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The Role of Motivation on a Business

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Laurea University of Applied Sciences

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The link between motivation and organizational effectiveness is very important in the life and growth of any organization. This Research was carried out at Campport plc, Akwa in Autumn 2017. The case company is one of the ground handling service company at the Douala international airport, Cameroon. The company aims to deliver services such as baggage handling, flight check in, load control and ticket sales services for customers of all sorts.

The thesis project examines the role of motivation on Campport employee's performance. It examines the present situation of employees motivation in campport and employees satisfaction of the motivational tools used by campport and also describes how the management style and decision making structure affects employees motivation. Recommendations to improve the present situation of motivation in Campport were also made at the end of the study.

The theoretical background chapter of the thesis reviews studies on employee motivation in work places. Several motivational theories and techniques that have been widely employed to measure employee's motivation at work place were discussed.

Case study and interview strategies were used in this research. Interviews were organised at the company on different time schedule and they were semi- structured. The interview guide entailed both open and closed ended questions and they were analysed qualitatively. Percentages were also used to describe

Based on the responses for interview, 80% of CAMPORT workers are motivated by their base salary received, and their basic needs such as clothes, food and drinks were satisfied. 61.5% of workers were motivated by job security, 60% were motivated by the nature of work and the working conditions, while the communication system used in CAMPORT motivated 85%. Nonetheless, 70% saw a possibility of being promoted to a higher level of responsibility as a motivation, 46.7% were motivated by the management style and strategies used whereas 85% were not satisfied with the way decisions of the company especially those concerning them were taken.

Employees at CAMPORT were motivated by other factors such as remuneration, promotion as well as the management style of the organization; other employees were not motivated by the decision making process. This is because the leadership style was autocratic yet for effective collaboration between employees and the leadership requires a different leadership style.

Keywords: Role, Motivation, Business, Employees

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1 Introduction

The link between motivation and organizational effectiveness is very important in the life and growth of any organization. Human resource is considered one of the important assets of the organization, and it is only through that people can put in their best to ensure the smooth functioning of the organization. According to Carlyle's "Great man theory" (1988), organisation's achievements are his employees' achievement. This theory also shows how important employees are to the organisation and how pertinent their motivation and satisfaction are. It could be said that employees are the backbone of an organisation.

Motivation attempts to explain why people behave as they do and it is a whole psychological process that gives behaviour a direction (Kreitner 1995). Determining what motivates employees to undertake a given task is not an easy task because the nature of man is basically very complex.

Robert Lussier (2011) also defined motivation as "*the internal process leading to behavior to satisfy needs.*" Cole (1993) as well defined motivation as "*a process in which people choose between alternatives forms of behavior to achieve personal goals.*" The process begins with an unsatisfied need, to motivate, which causes behavior in which case may either lead to satisfaction or dissatisfaction.

The objectives of an individual can be tangible which include monetary rewards or other gifts, or intangible which include job satisfaction and self-esteem. While motivation is essentially an individual experience, the leaders of the organization such as the managers are concerned with finding the correlation between effective performance and individual motivation.

Nonetheless, managers of the organization are also concerned with matching individual goals and organizational effectiveness. In essence, motivation can be defined as a type of behavior which is as a result of some stimuli which is directed towards a specific goal.

It should, however, be noted that motivation is not the only factor that determines the level of performance in the organization, but there are other important factors such as availability of adequate resources and the ability of the individuals. The correlation can be illustrated using the following formula;

Performance = ability (x) resources (x) motivation.

When an organization defines its goals clearly, it gives direction to the organization and its members. In the case where goals are clear and accepted by members, such will enhance the consistency of behavior and promote hard work in the organization to the extent that behavior is expected to be related to organizational effectiveness.

To ensure that there is a high performance, all the three factors should also be at a high level. However, if one of the factors is below the expected level, the level of performance will also be affected.

1.1 The Purpose of the study and the Research Question

The purpose of this research is to describe the role of motivation on employee's performance. The role of motivation on employees performance can be researched on through evaluating the present situation of Campport and also the importance of motivation to campport.

To achieve the above purpose the research question below will help the author to carry out the study. The research question for the study is thus:

What is the role of motivation on employees 'performance in Campport?

1.2 Structure of the Thesis

The thesis has been subdivided into five main parts as shown in the diagram below. These parts include the introduction, theoretical background, research methodology, empirical study and as well as the summary conclusion and recommendations



Figure 1: Thesis framework

2 Theoretical background

Human resource management plays an important role in the performance of any firm. In this case, the human resource is vested with the responsibility of attracting, retaining as well as managing the human resource who are working in different departments of the organization. The major roles of the human resource manager are to select, recruit, train, promote, demote or fire an employee from an organization. The organization will not achieve its desired goals if there is no good collaboration between different departments.

