

**THE ROLE OF WORK MOTIVATION ON EMPLOYEE
PERFORMANCE**

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Dedication

*I dedicated this book for my lovely and sweetly husband
DR.ABDULKHALIQ OSMAN SHEIKH, and my heart and
beloved children such as my Son Abdullah Abdulkhaliq
Osman Sheikh and my Daughter Amiira Abdulkhaliq Osman
Sheikh*

ABSTRACT

The main purpose of this study was to” the role of work motivation on employee Performance”. This study in an assessment of this purpose used deductive approach in which a qualitative research was carried out among students at of MUGDISHO UNIVERSITY (MU) who are assumed to be future employees .The research was intended to get their responses on what they feel is (are) the best factors that could motivate them as future employees among a list of ten motivational factors. In this light the study sets to identify the most ranked factors among the ten motivational factors. The analysis from the empirical findings showed that Job satisfaction” was the most ranked factor for both sub groups that made up the sample research. However a study from previous researches used in this study showed that different results could be obtained from different groups of already working employees. This study therefore can be seen as an introduction to a more detailed study to be carried by future researchers on the field of employee’s motivation

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CHAPTER I

INTRODUCTION

1.1 INTRODUCTION

This chapter starts by presenting a background and discussion of the selected topic of this research. At the end of this discussion the research question is formulated and the main purpose of this research is established. Hopes this research to contribute and get more reliable data about employee performance. When looking at factors that affect job satisfaction, I find that Agency theory might be helpful as it explains the extent to which organization needs to think of their human resource responsible in producing the output needed by organizations to meet shareholders value.

Agency theory is concerned with issues related to the ownership of the firm when that ownership is separated from the day-to-day running of the organization. It assumes that in all but owner- managed organizations the owner or owners (known in agency theory as the “principal”) of an organization must vest authority to an “agent”-corporate management- to act on their behalf. Harrison R and Kessels J. (2004, Pp 25-26) The principal recognizes the risk, here and act on the assumption that any agent will look to serve its own as well as the principal interests as it fulfils it contract with that principal. However, this is not the situation in real life situation. All agents are perceived to be opportunistic (Williamson, 1985; Seth and Thomas, 1994).

These approaches to examining the problems of human exchange derived from the field of finance and economics but they are often applied to the study of shareholders Risk

Management (SHRM) (Harrel-Cook and Ferris, 1997). Agency theory is therefore used to analyses this conflict in interest between the principal (Shareholders of organizations) and their agents (leaders of these organizations), Whereby the “Agents” in keeping with the interest of the shareholders and organizational goals turn to use financial motivational aspects like bonuses, higher payrolls, pensions, sick allowances, risk payments, perk to reward and retained their employees and enhance their performance.

There is a strong lobby propounding the view that human resources and their management are the source of competitive advantage for the business, rather than, say, access to capital or use of technology. It is therefore logical to suggest that, attention needs to be paid to the nature of this resource and its management as this will impact on human resource behavior and performance and consequently the performance of the organization. Indeed Box all and Steepleville (1999) argue that there is no need to prove the relationship between firm critical influence on performance and labor management as it is self evident that the quality of human resource management is a critical influence on the performance of the firm.

Concern for strategic integration, commitment flexibility and quality, has called for attention for employees motivation and retention. Given this perception, the principal in an organization feels unable to predict an agent’s behavior in any given situation and so brings into play various measures to do with incentives in other to tie employee’s needs to those of their organization.

Thus getting employee's identification with respect to the organization, and thus increasing their commitment level. As an approach to mediate the employment contract, elements of human resource strategy (especially those to do with rewards and retention) can offer a way of ensuring an efficient transaction process that enables both parties to get committed towards the fulfillment of each other needs. The fundamental problem, dealt with is what drives or induces people to exploit their potential resources in the way they do in organizations?

The issue of motivation and performance are they positively related? By focusing on the financial aspect of motivation problem like bonus system, allowances perks, salaries, etc. By paying attention to the financial aspect of motivation, I intend to probe in to the role this aspect has on enhancing employee's performance. I believe, financial motivation has become the most concern in today's organization, and tying to Mallow's basic needs, non-financial aspect only comes in when financial motivation has failed. Gibson, Ivancevick, Donnelly, (2004, Pp 214) a space is then set for non-financial measures.

Though in some situation, it is being operated side by side. But as a research topic for my research I will employ the financial aspects of motivation used by the agents of organization in enhancing their employee's performance and the extent to which non-financial aspects of motivation turn to enhance employee's performance. To evaluate the methods of performance motivation in organization in organizing some motivational factors like satisfies and dissatisfies will be used to evaluate how employees motivation is enhanced other than financial aspects of motivation.

1.2 PROBLEM STATEMENT

Motivating the workforce of an organization to work more effectively towards the Organization's goals is perhaps the most fundamental task of management. Organizations motivate their workforce to perform effectively by offering those rewards for satisfactory Performance and perhaps punishing them for unsatisfactory performance. Over the past hundred years or so there has been an evolution in the view of what the term 'rewards' actually means in an organizational context.

In the age of Scientific Management, forwarded by Frederick Winslow Taylor in the 1890's, only monetary rewards were considered to be important to employees. This rather limited view of employees' needs and rewards gave way in the 1920's when a series of experiments at the Western Electric Company's Hawthorne plant led to a new paradigm of worker motivation. The Hawthorne experiments, as they came to be known, led to a view that saw employees motivated more by social needs rather than by purely economic ones. This viewpoint, known as the Human Relations Movement, attempted to identify and satisfy the social needs of the worker in the belief that a satisfied worker worked harder than an unsatisfied worker. Rewards under the Human Relations viewpoint, therefore, also included the relationships employees form with their fellow workers.

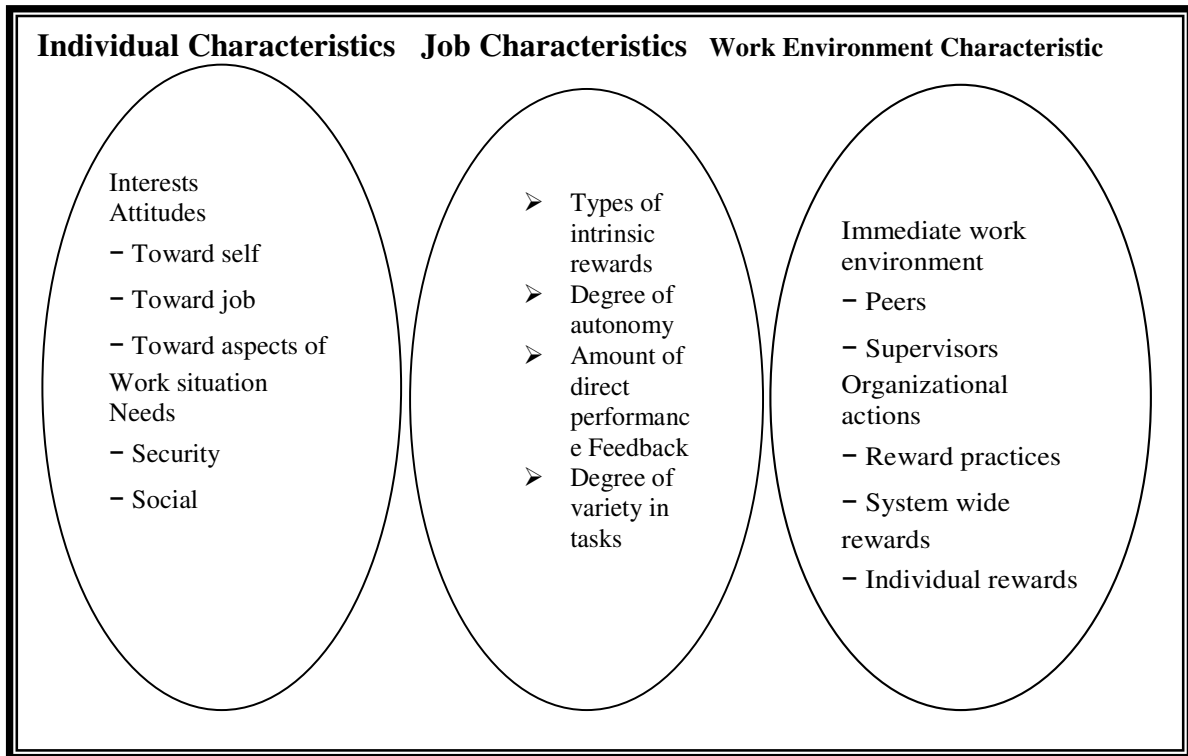
It was thus seen to be in the organization's interest to provide an environment that allows and encourages social relationships to develop. Finally, the Human Resources Movement began to concentrate more on the needs of the individual rather than the interactions within working groups. The Human Resources Movement views the worker as being

largely 'pre-motivated' to perform to the best of their abilities and it becomes the task of management to provide conditions whereby workers can meet their own individual goals at the same time as meeting those of the organization. Rewards under the Human Resources Movement therefore include a wide range of factors, such as money, affiliation, achievement and performing a meaningful job.

