in other studies. In analyzing causality, the investigator should discover if the independent variable and the variables which are dependent might have a third variable which is normally not measured, which is referred to as an extraneous variable, Grove (2005, 215)

3.3.2   Construct Validity

Referring to Ary, Jacobs, Razavieh & Sorensen (2009, 291) construct validity of a test is the level to which an examination measures the psychological construct it is supposed to control. It can also be called validity of experiments and it is at times called construct validity of experiments and is explained or defined as the effectiveness of the assumptions made about a construct depending upon the measures. Construct validity on the other shows how well this constitutes the construct which the investigator or researcher seeks.

In addition, construct validity is interested in the subject matter chosen for an examination. An example could be that a researcher wants to find a solution to the question, what level the effectiveness from the kind of test motivation has on employees.

3.3.3   External Validity

External validity is defined as the strength of an occurrence that is the degree with which a causal connection when showed in a specific surrounding with particular research contributors can carefully be observed with reference to people, time and places. That is when interest is shown in the level of self-esteem being lowered in aggression, in this situation, the research might consider the use of different approaches to lower self-esteem among the two sets of populations.

External validity is in relation to the environment as well as to the population involved in the research. For example whether a result found in one situation (e.g., anxiety level) generalizes with reference to another situation, a physics laboratory. Fiske, Gilbert, & Lindzey (2009, 55).

3.3.4   Statistical Validity

According to Heppner, Wampold & Kivlighan (2008, 85 -86) a statistical examination or test is used to analyze whether there exists a connection between a variable that is in a study, as the conventional statistical approach is used to determine two opposing hypotheses, the null hypothesis and other possible hypothesis.

The null hypothesis normally anticipates that there is no connection between variables in the research whilst the other hypothesis states that there is a reasonable amount of true connection between the studied variables.

3.3.5   Reliability

From Carmines & Zeller (1979) research reliability is the instrument that concerns the extent to which the instrument yields the same results on repeated trials although unreliability is always present to a certain extent. Generally there is a level of consistency in the results of a quality instrument gathered at different times.

Willmott & Nuttall (1975) state that, in scientific research, accuracy in measurement is of great importance as scientific research normally measures physical attributes which can easily be assigned a precise value. Numerical assessments of the mental features of human beings are accepted as readily as numerical assessments of their attributes, even though it could be understood that the values assigned to mental attributes can never be completely precise, the imprecision is often seen as being too small to be of any practical concern. This assertion makes it important that the researcher in the social sciences and humanities determines the reliability of the data-gathering instrument to be used. (Key, 1997)

3.3.6   Retest Method

Retest method is a form of reliability and one of the easiest ways to ascertain the reliability of empirical measurements is by the retest method, in which test is given to the same people after a time period and the reliability of the instrument can be estimated by identifying the consistency of the responses between two tests.

If in the administration of the two tests the instrument gives the same results by the researcher, then the coefficient of the reliability will be 1.00. Normally the correlation of measurements across time will be less than perfect because of the different experiences and attitudes that respondents have encountered from the time of the first test. The simplest way to determine reliability is the test-retest method, but it can be costly and impractical as researchers are often only able to obtain measurement at a single point in time or do not have the resources for multiple administration. (Key, 1997)

3.3.7   Alternative Form Method

The alternative form method is almost the same as the retest method as it also requires two tests with the same people, but the same test is not given each time because each of the two tests must be designed to measure the same element and should never be different in any sequence. The use of random procedures to choose items for the difference of test is one way to ensure that this test is reliable.

The alternative form method is seen as superior to the retest method due to the fact that respondent's memory of the test items is not as likely to have an effect on the data received and developing test items that are consistent in the measurement of a specific phenomenon in research. (Key, 1997)

3.3.8   Split-Halves Method

In the split-halves method, the items of the whole sample are divided into halves and a correlation between the two halves is taken where the correlation only estimates the reliability of each half-test. One disadvantage of the split-halves method is that the correlation that exist between the two halves depend upon the method used for the division of the items. (Key, 1997)

3.3.9   Internal Consistency Method

The internal consistency method needs neither the splitting of items into halves nor administration of multiple instruments because it provides a special estimate of reliability for the administration of the test given.

Most often, the popular internal consistency reliability estimate is provided by Cronbach's Alpha and it is represented by the formula:

$$\text{alpha} = N/(N-1)\left[1 - \Sigma \sigma^2 (Yi) / \sigma^2 x\right]$$

Where N equals the number of items; $\Sigma \sigma^2 (Yi)$ equals the sum of item variance and $\sigma^2 x$ equals the variance of the total composite.

If a researcher uses the correlation matrix rather than the variance-covariance matrix then alpha reduces to the following:

Alpha = Np/ [1+p(N-1)], where N equals the number of items and p equals the mean inter-item correlation. (Key, 1997)

3.3.10   Experimental Research

In Ary et al (2009, 271) experimental research or design refers to the theoretical approach within which the test is controlled. It also separates the forms needed for determining cause and effect relationships. Experimental research serves two purposes; establishing the circumstances for the required comparisons which test a hypothesis of the test and again, it allow the one experimenting via analyzing statistics using the data to achieve an interpretation of meaningful nature for the results of the study.

According to Trochim (2006) experimental designs are normally seen as accurate and base on it, other research designs are assessed and the experiment becomes stronger among various research designs concerning internal validity. In order for experimental design to be effective, questions and problems to be analyzed as well as the demography have to be defined to make experimental research effective.

For the purpose of this research which used the experimental approach, the problem and questions to be addressed, population of interest as well as sampling have been defined as all the above lead to internal validity, which is a set of experimental research study.

3.3.11   Hypothesis, Validity and Reliability Conclusion

From the study conducted it can be realized that the hypothesis formulated for the study was proven right because from the data analysis employees stated that less supervision actually affected their work and poor remuneration demoralized them. This proves the hypothesis that if less supervision affects employees work then poor remuneration will demoralize workers.

In relation to the validity, the study is said to be valid because it matches the results of the hypothesis formed for the study whilst the reliability cannot hundred percent because of the coefficient correlation of -0,185.

4   Empirical Study

4.1   Company Profile

The Building and Road Research Institute (BRRI) is one of the 13 research Institutes of the Council for Scientific and Industrial Research (CSIR), Ghana. The BRRI was established in 1952 as the West African Building Research Institute (WABRI) in Accra. With the attainment of political independence, (Nigeria in 1960 left), the Institute became known as the Building Research Institute of the Ghana Academy of Sciences. In 1963 when the Kwame Nkrumah University of Science and Technology (KNUST), Kumasi faced an acute shortage of lecturers in

architectural, engineering, planning, quantity surveying, etc., the then government of Ghana relocated the Institute to the KNUST campus. (www.brri.org)

This was to enable the Institute to offer its facilities and services of its research staff to support the University. In 1964 the Institute's mandate was expanded to include road research duties and hence its new name The Building and Road Research Institute, (BRRI). At the same time the BRRI was included in the Kumasi Science City Development project under which all the existing research Institutes in Kumas,i namely the BRRI, the Forestry Research Institute of Ghana, (FORIG) and the Crops Research Institute (CRI), were to be relocated to the Science City Campus at Fumesua. (www.brri.org)

In pursuance of this, the BRRI and FORIG remained in temporary buildings at the KNUST campus, until January 1995 when the BRRI moved to its permanent offices at Fumesua. Now the Building and Research Institute (BRRI) has seven main divisions that function within the organizations namely: Administration Division, Commercialization and Information Division, Traffic and Transportation Division, Structures, Design and Planning Division, Geotechnical Engineering Division and Materials Division. (www.brri.org)

Since its establishment, the institute has since built up high profile core competence for more efficient performance in the building and road sectors of Ghana. The institute's experts have played significant and comprehensive roles in research and consultancies on physical infrastructure development. (www.brri.org)

Over the past fifty years, the company has played vital roles in the development of at least 60 out of the 138 district assemblies in the design and supervision of public infrastructure such as schools, hospitals, office buildings and residential accommodation for heads of schools and road construction and maintenance. (www.brri.org)

4.1.1   Organizational Structure

```
                    ┌──────────────────┐
                    │   Management     │
                    │   Board          │
                    └────────┬─────────┘
                             │
                             ▼
                    ┌──────────────────┐
                    │   Director        │
                    └────────┬─────────┘
                             │
                             ▼
                    ┌──────────────────┐
                    │  Deputy Director  │
                    └────────┬─────────┘
                             │
                             ▼
```

| Head Admin. Div | Head Financ. Div | Head Comm & Info Div | Head const'n Div | Head Strucs. Desgn & Plan | Head Geotech Eng | Head Traffic & Trans Eng | Head Materials Div |

Research Grade
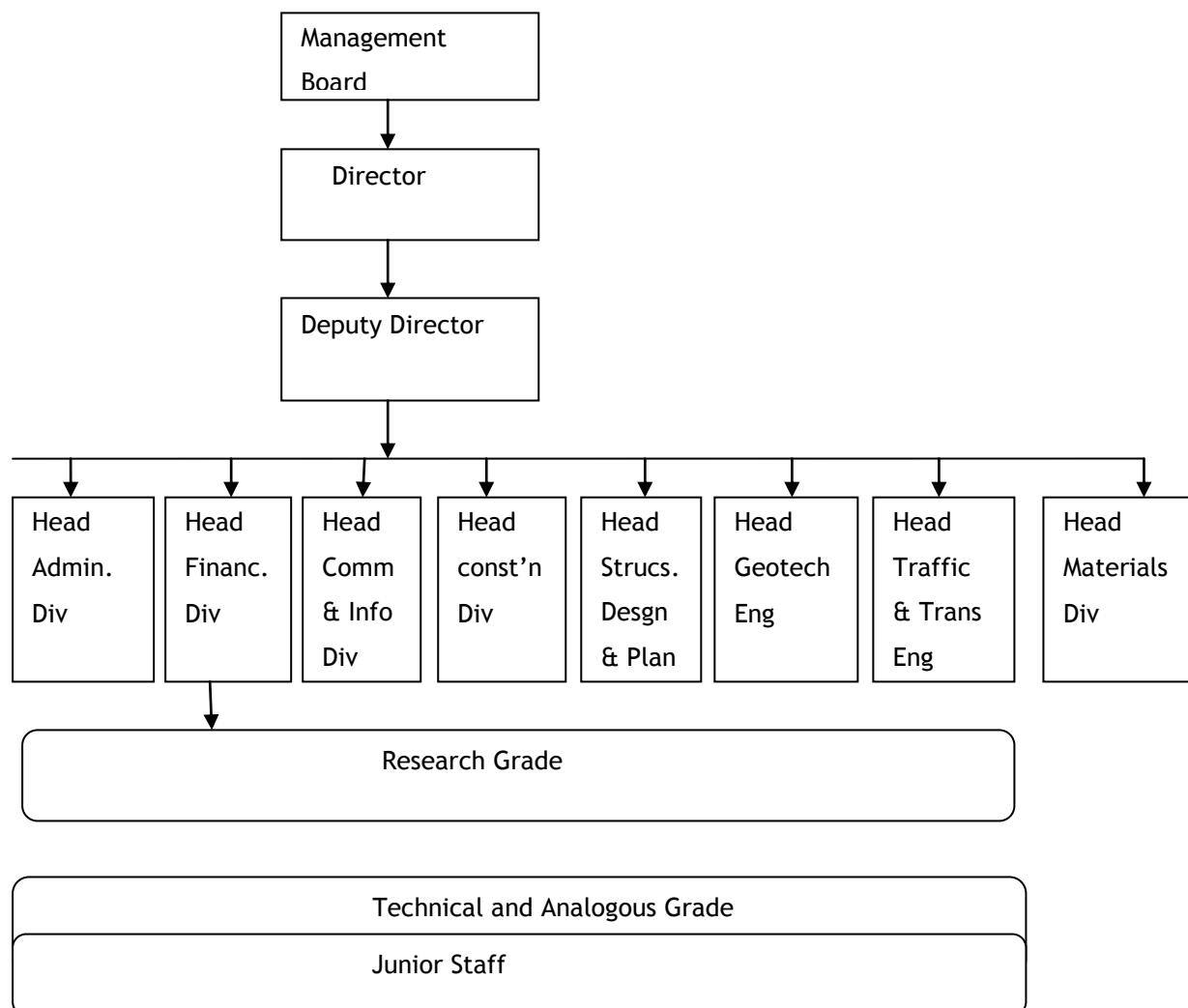
Technical and Analogous Grade

Junior Staff

Figure 5: Organizational Structure

4.1.2   Divisions and Business Presentation

In order for the institute to meet its set vision and mission statements, it has various divisions which are mandated to perform different tasks in the organization and the activities of the divisions are outlined below.