According to Bogardus (2004), there are specific activities that are undertaken by the human resource in an organization. They include the following;

- ✓ Identifying, interviewing and recruiting qualified employees
- ✓ Take part in determining the wage rates, salaries as well as other employee benefits
- ✓ Ensuring that the working environment is safe for all employees through training and development.
- ✓ Ensure that there is compliance of the federal, state as well as local laws regarding the rights of employees.
- ✓ Coming up with the new policies that help in fostering effective working relationships
- ✓ Motivating as well as training of both new and existing employees.
- ✓ Play a significant role in facilitating the exit process of the employees.

Nonetheless, the human resources process assist the leadership of the organization to prevent common mistakes which include committing unfair labor practices, hiring

wrong candidates, poor performance by employees and court fines which may occur due to going against the required regulations.

2.1 Job satisfaction

There has been so many studies on job satisfaction and motivation but still this it remains unexplored to an extent and yet a general understanding on these variables has not been established. Motivation and job satisfaction has a great impact on the performance of an employee, (Singh & Tiwari 2011). However, job satisfaction be defined as a set of favourable or unfavourable feelings and emotions that arise from the way employees view their job (Davis & Newstrom) Those employees who are satisfied with their jobs are those who tend to be positive and cheerful most of the time. On the contrary, those employees who are not satisfied, shows a down and gloomy attitude. When the job is satisfying to the organization employees, it makes it possible for the organization to achieve its desired objectives. Both internal and external factors influence delight in a job. This can be in the form of the work environment, level of motivation, rewards and the remuneration (Jugde & Ilies, 2004)

There is a relationship between the level of motivation and job satisfaction in the organization. AS such, the level of job satisfaction relies on how the factors of motivation have been taken into consideration by the organization. Managers have great influence over job satisfaction as compared to other management variables. Therefore, keeping motivation factors help in motivating organization employees to complete the assigned tasks. Thus, any situation of attaining goals through the fulfilment of employees needs results to job satisfaction. (Davis & Newstrom 2002)

Motivation on the other hand attempts to explain why people behave as they do and it is a whole psychological process that gives behaviour a direction (Kreitner 1995). Lauby (2005), postulates that motivation is a psychological force that has an influence in the behaviour structure of an individual as well as the level of effort that he can apply to resist forces to help attaining a desired goal.

Motivating employees in an organization is one of the important issues that should be given much attention to helping the organization achieve its goals. When employees are motivated, they tend to improve their performance and commit to the company hence talented employees will not be lost to the competitors. Given the different

needs of the employees in the working environment, it makes it hard for the human resource manager to identify the needs that suits all the employees (Forsyth 2008, Some employees will be motivated by money, others by affection while others by regular praise by the leadership of the organization. Initially, studies on motivation centred on the basic motivated needs which include sexual desire, hunger, and thirst (Brown 2007, 6). However, presently, the staff is more emphasis has been put on the need to take part in the project. This has proved to be effective in motivating organization employees.

It is imperative that the human resource management should motivate the organization employees to uphold desired outcomes in the organization. In so doing, it will ensure that there is high productivity, efficiency as well as effectiveness which are essential elements in attaining the overall goals of any organization. On the other hand, when there is no motivation in the organization, it gives an endless task to the management due to conflicts which result to low output which subsequently leads to low output thus making it hard to achieve the desired goals, (Forsyth 2008, 2).

Additionally, when employees are well motivated, it helps in the development of a positive attitude which is essential for making work interesting for both the employer and the organization employees. In the present society, there are various factors which are surrounded by motivation which include technological advancement, cultural diversity and the development of electronic commerce. Nonetheless, there are also some other invisible factors which motivate people which are intrinsic and extrinsic motivations.

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2.1.1 Extrinsic and intrinsic motivation

According to Ryan & Deci (2000), intrinsic motivation is defined as the level of satisfaction that is obtained by an individual from a job after the accomplishment of the task. In this case, it means that the employees continue doing their job for fun or associated challenge but not necessarily because of any external rewards or pressure. Given the fact that not all people have different needs and perspectives on different aspects, it is hard to intrinsically, motivate employees since it solely relies on the nexus between the job and individual, (Ryan & Deci, 2000, 56). In essence, innovative and creative nature mainly depends on the level of intrinsic motivation.