The changing view of organizational rewards and employee motivation has led to a multitude of theories of exactly how the job rewards influence the motivation and performance of employees. Steers [1999] stated that "a comprehensive theory of Motivation at work must address itself to at least three important sets of variables which constitute the work situation, the characteristics of the job and the characteristics of the work environment.

These three sets of variables, along with examples of each, are depicted in figure 1. Steers points out that, at present, no model exists that accounts for variables from each of the three major areas, stating that "what does exist is a set of different theories that address themselves to one or more of these sets of variables, none of which, however, is completely and thoroughly comprehensive". (Steers [1999]).

Figure 1 these three sets of variables, along with examples.



Bong [1996], in a paper highlighting the problems in academic motivation research, stated that the fact that no single model has been able to capture the full dynamics of motivated behaviors was due to “different theoretical orientations of investigators working in the field, who tend to emphasize a particular dimension of motivational phenomena over the others” Generally, motivation models may be classed as belonging to one of two theoretical orientation groups – cognitive models and social-cognitive models.

Cognitive models of motivation “place greater weight on understanding learners’ covert thought processes, often overlooking the impact of social and contextual variables they focus on the individual characteristics at the expense of the job and work Environment characteristics.

A social-cognitive approach focuses on formulating and testing specific hypotheses are regarding the nature and direction of influence from social and contextual variables. These different theoretical orientations often lead academic motivation researchers to different conclusions as to which potentially relevant variables to include in or exclude from their conceptualizations. Bong [1996] suggests that there are two solutions to the formulation of a broader model of motivation.

1.3 RESEARCH QUESTIONS

The research questions are as followings:

1. Is there relationship between Physiological needs and employee performance?
2. Is there relationship between Safety needs and employee performance?
3. Is there relationship between Social needs and employee performance?
4. Is there relationship between Esteem needs and employee performance?
5. Is there relationship between Self-actualization and employee performance?
6. Is there relationship between Physiological needs, Safety needs, Social needs, Esteem needs, and Self-actualization and employee performance?

1.4 OBJECTIVE OF THE STUDY

The research objectives are as followings

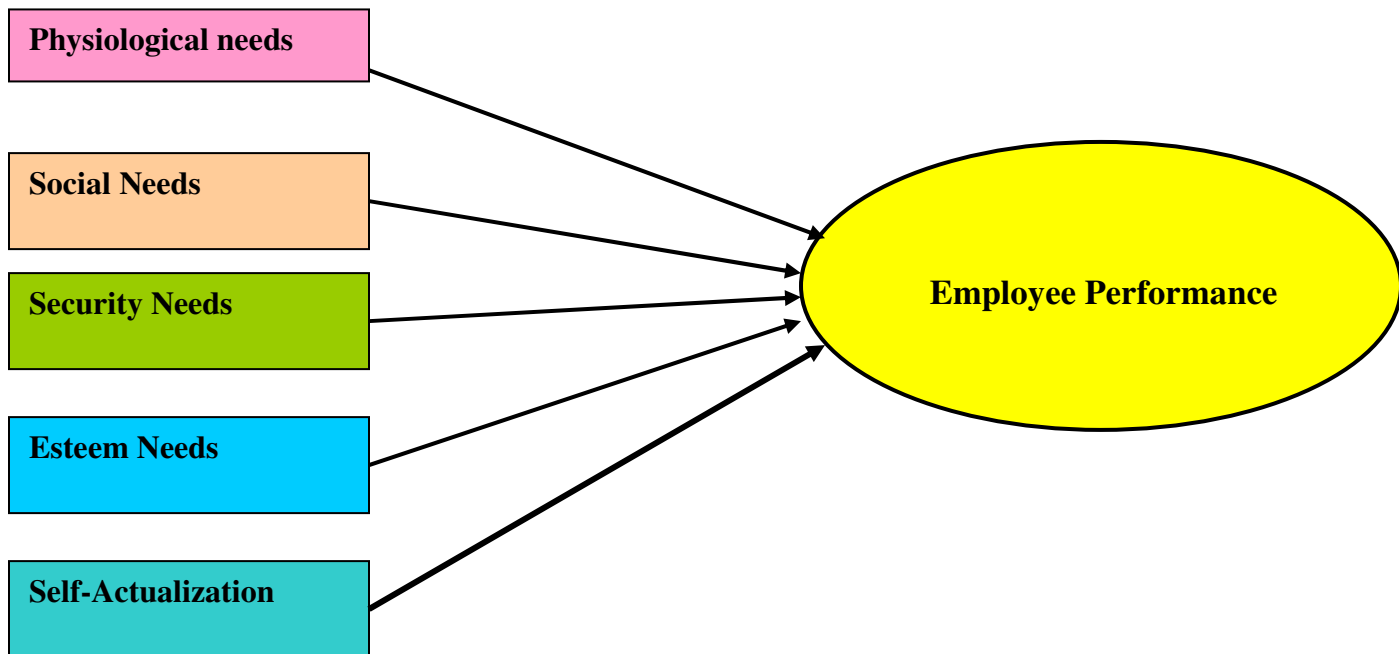
- I. To examine the relationship between Physiological needs and employee performance
- II. To examine the relationship between Safety needs and employee performance
- III. To examine the relationship between Social needs and employee performance
- IV. To examine the relationship between Esteem needs and employee performance
- V. To examine the relationship between Self-actualization and employee performance
- VI. To examine the relationship between Physiological needs, Safety needs, Social needs, esteem needs, Self-actualization and employee performance.

1.5 The theoretical framework of this study comprises two components

Employee performance (dependent variable) and motivation

(Physiological needs, Safety needs, Social needs, esteem needs, Self-actualization) (the independent variable)

Figure 2 THEORETICAL FRAMEWORKS



1.6 SIGNIFICANCE OF THE STUDY

- This study will expand the body of knowledge in the motivation literature.
- It will help managers to take decision about their employee motivation at workplace.
- It will give the leader to know the employee the motivation is not only incentive monetary but also non-monetary incentive that will increase employee for their performance effectively in the organization.
- It will provide for researchers, academics and students reliable data about motivation of employee at workplace.

1.7 LIMITATIONS OF THE STUDY

The study has many limitations in terms of literatures time and financial constraints the limitation is being considered in relation to the natural explanation to which the researcher has limited, the study is limited to existing theories and models, and their influence and limitation on performance enhancement. By considering the financial and non-financial aspect of motivation on employees' performance relates to existing theories and models.

Here I have considered limitation in line with the research objective that is the study is limited. I believe that with the changing nature of the work force, recent trends in development, information and technology, the issue of financial motivation becomes consent on one of the most important assets in an organization. A lot has been said on the outside forces of an organization.

This research considers the inside forces as a starting point. Ideally, a study of all the explanatory variables will be considered appropriate in order to capture the interactive influences of other variables and thus be able to come up with holistic and generally more acceptable results, of financial motivation and performance.

1.8 DEFINITIONS

1.8.1. Motivation

Motivation by definition refers to what activates, directs human behavior and how this behavior is sustained to achieve a particular goal. Also it can be defined as the set of processes that arouse, direct and maintain human behavior towards attaining some goals. Jones (1955) argues that” Motivation is concerned with how behavior gets started, is Energized, is sustained, is directed, is stopped and what kind of subjective reaction is present In the organization while all this is going on.” Gibson, Ivancevick, and Donnelly (Organizations: Processes, structure, behavior.

1.8.2. Role of financial motivation

The potential role of money as (a) conditioned reinforce (2) an Incentive which is capable of satisfying needs (3) an anxiety reducer (4) serves to erase feelings of dissatisfaction Opsahl and Dunette, (motivation and organizational climate.

1.8.3. Employee satisfaction

This refers to the positive or negative aspects of employee's attitude towards their jobs or some features of the job. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction, while generally a positive in your organization, can also be a downer if mediocre employees stay because they are satisfied with your work environment

18.4. Organizational Goals

The concepts which are refer to the focus on attention and decision-making among employees of a sub-unit.

1.9.5. Organizing

This involves the complete understanding of the goals of organization, the Necessity of proper co-ordination, and the environmental factors that influence the goals and Employees within the organization.

1.8.6. Employee attitudes

The Mental is state of readiness for motive arousal.

1.8.7. Performance

The act of performing; of doing something successfully; using knowledge as Distinguished from merely possessing it; A performance comprises an event in which generally one group of people (the performer or performers) behaves in a particular way for another group of people.

1.8.8. Efficiency

The ratio is the output to the input of any system. Economic efficiency is a General term for the value assigned to a situation by some measure designed to capture the Amount of waste or "friction" or other undesirable and undesirable economic features present. It can also be looked as a short run criterion of effectiveness that refers to the ability of the organization to produce outputs with minimum use of inputs.

