Study On Employee Motivation Of Swan Stoneart Chennai

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Abstract: This study explores the concept of employee motivation, its importance in organizational success, and the factors that influence it. Motivation is identified as a key driver of productivity, efficiency, and employee satisfaction. The research reviews major motivation theories including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, Vroom's Expectancy Theory, and others, highlighting their relevance in modern workplaces. Both intrinsic and extrinsic motivators—such as empowerment, growth opportunities, monetary incentives, recognition, and a positive work environment—are examined. The methodology involves a primary survey of 100 employees in Chennai, supported by secondary data from literature. Findings indicate that monetary and non-monetary benefits, safe working conditions, and alignment of personal and organizational goals significantly impact motivation levels. The study concludes that organizations must adopt tailored, multi-dimensional motivation strategies to enhance performance, retain talent, and achieve long-term objectives.

I. CHAPTER I

A. INTRODUCTION

An issue which usually generates a great deal of attention from most managers, administrators and those involved in Human Resources Management is the issue of how to successfully motivate employee. While it is true that aspects like staff recruitment, controlling, managing, leading and many more are of great importance to the success of an organisation, Employee Motivation is generally considered a core element in running a successful business.

In the organisational setting the word "Motivation" is used to describe the drive that impels an individual to work. A truly motivated person is who "Wants" to work. Both employees and employers are interested in motivation if employees know what strengthens and what weakens their motivation, they can often perform more effectively to find more satisfaction in their job. Employers want to know what motivates their employees so that they can get them to work harder. The concept of motivation implies that people choose the path of action they follow.

When behavioural scientists use the word motivation, they think of its something steaming from within the person technically, the term motivations has its origin in the Latin word "Mover" which means "To Move". Thus the word motivation stands for movement. If a manager truly understands his subordinate's motivation, he can channel their "inner state" towards command goals, i.e., goals, shared by both the individual and the organisation. It is well fact that human beings have great potential but they do not use it fully, when motivation is absent. Motivation factor are those which make people give more than a fair days works and that is usually only about sixty-five percent of a person's capacity. Obviously, every managers should be releasing hundred percent of an individual's to maximize performance for achieving organizational goals and at the same to enable the individual to develop potential and gain satisfaction. Thus every manager should have both interest and concern about how to enable people to perform task willingly and to the best of their ability. At one time, employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932. This study found employees

are not motivated solely by money and employee behaviour is linked to their attitudes. The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers.

B. BASIC ABOUT MOTIVATION

✓ Motivating employees starts with motivating yourself its amazing how, if you hate your job, it seems like everyone else does, too. If you are very stressed out, it seems like everyone else is, oo. Enthusiasm is contagious. If you're enthusiastic about your job, its much easier for others to be, too. Also, if you're doing a good job of taking care of yourself and your own job, you'll have much clearer perspective on how others are doing in theirs. A great place to start learning about motivation is to start understanding your own motivations. The key to helping to motivate your employees is to understand what motivates them. So what motivates you? Consider, for example, time with family, recognition, a job well done, service, learning, etc. How your job is configured to support your own motivations? What can you do to better motivate yourself?

✓ Always work to align goals of the organization with goals of employees as mentioned above, employees can be all find up about their work and be working very hard. However, if the results of their work don't contribute to the goals of the organization, then the organization is not any better off than if the employees were sitting on their hands – maybe worse off! Therefore, its critical that managers and supervisors know what they want from their employee. These references should be worded in terms of goals for the organization. Identifying the goals for the organization is usually done during strategic planning. Whatever steps you take to support the motivation of your employees (various steps are suggested below), ensure that employees have strong input to identifying their goals and that these goals are aligned with goals of the organization. (Goals should be worded to be "SMARTER").

✓ Key to supporting the motivation of your employees understands what motivates each of them each person is motivated by different things. Whatever steps you take to support the motivation of your employees, they should first include finding out what it is that really motivates each of your employees. You can find this out by asking them listening to them and observing them.

✓ Recognize that supporting employee motivation is a process, not at ask organizations change all the time, as do people. Indeed, it is an ongoing process to sustain an environment where each employee can strongly motivate themselves. If you look at sustaining employee motivation as an ongoing process, you'll be much more fulfilled and motivated yourself.

✓ Support employee motivation by using organizational systems (for example, policies and procedures) – don't just count on good intentions don't just count on

cultivating strong interpersonal relationships with employees to help motivation them. The nature of these relationships can change greatly, for example, during times of stress. Instead, use reliable and comprehensive systems in the workspace to help motivate employees. For example, establish compensation systems, employee performance systems, organizational polices and procedures, etc., to support employee motivation. Also, establishing various systems and structures helps ensure clear understanding and equitable treatment of employees.