Three forms of intrinsic motivation exist which includes compliance with the standards, job satisfaction as well as the achievement of individual goals, (Frey & Osterloh 2002, 8). This is shown in the figure below

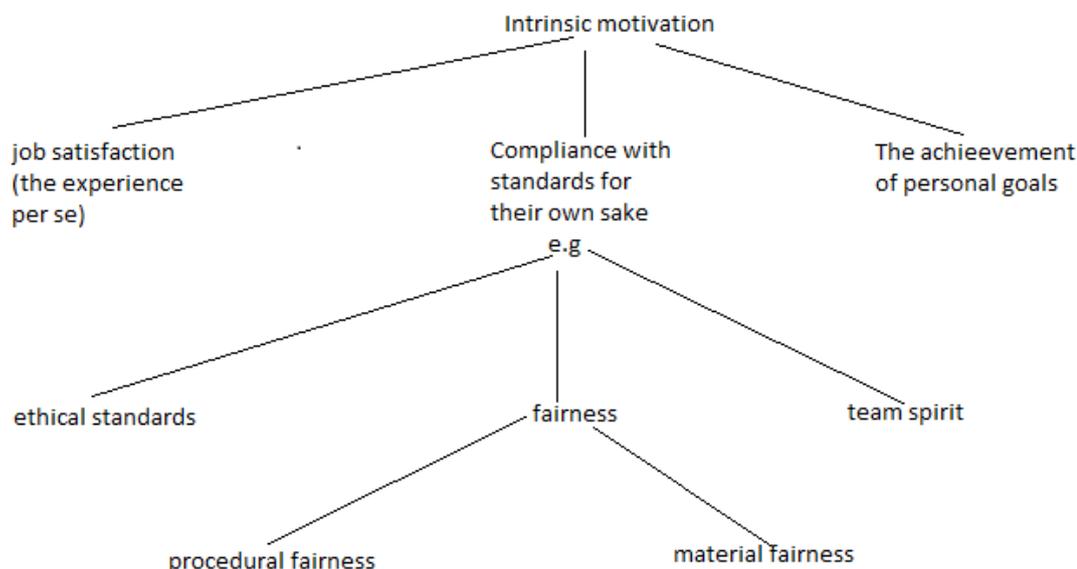


Fig 2: How managers become successful through motivation (Frey & Osterloh 2002, 9)

On the other hand, the extrinsic motivation takes into consideration rewards that are associated with the job performance that is offered by the third party. The main drivers here include fame, promotions, rewards, bonuses, holiday payment among others. In essence, the use of extrinsic motivation in the work environment is coupled with pressure since specific goals with deadlines accompany it. According to Ryan & Deci (2000, 60), extrinsic motivation is a concept that involves accomplishing a job with the intention of getting separate results. This kind of motivation has been divided into subdivisions of evaluation. First, there are external regulations where performance is associated with the reward contingency that is attached externally. Secondly, there is an introjected regulation that elaborates on the internal form of regulation where performance is undertaken to promote self-esteem with the aim of circumventing anxiety and guilt. The difference between intrinsic and extrinsic motivation is shown in the picture below.

Intrinsic motivation vs extrinsic motivation

Intrinsic Motivation	Extrinsic Motivation
<ul style="list-style-type: none"> • Comes from inside an individual • Have a feeling of a sense of responsibility • Interested in working on the task • Attempt to achieve growth individually 	<ul style="list-style-type: none"> • Arise from external forces • Attempts to attain a higher position, status or pay • Luck • Done to be recognized by superiors • Value rewards for accomplishing the work

Figure 3: Motivation (Thind 20th Nov 2015, blogs.ubc.ca)

2.2 Role of motivation in the organisation

Motivation helps improve employee performance in their daily undertakings. The role that is played by the motivation to confirm the need to have a good working environment for all the organization's employees. The main areas that motivation has proved to be effective are discussed below.

2.2.1 Organisation profitability and goal attainment

Motivated employees in the organization have defined personal goals which also helps in the attainment of the overall organizational goals as compared to general employees who just come to work to fulfil the legal requirements. In this case, motivation makes employees work purposefully for the organization as it persuades them to utilize resources effectively (Singla, 2009, 43). Due to this the organization would be successful and generate more profits.

2.2.2 Improves efficiency

Organisation performance is said to be efficient if the actions by the employees lead to the attainment of the desired results without consuming extra resources or going beyond the deadline. The job performance, therefore, depends on the level at which employees are motivated towards a given goal. When there is motivation, the employee will be willing to improve their performance which leads to a high level of productivity and reduction of time and costs. Singla (2009, 43) indicated that motivation plays a significant role in boosting the present performance which helps in saving extra cost and enhance the efficiency of the work process.

2.2.3 Retention of employees

This is one of the human resource processes that intend to keep the current employees of the organization by use of different retention interventions and this has a significant effect on the stability of the company (vasantham & Swarnalatha 2016, 75). In this case, when the employees are motivated, they feel themselves as part and parcel of the organization hence remain devoted with their expertise which assists in creating a reputation of goodwill. Due to this, employees will be working towards gaining competitive advantage rather than looking for better options outside the company. This, therefore, help in lowering the cost of recruiting and training new employees.