1.10 SUMMARY OF THE SUBSEQUENT CHAPTER

This project paper is divided into six chapters. Chapter I__ is the introduction parts.

The subsequent chapters are as follows:

Chapter II__ literature review: the chapter gives some literature reviews on the role of work motivation on employee performance as general Theory

Chapter II__ Research method and design: this chapter gives the foundation theory for method selected.

Chapter IV__ Empirical finding and discussion: this chapter prospects the results obtained from this study.

Chapter V Discussions: this chapter makes the detailed discussions on results shows in chapter 4

Chapter VI__ This chapter gives the general conclusions from the study and suggestions some recommendations to the future research

CHAPTER II

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter I will explain and describe the concepts, models and theories that are relevant in the field of motivation and necessary to facilitate a comprehensive analysis and understanding of the research. It may be useful to conceptualize the term financial motivation and what its concepts are. A broader definition of motivation will be introduced.

2.2 WHAT IS MOTIVATION?

According to Greenberg and Baron (2000 p190) this definition could be divided into three Main parts. The first part looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behavior takes.

The last part deals with maintaining behavior clearly defining how long people have to persist at attempting to meet their goals. Kreitner (1995), Buford, Bedeian & Linder (1995), Higgins (1994) all cited in Linder (1998,p3) defined motivation as “the

psychological process that gives behavior purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need that will to achieve respectively.

Young (2000, p1) suggest that motivation can be defined in a variety of ways, depending on who you ask .Ask someone on the street, you may get a response like “it’s what drives us” or “it’s what make us do the things we do.” Therefore motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work.” Halepota (2005, p16) defines motivation as “a person’s active participation and commitment to achieve the prescribed results.”Halepota further presents that the concept of motivation is Abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favorable results all the times.”

According to Antonioni (1999, p29), “the amount of effort people are willing to put in their Work depends on the degree to which they feel their motivational needs will be satisfied. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes. It can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that moves, leads, and drives certain human action or Inaction over a given period of time given the prevailing conditions.

Furthermore the definitions suggest that there need to be an” invisible force” to push people to do something in return. It could also be deduced from the definition that having

a motivated work force or creating an environment in which high levels of motivation are maintained remains a challenge for today's management. . This challenge may emanate from the simple fact that motivation is not a fixed trait –as it could change with changes in personal, psychological, financial or social factors. For this research, the definition of motivation by Greenberg & Baron (2003) is adopted, as it is more realistic and simple as it considers the individual and his performance.

Greenberg & Baron defines motivation as: *'The set of processes that arouse, direct, and maintain human behavior towards attaining some goal'*. (Greenberg & Baron, 2003, p190) Bassett-Jones & Lloyd (2005, p931) presents that two views of human nature underlay early research into employee motivation. The first view focuses on Taylors, which viewed people as basically lazy and work –shy", and thus held that these set of employees can only be motivated by external stimulation. The second view was based on Hawthorn findings, which held the view that employees are motivated to work well for "its own sake" as well as for the social and monetary benefits this type of motivation according to this school was internally motivated.

2.3 MOTIVATION THEORIES

Even though much research been conducted on the field of financial motivation and many researchers and writers have proposed theories on the concept of financial motivation, and its role in enhancing employee's performance in every organization some of these models have been widely used and accepted by today's organizations leaders.

In this research discussion on some of the motivational theories will include Alders (ERG theory), Maslow (Need theory), Vroom's (Expectancy theory), Adams (Social equity theory), Taylor (productivity theory), Herzberg (Two factor theory), Mac Gregory (theory X and Y), Geogopalaus (path goal theory) and skinner (Reward theory). To better understand this discussion a summary of the theories is presented and an indebt discussion on Maslow and ERG theories on which I base my research overlooked.

Alder asserts in his Existence relatedness and growth theory commonly known as the ERG theory that there are three basic human needs: Existence, relatedness and growth, which must be meet by an employee to enable him, increase performance. Maslow (1943) suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include physiological, security, belongings, esteem and self-actualization needs.

According to the theory, a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves "up" the hierarchy and seek to satisfy security needs. This process continues until finally self actualization needs are satisfied. According to Maslow, the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much a contribution to productivity hence difficulties in meeting organizational goals.

Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it he suggest that motivation leads to efforts and the efforts combined with employees ability together with environment factors which interplay's resulting to performance. This performance interns lead to various outcomes, each of which has an associated value called Valence. Adams (1965) on his part suggests that people are motivated to seek social equity in the Rewards they receive for high performance.

According to Adams, the outcome from job includes; pay, recognition, promotion, social relationship and intrinsic reward .to get these rewards various inputs needs to be employed by the employees to the job as time, experience, efforts, education and loyalty. He suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high. Taylor (1911) observed the soldering by employees, which is a situation whereby workers work less than full capacity. He argued that soldering occurs due to the fact employee's fear that performing high will lead to increasing productivity, which might cause them to lose their jobs.

This slow paces of work where promoted by faulty systems however this situation is not what prevails with contemporary employees who organizations evaluate them through their performance. Herzberg suggested that there are factors in a job, which causes satisfaction. These he called intrinsic factors (motivators) and other factor he refers to as dissatisfies (hygiene factors). According to him if the motivational factors are met, the employee becomes motivated and hence performs higher.

Mac Gregory suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him the lazy employee should be motivated to increase performance in an organization.

Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated. This discussion on the above motivational theories explains the fact that the concept of employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organization in achieving a competitive position. Skinner who propounded that any behavior that is rewarded tends to be repeated supported this view.

The term motivation has been used in numerous and often contradictory ways. Presently There appears to be some agreements that the crucial thread that distinguishes employee's Motivated behaviors from other behavior is that it is goal directed behavior, Bindra (2000 P223) argues that the core of motivating individuals lays in the goal-directed aspect of behavior.

Jones suggested "motivation is concern with how behavior gets started, is energized, is Sustained, is directed, is stopped and what kind of subjective re-action is present in the

organization while this is going on. The Jones statement can be converted into a diagram which shows the employee motivational process as it influences performance.

These groups of researchers were over the years divided into what was later labeled the Content and process theories of motivation. According to steers, mowday & Shapiro Tension or drive to fulfill or need Fulfillment and Re-definition of needs Goal directed Behavior (2004, p382) the process generated during this period, makes this period referred to as “the golden age of work motivation theories”.

“Never before and, some would argue, never since has so much progress been made in Explicating the etiology of work motivation” (steers et al., 2004, pp380-383)

Bassett-Jones & Lloyd (2005,p 932) suggests that the “content theorists led by Herzberg, Assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where victor Vroom was the first exponent considers how factors internal to the person result in different behaviors.

From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace. The primary focus was on how and why questions of motivation, how a certain behavior starts, developed and sustained over time. It is true that human behavior in general is dynamic and could affect the individual’s personal altitude as well as factors surrounding that individual.

These exogenous factors eminent from the environment in which the individual operates generate stimuli to employees. It is my belief that employees in general are goal seeking and look for challenges and expect positive re-enforcement at all times. Hence it could only be of benefit if organizations could provide these rewards and factors. Though I have discussed earlier in this research that employees are financially motivated, motivation could be seen as a moving target, as what Motivates differs among different people. And may even change for the same person over a given period of time, developments within the modern organization has probably made motivating employees ever more difficult due to the nature of every individual, behavior increasing the complexity of what can really motivate employees.

According to Bassette-jones & Lloyd (2005, p.932) “expectancy, equity, goal setting and reinforcement theory have resulted in the development of a simple model of motivational alignment. The model suggests that once needs of employees are identified and organizational objectives and also satisfy employee needs .If poorly aligned, and then low motivation will be the outcome”.

According to (Wiley, 1997,p264) “modern approaches to motivation may be organized into three related clusters: (1) personality-based views (2) cognitive choice or decision approaches and (3) goal or self-regulation perspective; where personality-based views emphasize the influence of enduring personal characteristics as they affect goal choice and striving.

Workplace behavior is posited to be determined by persons current need state in certain universal need category. Cognitive choice approaches to work motivation emphasize two determinant of choice and action; expectations, and subjective valuation of the consequences associated with each alternative, these expectancy value theories are intended to predict an individual choice or decision. Goal framework to work motivation emphasize the factors that influence goal striving which focuses on the relationship between goals and work behavior.

The assumption is that an employees conscious intentions (goals) are primary determines of task-related motivation since goals direct their thoughts and action”. It is worth noting that an in-depth review of all the different theories mentioned above, is beyond the scope of this research. However, the personality-based perspective of work motivation within which Maslow need theory of motivation and Alders ERG theory falls will provide the main support and serve as a foundation for the research reported in this research. Specifically, as organizational scholars have paid a great deal of attention to the idea that people are motivated to use their jobs as mechanisms for satisfying their needs.

This research intend to use Maslow’s hierarchy of need theory of motivation as a foundation to identify the factors that motivate today’s employees, and in the process determine a ranking order of factors that motivates these employees, the original Maslow theory will be looked at more detail hereof.