4.1.3   Administration Division

In the field of business, administration consists of the management or performance of business operations by implementing important and major decisions in a company. Administration is or can be defined universally as the process of organizing resources and

people efficiently so as to direct operations to meet set goals and objectives. (Wikipedia, 2010)

The administration division of the Building and Road Research Institute (BRRI) is the main point of contact in the conduct of business within the institute. The division is mandated to oversee the general administration and corporate affairs responsibility of the institute as well as the management of personnel and human resource management and development.
The division also takes care of managing finances, accounting systems and stores and procurement activities of the institute to meet the mission and vision statement of the BRRI. (www.brri.org)

Transport management and administration is also one of the activities of the administration division as well as managing the estate affairs of the company and again, managing the security systems of the company is also the sole responsibility of the administration division. (www.brri.org)

4.1.4   Commercialization and Information Division

The commercialization and information division is a division which is equipped to offer a management proposal for a profitable provision of the services by consultants. The commercialization and information division plays the role of marketing the consultancy services of the institute and it normally identifies potential customers and advises on packaging of the institute's products and services to meet clientele demands. (www.brri.org)

The division is also responsible for the identification of technologies and other services that can be advertised in the institute and in addition, determines the costs of technologies and services in the organization. The commercialization and information division (CID) is involved or assigned the duty of negotiating for the sale of technologies and services on behalf of the institute which includes costing, payments method, agreement preparation and signing in consultation with the legal department of the Council for Scientific and Industrial Research (CSIR). Besides these various duties, the division is in charge of promoting available technologies and services in the institute by enlightening the target groups on available technologies and services through workshops, seminars and publications. (www.brri.org)

 The division is mandated to sensitize research officers on technologies and services that can be commercialized, appraising and monitoring services to customers, provision of library services to support research and development and the provision of secretarial and information technology services to support commercialization activities. (Ofiri-Atuahene, 2008)

4.1.5 Construction Division

The construction division performs various activities relating to construction planning, estimation, and management and practices through the use of cost-saving building materials. In pursuit of the mission of the BRRI, the division has performed numerous activities and services which are related to provision and maintenance of shelter and roads through research, training of construction managers and operatives in appropriate practices in the construction industry and the application of research findings in projects. (Ofiri-Atuahene, 2008)

The division also organizes training programmes on construction management in cost saving fast-tracking of projects for delivery efficiency as well as management improvement for managers, site agents and artisans of small scale construction industries on appropriate technologies for enhanced time and cost delivery. Due to the good work of the construction division, it has contributed to the socio-economic development of Ghana by way of construction supervision for the Ministry of Education Science and Sports through the construction of 325No. 3- Unit classroom facilities in 275 distressed areas in the Upper East and West regions of Ghana under the Primary Education rehabilitation project. (Ofiri-Atuahene, 2008)

The division also offers technical services through the performance of various services related to shelter construction management and practices as well as organizing training programmes for small scale contractors and other building professionals. It has developed the cost-saving house building technique that was used in the 500 housing unit annual delivery in the Ashongman Housing Project at Accra. The technical services provided by the division include appraisal of project drawings and submission of feasible evaluation based on BRRI's developed construction technique and it undertakes projects by pre-financing to achieve scheduled start to completion.

The division's technical services expand to include preparation of tender document, assisting clients in adjudicating on tender reports to ensure increased use of locally available construction materials and management training for artisans on new cost saving technologies that the BRRI has developed. It has developed a pre-cast lintel technology that saves up to 90% in cost and time on lintels and 50% savings on hydro-fill floor bed transfer of locally developed construction technologies with potential gains to clients. (Ofiri-Atuahene, 2008)

4.1.6 Structures Design and Planning Division

The structures design and planning division oversee the impact of local climate conditions on various aspects of architectural and structural designs of buildings and bridges, studies into rural housing problems, urban and spatial planning, development of building codes of practice and development of planning schemes for district assemblies and communities. Among the above the division offers technical services in structural analysis and modeling, and structural design of all type of buildings, bridges and other crossing structures in concrete, steel, timber and brick masonry. It also supervises construction of civil engineering infrastructure and conducts research into the strength and durability of concrete, steel, timber and masonry components and testing of new products and also other local materials such as bamboo and earth pozzolana. The compilation of standards and codes such as building codes and seismic codes and testing of materials to ascertain their compliance to specification are responsibilities of the division. (Ofiri-Atuahene, 2008)

Beside the afore-mentioned technical services offered by the division, it also offers the provision of customary boundary demarcation on Ejisu land, systematic survey and titling of Nhyiaso lands and a base map of CSIR institutes. (Ofiri-Atuahene, 2008)

Due to the use of research findings, the Ghana has been able to benefit by way of contributing to the economy by the promotion of orderly spatial landuse development in human settlements through the preparation of planning schemes and assisting the Ministry of Lands in the land administration system through the land administration project. It has also contributed to the economy in the area of research in the land administration system and finding ways to mitigate litigation on land and improve revenue collection. The division undertakes activities such as socio-economic and demographic surveys, earth and passive solar technology and ecological design and post-failure investigation of buildings and other structures. (Ofiri-Atuahene, 2008)

4.1.7   Geotechnical Engineering Division

The Geotechnical Engineering Division focuses on research and consulting services which include site investigations to obtain ground parameters for economic and safe design and construction of civil engineering structures. (Ofiri-Atuahene, 2008)

The Geotechnical Division performs various activities but the major activities of the division include investigations into sub-soil for foundation design of all civil works and the conduct of studies into slope stability. The activities also focus on studies on mitigation of earthquakes and other geological hazards which divided into coastal displacement and shore-line control studies. The division is involved in geotechnical evaluation of road construction materials and

investigation or research into post-construction failures of building foundations. (Ofiri-Atuahene, 2008)

Laboratory testing of soils and rocks is an activity of the division determines the parameters for the design of building foundations and other civil engineering works are also done by the division.

4.1.8   Traffic and Transportation Engineering Division

The Traffic and Transportation division conducts and provides advisory services in road traffic management, transport planning, road systems design, construction and maintenance and all aspects of road safety management. The division has competence in the area of road and traffic studies for cost-effective planning, construction and maintenance of highways, urban roads and feeder roads which covers vehicle classification counts and speed studies, network capacity analysis, axle load surveys and vehicle operating costs. (Ofiri-Atuahene, 2008)

The division is expert in road safety management including accident data collection, coding, analysis and identification of accident hazardous locations and design of remedial measures as well as urban traffic management including parking, traffic signalization, congestion indices, road signing and channelization. (Ofiri-Atuahene, 2008)

The division has made contributions and significant achievements to the economy in the following areas of the organizational sphere by developing national road traffic accident database for road safety management, policy formulation and research as well as a database developed at the CSIR-BRRI, Kumasi, from which annual accident statistics are produced to establish the trend, patterns and to identify the key traffic safety problems, regional safety characteristics, critical accident contributory factors and low-cost remedial application measures to improve road traffic safety in Ghana. (Ofiri-Atuahene, 2008)

Preparations of the national road safety strategic plan and national road safety education plan have also been largely informed by the available accident data is a major achieving factor of the division. (Ofiri-Atuahene, 2008)

The division is also connected to the National Accident Management Project (NAMP). This project was accomplished by the division for the then Ministry of Transportation under the Road Sector Development Program (RSDP) to make improvement to the existing accident data management system and to train staff of the National Road Safety Commission, the Road Agencies and allied traffic safety practitioners in accident software applications and best road safety management practices. (Ofiri-Atuahene, 2008)

The estimation of national annual accident costs was prepared by the department which estimated the annual cost of road traffic accidents to the nation to be 1.6% of GDP, using 2004 constant prices and the gross output approach. This involved medical costs, administrative costs, loss of output, and property damage costs. It was established that fatal accidents alone accounted for more than 60% of the cost of road traffic accidents and that efforts must be put in place towards the minimization of fatal crashes in Ghana. (Ofiri-Atuahene, 2008)

The studies involved the collection and analysis of road traffic accidents using the before and after situations for comparison with control sites, in order to assess the effectiveness of the remedial measures using statistical tests. Vehicle speeds, pedestrian behavior and other traffic safety attributes were measured. The speed tables were found to significantly reduce speeds and road traffic crashes compared to other safety measures. (Ofiri-Atuahene, 2008)

 The division is also mandated to check accidents which have been identified on the highway and urban road networks. On the highway network, about 100 worst sites were identified and in-depth analysis conducted to establish the causes and possible remedial measures likely to improve the safety of the locations. (Ofiri-Atuahene, 2008)

The urban road networks involved the arterial roads in the 5 major cities, namely Accra, Kumasi, Sekondi-Takoradi, Tema and Tamale. The accidents identified and the recommendations made formed the core implementation framework for the improvement of road safety on the road networks by the road agencies. (Ofiri-Atuahene, 2008)

4.1.9   Materials and Development Division

The building materials and development division undertakes research, evaluation and development of local building materials as well as providing consultancy services with particular reference to clay bricks and tiles, building lime, pozzolana, timber, anti-termite treatment of building sites and chemical analysis. (www.brri.org)

The division also contributed in organizing training programmes on the production and laying of bricks and tiles in building construction and the production and application of lime in building construction and to add to the existing contributions, the division is able to prepare feasibility reports and business plans for ceramic building materials to include brick and tiles and glazes production and cement production. (Ofiri-Atuahene, 2008)

4.2   Vision and Mission Statement

4.2.1   Vision

The vision statement of the Building and Road Research Institute is becoming a commercial-oriented research and development organization in the construction industry. (www.brri.org)

4.2.2   Mission

The company's mission statement is to profitably provide research and development products, processes and services to the building and road sectors and for the socio-economic development of Ghana. (www.brri.org)

4.3   Commercial Services

Beside the various services provided by the different divisions in the organization, the BRRI also has some products which are consumed by the general public in the country and the commercial services outlined below.