2.2.4 Relationships

For the effective running of any organization, the relationship between the clients and the managers is one of the sensitive issues that should be taken into consideration. In this case, motivated employees tend to appreciate their responsibility as compared to unmotivated employees thus creating a good working environment. Motivation, therefore, help reduce the level of conflicts, respect for the organization and individual culture that significantly influence the smooth running of the organization operations (Singla 2009, 43). therefore, motivation helps in cultivating strong relationships between different departments of the organization.

2.3 Motivation Theories

The motivation theories concentrate on identifying the needs of the people for a better understanding of the factors that motivate them. For effective performance in the organization, the needs of the employees should be met at every level. This means managers should understand their needs as well as those of other employees

and decide on appropriate ways of fulfilling them. Some common theories of motivation include Maslow's needs of hierarchy, ERG theories, two-factor theory, and manifest need theory. Nevertheless, I am going to use the need hierarchy, ERG theory, and the two-factor theories to elaborate on the content theories of motivation.

2.3.1 Maslow's hierarchy of needs theory

The theory of motivation concentrates on the five-level of needs that can be motivating factors to the organization employees at different levels. The theory was coined by Abraham Maslow in 1940, and it has proved to be one of the popular theory of motivation. In this case, the theory is grounded in three main assumptions which are;

- The needs of the people are organized based on their importance starting from the basic needs to the complicated needs at the self-actualization level.

- The individual will have to satisfy the lower needs first before moving to the higher level needs.

- the needs of the people can be classified into five categories.

- i. **Physiological Needs:** These are the basic or primary needs of the people. Examples of these psychological needs include food, shelter, relief, and sex. For the case of organization setting, some of these needs include good working conditions, breaks, and good remunerations.
- ii. **Safety Needs:** this comes after the fulfilment of the psychological needs. In the case of the organization, the safety needs include a rise in the level of salary, job security as well as fringe benefits that are enjoyed by organization employees.
- iii. **Social Needs:** this is what follows after the safety needs have been met. In this level, people tend to find love and friendship. However, in the case of the organization, people tend to establish relationships with others through interactions and to have a good network of friends.
- iv. **Esteem Needs:** this is the level at which an individual start to concentrates on self-respect, ego, and status after the attaining the social needs. In the

case of the organization, employees can be motivated at this level through praise from the leadership of the organization.

- v. Self-actualization: This is the greatest needs aimed at developing the potential of an individual. At this level, one attempts to achieve growth as well as advancement. Therefore, for the employees at this level to get motivated, the organization managers should ensure that their working environment is ideal for self-actualization to thrive.

Below is a diagrammatical representation of Maslow's Needs Hierarchy.

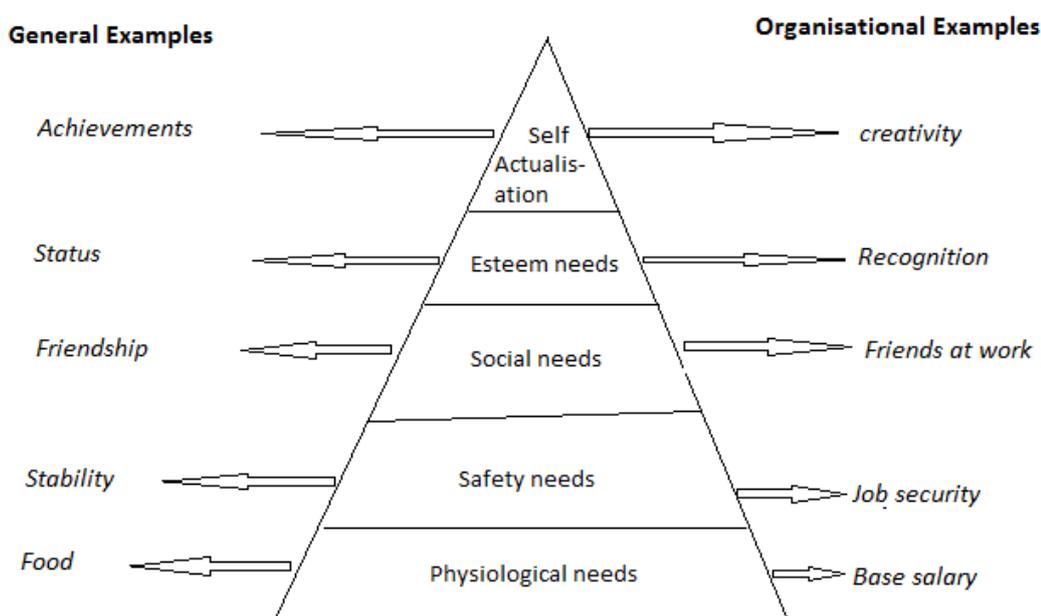


Fig. 4 Abraham Maslow Hierarchy of Needs.