2.4 HISTORY AND EXPLANATION OF MASLOW'S HIERARCHY OF NEED THEORY

The “motivation to work” published by Maslow probably provided the field of organizational behavior and management with a new way of looking at employees job attitudes or behaviors in understanding how humans are motivated. Probably the best-known conceptualization of human needs in organizations has been proposed by this theory. Abraham Maslow was a clinical psychologist who introduced his theory based on personal judgment, which was generally known as the need hierarchy theory. According to him if people grew in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals.

This idea was later applied to organizations to emphasize the idea that unless employees get their needs met on the job, they will not function as effectively as possible. Specifically Maslow theorized that people have five types of needs and that these are activated in a hierarchical manner. This means that these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues.

If you look at this in a motivational point of view Maslow's theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow you need to know where a person is on the hierarchical pyramid in

order to motivate him/her. Then you need to focus on meeting that person's needs at that level (Robbins 2001).

According to Greenberg and Baron (2003, p192) the five needs identified by Maslow corresponds with the three needs of Alderfers ERG theory. Where as Maslow theory specifies that the needs be activated in order from lowest to highest Alder's theory specifies that the needs can be activated in any order. His approach is much simpler than Maslow's. Alder specifies that there exist three main needs as opposed to five postulated by Maslow. This human basic needs include existence, relatedness and growth.

These needs according to Alder need not necessarily activated in any specific order and may be activated at any time. According to him Existence needs corresponds to Maslow's physiological needs and safety needs. Relatedness needs corresponds to Maslow's social needs and growth needs corresponds to esteem and self-actualization needs by Maslow Below is a summary of these needs that in this research are divided into Deficiency needs (psychological, safety, social needs) and Growth needs (esteem, self-actualization needs).

Factors Explanation

□ Physiological needs are the need at the bottom of the triangle and include the lowest order Need and most basic. This includes the need to satisfy the fundamental biological drives such as food, air, water and shelter. According to Maslow organizations must provide Employees with a salary that enables them to afford adequate living conditions. The Rationale here is that any hungry employee will hardly be able to make much of any Contribution to his organization.

□ Safety needs this occupies the second level of needs. Safety needs are activated after Physiological needs are met. They refer to the need for a secure working environment free from any threats or harms. Organizations can provide these need by providing employees with safety working equipment e.g. hardhats, health insurance plans, fire protection etc. The rationale is that employees working in an environment free of harm do their jobs without fear of harm.

□ Social needs: This represents the third level of needs. They are activated after safety needs are met. Social needs refer to the need to be affiliated that is (the needed to be loved and accepted by other people). To meet these needs organizations encourage employee's participation in social events such as picnics, organizations bowling etc

□ Esteem needs this represents the fourth level of needs. It includes the need for self-respect and approval of others. Organizations introduce awards banquets to recognize distinguished achievements.

□ Self-actualization: This occupies the last level at the top of the triangle. This refers to the Need to become all that one is capable of being to develop ones fullest potential. The Rationale here holds to the point that self-actualized employees represent valuable assets to the organization human resource.

Most research on the application of need theory found that although lower-level managers are able to satisfy only their deficiency needs on the jobs, managers at the top level of organizations are able to satisfy both their deficiency and growth needs (Greenberg & Baron 2003 p.194) this view was supported by Shipley & Kiely (1988, p.18) Shipley & Kiely (1988, p.18) argue that as “ need satisfaction is an attitude, and that it is perfectly possible for a worker to be satisfied with his/her need, but not be motivated the reverse of which holds equally true. Hence, need satisfaction and motivation are not synonymous and both need fulfillment and un- fulfillment can have negative as well as positive influence on motivation.

2.5 ORGANIZATIONAL/MANAGERIAL APPLICATION OF MASLOW’S NEED THEORY

The greatest value of Maslow’s need theory lies in the practical implications it has for every management of organizations (Greenberg & Baron 2003 p.195). The rationale behind the theory lies on the fact that it’s able to suggest to managers how they can make their employees or subordinates become self-actualized. This is because self-actualized employees are likely to work at their maximum creative potentials. Therefore it is important to make employees meet this stage by helping meet their need organizations can take the following strategies to attain these stages:

- Recognize employee’s accomplishments: Recognizing employee’s accomplishments is an important way to make them satisfy their esteem needs. This could take the form of awards, plaques etc.. According to (Greenberg & Baron 2003, p197) research carried out

in GTE Data services in Temple Terrace, Florida shows that awards are given to employees who develop ways of improving customer's satisfaction or business performance. But it should be noted that according to Greenberg & Baron awards are effective at enhancing esteem only when they are clearly linked to desired behaviors. Awards that are too general fail to meet this specification.

□ Provide financial security: Financial security is an important type of safety need. So organizations to motivate their employees need to make them financially secured by involving them in profit sharing of the organization. In a research carried out with AT&T And Wang showed that 50% of their employees received financial outplacement services to assist laid-off employees in securing new jobs.

□ Provide opportunities to socialize: Socialization is one of the factors that keep employees feel the spirit of working as a team. When employees work as a team they tend to increase their performance. Research conducted on IBM shows that it holds a “family day” picnic each spring near its Armonk, New York headquarters.

□ Promote a healthy work force: Companies can help in keeping their Employees physiological needs by providing incentives to keep them healthy both in health and mentally. In a research carried out at the Hershey Foods Corporation and Southern California Edison Company showed that Employees are provided with insurance rebates with health lifestyles while extra premiums were given to those with risk habits like smoking.

2.6 CRITICISMS OF MASLOW'S NEEDS THEORY OF MOTIVATION

Maslow proposed that if people grew up in an environment in which their needs are not met, they would be unlikely to function healthy and well-adjusted individuals. Research testing Maslow's theory has supported the distinction between the deficiencies and growth needs but showed that not all people are able to satisfy their higher-order needs on the job.

According to the results of the research, managers from higher echelons of organizations are able to satisfy both their growth and deficiency needs, lower level managers are able to satisfy only their deficiency needs on the job. Maslow's theory has not received a great deal of support with respect to specific notions it proposes (Greenberg & Baron 2003, p195). To them, this model is theorized to be especially effective in describing the behavior of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs.

Centers & Bental (1966, 1993) in their researches are carried out among a cross-section of the working population in Los Angeles, posited "background factors, attitudes, aspirations affect workers' needs, expectations and situation assessment".

According to Graham & Messner (1998, p.196), there are generally three major criticisms directed to the need theory and other content theories of motivation:

- (A) There is scant empirical data to support their conclusions,
- (b) They assume employees are basically alike, and
- (c) They are not theories of motivation at all, but rather theories of job satisfaction.

This was supported by the views of Nadler & Lawler (1979) in Graham & Messner (2000, p 188). Nadler & Lawler (1979) cited in Graham & Messner (2000, p.198) where also critical of the need theory of motivation. They argue that the theory makes the following unrealistic assumptions about employees in general that: (a) all employees are alike (b) all situations are alike and that (c) there is only one best way to meet needs. Another critic to this view was Basset-Jones & Lloyd (2004, p 961).

Basset-Jones & Lloyd (2004, p 961) presents that in general, critics of the need theory argue that it is as a result of the natural feeling of employees to take credit for needs met and dissatisfaction on needs not met. Nonetheless and regardless of the heavy criticism levied at the hierarchy of need theory, I believe that this theory has made a significant contribution in the field of organizational behavior and management especially in the area of employee motivation and remains attractive to both researchers and managers alike. The incorporation of the need theory into the work environment today could be as a result of the contributions made so far by Maslow's Hierarchy of need theory.

2.7 EMPIRICAL STUDIES ON EMPLOYEE MOTIVATION USING THE ORIGINAL AND ADAPTED MASLOW'S MODEL:

If any person has to come up with the question that is there any need for employees Motivation? The answer to this type of question of-course should be simple-the basic survival of every organization is it public or private limited before, today and in the foreseeable future lies in how well its work force is motivated to meet the objectives of the organization. This explains why the human resource department in today's organization is became a focus of its core functions. I think that motivated employees are needed in this rapidly Business world where the principal-agent conflict is the issue confronting most managers. Most organizations now consider their human resources as their most valuable assets (a strategic or competitive advantage).

Therefore, in order to effectively and efficiently utilize this strategic asset, I believe managers and the organization as a whole must be able and willing to understand and hopefully provide the factors that motivate its employees within the context of the roles and duties they perform. This is because highly motivated employees are the cause of high productivity levels and hence higher profits for the organization. Having noted this rationale the next question one may ask are what factors motivated today's employees”?

According to Wiley (1997, p265) at some point during our lives, virtually every person may have to work. He claims that working is such a common phenomenon that the

question “what motivates people to work is seldom asked. Wiley went on to say that “we are much more likely to wonder why people climb mountains or commit suicide than to question the motivational basis of their work”, therefore, exploring the altitudes that employees hold concerning factors that motivate them to work is important to creating an environment that encourages employee motivation. From the much amount of literature available on employee motivation, it is clearly evident that a lot of researches regarding employees and what motivates them have been undertaking.