4.3.1   Brick and Tiles

The BRRI in the year 1974 established a small scale research brick factory at Fumesua, near Kumasi to develop a brick production technology which is simple to operate and involves minimum cost that is easy to transfer. The company developed a hand-moulding method of producing bricks using multiple wooden moulds and a firewood-fired brick clamp which has been able to successfully transfer the developed technology to entrepreneurs who have set up small-scale brick factories, in Ashanti, Brong Ahafo and Volta regions of Ghana. (www.brri.org)

The rationale behind the set-up of the brick and tile factory is to assist industrialists to set up medium scale brick factories as well as enable district assemblies to establish medium-scale brick factories in the various districts. Another objective is to encourage local industrialists to design and construct brick manufacturing plants and equipment and for the creation of employment for the youth in the communities and thus help check urban-city migration. (www.brri.org)

After the set-up of the brick and tile industry, the BRRI's brick factory produces products from clay such as solid bricks, roofing tiles, wall tiles, floor tiles and other special clay products which are being used by the majority of the estate developers in the country. Due to

the quality of the bricks and tiles manufactured by the BRRI, the company has been able to win the of district assemblies, the Ghana government poverty reduction programme and private estate developers throughout the country and the factory becomes happy with the successful completion of high school accommodation buildings, hotels, nurses quarters and bungalows with the bricks being manufactured.(www.brri.org)

4.3.2   Pozzolana Cement

Inadequate housing in most developing countries such as Ghana has become very worrying probably due to the rise in population, deterioration of old swish-mud houses and notably the high cost of materials for building, particularly cement. Portland cement, which is produced from imported clinker and gypsum, is the major binding material for housing construction in Ghana and the consumption rate has risen over the past decade from 2.5 million tonnes in 2005 to 4.5 million tonnes in 2009 (Ofiri-Atuahene, 2008)

The main purpose for the project is to produce pozzolana from clay for housing construction and in addition is targeted at producing affordable but durable cement which will reduce housing costs in Ghana. (www.brri.org)

It is in this direction that the pozzolana cement project has been established and it is estimated that the pozzolana cement will reduce the exorbitant dependence on imported building materials and concentrate on the production and use of durable local cementitious materials for housing delivery. (www.brri.org)

4.3.3   Termite Treatment

Termites are social insects and are commonly called white ants but they are more closely related to cockroaches than ants. Found almost everywhere in Ghana, termites only contribute about 30% of the wood that damage buildings and other architectural designs. The species vary in the different areas, the coastal plains, the forests and the northern savanna. However, there are two groups of these damaging species which can be recognized as the subterranean termites and the dry-wood termites. For more than 30 years the Building and Road Research Institute (BRRI) has been engaged in a research programme to study the natural resistance of timbers, plastic pipes, clay bricks and rubberized products against termites and fungi. Within this period, the resistance of over 80 selected species of West African hardwood timber has been monitored with regard to their relative resistance to attack by over 30 different species of termites found in various parts of Ghana as well as their other engineering characteristics. (Ofiri-Atuahene, 2008)

Cellulose, which is predominantly found in timber, is the prime source of food for termites as the termites eat dried timber, rotting timber and living trees. Termites often infest buildings and damage lumber, wood panels, flooring, sheetrock, wall-paper, plastics, paper products and fabric made of plant fibres, the loss of structural strength being the most damaging. (Ofiri-Atuahene, 2008)

Although periodic estimates have been prepared for certain countries, the true world-wide losses in wood destroyed and labour replacement cannot be determined with any degree of accuracy. The annual cost of maintenance due to termite infestation has been estimated at 2-5% of the initial construction cost. This figure may rise as high as 10% if buildings are allowed to be infested with termites. It has also been said that the annual cost to the world of termite damage is more than the cost arising from all fire-storms and earthquakes combined. It is enough to state that sound measures taken by stakeholders in the building industry to reduce such damage are a sound investment. (Ofiri-Atuahene, 2008)

The objectives of the termite treatment investigation makes conscious effort to study the efficacy of extracts from local plants in the control and prevention of termites in buildings and again, to educate stakeholders in the building industry on the prevention of termite hazard through anti-termite treatment of the building site. (www.brri.org)

Furthermore, the objectives outlined by the project are to conduct research into the natural resistance of timbers, plastic pipes, clay bricks and rubberized products against termite and fungi as well as providing consultancy services and other technical assistance in the control and prevention of termite infestation of building sites and existing buildings. (www.brri.org)

After these studies, the institute has been able to offer consultancy services to many clients and amongst the clients who have benefited from the consultancy services of the institute are Kwame Nkrumah University of Science and Technology (KNUST), Social Security and National Insurance Trust, World Vision International and various ministries, ministry of Education, Youth and Sport, Ministry of Health and Ministry for Works and Housing to mention only a few. (Ofiri-Atuahene, 2008)

5   Empirical Target Setting

The choice of the study was arrived at due to the author's interest in contributing to the management of BRRI know how important it is to motivate employees. The choice of BRRI as a case company was attained because of the researcher's knowledge of how the employees feel at work during two years stay with the company.

Therefore, the focus of the analysis of the study attempts to answer the leading question whether motivation is necessary for high performance. Data collection was through the use of

a written questionnaire which was hand-delivered to participants, and after one week the questionnaire was answered by the respondents and returned by hand. The questionnaire is attached in appendix 1 at the end of the thesis.

In the data analysis, description and analyses was made from the data gathered from the respondents of the Building and Road Research Institute and the information is presented in the form of tables and figures which explain the responses of respondents. The data commentary is further discussed in detail on page 67 of the thesis.

5.1.1   Age Categories
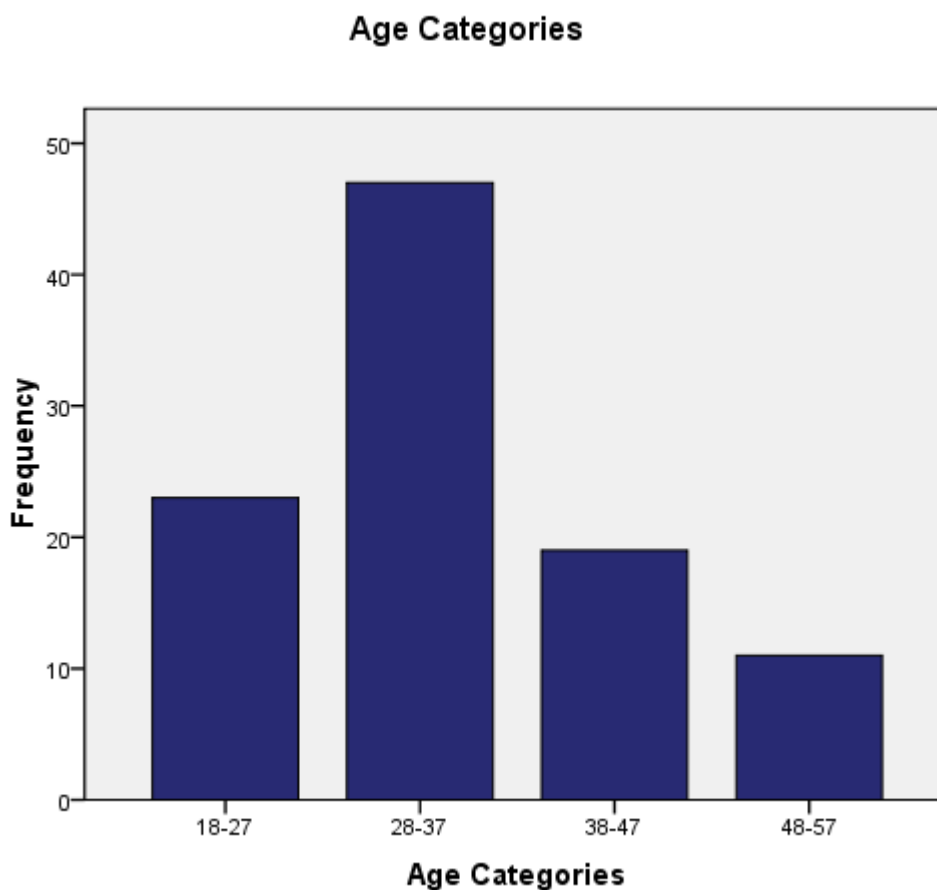
Figure 6: Age Categories.

Figure 6 above describes the percentage set of the ages of respondents. Ages ranging from18-27 represent 23% of all ages whilst exactly 47% accounts for ages 28-37. 18 percent is in the category of 38-47 and 10 percent is in the range of 48-57.

The information presented above indicates that employees who are in the age category of 28-37 account for the majority in the company. This is due to the fact that the organization has workers who are due for retirement and in the event need people to replace them during their tenure of pension so the company employs more youths who will be capable of replacing their elder employees.

5.2   Sex

The figure indicated below represents the sex distribution of employees in the company in which 68 percent comprises males whilst the remaining 32% represent females. This indicates that there are more male representatives in the company than females.

The reason for more males is that most of the work done needs physical strength because the majority of the company's work is field based.
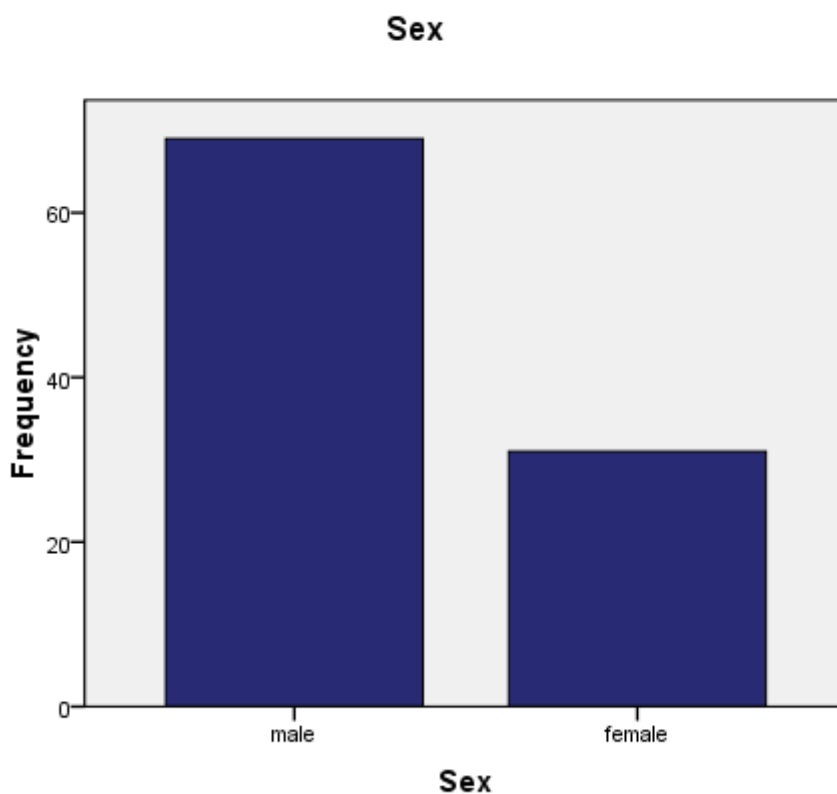

Figure 7: Sex of Respondents

5.3   Educational Levels

For the purpose of explanation and to make the reader understand certain issues, it is important to explain the terms valid percent and cumulative percent. Valid percent in the SPSS sense expresses the number responding as a percentage of those who responded whilst cumulative percent explains the variables measured at ordinal and interval-ratio levels.