C. OBJECTIVES OF STUDY

✓ To study the important factors which motivate the employees.
✓ To study the effect of monetary and non monetary benefits provided by the organization on the employee's performance.
✓ To study the welfare facilities provided by the organisation.
✓ To study the various problems faced by the employee's within the organisation.
✓ To study the overall satisfaction of the employee's within the organisation.
✓ To provide some suggestions for the betterment of the employee's and organisation performance.

D. STATEMENT OF THE PROBLEM

✓ Problem statement is a statement in which focusing on some variable. It provides opportunity to establish why these variables are important".
✓ There is the more need to research on motivation, goal is that what employees this is to perform at their best and achieve the objects or not in a specific time. In this the problem is that many of the employers who don't work for everyone have struggled for different incentive programs to motivate their employee. This is the problem which is faced by the many employees of that company.
✓ In problem statement, currently problem must be exist in that organization and the manager should need to be improved in that organization.
✓ Motivating is the major component of management. Many of the managers of that company do different things for example: production, sales prices, performance and etc. The problem statement of the research is:
✓ Why work of the human resources department is not performing well in that organization?
✓ Why the bank not introducing the new products, bank boost the development of product and increase the range of facilities so that the rate of interest increase on various product?
✓ How motivational incentives impact to the employee at their best optimal business result?

E. SCOPE OF THE STUDY

- ✓ The study is intended to evaluate motivation of employees in the organization.
- ✓ A good motivational program procedure is essential to achieve goal of the organization. If efficient motivational programmes of employees are made not only in this particular organization but also any other organization.
- ✓ The organizations can achieve the efficiency also to develop a good organizational culture.

F. METHODOLOGY

- ✓ This study on Employee motivation is based on primary data collected from 100 respondents using Google form under survey method.

G. SAMPLING SIZE

- ✓ The sampling size is 100. Data was collected from the respondents through self administrated questionnaire with minimal interface in non contrived work settings by considering individuals as unit of analysis.

H. PERIOD OF THE STUDY

- ✓ The data were collected during the period of 2021 to 2022.

I. AREA OF THE STUDY

The area selected for this study is Chennai.

J. DATA COLLECTION

There are two types of data is collected for the research one is known as primary data and secondary data. o The primary data required for the study were collected from the respondents by questionnaire method. o The secondary data of the study are collected from various journals, magazines, books and internet websites.

K. ANALYTICAL TOOLS USED

- ✓ The data collected for the study is processed and analysed by using suitable statistical techniques. Chi-square test is used to present the collection of data.

L. LIMITATION OF THE STUDY

- ✓ Time constraint was one of the limitations during the data collection
- ✓ Responses received were not free from respondent biases because of their apprehension that it might affect their career.

M. CHAPTER SCHEME

Chapter 1: Introduction and Design of the study

- ✓ The first chapter is an introductory chapter dealing with the introduction, students satisfaction, statement of problem, objectives, scope, hypothesis, methodology, sampling design, sampling size, data collection, area of the study, period of the study, analytical tools used, limitations and chapter design of the study.

Chapter II: Review of related literature

- ✓ The second chapter contains a detailed review of the related studies.

Chapter III: An overview of online class

- ✓ The third chapter deals with the consumer preference.

Chapter Iv: Data analysis and Interpretations and Testing of hypothesis

- ✓ The fourth chapter deals with the analysis on students satisfaction with online class though google meet

Chapter V: Findings, suggestions and conclusion

- ✓ The fifth chapter deals with the findings suggestion and conclusion.

II. CHAPTER II

A. REVIEW OF LITERATURE

It is adequately documented in the literature that several thinkers from Adam Smith to Abraham Maslow and others have studied human behaviour from different perspectives – economic, psychological, behavioural, etc., to understand what motivate people to do the things they do. In the process, they developed several theories of motivation. This section presents a brief review of some of the theories and empirical evidences on the relationship between motivation and productivity. Broadly speaking the theories of motivation can be classified in to content theories and process theories. The former deals with what motivates and are concerned with identifying people's needs and their relative strengths, and the goals they pursue in order to satisfy these needs. The main content theories include Maslow's hierarchy needs; Herzberg's two factor theory and McClelland's achievement motivation theory. Process theories on the other hand, place emphasis on the actual process of motivation. These theories are concerned with the relationships among the dynamic variables which make up motivation and with how behaviour is initiated, directed and sustained. Examples are expectancy –based

models, equity theory goal theory and attribution theory (Uzonna, 2013).

The most popular theory of motivation in the classical literature is perhaps that of a United States psychologist, Abraham Maslow's Hierarchy of Needs Theory. Maslow (1943) discussed five levels of employee needs: physiological, safety and security, social, esteem or ego and self-actualization. According to this theory, people have many needs which motivate them to work, that those needs are arranged in a hierarchical manner in such a way that lower level needs (physiological and safety) had to be satisfied before the next higher level social need would motivate employees to work hard and increase productivity.