Maslow suggested that the five-need level constitute a hierarchy. At the foundation are the psychological needs. If they remain unsatisfied, the individual is motivated to attain them. When they contend, they stop being the main factor of motivation. So, the person advances to the next level which is security needs. The same development goes on to a point when the self-actualization needs are met (Jerome, 2013, 42). Failure to satisfy a need will lead to frustration of that need.

Many managers have accepted this theory, but other researchers have revealed some shortcomings and defects. It is said that all five level of needs is not always the same

as postulated by Maslow, Pindar (1986). He added that employees from diverse cultural background tend to have different needs at different levels of hierarchy.

2.3.2 ERG Theory

The classification of needs has elicited much debate as there are others who postulate that there are only two needs while others indicate that there are seven needs. The ERG, therefore, helps in simplifying the Maslow's needs into three main categories. In this case, the three levels of needs as coined by Clayton Alderfer includes the existence needs, the relatedness needs, and the growth needs. He, therefore, agrees with the fact that there lower needs should be fulfilled before the upper needs in the hierarchy are fulfilled. It is this the unsatisfied needs that motivate an individual to work hard in an organization (Lazaroiu, 2015, 97). The theory recommended to the managers that they should start by fulfilling the lower needs of the employees and continue with them upwards with the increasing level of performance.

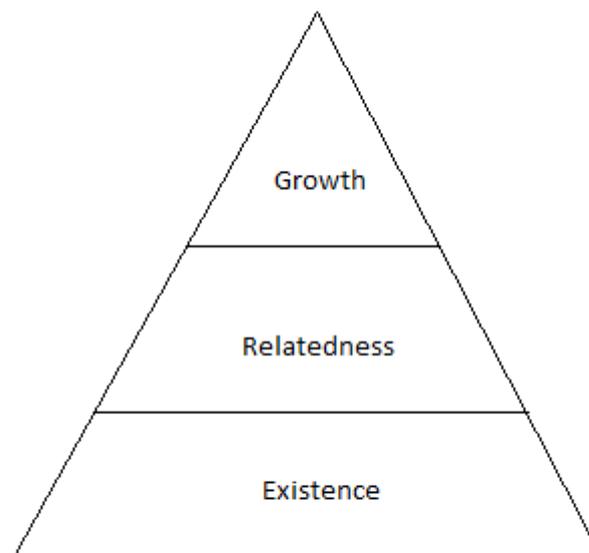


Fig. 5. The ERG Theory

The following are the six questions that are answered by ERG

1. What are the main individual needs?

2. What are the needs that should be met?
3. Which are the unmet needs that are lower in the hierarchy?
4. Is there some frustration on the higher order needs?
5. Has the individual concentrated on the lower order needs?
6. What are the methods that can be used to satisfy the unmet needs?

2.3.3 Herzberg's two-factor theory

The motivation theory is in line with the need hierarchy. This theory is Herzberg's classification of needs that he called factors. He classified the lower needs into hygiene, and the higher level needs as motivators. It should be noted that motivators are also referred to as intrinsic factors since the motivation drive arises from the within the job which includes recognition as well as achievements. Herzberg indicated that providing the maintenance is not sufficient to motivate people (Stello, 2011). However, to motivate people, Herzberg indicates that there should be adequacy of hygiene factors. The reason he gave is that when the employees contended with their environment, they can get motivated in their work. He suggested that the best way to motivate employees is to ensure that there are challenging opportunities that allow employees to work for them for achievement.

Another significant finding of the survey was that all the motivating factors arose from the content of the jobs while all the hygiene factors arose from the context of the job (the environment in which the job is done). The hygiene factors include;

Organizational policies and practices.

Style of supervision and management control.

Pay and fringe benefits

Status within the organization.

Human relations (interpersonal/social)

Working conditions

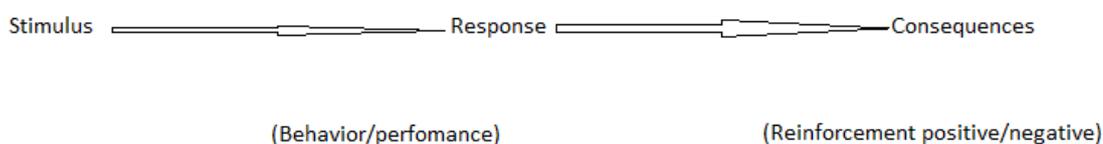
Herzberg said these factors do little to promote job contentment, but its lack leads to job dissatisfaction. Therefore, he called them dissatisfiers.

On the other hand, the motivating factors which Herzberg termed satisfiers include;

- Meaningful and challenging work.
- Recognition for accomplishment.
- Feelings of achievement.
- Increase responsibility (associated with reward).
- Chance for growth and achievement such as promotion.