Table 1 and figure 8 below show the educational levels of employees of BRRI which explains that the percentage of employees with high school and college certificate accounts for 35% whereas 25 percent of workers either have master's degree or PhD.

Employees with a bachelor's degree are 40%. This explains that the majority of workers in the company are educated.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	13	13,0	13,0	13,0
	College	22	22,0	22,0	35,0
	Bachelor's degree	40	40,0	40,0	75,0
	Master's degree	22	22,0	22,0	97,0
	Ph.D	3	3,0	3,0	100,0
	Total	100	100,0	100,0	

Table 1: Educational Levels of Employees
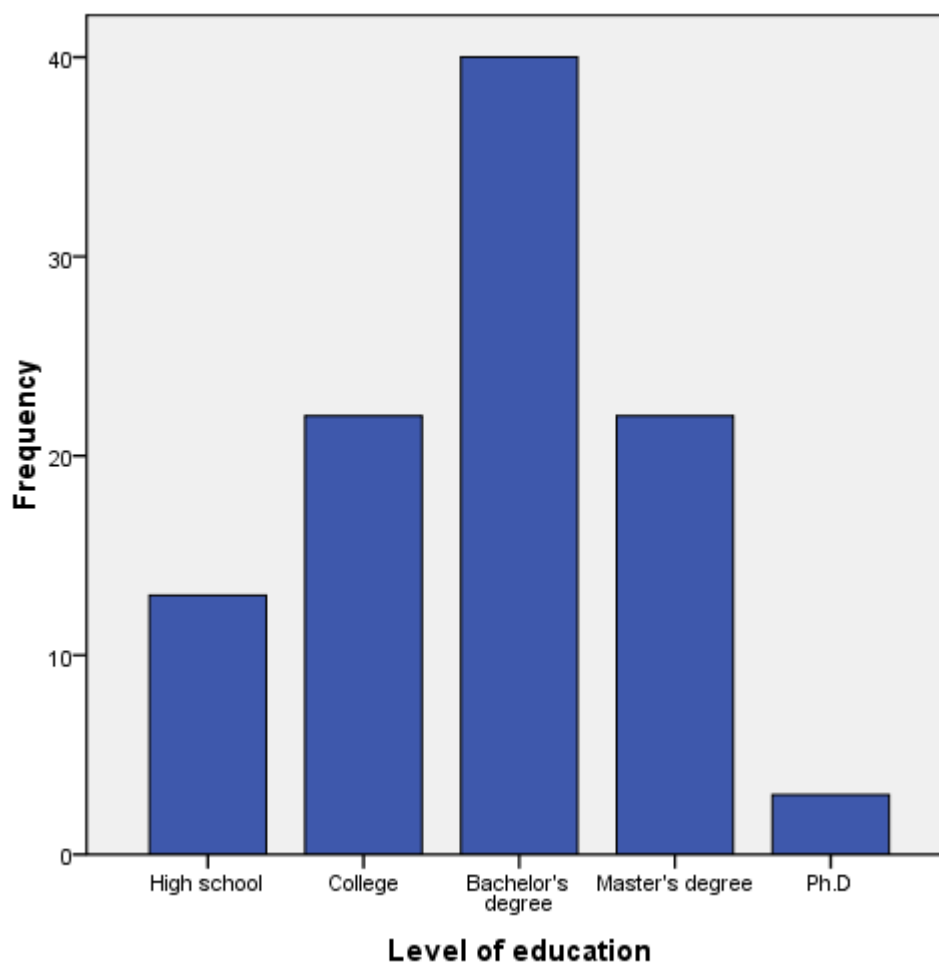
Figure 8: Level of Education

5.4 Our Company has Incentives schemes

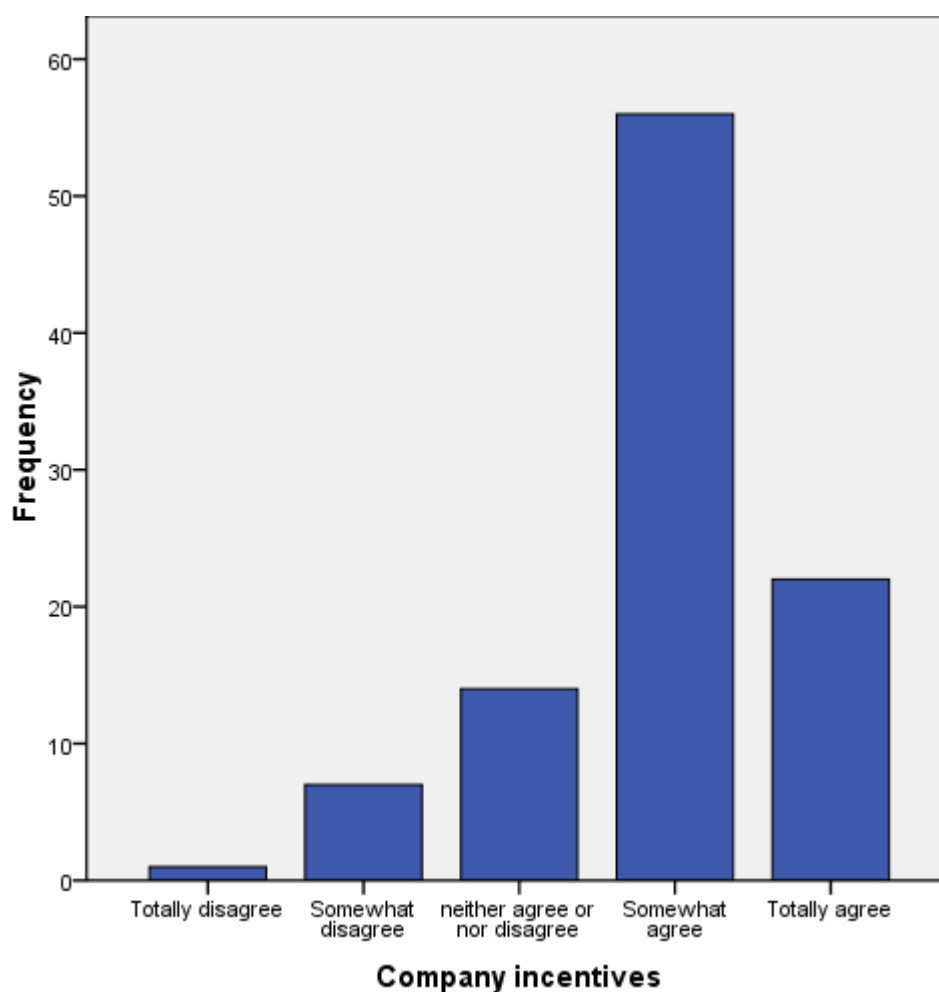|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	1	1,0	1,0	1,0
	Somewhat disagree	7	7,0	7,0	8,0
	neither agree or nor disagree	14	14,0	14,0	22,0
	Somewhat agree	56	56,0	56,0	78,0
	Totally agree	22	22,0	22,0	100,0
	Total	100	100,0	100,0	

Table 2: Company Incentives

Figure 9: Company Incentives

From table 2 and figure 9 above, the number of respondents who totally and somewhat disagree totaled 8, which represents 8 percent in the ratio 1:7 respectively. Neither agree or nor disagree was 14 percent and 22% totally agree whilst the majority of employees representing a percentage of 56 somewhat agreed to the notion that there are incentive schemes in the company. Comparing all the items it can be deduced that there exists some form of incentives but not available to all.

According to the administrative officer, there are various forms of incentive packages that exist for employees, which include study leave with pay, short courses abroad, subsidized hospital bills, staff health insurance schemes, Christmas hampers and in addition, organize training programmes that help employees to upgrade themselves in the company
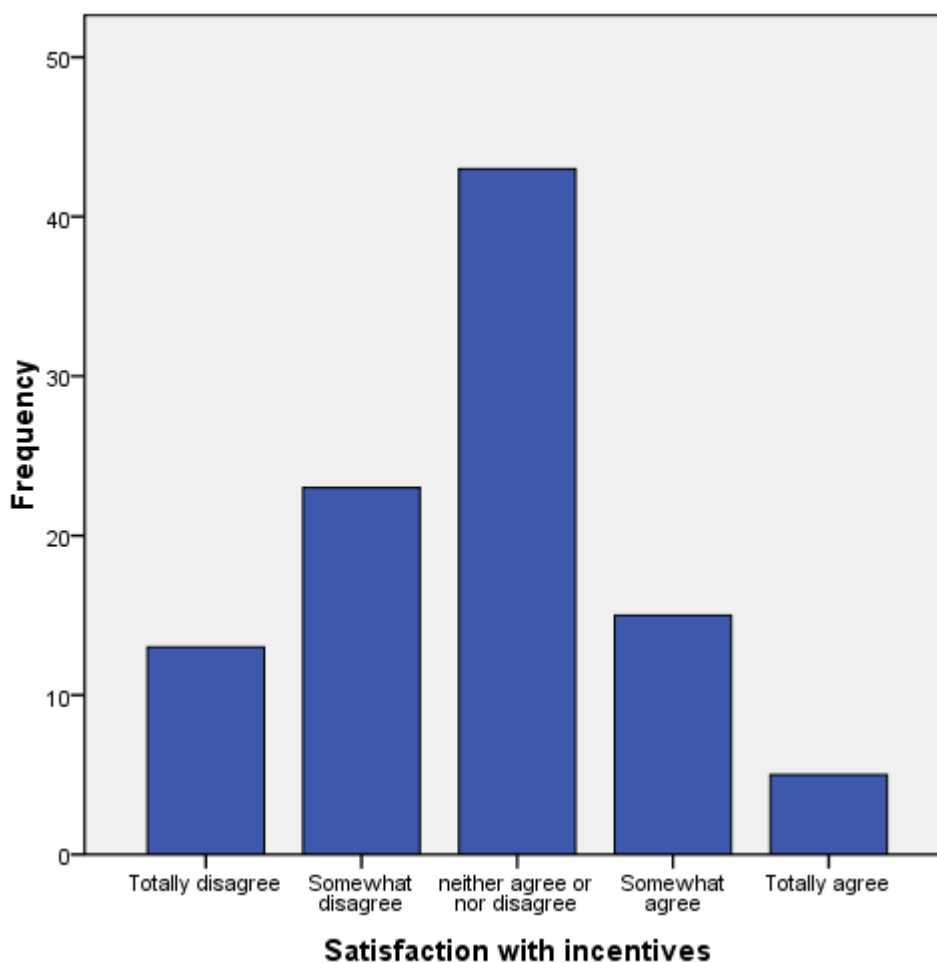
5.5   Am Satisfied with Incentives

Figure 10: Satisfaction with Incentives

The figure 10 above shows the satisfaction level of employees with respect to incentives. A total percentage of 34 totally and somewhat disagreed with the satisfaction of incentive schemes and close to 21% were in the categories of somewhat and totally agree to the statement, whilst above 42 percent neither agree nor disagree. With the satisfaction of incentive schemes in the company answers from respondents were of mixed nature.

5.6   Poor Renumeration Affects Performance

Figure 11 and table 3 shown below represent the responses on poor renumeration and performance of work in the company. Inference can be made from the beow that 17% totally disagree, somewhat disagree and neither agree nor or disagree show a percentage of 28, whilst more than 54 percent totally agreed that poor renumeration affects work performance.