The second theory of motivation is the two factor theory or motivator and hygiene theory developed by Frederick Herzberg (Herzberg, 1966). Motivators or intrinsic factors such as drive for achievement and advancement, being treated in a caring and considerate manner and receiving positive recognition are inherent in the job itself and which the individual enjoys as a result of successfully completing the task, produce job satisfaction and motivate employees to work harder. Hygiene or extrinsic factors, such as salary, benefits and job security are external to the task and often determined at the organizational level can lead to dissatisfaction and lack of motivation if not present in positive degrees. Uzonna (2013) argues that one important element of Herzberg's theory is that knowing employee needs can help us motivate today's young, ambitious and knowledge and technology-based workers. Given the fact that these workers already command high paying jobs, we can infer that money or cash rewards alone does not provide enough of an incentive as a motivator for performance. This implies that to motivate workers, organizations need to look beyond monetary rewards.

Victor Vroom developed the expectancy theory based on the belief that employee effort will lead to performance and performance will lead to rewards. Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated to work harder (Vroom, 1964, as cited in Malik, et al, 2011: 39). This theory was further developed by Porter and Lawler (1968).

Another theory is the equity theory of motivation developed in the early 1960's by J. Stacey Adams, a psychologist. The theory proposes that a person's motivation is based on what he or she considers being fair when compared to others (Redmond & Housell, 2015). It recognizes that motivation can be affected through an individual's perception of fair treatment in social exchanges. When compared to other people, individuals want to be compensated fairly for their contributions to the organization. A person's beliefs regarding what is fair and what is not can affect his motivation, attitudes and behaviours which will in turn affect subsequent performance. When applied to the workplace, equity theory focuses on an employee's work compensation relationship or "exchange relationship" as well as that employee's attempt to minimize any sense of unfairness that might result. According to the theory, underpayment inequity induces anger and distress while overpayment induces guilt. (Redmond & Housell, 2015).

Lastly, B.F. Skinner's reinforcement theory states that those employee behaviours that lead to positive outcomes will be repeated and behaviours that lead to negative outcomes will not be repeated (Skinner, 1953, as cited in Malik, et. al., 2011:39). A reinforcer can therefore be seen as a reward or incentive to behave in a certain way. Reinforcers may be tangible like food or money and they can be intangible like approval or praise. The implication is that organizations should reinforce employee behaviours that lead to positive outcomes and discourage those behaviours that lead to negative outcomes. This can be achieved through staff training and development, among other strategies.

III. CHAPTER III

A. THEORY OF MOTIVATION

At a simple level, it seems obvious that people do things, such as go to work, in order to get stuff they want and to avoid stuff they don't want. Why exactly they want what they don't is still something a mystery. It's a black box and it's hasn't been fully penetrated.

Overall, the basic perspective on motivation looks something like this:
Needs
Behaviour
Satisfaction

In other words, you have certain needs or wants (these terms will be used interchangeably), and this causes you to do certain things (behaviour), which satisfy those needs (satisfaction), and this can then change which needs/wants are primary (either intensifying certain ones, or allowing you to move on to other ones).

A variation on this model, particularly appropriate from an experimenter's or manager's point of view, would be to add a box labelled "reward" between "behaviour" and "satisfaction". So that subjects (or employees), who have certain needs to certain things (behaviour), which then get them rewards set up by the experimenter or manager (such as raises or bonuses), which satisfy the need and so on.

DEFINITION OF MOTIVATION

✓ Motivation is a process that starts with a physiological or physiological deficiency or need that activates behaviour or a drive that aimed at a goal or an incentive.

✓ "The only way to get people to like working hard is to motivate them. Today people must understand why they're working hard. Every individual in an organisation is motivated by something different." – Rick Pitino.

✓ "Employee motivation is a reflection of the level of energy, commitment, and creativity that a company's workers bring to their jobs".

✓ "Psychological forces that determine the direction of a person's behaviour in an organization a person's level of

effort and a person's level of persistence". – G. Jones and J. George from the book "Contemporary Management".

B. IMPORTANCE OF MOTIVATION

Motivation is a very important for an organization because of the following benefits it provides:-

✓ Puts human resources into action

Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources.

✓ Improves level of efficiency of employees

The level of a subordinate or a employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into –
Increase in productivity, Reducing cost of operations, and Improving overall efficiency.
Leads to achievement of organizational goals
The goals of an enterprise can be achieved only when the following factors take place:-
There is best possible utilization of resources,
There is a co-operative work environment,
The employees are goal-directed and they act in a purposive manner, Goals can be achieved if co-ordination takes place simultaneously which can be effectively done through motivation

✓ Builds Friendly Relationship

Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things:
Monetary and non-monetary incentives,
Promotion opportunities for employees, Disincentives for inefficient employees.
In order to build a cordial, friendly atmosphere in a concern, the above steps should be taken by a manager. This would help in:
Effective co-operation which brings stability, Industrial dispute and unrest in employees will reduce,
The employees will be adaptable to there will be no resistance to the change,
This will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests, This will result in profit maximization through increased productivity.