2.3.4 Reinforcement Theory of Motivation

This theory was primarily Skinner's motivation theory. The theory concentrates on making people perform what they like most. It states that behavior can be regulated by utilizing rewards (Adams 2007, 232). It is also known as Operant Conditioning and Behaviour Modification. Skinner held a belief that the behavior of workers is learned by experiences which are either positive or negative. Further, when there are rewards, there is the likelihood of the behavior to be repeated while the unrewarded behavior may not be repeated once again. There are three main framework that was adopted by Skinner (Gordan 2014).



Therefore, skinner indicated that it is the sole responsibility of the organization managers to control and shape the behavior of the employees while ensuring their freedom. In this case, this can be undertaken by reinforcing positive behaviors which are desirable in the organization while those that are not desirable are punished to discourage their repetition.

2.4 Summary

In this part, motivation and job satisfaction were defined covering different theories of motivation. It gives more insight to recognize and differentiate between extrinsic motivation and intrinsic motivation and their role in the work environment. From the theories, it can be said that there is high volatility in the nature of human where the next better option is desired after the fulfilment of the present demand. Based on the job satisfaction, people work basically to fulfil their basic needs for life. These needs, therefore, act as motivating factors. Theories suggest that several factors motivate employees apart from salary which includes a good working environment, career growth, rewards, and recognition. Nonetheless, the nature of the work determines the level at which an employee is motivated as indicated by the motivation theories. When employees are motivated, they improve their performance which makes the organization to meet their desired goals.

3 RESEARCH METHODOLOGY

The chapter is focused on how the research was carried out, the methods utilized in the collection of the data, the sampling techniques, and the way analysis of the data was carried out. Finally, the chapter examined the limitations of this research and the ethical considerations.

3.1 Research methods

The methods used in research can be categorized as analytical and descriptive, qualitative and quantitative, applied and fundamental or empirical or conceptual. There are generally two main research methods namely quantitative and qualitative methods.

Quantitative research is employed when analysing the numerical data which are presented concerning quantity. Quantitative research uses experimental methods that employ the use of numbers in data collection. Traditionally there is no meeting between the researcher. The study is evaluated by moving voluminous data into a small number by use of the statistical tool is referred to as quantitative research which includes paper surveys, mobile surveys, online polls as well as phone interviews

For this study, the research method used is qualitative method. Qualitative research is defined as a type of research method that is concern with exploring meaning and phenomena in their natural setting. Qualitative research is sometimes referred to as naturalistic research, (Aveyard 2010, 56). This approach was chosen because it is good at analyzing information conveyed through language and behavior in natural settings.

Qualitative research is employed to better comprehend desires, aims, and inspirations that support the generation of the idea or predicting a particular purpose which cannot be expressed in numerically. Introspective, observations, personal experience, case study, and visual texts are mainly used in qualitative research. The application of qualitative research is quite complicated due to the various factors of human motivation and behaviour change. Some examples of qualitative research that can be used in a study include one on one interview, group discussion as well as discussion (Adams, Khan, and Raeside 2014).

The table below shows the major differences between qualitative and quantitative research methods.

Qualitative Research	The Aspect of Research	Quantitative Research
Identifies concepts with general objects or research.	Shared purpose	Test specific study questions or hypothesis
Observation and interpretation	Methodology	Test and measure
Unstructured questionnaire or Free form	The method used in data collection	Structured response categories are given
Results are subjective. Research is intimately involved.	Research impartiality	Results are objective. The researcher uninvolved the observer.
Samples are insignificant. Mainly in a normal setting	Samples	The sample is large to generate general results that apply to other situations

Figure 6: Qualitative and Quantitative research, Othman, 09.04.2011 (

3.2 Data sources

There are two main sources of data mainly primary or secondary sources of data collection. Researchers need to choose which of the sources is suitable for the type of research they want to carry out. They can also employ both sources which is referred to as triangulation or dual research. Primary data are data collected for the purpose of the project being carried out, example includes; observation, interview, questionnaires, case studied, action research. On the other hand, secondary data refer to data that has been collected by other research-

ers, for other purposes and are employed for the research in question. Some secondary data include: previous research, diaries , journals, reports.

Also, the source of data collection was basically primary as interview was the main method of data collection. Primary sources of data were utilized. In this regard, the primary data were obtained by the scholar when she undertook face to face interview. Nonetheless, the researcher utilized several secondary materials such as books, journals, theses and articles which are related to employee motivation in the organization to understand the background of the company better but not for data collection purpose.

3.3 Data collection techniques

Data collection is a very important aspect of a research design and the ability to achieve the research aims and answer the research questions depends on the effectiveness of the data collection (Adams, Khan and Raeside, 2014). There are several ways through which research data can be collected but the choice of data collection technique is the sole responsibility of the researcher depending on the research question, research approach and the aims of the research model.

This section illustrates several ways through which qualitative data can be collected. These techniques include: dairy methods, surveys, interviews, case studies, triangulation and others.