These employee motivation researchs have been conducted in many different job situations, among different categories of employees using different research methods and applications. One of the very first research to be conducted was on industrial workers by (Hershey & Blanchard, 1969) over the years, similar or different research employees have been carried out see (Kovach, 1987, 1993) (Wiley, 1995), (Lindner, 1998, 1999)

According to a research carried out by Kovach on industrial employees who were asked to rank ten “job rewards” factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred. The results were as follows (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) Good wages and salaries (6) interesting work (7) promotion & Growth (8) employees loyalty (9) Good working conditions (10) tactful discipline During the periods of (1946, 1981 & 1986) when employee researches were carried out, supervisors were at the time asked to rank job rewards, as they taught employees would rank them.

The rankings by the supervisors were relatively consistent for each of the years. These rankings were as follows: (1) Good wages (2) Job security (3) promotion and Growth (4) working conditions (5) interesting work (6) personal loyalty to employees (7) tactful discipline (8) full appreciation (9) sympathetic help with personal problems (10) recognition (Kovach 1987 p.49-54) The results from the supervisor research indicated that their ranking had not changed over the study period with regards their collective perception of factors that motivate employees.

This shows that they had a very inaccurate perception of what motivates employees but also that they did not realize the importance of the need theory In a research by Wiley (1997, p.278) in which approximately 550 questionnaires were administered to person employed at different industries and divided into 5 subgroups, or categories namely: (occupation, gender, income levels, employment status and age) they were asked to rank 10 factors according to the level of importance each is in motivating them to perform best with the most important factor ranked 1 and the least important ranked 10th.

The research concluded with the following collective rank order by respondents: (1) Good wages (2) full appreciation of work done (3) job security (4) promotion (5) interesting work (6) company loyalty to employees (7) Good working conditions (8) tactful discipline (9) recognition (10) sympathetic help with personal problems. The results from a representative sample of the labor force in seven different countries by Harpaz (1991 p.75) showed that the two most dominant work goals were “interesting work” and Good wages”; He further concluded that these two factors were consistent across different organizational levels, between genders and age groups.

Quinn (1997) also cited in Harpaz (1991 p.311) concluded, “When the ratings of twenty three job related factors (including the need factors) were carried out, the conclusion reached was that no single factor was pre-eminently important”.

He further pointed out that, “The most aspect of the worker job was that of sufficient resources to perform a task. From the above studies presented so far, the rankings by different subgroups have shown semantic differences in the importance placed on different motivational factors. For example (Kovach, 1987, Wiley, 1997 and Harpaz, 1990) .The discrepancies in these research findings supports Nelsons (2001,p.2) positional view that “what motivates employees differs and may change for the same employee over time

2.8 CONCLUSION

Motivational theories focus on what motivates an employee to work harder, faster, longer. These are positive motivators – at least, from the perspective of employers, bosses, and businesses. It is appropriate at this level to give a brief summary of the previous researches in this research. Even though the original need hierarchy theory was presented some 50 years ago, some of it are not all factors remain of significant importance to employees today.

The large number of earlier and recent studies investigating employee motivation using sometimes the original or modified version of Maslow's theory, may continue the appreciation of this theory and the issue of employee motivation. The literature also shows that where the original theory was lacking (shortcomings or criticized for), has been greatly taken into consideration.

Researchers have taken issues such as differences in gender, age, income, culture & countries etc and how these may affect or influence employee work motivation extensively. The commonality between these previous researches is the agreement that certain factors are more important as motivational factors than others and that these factors may change from one employee to another.

These previous studies have also been taken using different methods, from researches, questionnaires, face-face interviews, but their outcomes have not differed significantly. A possible explanation could be due to the fact that even though these studies were carried out using different methods and target population, the motivator's factors remain same.

CHAPTER III

RESEARCH METHOD AND DESIGN

3.1 INTRODUCTOIN

In this chapter, the practical methods used in order to answer the research question and fulfill the purpose of this research are presented. Motivating my choice of factors, possible problems with the data and how the data was analyzed follows the first two discussions. Finally, the quality of the chosen research design is criticized.

3.2 SAMPLE

The purpose of this research is to access the role of financial motivation in enhancing Employee's performance in organizations, utilizing Mallow's hierarchy of need theory as a foundation in order to achieve this aim. The process through which this would be obtain is by allowing individuals to rank a given set of adapted motivational factors according to how important each is in motivating them as future employees to perform best at work.

I am of the view that by using a general research method rather than interviews, it would be possible to overcome some of the major concerns of Mallow's critics. That is, for example the "critical incident technique" criticized by Ewen (1964, p.162), which

involved asking respondents to describe exceptional events from their history. As a result, a total of 200 questionnaires (see appendix for sample of administered questionnaire), were prepared and randomly administered among students of MUGADISHO UNIVERSITY.

These questionnaires were distributed randomly in order to ensure maximum representation of all level of students from different works of life and to avoid any possible biases. To ensure this, for example, the sample included students from different age groups, regions and studying different field of programmers within the university.

3.3 CHOICE OF INVESTIGATING FACTORS

Choosing the investigating factors for a research is of great importance for the outcome of that study. The factors selected in this study are from a number of previous studies, enabling this research to accommodate a broader view of the existing literature. Therefore it is only necessary at this point to motivate my choice for adopting some factors for this research and not others. Firstly, the original plan was to undertake a case study of Volvo Company MU to assess the role of financial motivation on the performance of their employees, taking into consideration my preconceptions. However, this did not materialize because of some language difficulties. Secondly, only two subgroups are considered in this research.

These included (age and gender) because I saw them as the most appropriate subgroups to be used for this research since the respondents to the research included just students

who could only be sub-divided for easy analysis of the results. Thus a third factor was to include the basis on which the selection for the factors was done to ensure validity in the results obtained from the analysis of the research. Thirdly, the basis for selecting the ten factors in this research was that each factor must have been used by at least more than one previous research thus making the results and analysis of this research objective. Hence a discussion on what constitutes Deficiency needs and Growth needs was necessary as a fourth reason for the selection of investigating factors.

Fourthly, it is worth noting that from the ten factors of need used in this study, three of them could be regarded as Deficiency needs for every employee (Good working conditions, job security, and nature of job). While the other seven could be considered growth needs for every employee (promotion and expectations, organizational/management style, recognition, satisfying goals, Good wages, team spirit, working hours). These factors were considered to be appropriate for this study. Finally, it is worth nothing that even though most of the target population of previous studies was specific group of employees, however most of the factors used were the same, though some were different. In this study, certain factors such as Good working conditions, working hours were not considered, as I did not find them highly relevant in this study, as their inclusion will only result in a pull of unnecessary data.

3.4 DATA ANALYSIS

After data were collected on all the factors, excel computer programmer was used to present the results. The collective rank order was determined by entering the ranking given to each of the 10 factors in the research questionnaire .

After entering the rankings given to each factor by each respondent, the total or sum of all the rankings for that factor was totaled. The factor with the least or lowest sum, was ranked number 5 or the last factor and the factor with the highest sum was ranked 1 or first. The same procedure was used to analysis the ranking of factors between the different subgroups. This system of data analysis was found to be more appropriate as different participants gave a different ranking for the same factor, and this was the simplest method that I could use to present the results.

3.5 QUALITY OF THE RESEARCH DESIGN

3.5.1 Validity

Research design is often divided into three broad categories, according to “the amount of control the research maintains over the conduct of the research study”. These three broad categories namely: “Experimental, field and observational research. They vary on two important characteristics: Internal and External validity. The External research concerns the overall validity of the research study (Watt & Van Den Berg, 1995, p.186-194).

In an Experimental research, the researcher controls the setting in which the research is been conducted and may influence the variable(s), while observing the changes or no change in the variables. Thus, due to the ability to control and eliminate certain variables and conditions that may have a profound effect on the outcomes of the research, would likely improve the validity of the research.

On the other hand, in an observational research, the researcher can neither control the variable(s), or the research setting. This kind of research usually takes place sometime after the actual process being researched (Watt & Van Den Berg, 1995, p.193-195) Internal Validity describes or accounts for all factors, including those, which are not directly specified in the theory being tested, but might affect the outcome of the study. In other words, it usually concerns the soundness of the research being carried out. External validity conclusions cover the specific environment in which the research study is conducted to similar real world situations (Watt & Den Berg.1995, p.198-1999).

In this case a research which has a generalized conclusion could be more valuable than one whose conclusions cannot be applied outside the research environment. The research for this research could be considered as a field research as it is carried out among people who happen to constitute the future work force and whose responses I cannot influence in any significant manner. Furthermore, to ensure both internal and external validity believes to have used the most accurate and up-to-date literature.