✓ Leads to stability of work force

Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern. As it is said, "Old Is Gold" which suffices with the role of motivation here, the older the people more the experience and their adjustment into a concern which can be of benefit to the enterprise.

C. WHAT MOTIVATES EMPLOYEES?

Every person has a different reason for going to work. These reasons are as individual as which ever person you may ask. But all of the reasons for working share a common thread. We all obtain something from work we need.
There is much discussion about the value of extrinsic motivation (monetary and other material rewards) versus intrinsic motivation where people re driven by what's inside them not by the trappings of success. Whereas I recognize how critical extrinsic motivation is-we need to be rewarded fairly for the job that we do-in my experience the most effective factors relating to employee motivation are related to intrinsic motivation:
✓ Empowerment: Feeling trusted and empowered is a tremendous motivator.
✓ Growth: Feeling that they are growing and developing personally.
✓ Inclusion: 'To Belong' is a fundamental need, whether as a member of a family, peer group, network, team or company. It's human nature to want to be on the inside, not the outside.
✓ Purpose: Today people care more about what happens tomorrow, and want to contribute to ensuring the future of our children, and the health of our communities and planet.
✓ Trust: The fabric that holds it all together and makes it real.

D. FRAMEWORK OF MOTIVATION

The framework comprises six steps:-
✓ Motivation process begins with the individual's needs. Needs are deprivations which the individual experiences at a given time and act as energizers. These needs may be psychological (e.g., the needs for recognition), physiological (e.g., the needs for water, air or foods) or social (e.g., the needs for friendship).
✓ Motivation is goal directed.
✓ A goal is a specific result that the individual wants to achieve An employees goal are often driving forces and accomplishing those goals can significantly reduce needs.
✓ Promotions and raises are two of the ways that organizations seek to maintain desirable behaviour. They

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are signals to employees that their needs for advancement and recognition and their behaviours are appropriate.
- ✓ Once the employee have received either rewards or punishments.
- ✓ They reassess their needs.

E. THE ROLE OF MOTIVATION

WHY DO WE NEED MOTIVATED EMPLOYEES?

The answer is survival. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly. For example, research suggests that as employees income increases, money becomes less of a m otivator (Kovach,1987). Also, as employees get older, interesting work becomes more of a motivator.

F. MECHANISM OF MOTIVATION

Motivation is the process that starts with physiological or psychological deficiency or need that activate behaviour or a drive that is aimed at a goal or incentive.

The following diagram depicts the motivation process.

Mechanism of Motivation
Needs Drive Goal
Deprivation Reduction
With Of Drives
Direction

Thus, the key to understanding motivation lies in the meaning of, and relationship between needs, drives and goals needs: Needs are created whenever there is a physiological or psychological imbalance For Example: A need exists when cells in the body are deprived of food and water or when the personality is deprived of other people who serve friends or companions. Although psychological may be based on a deficiency, sometimes they are not. For instant, and individuals with a strong need to get ahead may have a history of consistent success. Drives (Or Motives) are set up to alleviate needs. Psychological needs can be simply defined as a deficiency with the direction. Physiological or Psychological drives are action-oriented and provide energizing thrust towards reaching an incentive or goals. They are at the very heart of the motivational process. The needs for food and water are translated into hunger and thrust drives, and the need for friend becomes a drives affiliation. Thus, drive is a psychological state which moves an individual satisfying need. Goals: At the end of the motivational cycle is the goal or incentive. It is anything that wills that will alleviate a need and reduce a drive. Thus, attaining a goal will tend to restore Physiological or Psychological balance and will reduce or cut off the drive. Eating food, drinking water and obtaining friends will tend to restore the balance and reduce the corresponding drives food, water and friends are the incentive are the goals in this example.

G. TYPES OF MOTIVATION

There are many types of motivation.

Motivational techniques have been experienced by every person of birth. We learn behaviour through motivation. We live our whole lives because of motivation. The question that remains however is this. What motivation should a person have? This is important because our motivation decides our behaviour. Some types of motivation are more effective than others. However, the perfect motivation for you can only be decided by one person: YOU

Why do people do what they do? Why do we go on every day, living our lives and trying to finding justification for our existence? Some people think that they can find purpose in the things that motivate them. Others just see the motivation and react automatically.

There is no one thing that motivates people to perform certain actions. People are different, so it follows that their motivations have to be different. Here are some types of motivation:

- ✓ Achievement

This is the motivation of a person to attain goals. The longing for achievement is inherent in every man, but not all persons look to achievement as their motivation. They are motivated by a goal. In order to attain that goal, they are willing to go as far as possible. The complexity of the goal is determined by a person's perception.