The data used for this research was collected through direct interview. The interview technique involves placing great reliance on the integrity and the skill of the interviewee. It comprises a set of questions (structured or unstructured) that are asked and filled by the interviewer in a face-to-face situation with the respondent. The direct interview involves direct questioning of workers using a questionnaire, also called an interview guide. The researcher got a direct response to the questions. This method was preferable because of its advantages. That it will enable the researcher to explain the questions for better understanding. The possibility of the respondent exaggerating answers is limited.

Questions for the interview were both open and close-ended. Open-ended questions were used in situations where the researcher needed more information about an issue and permits the respondent to express him/herself better. Close-ended questions were used to guide and direct the respondent.

The data for this study was collected through semi- structured interviews. The interview was done with some selected employees in the organization considered by the researcher as those who can give vital information about the company; its employees and operational processes. The interview was done using a set of well-designed questions known as the interview guide. This was used to give focus and direction to the interviewees and the interview process as a

whole. This is for face to face interview. Some employees were also interviewed on the phone using the same interview guide. Other information needed for the research was also collected from books, journals, and other electronic sources. This research will also involve the use of the percentage as tools to analyse data and also part of the data analysis will be descriptive.

On the other hand, the secondary data is commonly referred to as additional data which can be accessed from journals or other texts. Nonetheless, edited data from other person work can be considered as a secondary source of data. This method saves a lot of resources in exploring the same kind of aspects (J.K. 2008, 117). Under such circumstances, the researcher does not necessarily require to have an idea regarding where the data was collected and its accuracy. The common sources of secondary data that are mainly used by the researchers include the annual reports, sales report, internet as well as newspapers.

3.4 Methodology

The qualitative research methods were employed in this study as described above under the research methods. In this case, an interview was used to measure the role of motivation on the performance of Campport 's workers. The interview consist of a set of both closed and opened ended questions designed to measure the the employees participation level in the management style and their level of satisfaction in the motivation style of the company. The close ended questions were rated from highest to the least level of satisfaction or participation to guide and direct the employee's choice while open ended question gave room for the employees to express themselves in their own word. Those responses were then summarized by the researcher and affirmed by the interviewees during each session. This was done so, in order to avoid misrepresentation of information and exaggeration of interpretation.

The company supervisors plus their employees were interviewed individually to determine their level of motivation in the organization and the tools that are used to motivate them. This was to ensure that the responses were based on the personal experiences of the CAMPORT workers and they were analyzed without the use of the numerical figures. The interview questions are attached as an appendix. The respondents were employees who were working under different supervisors. In this case, the supervisors were assigned the responsibility of organizing the employees in different departments where a total of 45 employees were interviewed.

The data collected was analyzed qualitatively. In other words, the responses were analyzed using description; structuring, summarizing and some aspect of the results were analyzed using percentages, even though percentages are considered quantitative methods.

3.5 Reliability and validity of the data

Both validity and reliability are among the vital matters for any research since it has an impact on the findings, recommendations as well as conclusions of the study. Under this, one important aspect that should be taken into consideration is reliability which shows the consistency of the results under the same conditions. Reliability is the extent to which data collection techniques and data analysis procedures are consistent with the results under the same conditions (Saunders et al. 2009). The results of the research would have been useless without the use of any research method. If the result is stable and consistent, the assessment tool is claimed to be reliable (Adams, Khan & Raeside 2014.)

there are different types of reliability namely; test retest - reliability, parallel form reliability, inter rater reliability and internal consistency (Trochim 2006). . In this case the right form of reliability is the internal consistency since the research did not measure two studies thus eliminating parallel reliability. The research was done by one researcher thus eliminating inter-rater reliability. The research did not as well apply the test retest reliability.

The outcome of the research is said to be reliable because data obtained from the interview are in line with the response of the management. Moreover, the results are valid since the study was carried out with a particular purpose in a specific group of employees in a given time. The purpose of the research was therefore precise and the illustrations presented are what were needed for the study.

Validity on the other hand is defined as the manner in which the intention is supported by the data collected. That is the extent to which the research instrument measures what it was intended to measure. In determining the validity, some important should also be considered which include the methodology, the time scale as well as the suitable sample (Saunders et al. 2009.) The reader should thus contend that the outcomes of the study are valid.

In this study, the purpose of the research was clearly defined, and the interview questions were in line with the purpose of the research as well as the chosen motivation theories. The chosen respondents were the employees of the company which was confirmed by the organization manager before the start of the interview. Therefore, the outcomes gave a good base of knowledge about the company hence some recommendations can be made to assist the organization to enhance employee motivation currently and in the future.

3.6 Limitation of the Study

A couple of factors limited the smooth realization and completion of this research.