The right and relevant questions asked in the research, the most feasible data collection method used, and the tools used to analyze the data are also considered to be accurate and

produce valid results; the overall validity of this research is considered to be high. However I would argue that the internal validity of this research is relatively high, but the same cannot be said for its external validity. The reason for this position is therefore discussed under the reliable headings.

3.5.2 RELIABILITY

The aim of any research I believe is to use a given procedure and reach a conclusion that will be applicable in any given environment. The primary objective should be that if a later investigation followed exactly the same procedures as described by an earlier investigator and conducted the same study all over again; this later investigator should be able to arrive at the same results and conclusions.

Thus the study is considered to be highly reliable. However, due to the very nature of human beings 100% reliability cannot be considered for this study, as individual perceptions are central in this study. In other words because we are different as individuals and that our individual wants and preferences are different, future investigations may not produce exactly the same results as reported in this research. Nonetheless, I believe that the results of this study could be regarded as highly reliable.

3.6 DEGREE OF GENERALIZATION

The research to be able to generalize the results obtained from the sample researched to the total population depends on how well the sample represents the total population and how accurately data was collected and analyzed. This generalized conclusion would

possibly make the research work more valuable and appreciated. Furthermore, the larger the number of observations, the more trustworthy the generalized the conclusion might be.

In this study, the target population was 200 MUGADISHO UNIVERSITY (MU) Students representing future employees. I acknowledge the fact that this sample is not large enough to be applying the results to the total population or generalize the result. However, the results of this study could be used as a starting point for managers or organizations and other interested parties to identify and understand what factors motivate employees and thereby ensure an environment that encourages, promotes, and fosters such factors.

Finally the aim of this research was to determine factors that motivate today's employees and in so doing provide a collective ranking order. Thus this research does not make any attempt to investigate the employee's level of satisfaction. The reason being that previous researches have shown that "one can be motivated and yet not satisfied" or motivation may not necessary lead to increased performance on the job".

CHAPTER IV

EMPIRICAL FINDINGS

4.1 INTRODUCTION

In this chapter, the results on how motivational factors influence MOGADISHU Students are Presented and discussed”

4.2 FINDINGS

This research was designed to investigate the factors that influence MOGADISHU students to be motivated at work. The respondents were divided into various categories, something that the original Maslow study did not do. As there are differences between what motivates employees and what employees want over time, it is possible that there may also be differences between categories of employees based on their gender and age. Table 1 below shows the subgroups studied in the research, the number of respondent and percentage of the subgroup representing the total of 122 respondents.

Table 1: Description of subgroups and the number of respondents

Subgroups	Number of respondents	Percentage of total respondents (122
Gender		
Males	60	49.2%
Females	62	50.8%
Age groups		
20 or less	6	4.9%
21-25	78	63.9%
26-30	31	25.4%
31 and above	7	5.7%

It can be observed from the table that the subgroups were fairly represented in the total Population of 122 respondents. However, the respondents within the age groups 20 or less and 31 and above are warrants further explanation. Lower level of respondents constituting the ages 20 or less and 31 and above could be explained by the fact that a Majority of the MU Students fall out of these age range.

The respondents researched in these research-represented students in different programmers of studies at the university. A research questionnaire administered to respondents asked participants to rank the ten motivational factors according to how each factor would influence them at work. The most important factor was to be ranked 5 and the least important factor was to be ranked 1.

All factors were to be ranked and no rank could be used more than once. The table below presents the collective rank order of the 10 motivational factors according to how important each is in influencing the respondents.

Table 2 Collective rank order of motivating factors according to respondents

Rank	Factor	A	B	C
1	Job satisfaction	540	63	20.9%
2	Promotions/expectation	530	55	18.2%
3	Recognition	521	20	13.6%
4	Good salary	496	27	13.6%
5	Organizational/management styles	466	16	6.6%
6	Satisfying goals	458	17	8.9%
7	Team spirit	455	41	5.3%
8	Good working conditions	445	41	5.6%
9	Working hours	423	17	5.6%
10	Possibilities of layoffs	331	5	1.7%

Notes: Column shows the sum of the ranking given to each factor by the total respondents the smaller the sum of the total rank, the lower would be the factor ranked as a motivational factor. Column B. shows the number of times respondents ranked the

factors most important Column C-shows the percentage of respondents who ranked a particular factor as most important (5)

Column C = Sum of respondents who ranked a factor most important *100 %

Total number of respondents who ranked any factor most important

Hence it could be seen from the table that column C is a derivation from column B this explains why if we count from the excel sheet how many times the number 5 appears on each questionnaire from the total sample size (122) we get the corresponding result for each factor. When we then make a summation of this total and divide the corresponding result above that summation multiplied by 100% gives us the percentages in column C.

From the review of data, 20.9% or total of 63 Of the 122 participants, as shown in column “B” in table 2 above,” ranked job satisfaction “as the most important motivational factor. In fact, it was the most popular number one motivational factor across all the categories and subgroups in this research. The remaining 79.1% was shared among the 9 other factors while 1.7% ranked possibilities in layoffs occupying the 10th position as the least important motivational factor.

The second highest ranked factor was “promotion/expectation representing 18.2% of the total respondents, followed by Team spirit 13.6%, Good working environment 13.65% respectively. The table under column “B” in table4.2 above is represents the Excel results. When the total ranking of each factor by each respondent was entered, the total

ranking given to “job satisfaction” for example was equal to 540 followed by followed by “Expectation/promotion” with a total ranking of 530. The least two factors: working hours and threats of layoff” were both given a total rank of 423 and 331 respectively. Note the lower the total ranking given to a factor; the less important it is as a motivational factor and the lower the total ranking the lower it is as a motivational factor.

It is interesting to observe that all four factors mostly ranked by MU students fall within the Original Maslow study the other motivator factors were ranked 5th, 6th, and 7th respectively in this research. The undisputed ranking of “Job satisfaction is the most important factor (63 of the total 122 respondents) clearly shows that managers and organizations by no means should underestimate its importance.

Table 3: below shows the categories into which respondents were divided in the factors that influence them research carried out for this research. The collective rank order of factors by the entire group of research student’s (122) is presented and the table also makes it possible for the responses of each subgroup to be compared with others and also that of the entire group.

TABLE 3: The factors that influence respondent's rankings by subgroups

NO.	Factors	Females	Males	20 and below	21-25	26-30	31 and above
1	Good working Conditions	3	3	1	3	3	1
2	Promotion /expectation	2	2	1	2	2	3
3	Organization/ management styles	8	8	6	9	6	6
4	Team spirit	4	4	4	4	4	4
5	Job satisfaction	1	1	1	1	1	1
6	Recognition	5	9	9	5	6	9
7	Working hours	5	7	6	6	6	4
8	Goals attainment	7	6	6	8	5	6
9	Good salary	9	5	5	6	9	6
10	Threats of layoff	10	10	9	10	10	9

4.2.1 Gender (male/female)

When the responses of men and women are analyzed (table 3 above) no significant Differences were found in the ranking of factors or preferences of the two groups. Both men and women (though placing different rankings) ranked four of the same factors among the top five most important motivational factors. However, certain factors ranked differently by the two groups needs a closer look for example women ranked High salary and goals attainment Among the five most important motivational factors, 9th and 7th,

while men ranked the same Factors outside the top five most important factors, 5th and 6th respectively. Another difference in ranking of factors between these two groups was also observed between Recognition and working hours. While ranked men are two factors of 9th and 7th and the women on the other hand ranked the same factors at 5th and 5th respectively.

Considering the results of this research, one may safely assume that men are more interested in making money and climbing the organizational hierarchy than do women. Compared with the entire group's Collective ranking order of the top five factors were also included in the top five motivational Factors by both men and women.

4.2.2 Age Group

Four age groups (see table 3 above) were analyzed: 20years or under, 21-25, 26-30, 31and above. The ranking of the top five motivational factors was Similar among these subgroups. For example all different groups although ranked slightly different between the different age groups, ranked all high job satisfaction, expectations/promotions, team spirit, good working environment and positive recognition among the top five factors. However certain other factors between the different age groups were ranked differently. Good wages was given higher importance (ranked 5th) by the age group 21 and below 6th by 21-25 9th by 26-30 and 6th by 31 and above.

Another interesting observation was the difference in ranking of good working conditions by the age groups 20 and below and 31 and above. This factor was ranked first by both groups while it was a given a low importance by the age group 21-25 and 26-30. One

possible explanation could be the fact that, the age group 20 and below are still new in the labor market and still have a huge appetite for materials things like cars.

While the age group 31 and above are already in to the responsible age and will prefer secured and working environment. Irrespective of gender, and age the level to which the respondents participated in the research had no significant difference in the ranking of motivational factors among the different students in the MU. This high level of similarities could be explained by the fact that majority (if not all) of the respondents are constitutes the future labor force

4.3 CONCLUSIONS

There are differences between what motivates employees and what employees want over time; it is possible that there may also be differences between categories of employees based on their gender and age. The respondents researched in these research-represented students in different programmers of studies at the university.