To us, the terms "simple" and "complex" are purely relative. What one person thinks is an easy goal to accomplish may seem to be impossible to another person. However, if your motivation is achievement, you will find that your goals will frow increasingly complex as time goes by.

- ✓ Socialization

Some people consider socialization to be their main motivation for actions. This is especially evident in the situation of peer pressure. Some people are willing to do anything to be treated as an equal within a group structure. The idea of being accepted among a group of people is their motivation for doing certain things.

- ✓ Incentive Motivation

This motivation involves rewards. People who believe that they will receive rewards for doing something are motivated to do everything they can to reach a certain goal. While achievement motivation is focused on the goal itself, incentive motivation is driven by the fact that the goal will give people benefits. Incentive motivation is used in companies through bonuses and other types of compensation for additional work. By offering incentives. Companies hope

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to raise productivity and motivate their employees to work harder.

✓ Fear Motivation

When incentives do not work, people often turn to fear and punishment as the next tools. Fear motivation involves pointing out various consequences if someone does not follow a set of prescribed behaviour. This if often seen in companies as working hand- in-hand with incentive motivation. Workers are often faced with a reward and punishment system, wherein they are given incentives if they accomplish a certain goal, but they are given punishments when they disobey certain policies.

✓ Change Motivation

Sometimes people do things just bring about changes within their immediate environment. Change motivation is often the cause of true progress. People just become tired of how things are and thus, think of ways to improve it.

✓ Natural Motivations

Motivations is the most common type of motivation and happens the most often. It is the motivation people get when naturally motivated.

✓ Fear Motivations

Fear motivations happens often within the workforce when under pressure to complete a task.

✓ Booster Motivations

Booster motivations is normally self driven to overcome a task you have set yourself.

H. METHODS OF MOTIVATION

These are as many different methods of motivating employees today as there are companies operating in the global business environment. Still, some strategies are prevalent across all organizations striving to improve employee motivation. The best employee motivation efforts will focus on what the employees deem to be important. It may be that employees within the same department of the same organization will have different motivators. Many organizations today find that flexibility in job design and reward systems has resulted in employees increased longevity with the company, improved productivity and better morale.

✓ Empowerment - Giving employees more responsibility and decision-making authority increases their realm of control over the tasks for which they are held responsible and better equips them to carry out those tasks. As a result, feelings of frustration arising from being held accountable for something one does not have the

resources to carry out are diminished. Energy is diverted from self preservation to improved task accomplishment.

✓ Creativity And Innovation – At many companies, employees with creative ideas do not express them to management for fear that their input will be ignored or ridiculed. Company approval and toeing the company line have become so ingrained in some working environments that both the employee and the organization suffer. When the power to create in the organization is pushed down from the top to line personnel, employees who know a job, product, or service best are given the opportunity to use their ideas to improve it. The power to create motivates employees and benefits the organization in having a more flexible work force, using more wisely the experience of its employees, and increasing the exchange of ideas and information among employees and departments. These improvements also create an openness to change that can give a company the ability to respond quickly to market changes and sustain a first mover advantage in the marketplace.

✓ Learning – If employees are given the tools and the opportunities to accomplish more, most will take on the challenge. Companies can motivate employees to achieve more by committing to perpetual enhancement of employee skills.

Accreditation and licensing programs for employee are an increasingly popular and effective way to bring about growth in employee knowledge and motivation. Often, these programs improve employees attitude toward the client and the company, while bolstering self-confidence. Supporting this assertion, an analysis of factors which influence motivation-to-learn found that it is directly related to the extent to which training participants believe that such participation will affect their job or career utility. In other words, if the body of knowledge gained can be applied to the work to be accomplished then the acquisition of that knowledge will be a worthwhile even for the employee and employer.

✓ Quality Of Life – The number of hours worked each week by American workers is on the rise, and many families have two adults working those increased hours. Under these circumstances, many workers are left wondering how to meet the demands of their lives beyond the workplace. Often, this concern occurs while at work and may reduce an employee's productivity and morale.

Companies that have instituted flexible employee arrangements have gained motivated employees whose productivity has increased. Programs incorporating flex time, condensed workweeks, or job sharing, for example, have been successful in focusing overwhelmed employees tow bard the work to be done and away from the demands of their private lives. All motivation ultimately comes from within a person.

✓ Monetary Incentive – For all the championing of alternative motivators, money still occupies a major place in the mix of motivators. The sharing of a company's profits gives incentive to employees to produce a quality product, perform a quality service, or improve the quality of a process within the company. What benefits the company directly benefits the employee. Monetary and

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other rewards are being given to employees for generating cost-savings or process-improving ideas, to boost productivity and reduce absenteeism. Money is effective when it is directly tied to an employee's ideas or accomplishments. Nevertheless, if not coupled with other, nonmonetary motivators, its motivating can prove counter productive if not made available to all members of the organization.