This indicates that though some employees enjoy good renumeration, the majority suffer from a poor salary system, hence affecting performance of work.
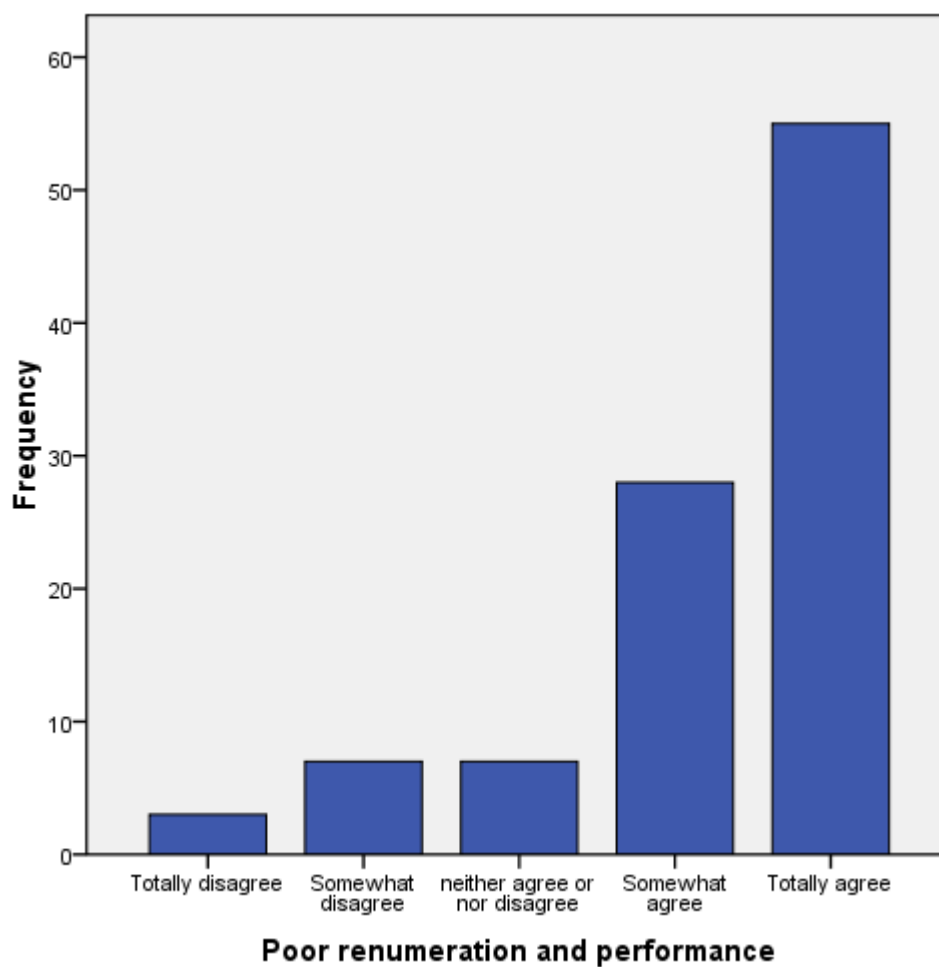
Figure 11: Poor Remuneration and Performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	3	3,0	3,0	3,0
	Somewhat disagree	7	7,0	7,0	10,0
	neither agree or nor disagree	7	7,0	7,0	17,0
	Somewhat agree	28	28,0	28,0	45,0
	Totally agree	55	55,0	55,0	100,0
	Total	100	100,0	100,0	

Table 3: Poor Remuneration and Performance

5.7   Less Supervision Affects Ability to Work

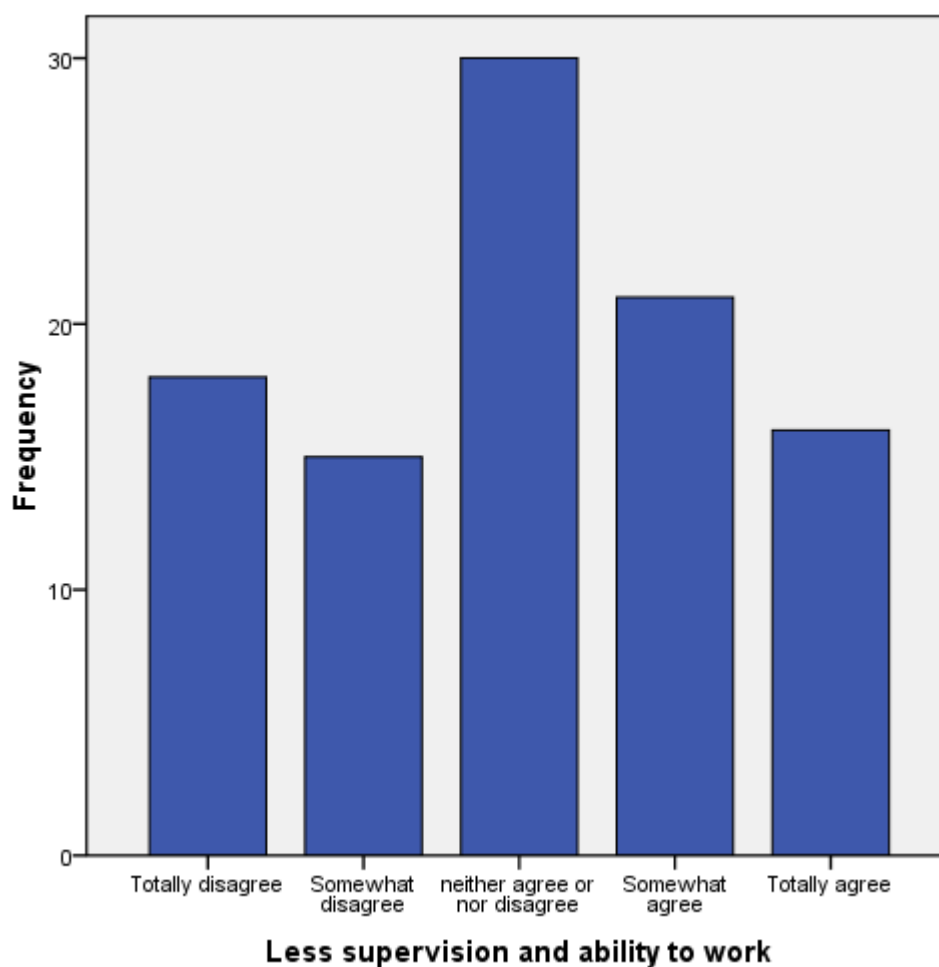|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	18	18,0	18,0	18,0
	Somewhat disagree	15	15,0	15,0	33,0
	neither agree or nor disagree	30	30,0	30,0	63,0
	Somewhat agree	21	21,0	21,0	84,0
	Totally agree	16	16,0	16,0	100,0
	Total	100	100,0	100,0	

Table 4: Less Supervision

Figure 12: Less Supervision and Ability to Work

Table 4 and the figure above show the responses on less supervision and ability to work. A total of 23 percent of the respondents totally disagree and somewhat disagree indicate 37% , whilst the remaining 30 percent neither agree nor disagree.

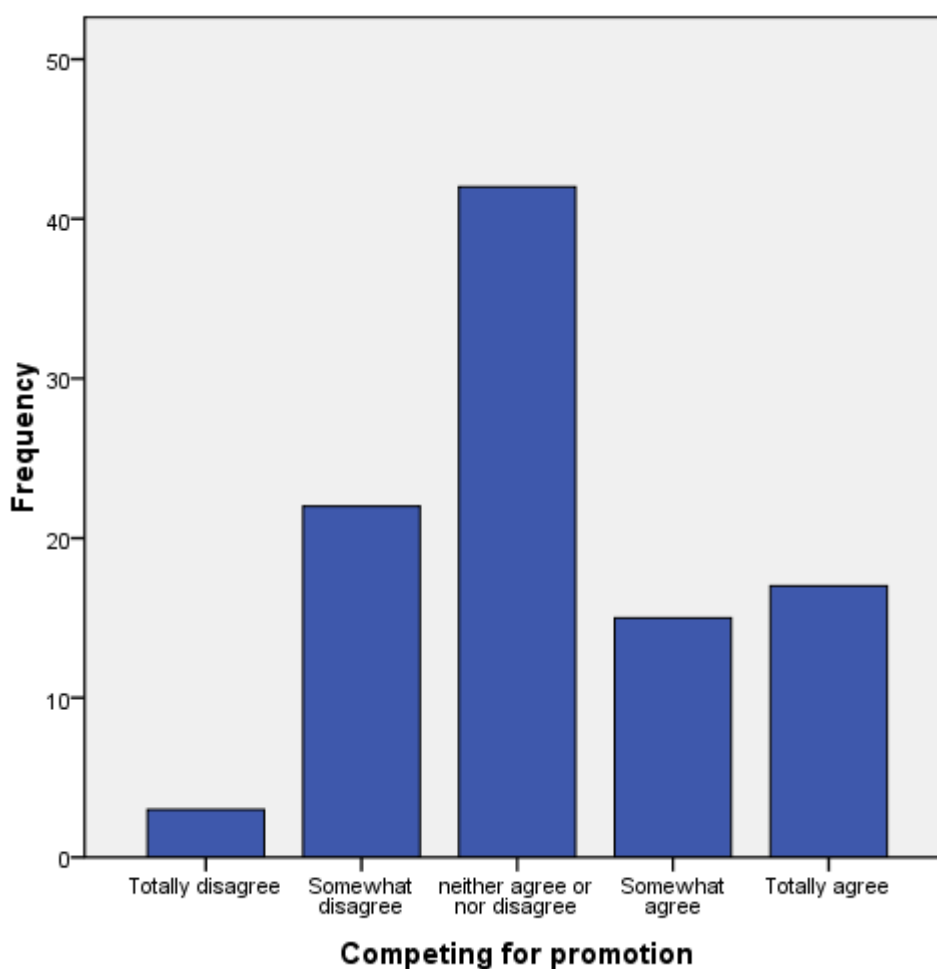5.8   Am Motivated to Compete for Promotion

Figure 13: Competing for Promotion

From figure 13 above and table 5 below 42 percent neither agree nor disagree to being motivated to compete for promotion. 25 percent totally and somewhat disagree, whilst totally agree was 17%.