The most important factor was to be ranked job satisfaction “as the most important motivational factor. In fact, it was the most popular number one motivational factor across all the categories and subgroups in this research. The results presents the collective rank order of the 10 motivational factors according to how important each is in influencing the respondents. It is interesting to observe that all four factors mostly ranked by MU students fall within the Original Maslow study the other motivator factors were ranked 5th, 6th, and 7th respectively in this research.

CHAPTER V

DICUSSIONS OF FINDINGS

5.1 INTRODUCTION

The research attempts to link, the empirical findings or results of this study presented in chapter 5 are connected to the theoretical framework. The results are compared to other previous studies to see if they compliment/support each other or contradict /differ from each other. However, it is worth noting that the top five motivational factors are given more emphasis than the last five.

5.2 ANALYSIS OF EMPIRICAL FINDINGS

In an attempt to possibly contribute to, without doubt, one of the most important issues facing organizations and their employees before today and possibly in the foreseeable future this research undertook the “factors that motivate me” research among 122 students of the MUGADISHO University. To considered being a team of the future labor force.

The results indicate that the paramount and most popular motivating factor by a low margin (20.9%) among all the research participants was that of Job satisfaction. It is necessary to make the reader aware at this point that in discussing the responses or results

of this research, major emphasis will be placed on the top five motivational factors ranked by the entire and different subgroups. However, were appropriate the other factors not ranked among the top five will also be discussed. Furthermore it is worth noting once more that, even though most of target population of previous studies (involving the use of Maslow need theory and its factors) were carried out among specific groups of employees or industries, nonetheless, most of the factors remain the same. Or in some cases factors were adopted to suit particular study.

The collective rank order of motivational factors by the entire group of 122 respondents for this research indicate that: (1) Job satisfaction, (2) promotions and expectation, (3) Recognition, (4) Good salary, (5) organization/management styles were considered to be the top five most important factors. (Ranked first to fifth respectively). Although these factors used in this study are the same or similar to those used in previous studies, the ranking of these factors however, differs significantly in some cases from those reported by previous studies.

A comparison of some primary motivational factors (top five motivational factors) identified by this research to those five other previous findings. It can be observed from the table that three factors namely job satisfaction; promotions/expectation and Recognition were almost consistently ranked among the primary motivator factors in this research and all the other previous studies. This table is further used in analyzing the results of this research with other previous findings thereby fulfilling the first purpose of this research, which was to assess the role motivation on employee's performance.

5.3 COMPARISON OF THE RANKING OF PRIMARY FACTORS

Hersey & Blanchard (1969), study of industrial employees, ranked: (1) full appreciation of work done, (2) feeling of being (3) sympathetic help with personal problems, (4) job security (5) Good wages/salaries as the five top motivational factors out of ten factors. Kovach (1987) carried out a similar study of industrial employees in 1981 and again in 1986 and concluded that by 1981 what workers wanted had changed interesting work was in first position and sympathetic help with personal problems had dropped to the ninth position.

Kovach further reported that by 1986 the ranking had changed further and the top five ranked motivational factors were (1) interesting work (2) full appreciation of work done (3) feeling of being (recognition) (4) job security (5) good wages/salary. The observed research by Wiley (1997) in which approximately 550 questionnaires were administered to persons employed in different industries and divided into 5 subgroups namely (employment status, gender, age, income levels and occupation). The research concluded the following collective rank by respondent's (1) Good wages (2) full appreciation of work (3) job security (4) promotions/expectations and (5) Interesting work.

The ranked order of motivational factors according to a research of extension workers by Lindner (1998) found the following ranking of five out of the ten motivational factors. (1) Interesting work (2) good wages/salary (3) recognition (4) job security (5) good working

conditions. It is only appropriate at this point to discuss the findings of this study compared with the other previous studies mentioned above.

It can be observed that Hampaz (1990) ranked Job satisfaction as the most important motivational factor at that time among industrial workers. Seventeen years later, the results of this study also indicate that the most paramount motivational factor by a wide margin among future employees today is that of Job satisfaction. This finding is further supported by the 1986 study carried out by Kovach (1987), and Lindner (1998).

Furthermore, the importance of interesting work is also supported by Herzberg's (1968) motivation-hygiene theory. This theory posits that employees are motivated by their own inherent need to succeed at a challenging task. The manager's job is then to provide opportunities for people to be motivated to achieve (Herberg 1987, Pp29-31). Interesting work was also ranked 5th by one of the earliest employee researches (Hersey & Blanchard 1969) as well as the 1946, 1997 results in Wiley (1997).

Although in this study job satisfaction was not ranked first but it was considered among the top five motivational factors. Based on the results of this research I believe that (at least in the developed world situation) this factor will only grow in importance for employees. I do not doubt the fact that no employee will prefer a boring and monotonous job that leaves him unsatisfied. Therefore, organizations are faced with the task of making work interesting for their employees else run the possible risk of high labor turnover. For example, I have always seen money as the main and primary reason why people work. This has however been proven otherwise.

Organizational/management styles were ranked as the 4th most important motivation factor. What I discovered was the fact that this factor had never been emphasized by the previous studies. Nelson (2004, p.16) however, presented that today's employees expect to have more balance in their working and personal relation with their boss. This factor was included in the research as a motivational factor, due to my conviction that employees especially in the western world wants to spend as much time with their Boss as much as possible.

The result evidently indicates that respondents of the research consider indeed this factor as an important motivational factor. Herzberg (1968,pp87) suggested that "yes, having spiraling wages motivates people, but only to seek the next wage increase, therefore as an affecter of job altitudes, salary has more potency as a job dissatisfies than a job satisfies. Hence, Herzberg as a hygiene factor originally considered wages/salaries. However over the year's research have shown that it is dissatisfaction on the job?

Even (1964), Shipley & Kiley (1988) concluded that some job characteristics did not group according to the hygiene-motivator dichotomy since variables led to both satisfaction and dissatisfaction and that certain factors were identified to be both motivators and dissatisfies respectively. Wiley (1997), the results of the 1992 study reported in Wiley (1997) and Analoni (2000) all ranked good wages as the most important motivational factor, while it was ranked second by Lindner (1998) and Hampaz (1990). In this study good wages was ranked 4th as the most important factor among respondents.

In a study by Wiley (1997) good wages was ranked the 5th most important factor. This consistent average importance given to wages by employees may suggest that this factor have never and perhaps will never be regarded as the most important motivational factor. However, majority of these studies have been undertaken in the developed world the importance that might not be the same in the developing world. Hersey and Blanchard (1969) ranked promotions/expectations in 7th place.

While Kovach (1987), Wiley (1997), Lindner (1998), all ranked this same factor in the 6th, 4th and 5th places respectively. On average, this factor was ranked 6th between 1946 and 1992 as reported in Wiley (1997). In this study this factor was ranked 2nd. The almost average ranks of this factor both in this study and previous studies are closely linked to the rank position given to this factor since 1946.

The irony with this factor is that, originally Herzberg considered it as a motivator thus one would expect it to be highly rated among employees as top motivational factor. The result of this study and those of similar studies mentioned above, do not seem to support the original Herzberg theory of this factor being a motivator. Recognition or full appreciation of work done in the study by Herzberg (1987) and Wiley (1990) was not ranked 2nd, by Hersey & Blanchard (1969) as one of the most important motivational factor with a rank of 1st and 3rd by Lindner (1998).

Furthermore, the results reported in Wiley (1997) indicated that this factor was ranked 1st in 1946 and consistently ranked 2nd between 1980 and 1992. In this study this factor occupied the 3rd position. Perhaps the high levels of importance given to this factor in

these earlier studies was because Herzbergs two factor theory was new as a motivational tool for organizations. That may cause employees at that time who feel their work is not being appreciated and recognized may work less or undermine the work of other employees.

A lesser importance position for this factor (3rd) in this study could be because in recent year's team work rather than individual work is encouraged and promoted by most organizations. Some studies for example (Kovach, 1987,Wiley, 1997,Harpaz, 1990,Lindner1998, etc) and including this one, comparing what could influence employees in general and different subgroups of employees, have shown systematic difference in the importance placed on the different motivational factors by different groups of employees (MU students). Furthermore, common conclusions or agreements among diversified employee groups and countries have also been found, for example (Harpaz, 1990, Huang & Van Devliert, 2003).

This observable difference especially in the motivational importance placed on certain job factors highly support the idea that, what motivates employees differs and may even change for the same employee over time. The results of this study suggest otherwise and therefore do not lend support to the general conclusion reached by these authors. The results of this research indicate in general that lower order needs appeared more important in ranking as motivational factors than higher order needs. So far I have looked at the collective ranking of motivational factors by respondents in this study. It is important also to answer the second purpose of this research: that is analyzing the responses by subgroups in the different categories (gender and age). To determine if there

exist any significant difference or similarities between the subgroups as supported by Wiley (1997 p273) “not all demographic groups of people place the same importance on each factor” hence what might influence individuals at one level of the organization may not motivate those at the other level(s). The different subgroups are analyzed therefore.