✓ Other Incentives – Study after study has found that the most effective motivates of workers are nonmonetary. Monetary systems are insufficient motivators, in part because expectations often exceed results and because disparity between salaried individuals may divide rather than unite employees. Proven nonmonetary positive motivators foster team spirit and include recognition, responsibility, and advancement. Managers, who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. One company's managers brainstormed to come up with 30 powerful rewards that cost little or nothing to implement. The most effective rewards, such as letters of commendation and time off from work, enhanced personal fulfilment and self-respect. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards of money alone. In the end, a program that combines monetary reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator.

I. FACTORS OF LACK OF MOTIVATION IN THE WORKPLACE

A drop in staff motivation can become contagious if the cause is not identified and addressed. Management needs to be conscious of employee motivation, and that means being able to identify the factors that cause a lack of motivation in the workplace. Become familiar with the factors that can degrade staff motivation and design plans to combat these productivity killers.

Rumours

The important thing to remember about rumours is that they are not always wrong. Some rumours have basis in fact, but that does not make them good for employee morale. An employee that she may be laid off experiences an instant drop in motivation. To deal with the problem of rumours in the workplace, it is important for management to share important information with the staff in a timely manner. This helps employees to feel confident that management will address rumours and encourages staff members to wait on information from the company before acting on a rumour.

Inadequate Job Skills

Employees are motivated to succeed at jobs for which they feel prepared and properly trained. Before moving an employee into a position of greater responsibility or before allowing any changes to an employee's job duties, be certain that employee has had the training needed to get started. Putting an employee in a position where she feels she has inadequate job skills will erode the employee's confidence and stifle any motivation to succeed.

Goal Flaws

Employees are not motivated by the notion that their hard work will make company owners and executive rich, the more internalized a company's goals sound, the less motivated employees are to fulfil those goals. The company needs to focus on the customer and give employees a chance to feel as though it has done something substantial to help the customer. For example, develop a referral program that encourages customers that have recently purchased products to recommend other people that your sales professionals can call on. The company and sales staff benefit from the increase in business, but the sales staff also gets to see the appreciation of past clients in the form of potential new business.

Overwork

Employees that are overworked are likely to lose motivation regardless of how much overtime pay they are receiving. If you know a period is coming where extra hours will need to be worked, develop a schedule in advance and give your employees ample warning so they can make preparations in their personal life. Make sure the staff schedule still allows employees to spend time with their families and get from the stress of working too much.

Techniques of Employee Motivation

Here are some motivations techniques that will help to get staff re-energised and engaged at work. To begin with, make sure you have the right conditions in place so that your work culture supports motivation.
Make sure you offer:
✓ Fair pay and conditions
✓ A comfortable, safe, working environment
✓ Opportunities for employees to socialize and make friends
✓ Clearly defined work responsibilities and goals
✓ Education and training opportunities
✓ Career opportunities

As a manger, you play a key role in building on a solid foundation and motivating employees. Remember that 70% of people leave their boss, not the company.

So what can you do to make sure that employees are switched on at work?

Here are some practical motivation techniques that you can use to improve motivation in your workplace:

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Treat Employees As Individuals

Do you make assumptions about what motivates your employees? Some are likely to be career focused, but others may see their work as a place to make friends and earn money. Find out what motivates employees outside of work. Some enjoy a challenge such as a sporting activity; others may like to be on committees so they can use their organizational skills. Use their innate talents in the workplace where possible to keep them motivated. Set goals which stretch their abilities. Make goals SMART – specific, measurable, achievable, relevant and time framed.

Treat Employees with Respect

Get to know your employees on a personal level, and offer support when needed, even if it is only to listen to their concerns. Ask your employees for their opinions where possible, for example if you are changing systems or introducing new equipment. Catch your employees doing something well and praise them-and if you do this front of others, it makes the employees feel even better. Giving employees recognition for their efforts will motivate them to repeat the process.

Provide Opportunities For Employee Learning And Development

Encourage a learning climate, through structured on-the-job training programmers, job transfers, inter-disciplinary projects and support for further education. Aim to have your employees constantly learning new skills and gaining new knowledge. This will reduce the level of stagnation that can easily occur in a business. Promote from within where feasible – and invest the time and support in developing employees so they can take on new opportunities. Some managers worry that by offering a high level of training to employees, they may leave the business for better opportunities elsewhere. Remember this allows other employees to rise up and take their place! Also the word will spread that you are a good employer – which may encourage a higher calibre of external job applicants.

Make the Workplace a Fun Place

Having fun is one of the best motivation techniques. And small things can make all the difference..

o Bringing sweets to team meetings o Sharing non-business news through e.g. newsletters o Arranging activities such as lunch time yoga sessions o Surprising employees with a birthday cake o Asking the employees for their opinion on what would make the workplace a fun place! Morale Boosters

Measuring Morale

There's only one way to know how good morale really is in your company:

Ask the people who work there.