Valid	Totally disagree	3	3,0	3,0	3,0
	Somewhat disagree	22	22,0	22,2	25,3
	neither agree or nor disagree	42	42,0	42,4	67,7
	Somewhat agree	15	15,0	15,2	82,8
	Totally agree	17	17,0	17,2	100,0
	Total	99	99,0	100,0	
Missing	System	1	1,0		
Total		100	100,0		

Table 5: Competing for promotion

5.9 Money is the only Source of Motivation
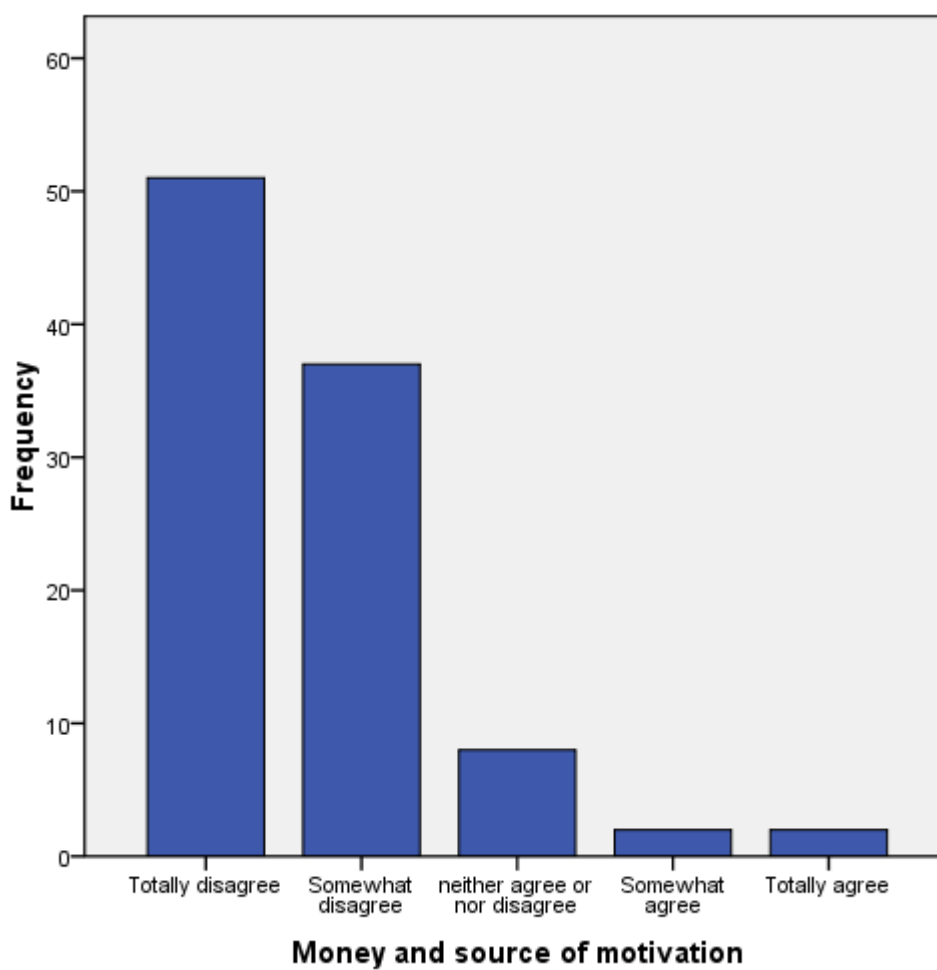
Figure 14: Money and Source of Motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	51	51,0	51,0	51,0
	Somewhat disagree	37	37,0	37,0	88,0
	neither agree or nor disagree	8	8,0	8,0	96,0
	Somewhat agree	2	2,0	2,0	98,0
	Totally agree	2	2,0	2,0	100,0
	Total	100	100,0	100,0	

Table 6:. Money and Source of motivation

Table 6 and figure 14 above describe that more than half of the employees totally disagree that money is the only source of motivation. 37 percent of respondents somewhat disagree whilst 8% neither agree nor disagree, whilst the remaining 4 percent somewhat agree and totally agree.

5.10   It is Necessary for Management to Empower Employees

Valid	Totally disagree	1	1,0	1,0	1,0
	neither agree or nor disagree	2	2,0	2,0	3,0
	Somewhat agree	27	27,0	27,0	30,0
	Totally agree	70	70,0	70,0	100,0
	Total	100	100,0	100,0	

Table 7: Empowering employees

Table 7 and figure 15 depict the percentage levels of respondents in empowering employees. The majority of respondents 70 percent totally agree that it is important for management to empower employees whilst 27% somewhat agree with the statement.
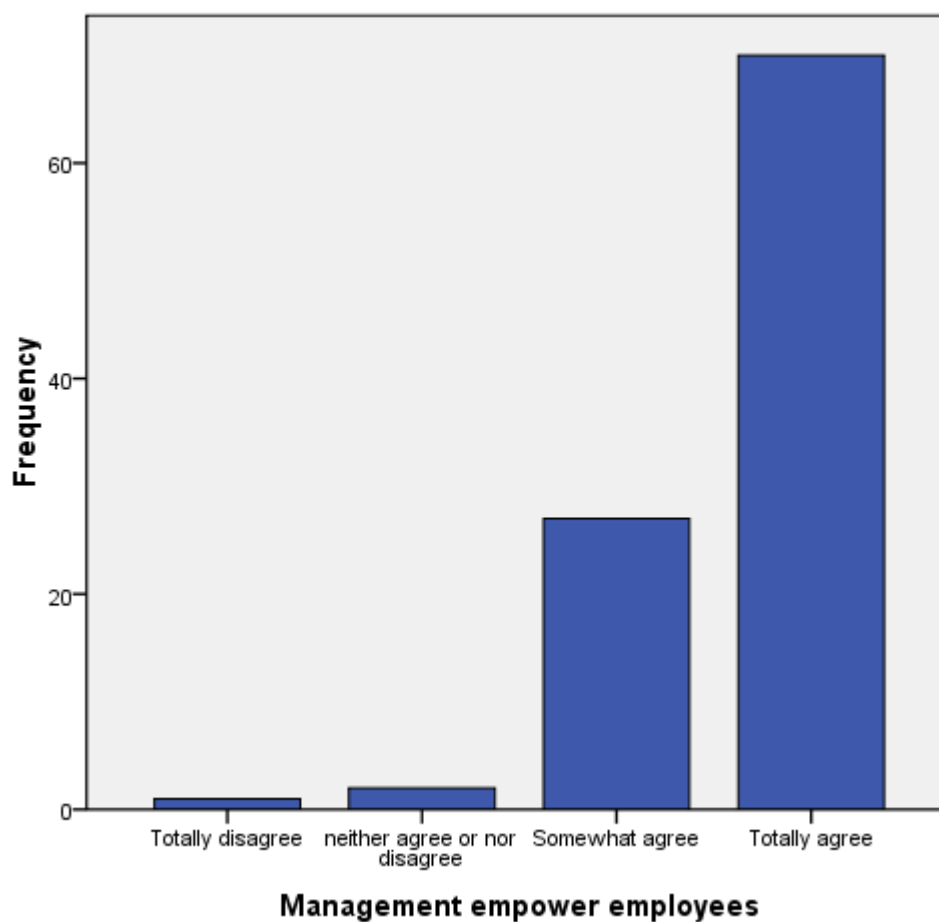
Figure 15: Management Empower Employees

5.11   Management Should Involve Employees in Decision-Making

Figure 16 and table 8 below represent frequencies of respondents in involving employees in decision making. Out of the total, more than half of respondents totally agree that management should involve employees in decision making and 43% somewhat agree whilst a little of 3 percent neither agree or nor disagree.
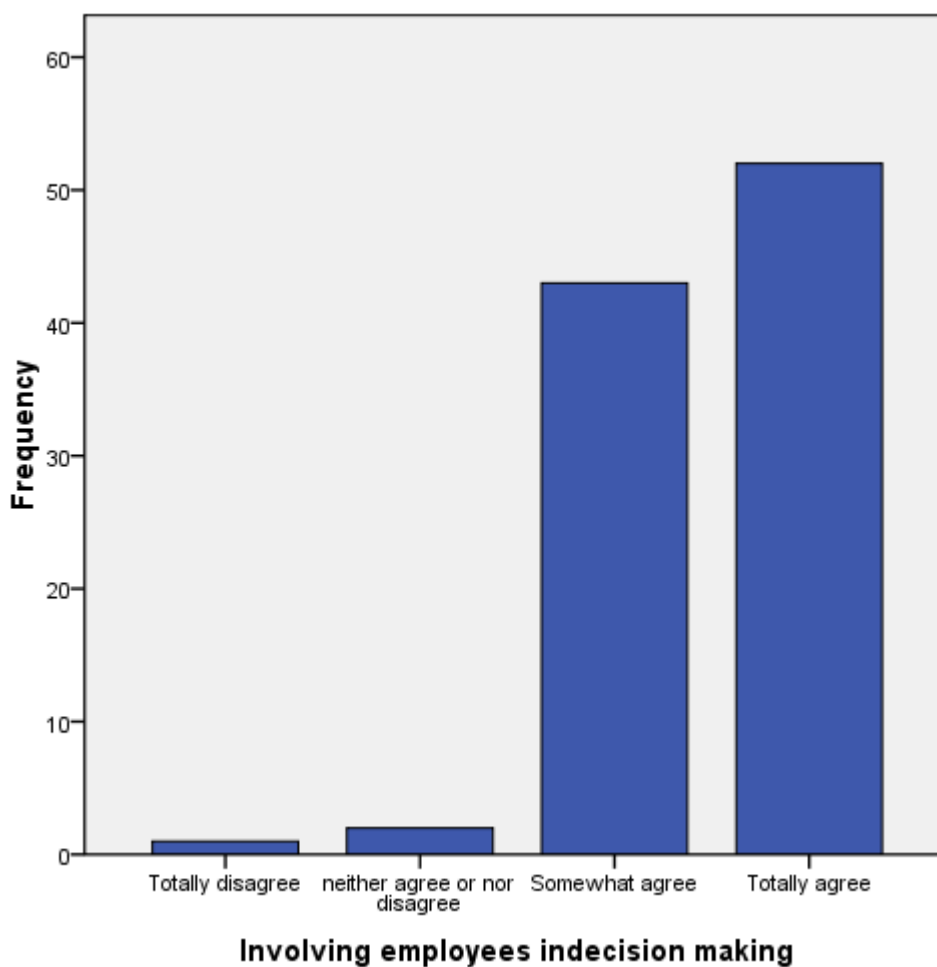
Figure 16: Involving Employees in Decision Making

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally disagree	1	1,0	1,0	1,0
	neither agree or nor disagree	2	2,0	2,0	3,1
	Somewhat agree	43	43,0	43,9	46,9
	Totally agree	52	52,0	53,1	100,0
	Total	98	98,0	100,0	
Missing	System	2	2,0		
Total		100	100,0		

Table 8: Involving employees in decision making.