5.4 GENDER

Wiley (1997) concluded that, women placed greater importance on appreciation of work done, interesting work and more importance on good working conditions, whereas, males on the other hand placed more emphasis on interesting work. When a response of men and women was analyzed in this study the results showed that no significant differences were found in the ranking of factors or preferences of the two groups. For example both men and women ranked job satisfaction, good working conditions, and promotions/expectations as the three top motivational factors. This could be explained by an equal opportunity for both men and women in Somalia.

Kovach (1987) also found no significant differences between men and women, but however reported that, women placed full appreciation of work done in first place, while men put it in second place. Although men and women ranked Job satisfaction the same, nonetheless I believe women placed more emphasis on it than men. Good salary was also ranked more by women than men, a conclusion also reached by Kovach (1987) the reason(s) for such difference is open to speculations and could be explained by the fact that Sweden being a feminist state women will always strive for higher wages.

Harpaz (1990) with regards to gender differences reported that, Job satisfaction emerged as the leading work goal, irrespective of the gender and at all organizational levels. Recognition on the other hand realized a higher overall rank for men over men because of the rationale that men are always seen heading higher managerial positions that lead to heavy recognition.

5.5 AGE GROUP

Harpaz (1990) comparison of the different age groups (30years and under, 31-50, and over 50) showed that Job satisfaction was the most salient goals across all age groups, followed by good pay. However, good pay was generally less important for manager but more important for employees of all ages. The ranking of the top five motivational factors was almost similar among the different age groups in this study. For example Job satisfaction was ranked first by all the various age groups and good working conditions, promotions/expectations, team spirit and recognition though ranked slightly different were all ranked among the top five motivational factors.

Wiley (1997) concluded that the ranking of motivational factors were very Similar among this subgroup. The ages 20 below 31 and above, ranked threats of layoffs quite lower than the other ages. Perhaps because at the age at the age 20 and below constitutes the dependency population and 31 and above could be considered explained by the fact most of this group have been working for long and must have invested that any layoff is not a

big problem. Hence this explains why the ages 21-30 have a high tendency to secure their jobs.

Kovach (1997) considering four ages (30 and under, 31-40, 41-50 and 50 and above) concluded that the 30 and under group choose good wages, job security, promotion/expectation as their first three choices. In this study job satisfaction, promotions/expectation and good working conditions were ranked as the first three choices by the 30years and under age group. This result therefore, does not fully support those reached by Kovach (1987).

5.6 CONCLUSIONS

There were several conclusions that can be made from this study relating to the motivation and employee performance , one important finding was that job satisfaction seemed to be a major motivation to the employee performance.

CHAPTER VI

CONCLUSION

6.1 INTRODUCTION

In this chapter, the summary of the study's findings and recommendations to future researchers are presented.

6.2 SUMMARY OF THE RESULTS

The primary objective of this research was to assess the "role of work motivation on employee's performance". By using Maslow need theory of motivation as a foundation or basis, the original need factors, which have over the years been modified by other researchers, were also adapted for use in this research. To be able to answer the research question two purposes were developed for this research.

Firstly using the adapted factors, to determine a collective ranking order of 10 motivational factors and secondly, determine if there are any similarities or significant differences from the results of the research and my preconception. A research questionnaire was prepared and administered among 200 MU Students of which only 150 were usable.

Financial motivation we may all agree remains one of the problems and major concerns facing organizations before, today and even in the foreseeable future. Furthermore, organizations and those who work in them have over the years changed in what motivates them as employees. Available and numerous studies carried out shows that since the

1950s employee's motivation have been the focal point of much management of organizations. Given the difficult nature of identifying how and what really motivates these employees it is paramount that these organizations find all means and ways possible to understand the motivational factors and to sustain them overtime for their general survival. Such an understanding is the cause of low level of labor turnover, high productivity, and high profitability.

In order for them to gain an understanding of what really motivates their employees an employee research such as this one may be used to gain insight to employees job motivation preferences. The respondents in this research ranked as top five factors that motivate them as future employees as follows: Job Satisfaction, promotions/expectations, Recognition, Good salary, and organizational/management styles. This research concludes that, these factors reflect the current state of affairs in terms of employees needs and implies that especially job redesign strategies may be used to reinforce and to motivate employees today.

The most obvious and major findings emerging from this study is the clear indication of Job Satisfaction as a top motivator among today's future employees. Strikingly, however is the ranking of a number of lower orders need factors rather than the growth (higher order need factors) among the primary and top five most important motivational factors.

Regardless of age and gender, respondents in this research seem to have a common interest or goal. This I believe may have some practical implications for organizations, but perhaps its provision and implications may not be as difficult because employees

seem to have similar preferences and wants. That is, they want their work to be as satisfying as it could be. Generally, respondents in this research place high emphasis on Job Satisfaction and other factors, which that are largely of basic in nature. Therefore organizations that may provide such enabling environments facilitate and tirelessly promote these basic need factors could attract and retain high caliber employees. Harpaz (1990,p.81) argues that when work is “interesting and challenging, people are inspired to perform more than is obligated to warrant their instrumental attainments”, In order words, employees may put additional effort with the hope of reaching their potential and accomplishing worthwhile ends.

Therefore the availability of unavailability of such job factors may affect the worker and may influence the way the worker reacts towards the job. This may also in the long run ultimately affect the workers motivational level and consequently the workers performance or output on the job. Hence making jobs more interesting and challenging and ensuring the availability of the primary motivational factors identified by this research, is not only crucial for satisfying workers needs, but also it is requisite for maintaining productivity and ensuring the long term survival of the organization.

The results of this study evidently show that it was mainly the growth factors (lower order needs), which were highly valued and given higher motivational importance than the traditional higher order need factors by the respondents. Maslow originally considered need factors such as recognition, promotion and responsibilities to be very important motivators. Wiley (1997, p.279) suggest that “these factors are longstanding

motivators to employees performance and that the most successful method of motivating is to build challenge and opportunity for achievement into the job itself”.

When it comes to the issue of money, which for me though was the foremost reason why people work or are motivated to work. Harpaz (1990, p.80) argues that the role money plays in people lives cannot be overlooked, since the main reason why people work is to secure income, which gives them buying powers and surpluses for savings. According to (Greenberg J. & Baron R Behavior in Organizations 8th edition Prentice Hall p.191) “When it comes to motivation money isn’t everything” he argues that perks, although important ultimately motivate people less than doing interesting and important work. In this study, all the respondents irrespective of age and gender considered wages to be of motivational importance.

Available literature as well as the findings of this study, show that good wages has been consistently ranked among the top five factors that motivate every employee to do his job best, Although an important motivational factor has been identified as wages by previous studies. Nonetheless my general conclusion regarding wages is that, good wages should not be regarded as purely a basic need factor as in Maslow’s theory of motivation, but a factor that can lead to motivation and may have the potential to de-motivate employees. Put differently money can perform a dual role in motivating employees.

This research also concludes that the ranking of work-related factors that motivate employees may change over time and may differ significantly from one person to another

and also across different groups of employees. Furthermore, this research concludes that the important motivational value placed on each factor may vary according to age and gender. It is my belief that since the things or factors that motivate people to do perform best are distinct and different, learning about what workers want from their jobs, or what is more important for them, may generate essential information for effective human-resource management.

There by guarantying the long-term profitability and survival of the organization. Furthermore, such learning may help organizations to find answers to questions such as “why do some people invest greater effort in their jobs and why some people are more efficacious in their jobs than others”?

The overall conclusion of this research is that in general, Growth factors appeared more in ranking as motivational factors Deficient factors. Furthermore, this study also concludes that the motivational value placed on each factor may vary according to age and gender. This conclusion is highly supported by Nelson (2001, p.2) who presented that “what motivates people may vary from one person to another and may even vary over time with the same person” In sum, I would argue that the long-term survival of any organization depends largely on the motivation of its employees be it financial or non-financial.

Therefore organizations should be willing to continuously and on regular basis, undertake employees researches such as this one in order to understand what their employees expects from their current job.

The result of such exercises could prove useful for the organization, because knowing what their employees wants and efforts in meeting these needs facilitate a mutual working environment for both the employees and its management. Finally I believe the results of this study and those presented and discussed in this research could be useful in helping organizations determine what motivates employees or job-related motivational preferences of their employees today and in the foreseeable future.

6.3 RECOMMENDATIONS TO FUTURE RESEARCHERS

This study had collected the data purely through the survey questionnaire; survey has been known to have many problems such as lack of responses from respondents. Future researchers should make sure that they have people (networking) to assist in distributing and getting the questionnaires back. In this way, the response rate can be improved.

In addition, future researchers who are interested in this type of study should also use interviews to complement the survey.

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