Street smarts: The Tournament

Morale took a real beating this fall. But there's nothing that lifts the spirits like some friendly competition.

Revving Up the "P" Word (Productivity)

Though productivity is often defined in numbers, it relies very heavily upon people and their attitudes.

Leading in Hard Times.

CEOs offer 10 tips for leading your company through bleak times.

Non-Cash Incentives

Low-Cast Ways to Build Employee Commitment.

Consider the power of the five I's.

It Takes More than Pay to Keep Good Workers.

Companies are finding a number of ways to expand responsiveness and flexibility beyond traditionalcompensation programs to retain top employees.

Incentives for All Generations.

The one-size-fits-all approach no longer suits today's multigenerational workplaces. Check this list of desired perks for mature workers, baby boomers, Gen Xers, and more.

Winter Holiday Rewards.

The hectic holiday season is the time to show off a well-thought-out reward strategy that helps your workforce stay motivated and focused.

Perks You Can Afford.

In this classic Inc. article, take a look at some unique employee benefits that can help you create an environment your workers won't want to leave.

Motivation by Compensation

Trust but verify In addition to providing valuable information on the company's 20 restaurants, the Noodles & Co. Secret shopper program is used as a motivational tool.

The store that Stark Built.

Not only does every employee at Debra's Natural Gourmet have a management role, in a move unheard of in retail, profits are shared amongst the team.

In a Former Life: Alan Schultz

This CEO learned a valuable lesson during his past life as a steelworker: A company should compensate its sales force based on fair and reachable short-term goals.

Hands On Showing Up

Are your workers not in the habit of showing up every day? Trying instituting a bonus system to encourage perfect attendance.

Turn Motivation Inside Out.

Inside sales teams often go unrecognized and unrewarded. To motivate them and build a winning sales team all around, reward sales support staffers with commissions, too. Goals, Roles, Pay, and Performance.

If you've promised goal-based compensation, you need to clearly communicate roles, goals, and paths; otherwise, you may end up with disgruntled employees.

Turbo charger Your Bonus Plan.

Take a regular bonus plan and add a kicker-an increase in the pay out if certain targets are met.

J. 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 ana accepted by today's organizations leaders. In this thesis discussion on some of the motivational theories will include Alders (ERG theory), Maslow (Need theory), Vrooms (Expectancy theory), Adams (Social equity theory), Taylor (productivity theory), Herzberg (Two factor theory), Mac Gregory (theory X and Y), Geog pales (Path goal theory) and skinner (Reward theory). To better understand this discussion a summary of theories is presented and an in debit discussion on Maslow and ERG theories on which I base my thesis 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 him 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 fulfil 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 continue finally self actualisation needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill to work 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 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 him 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 outcome 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 behaviour 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 behaviours from other behaviour is that it is goal directed behaviour, Bindra (2003 P223) argues that the core of motivating individuals lays in the goal-direct aspect to be behaviour. Jones suggested "motivation is concern with low behaviour 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.

K. THE PROCESS OF EMPLOYEE'S MOTIVATION

The figure illustrates that the process begins because of tension within drives or needs of an employee. Next there is a search within the company or groups or within employee to fulfil his desires. When the employee is satisfied with his financial motivation he redefines his desires and needs and the process is initiated again. These groups of researchers were over the years divided into what was later labelled the content and process theories of motivation. According to steers, mowday & Shapiro tension or drive
✓ To fulfil or need
✓ Fulfilment
✓ Re-definition of needs
✓ Goal directed
✓ Behaviour
(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 ha so much progress been made in Explicating the aetiology of work motivation" (steers et al, 2004,PP380383)

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 behaviours. 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 to motivation, how a certain behaviour starts, developed and sustained over time. It is true that human behaviour is dynamic and could affect the individuals personal altitude as well as factors surrounding that individual. These exogenous factors eminent from the environment in which the individual operate 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 thesis 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, behaviour increasing the complexity of what can really motivate employees. According to Bassett-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 suggest that once needs of employees are identified, and organizational objectives and also satisfy employee needs. If poorly aligned, then low motivation will be the outcome".

According to (Wiley, 1997,p264) "modern approaches to motivation may be organised 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 behaviour 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 emphasis the factors that influence goal striving which focuses on the relationship between goals and work behaviour.

The assumption is that an employee's conscious intentions (goals) are primary determines of Task-related

motivation since goals directs their thoughts and action". It is worth noting that an in-depth review of all different theories mentioned above, is beyond the scope of this thesis. 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 thesis. Specifically, as organizational scholars have paid a great deal of attention to the idea that people are motivated 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.

3.12 History and Explanation of Maslow's Hierarchy of Need Theory

The "motivation to work" published by Maslow probably provided the field of organizational behaviour and management with a new way of looking at employees job altitudes or behaviours 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 judgement which was generally known as the need hierarchy theory. According to him if people grew is an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. This idea was later applied to organisations deemphasize the idea that unless employees get their needs met on the job, they will not function's effectively as possible.