5.12   Management Worker Relationship is Encouraging Enough

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat disagree	14	14,0	14,0	14,0
	neither agree or nor disagree	48	48,0	48,0	62,0
	Somewhat agree	19	19,0	19,0	81,0
	Totally agree	19	19,0	19,0	100,0
	Total	100	100,0	100,0	

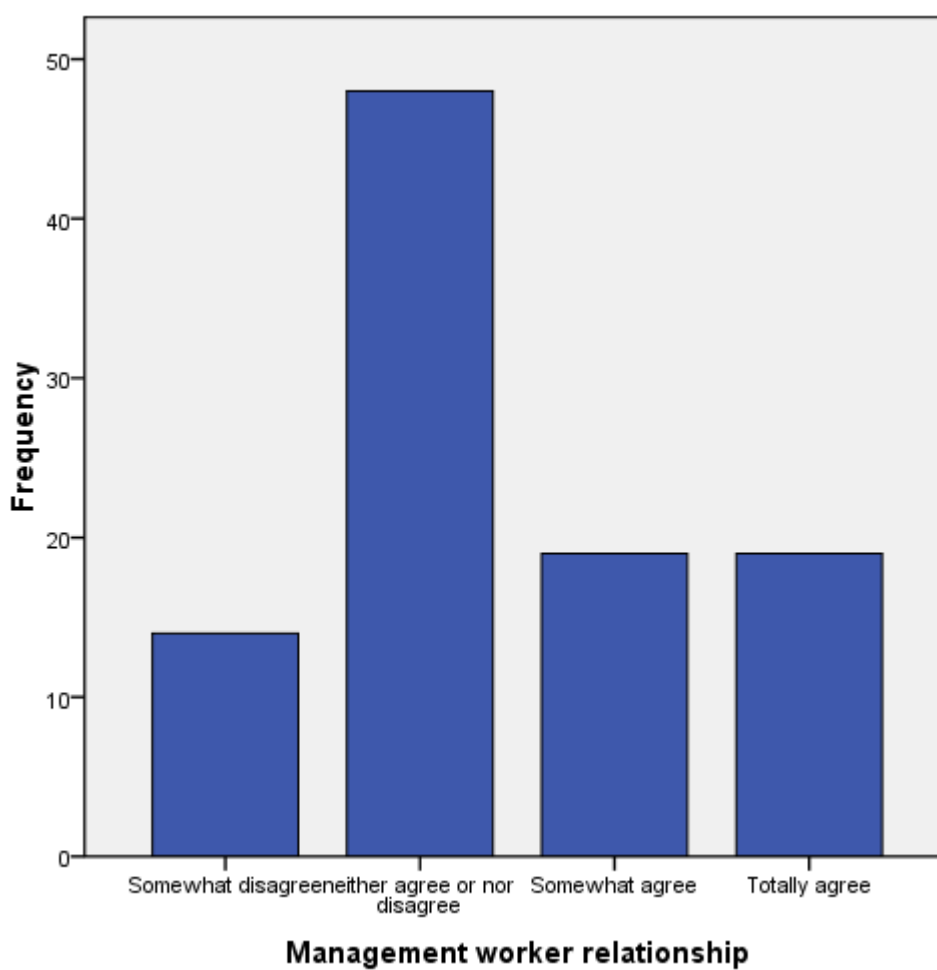Table 9: Management worker relationship

Figure 17: Management Worker Relationship

Table 9 and the figure shown above represent management-worker relationship. Most employees 48% neither agree nor disagree with management-worker relationship in the organization. 14 percent somewhat disagree. 19% of respondents somewhat agree.

5.12.1 Reliability Analysis

Analysis of reliability describes the level with which the items in the research questions are related. In addition, it also supports the analysis of measurement of scale and the questions. Saunders, Lewis &Thornhill (2007, 149).

5.12.2 Cross Tabulation

In their book SPSS for social scientists, Miller, Acton, Fullerton, Deirdre & Maltby (2002, 127) explained cross tabulation as the elementary approach to determine the relationship that exist between two items. The primary question in the cross tabulation of this thesis is motivation necessary for high performance. With the aid of the Chi-square test, establishment can be made of the results.

5.12.3 Chi-Square Test

The Chi-square test assists in whether or not there is significance in correlation among two variables. If the variables are not connected it is said that the variables are statistically independent. When the p-value in any test is less than 0.005 then it can be concluded with more than 99% level of accuracy that there is a connection amid the tested variables. Miller et al (2002, 130).

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10,257[a]	9	,330
Likelihood Ratio	12,318	9	,196
Linear-by-Linear Association	,113	1	,737
N of Valid Cases	99		

Table 10: Chi-Square Tests

5.12.4 Correlation

According to Miller et al (2002, 155-160) correlation is an analytical approach used to study how strong two variables are related. It is only applicable to particular kinds of data, those data which are clearly numerical and concise, an example is quantitative data.

Accordingly, Pearson's coefficient of correlation determines whether there is an association amid two variables and the power of the connection. The coefficient of correlation varies between +1.00 through 0.00 to -1.00, where +1,00 implies complete positive connection or relationship whilst a correlation of 0.00 would mean no relationship and in addition, a correlation of -1.00 would be described as a perfect negative connection.

The correlation on the question about satisfaction with incentive schemes as against that of poor remuneration and performance has a slight negative relationship as table 11 below indicates.

Consequently, this means that satisfaction with incentives will have some negative effect on poor remuneration and performance of work.

		Satisfaction with incentives	Poor renumeration and performance
Satisfaction with incentives	Pearson Correlation	1	-,185
	Sig. (2-tailed)		,067
	N	99	99
Poor renumeration and performance	Pearson Correlation	-,185	1
	Sig. (2-tailed)	,067	
	N	99	100

Table 11: Correlations

On the basis of the Chi-Square Test, it cannot be concluded that, employment situation depends on sex as each variable is independent. (p-value=0,855)

According to table 13 below, women seem to be more satisfied with the management-worker relationship than men and on the basis of the Chi-Square Test, this conclusion can be made with more than ninety nine percent level of certainty that women in the organisation are

happier than their male colleagues. This can be seen from the table indicated below (p-value=0,000).

		Sex		Total
		male	female	
Somewhat disagree	Count	11	3	14
	% within Sex	15,9%	9,7%	14,0%
neither agree or nor disagree	Count	37	11	48
	% within Sex	53,6%	35,5%	48,0%
Somewhat agree	Count	16	3	19
	% within Sex	23,2%	9,7%	19,0%
Totally agree	Count	5	14	19
	% within Sex	7,2%	45,2%	19,0%
Total	Count	69	31	100
	% within Sex	100,0%	100,0%	100,0%

Table 12: Satisfaction with management worker relationship among men and women

Counts		Age Categories				Total
		18-27	28-37	38-47	48-57	
Level of education	High school	11	2	0	0	13
	College	5	12	3	2	22
	Bachelor's degree	7	24	9	0	40
	Master's degree	0	9	7	6	22
	Ph.D	0	0	0	3	3
Total		23	47	19	11	100

Table 13: Correlation; Age and Education

From table 14 above, it can be inferred that age has a positive correlation with educational levels on the basis of the Chi-square tests conclusion can be made that age correlates with educational level. This can be further explained that the older one is there is a tendency to acquire higher educational qualifications. This conclusion can be made with ninety nine percent certainty. (p –value=0.000).

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27,911[a]	16	,032
Likelihood Ratio	31,821	16	,011
Linear-by-Linear Association	10,988	1	,001
N of Valid Cases	99		

Table 14: Correlation; Satisfaction with incentives and Education levels

From the Chi-square test provided above have a positive statistical importance which explains that age as a variable has an impact on satisfaction with incentives.(p-value=0.001).

From the table above it can be concluded that the motivation level of employees is affected by the nature of remuneration received at the end of the month, hence workers feel reluctant to put more effort to work.

Employees who attributed poor remuneration being the cause of low motivation having an adverse effect on performance of duty in the organization accounted for 49 percent.

		Motivation				
		Totally disagree	neither agree or nor disagree	Somewhat agree	Totally agree	Total
Poor renumeration and performance	Totally disagree	0	1	2	0	3
	Somewhat disagree	1	1	1	4	7
	neither agree or nor disagree	1	0	0	5	6
	Somewhat agree	0	0	9	19	28
	Totally agree	0	0	6	49	55
Total		2	2	18	77	99

Table 15: Poor remuneration & Motivation

Count							
		Competing for promotion					
		Totally disagree	Somewhat disagree	neither agree or nor disagree	Somewhat agree	Totally agree	Total
Age Categories	18-27	1	2	11	2	7	23
	28-37	0	7	20	11	8	46
	38-47	1	10	6	2	0	19
	48-57	1	3	5	0	2	11
Total		3	22	42	15	17	99

Table 16: Competition for Promotion among Age Categories

According to the table above, it can be said that competing for promotion in the organization does not depend on age as each of the items are mutually exclusive.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	38,451[a]	12	,000
Likelihood Ratio	36,943	12	,000
Linear-by-Linear Association	12,782	1	,000
N of Valid Cases	99		

Table 17: Satisfaction with Incentives with Management Worker-Relationship

From the Chi-square tests, it can be said that satisfaction with incentive schemes in the organization is dependent of management-worker relationship. (p-value=0.000).

6   Research Findings

The findings of the research are that this is not an end to the research conducted as more studies related to the topic have to be conducted extensively. It is not the interest of the findings to criticize the current situation but make recommendations via suggestions.

The research revealed that satisfaction with the level of management worker relationship in the organization among men and women showed very clearly that female employees are happier than their male colleagues in the organization. It is therefore necessary for management to take an approach to improve the relationship between them and subordinates in the organization.

6.1   Gender and Management-Worker Relationship

Motivation as a topic is of broad nature and its application is difficult for most companies in general. One situation that the research discovered was the satisfaction levels of male and female workers and it was revealed that females are more satisfied with the management-worker relationship that exists in the organization

6.2   Age and Educational Levels

It can be realized from the research that age as a variable has an important effect on the level of education in the organization. This can be attributed to the fact that the higher the age the higher education an employee have.

Furthermore, education levels in the organization have an impact on satisfaction with incentive schemes because as the growth process begins on the organizational level, pay or salaries are determined by qualification, hence the need to acquire higher qualifications becomes important.

6.3   Poor Remuneration and Motivation

Poor remuneration can be defined as payment for services rendered which are of low standard and motivation is explained as an encouragement to staff to perform above expectation. It is evident from table 18, that forty nine percent of employees' level of motivation is largely affected by the low level of wages or salaries received from work done, which implies that employees' motivation will be higher if there is a substantial level of pay.

6.4   Age and Competing for Promotion

Age as a statistical variable has an important role to play in organizations with reference to work experience as promotion is normally based on long service in most organizations but others use the level of education for promotion. In the research conducted it was clear that competing for promotion in the organization did not depend on age.

It can be realized from the research that employees were of the view that less supervision affects performance of work and inadequate remuneration has an adverse effect on their motivation to work hard to achieve organizational goals; hence this proves that the hypothesis formulated might be true.

7   Conclusion

The purpose of the study was to gather enough information on planning ways to motivate employees for high performance. The study was conducted in the Building and Road Research Institute (BRRI) and the conclusions below were ascertained.

There was a need for management to find a more appropriate measure to satisfy both male and female employees in the organization, in order to avert the feeling of bias among men and women in the company.

There are several ways of motivating workers; an example is empathizing with employees in times of need. One of the findings in the research was that the remuneration levels of employees are low as it is an area which needs improvement in the institute.

Furthermore, less supervision as a factor of motivation has a role to play in motivating employees for increased performance. This is because according to the research most of the employees in the company noticed that less supervision had a negative effect on performance of work. This is an area which the company needs to have an appropriate way by conducting routine checks on employees to know if workers are doing the work right or wrong as this needs a proper feedback on employee monitoring and performance.

In addition, workers' motivation to compete for promotion to a large extent depends on the organization as a whole. This is because if promotions are of quick intervals the tendency of the employee working hard is distinguished because the employee knows that within a short time a behavior will be rewarded, hence the motivation to work hard to achieve organizational goals which benefit not only the worker but also the company as a whole.

Again, it can be ascertained in the research conducted that money is not seen as the only source of motivation by the employees in the Building and Road Research Institute. This can be seen in table 6 of this report that the majority of employees representing fifty one percent totally disagree that money is not the only source of motivation. With reference to Maslow's need hierarchy money becomes a motivating factor but it contributes to having a motivating effect on employees that work for only a short period of time. At the hierarchy levels of the

higher ladder, praise, recognition, respect, sense of belonging and empowerment are more powerful than money.

Also, it can be concluded from the research conducted that employees in the company are of the opinion that management's ability to involve employees in decision-making helps the level of motivation among workers. From the study it was realized that employees were in favour of management involving employees in decision making. This aspect of motivation needs some attention and that if employees are given the opportunity to be part of the decision-making process in the organization has a potential to affecting the company positively.

Similarly, the survey conducted recognized that empowering employees is a necessary tool for motivating workers. It can be inferred from table 7, more than sixty percent deemed it necessary for management to empower employees. When employees are empowered it helps them to take responsibility from the outcome of work and allows workers to serve clients at the level of the organization where the customer interface exists as it will benefit the organization and the employee as an individual. This is an important area which the company has to make provision for in the future because the benefits are not only for the employee but to achieving organizational objectives.

The study help not only the Building and Road Research Institute (BRRI), which will find a more appropriate way of motivating its workforce for high performance, but also policy or decision-makers to factor the relevant issues about motivation into major policies or decisions for increased productivity. The work will help in facilitating further studies by researchers on the objectives, by preventing indifferent attitudes of employees towards work and increase productivity. Again, it will also assist practizing managers in organizations and students to obtain a more comprehensive knowledge on motivation at work.

Moreover, marital status as a factor in a way contributes to motivation or otherwise because many married people are employed in the organization and by at their responsibilities work to achieve more and because of this expect much from management in order to meet their basic needs in life. Since married people responsibilities in life are more than unmarried people, the married employees in the organization are not satisfied with what they receive slows the level of commitment to achieving organizational objectives knowing that no matter how hard they work, their needs are not met.

7.1   Recommendations

From the research it can be seen that females feel happier than their male counterparts in the organization on the issue of management worker relationships. This is a problem which demoralizes workers and affects productivity. It is therefore recommended that management put more appropriate measures to avoid this problem of workers.

Building a good relationship will r increase productivity as a relationship becomes good where there is a reciprocal value among management and employees. Managing employee relationships will improve the level of productivity by bettering employee morale, communication and loyalty in the organization.

The study also seeks to recommend that a proper remuneration policy should be put in place for all employees. It can be recalled from the goal theory that involving employees in the development of any recent remuneration system and consulting workers about problems they may anticipate will help in designing a good remuneration system. Pay is a theme that holds the attention of most workers in many organizations and a scheme that includes changing the reward system may be used as a tool for alleviating other changes in an organization.

It will also be recommended that management develop ways of engaging employees in the decision-making process of the organization so that employees will be able to meaningfully contribute to the course of the organization.

List of References

Books

Ary, D, Jacobs, L. C, Razavieh, A & Sorensen, C. 2009. Introduction to Research in Education. 8th Ed. CA: Wadsworth Cengage Learning.

Babbie, E.R. 2010. The Practice of Social Research. 12th Edition. CA: Wadsworth Cengage Learning

Bolman, L. G & Deal, T. E. 2003. Reframing Organizations: Artistry, Choice and Leadership. 3rd Edition. San Francisco: John Wiley.

Cameron, E & Green, M. 2004. Making Sense of Change Management: A complete Guide to the Models, Tools & Techniques of Organizational Change. Glasgow: Kogan Page.

Cecil, R.D & Rothwell, W. J. 2006. Next Generation Management Development: The Complete Guide and Resource. CA. John Wiley.

Daft, R. L & Marcic, D. 2008. Understanding Management. 6th Ed., OH. South-Western Cengage Learning

Deci, E. L., Ryan, R.M. 1985. Intrinsic Motivation and Self Determination in Human Behaviour. NY: Plenum Press.

Fiske, S. T, Gilbert, D. T & Lindzey, G. 2009. Handbook of Social Psychology. 5th Edition. Hoboken: John Wiley & Sons.

Fincham, R & Rhodes, P. 2005. Principles of Organisational Behaviour, 4th edition. Oxford

Frost, Nord, & Krefting . 2002. HRM Reality: Putting Competence in Context. New Jerssey: Prentice Hall.

Ghauri, P. & Grønhaug, K. 2005. Research Methods in Business Studies: A Practical Guide: Financial Times/Prentice Hall.

Griffin, R.W & Moorhead, G .2009 Organizational Behavior: Managing People and Organizations. 9th Edition. Canada: South-Western.

Grove, S. K. 2005. The Practice of Nursing Research: Conduct, Critique and Utilization. 5th Edition. Missouri: Elsevier Saunders

Heppner, P. P, Wampold, B. E & Kivlighan, D. M. 2008. Research Design in Counseling. 3rd Edition. CA: Thomson Brooks/Cole.

Hill, C.W.L & McShane, S.L. 2006. Principles of Management. NY: McGraw-Hill Irwin.

Hodgetts, R.M, Luthans, F. & Doh, J.P. 2006. International Management: Culture, Strategy, and Behavior, 6th edition.NY: McGraw-Hill Irwin.

Holloway, I. 1997. Basic Concepts for Qualitative Research. Blackwell.

Hunt, J. G. 2004. Organizational Behavior. 8th Ed. John Wiley

Koontz, H & Weihrich. 2006. Essentials of Management: An International Perspective. New Delhi. Tata McGraw-Hill

Kriel, G, Singh,D., de Beer, A., Louw, H., Mouton, J., Rossouw, D., Berning, J & du Toit, D. 2005. Focus on Management Principles: A Generic Approach. Lansdowne (SA). Juta & Co

Landy, F.J & Conte, J. M. 2009. Work in the 21st Century: An Introduction to Industrial and Organizational Psychology. 3rd Edition. USA: John Wiley.

Luenenburg, F. C & Ornstein, A.C. 2007. Educational Administration: Concepts & Practices 5th Edition. CA. Thomson Wadsworth

Martin J. 2001. Organisational Behaviour. 2nd Edition. British Library Cataloging in Publication Data: Thomson.

McBurney, D. H & White, T. L. 2009. Research Methods 8th Ed. CA. Wadsworth Cengage Learning

Miller, R., Acton, C., Fullerton, A., Deirdre & Maltby, J. 2002. SPSS for Social Scientists. New York: Palgrave

McShane & Von Glinow 2003. Organizational Behavior. 2nd Edition. New York: McGraw-Hill.

Mullins L.J. 2002. Management and Organisational Behaviour, 6th ed: British Library Cataloging in Publiction Data, Prentice Hall.

Mullins, L. J. 2007. Management and Organizational Behavior. 8th Ed. UK: Pearson Education

Ofiri-Atuahene, J. B. 2008. Marketing from the Perspective of the Building and Road Research Institute. Kumasi. Catholic Press

Petri, L. H & Govern, J. M. 2003. Motivation: Theory, Research & Applications (5th Ed). New Orleans. Wadsworth Publishing

Plunkett, W.R., Attner, R.F. & Allen, G.S. 2005. Management: Meeting and Exceeding Customer Expectations 8th ed. Thomson: South-Western.

Podmoroff, D.2005. 365 Ways to Motivate and Reward Your Employees Everyday – With Little or No Money US. Library of Congress Cataloging – in- Publication Data

Pride, W.M, Hughes, R.J, & Kapoor, J.R. 2009. Business. 10th Editiond.OH: South-Western.

Robins S.P & Coulter M. 2008. Management. 10th edition. Prentice Hall

Robbins, S. P & Judge, T.A 2008. Essentials of Organisational Behaviour, 9th ed. Pearson: NJ, Prentice Hall.

Robins S.P. 2000. Organizational Behavior. 9th edition. San Diego: prentice Hall.

Roussel, L., Swansburg, R. C & Swansburg, R. J.2006. Management and Leadership for Nurse Administrators. 4th Ed. Jones & Bartlett

Saunders M., Lewis P., & Thornhill, A. 2007. Research Method for Business Studies. 4th edition. Essex: Pearson Education.

Sheldrake, J. 2003. Management Theory. 2nd Ed. London: Thomson Learning.

Werner, J. M & DeSimone, R. L. 2008. Human Resource Development. 5th Ed, OH. South-Western Cengage

Zgodzinski, E.J & Fallon, L. F. 2005. Essentials of Public Health management. ON. Jones & Bartlett Publishers

Electronic Sources

The Executive Fast Track. 2010. (Volume 10.5) Accessed 23 Mar 2010 [www document]
http://12manage.com/methods_alderfer_erg_theory.html

The Executive Fast Track.2010. (Volume 10.5) Accessed 24 Mar 2010 [www document]
http://12manage.com/methods_mcclelland_theory_of_needs.html

Yearta, S. K., Maitlis, S., & Briner, R.B 1995. An exploratory study of goal setting in theory
and practice: A motivational technique that works?: Journal of Occupational and
Organizational Psychology (1995), 68, 237-252

Axelsson, A & Bokedal. 2009. Reward System: Motivating Different Generations. Accessed 30
Mar 2010 [www document]
http://gupea.ub.gu.se/dspace/bitstream/2077/21241/1/gupea_2077_21241_1.pdf

Key, J. P, 1997. Research Design in Occupational Education: Oklahoma State University [www
document]
www.okstate.edu/ag/agedcm4h/academic/aged5980a/.../newpage23.htm

Helicon. 2009. Accessed 5 May 2010 [www document]
 http://encyclopedia.farlex.com/expectancy+theory

http://www.brri.org [www document]

Tronchim, W.M.K. 2006. Research Methods Knowledge Base. Accessed 1 Oct.2010 [www
document]
http://socialresearchmethods.net/kb/desexper.php

List of Figures

List of Tables

Appendices

Please mark/circle the following questions which alternative is closest to your opinion

 5= totally agree, 4= somewhat agree, 3= neither agree or nor disagree, 2= somewhat disagree,   1= totally disagree.

1 Age (a)18 - 27 (b) 28 – 37 (c) 38 – 47 (d) 48 - 57

 2. Sex   (a) Male   (b) Female

 3. Marital status? (a) Single (b) Married   (c) Separated or divorced (d) Widowed

 4. What is the highest level of education you completed?
(a) Less than high school; (b) High School; (c) college; (d) Bachelor's degree (e) Master's degree (f) Ph.D.

 5. Which of the following BEST describes your current employment situation?   (a) Employed full-time (b) Employed part-time (c) Unemployed (d)Retired (f) Contract

6. Motivation is necessary for high performance   (a) 5   (b) 4   (c) 3   (d) 2   (e) 1

 7. Our company has got incentive schemes.   (a) 5   (b) 4   (c) 3   (d) 2   (e) 1

 8. I am satisfied with the incentive schemes.   (a) 5   (b) 4   (c) 3   (d) 2   (e) 1

 9. Management-worker relationship is encouraging enough. (a) 5   (b) 4   (c) 3   (d) 2 (e) 1

10. Poor remuneration affects performance of work.   (a) 5   (b) 4 (c) 3   (d) 2 (e) 1

11. Less supervision affects my ability to work. (a) 5 (b) 4 (c) 3   (d) 2 (e) 1

12. I'm motivated to compete for promotion.   (a) 5 (b) 4 (c) 3   (d) 2   (e) 1

13. Money is the only source of motivation.   (a) 5 (b) 4   (c) 3   (d) 2   (e) 1

14. It necessary for management to empower employees.   (a) 5   (b) 4   (c) 3   (d) 2   (e) 1

15. Management should involve employees in decision-making. (a) 5   (b) 4   (c) 3   (d) 2 (e) 1

Appendix 1: Questionnaire