Specifically Maslow theorised 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 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 Alder refers 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. 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 thesis are divided into

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Deficiency needs (Psychological, safety, social needs) and Growth needs (esteem, self-actualization needs) Factors Explanation

o 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 enable them to afford adequate living conditions. The rationale here is that any hungry employee will hardly be able to much of any contribution to his organization.

o 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.

o 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 employees participation in social events such as picnics, organizations bowling etc.

o 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.

o Self-actualization: This occupies the last level at the top of the triangle. This refers 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-actualised employees represent valuable assets to the organization human resource. Most research on the application of need theory found that although lowerlevel 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 & Kelly (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 fulfilment and un-fulfilment can have negative as well as positive influence on motivation.

L. ORGANISATIONAL/MANAGERIAL APPLICATIONS 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 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 organisations can take the following strategies to attain this stage.

o Recognize employee's accomplishment: Recognizing employee's accomplishments is an important way to make them satisfy their esteem needs. This could take the form of awards, plagues 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 behaviours. Awards that are too general fail to meet this specification.

o 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 out placement services to assist laidoff employees in securing new jobs.

o Provide opportunities to socialize: Socializations 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. o 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 these with risk habits like smoking.

M. CRITICISMS OF MASLOW'S NEED THEORY OF MOTIVATION

Maslow proposed that if people grew up in an environment in which their needs are not meet, they would be unlikely to function healthy, 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 the results of the research managers from higher echelons of organizations 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 notion it proposes (Greenberg & Baron 2003, p195). To them this model is theorized to be especially effective in describing the behaviour of individuals who are high in growths need strength because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs. Centres & Bgental (1966,.193) in their carried out among a cross-section of the working population in Los Angeles, posited survey "background factors, altitudes and aspirations affect worker's needs, expectations and situation assessment".

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According to Graham & Messner (1988, 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 a like, 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 (200, p.188). Nadler & Lawler (1979) cited in Graham & Messner (2000, p.198) were also critical of the need theory of motivation. They argue that the theory makes the following unrealistic assumptions about employees in general that: (A) all employees are a like (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) 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 theory. I believe that this theory has a made a significant contribution in the field of organizational behaviour and management especially in the area of employee motivation and remains attractive to both researches and managers alike. The incorporation of the need theory in to the work environment today could be as a result of the contributions made so far by Maslow Hierarchy of need theory.

N. 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 employee's motivation? The answer to this type of question of-course should be simple-the basic survival of every organization be 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 principalagent conflict is the issue confronting most managers. Most organization now consider most 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 employee 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 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 (1977, 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 motivation 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 surveys regarding employees and what motivates them have been undertaking.

These employee motivation surveys have been conducted in many different job situations, among different categories of employees using different research methods and applications. One of the very first survey to be conducted was on industrial workers by (Hershey & Blanchard, 1969) over the years, similar or different survey employees have been carried out see (Kovach, 1987, 1993), (Wiley, 1995), (Linder, 1998, 1999) According to research carried out by Kovach on industrial employees who were asked to rank ten "job rewards" factors based on personal preferences where the value I represented most preferred and 10 being the least preferred. The results were as follows

✓ Full Appreciation of work done
✓ Feeling of being
✓ Sympathetic help with personal problems
✓ Job security
✓ Good wages and salaries
✓ Interesting work
✓ Promotion & Growth
✓ Employee's loyalty
✓ Good working conditions
✓ Tactful discipline

During the periods of (1946, 1981 & 1986) when employees surveys 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:

✓ Good wages
✓ Job security
✓ Promotion and Growth
✓ Working conditions
✓ Interesting work
✓ Personal loyalty to employees
✓ Tactful is clip line
✓ Full appreciation
✓ Sympathetic help with personal problems
✓ Recognition

(Kovach 1987 p.49-54) The results from the supervisor survey 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 in accurate perception of what motivates employees but also that they did not realise the importance of the need theory. In a survey by Wiley (1977, p.278) in which approximately 550 questionaries 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 toper form best with the most important factor ranked 1 and the least

important ranked 10th. The survey concluded with the following collective rank order by respondents:

- ✓ Good wages
- ✓ Full appreciation of work done
- ✓ Job security
- ✓ Promotion
- ✓ Interesting work
- ✓ Company loyalty to employees
- ✓ Good working conditions
- ✓ Tactful discipline
- ✓ Recognition
- ✓ Sympathetic help with personal problems

The results from a representative sample of the labour 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 jobs 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 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". It is appropriate at this level to give a brief summary of the previous researches in this thesis. Even though the original need hierarchy theory was presented some 50 years ago, some of its if 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 (short comings or criticised for), has been greatly taken into consideration.

Researches 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 surveys, questionaries, face-face interviews, but their outcomes have not differed significantly. A possible explanation could be due to the fact that even.