Firstly, the strict francophone nature of the organization made communication difficult. This language barrier made interpretation of documents difficult. This is because most of their documents are in French and translating them was not easy. Moreover, some employees were unable to interpret questions on the questionnaires. This led to the translation of the questionnaire into French which was not also easy.

Secondly, some important data needed for the study were not made available on the basis that such information was somehow confidential to the organization.

Thirdly, limited time, there was not enough time for the research to adequately interview the employees and consult other books.

Finally, the financial limitation was the main constraint visits to other branches were limited due to financial constraint. Despite all these limitations, it was still possible to collect accurate data.

3.7 Company Presentation

CAMPOR Plc is a young and dynamic central African ground handling, customer services and aviation security company operating in the CEMAC region and beyond with headquarters in Douala Cameroon.

It was formally operating in Cameroon as CGS and AGS and specialized in ground handling supervision and aviation security services. They later on operated solely in

aviation and document control as Protectas Africa SA. They have extended and diversified their activities to other branches of the aviation industry and integrated Swissport International.

Today this company is known as CAMPORT, a public limited company registered in Douala, part of Swissport International Ltd of Switzerland and they offer customized aviation, ground handling, security and security and support services to government airlines, airport, organizations and other clients.

In Cameroon, it offers state-of-the-art services Swiss International Airlines, SN Brussels Airlines, KLM Royal Dutch Airlines both in Douala and Yaounde-Nsimalen Airports and KLM and France in Equatorial Guinea, at Malabo International Airport.

So far, CAMPORT Plc has a total number of about sixty (60) employees comprising both administrative and aviation/security agents. These employees work in both airports, that is, Douala International Airport and in Yaounde - Nsimalen Airport. These employees comprise flight supervisors and the above-mentioned agents.

CAMPORT Plc works with a series of companies in the above mentioned airports. But Douala is going to be of interest since the research was done there. CAMPORT has five working days per week and the workers working hours are also rotaries per week with different companies as seen below.

Mondays, CAMPORT has a flight with Virgin Nigeria and Belview, Tuesdays with Swiss International Airlines only, Wednesday with Virgin Nigeria only, Friday with Virgin Nigeria, Swiss International Airline and Belview. These are for the scheduled flights. There are also urgent flights within the week and could be filled on any day of the week.

In conclusion is a valuable information about CAMPORT. The best business year so far in CAMPORT Plc is 2008 in terms of turnover which I wasn't given the right to disclose it. Added to that, CAMPORT's yearly objective as per the turnover is always earnings before interest and tax of 10%.

Organigram of the Company

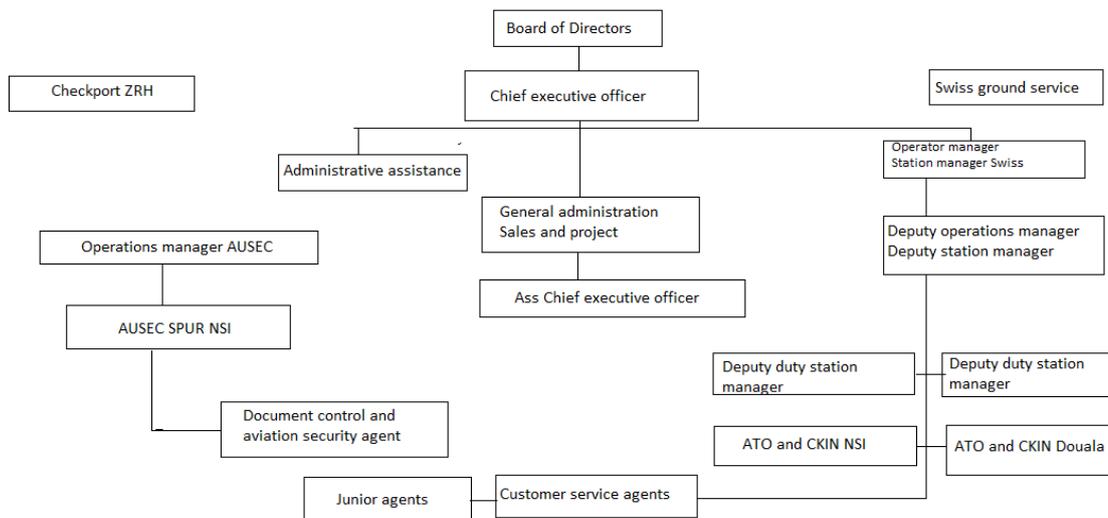


Fig 7: Organization Structure of Camport

4 EMPIRICAL STUDY

the main branch was used as a representative of other branches, although I gathered some information from other branches.

CAMPOR Plc is a young and dynamic central African ground handling, customer services and aviation security company operating in

This chapter reviews the presentation of data and analysis. It also gives a due clue of those needs that motivate workers in CAMPOR. It explains the importance and effects of motivation as well as in CAMPOR.

4.1 Study Area

The research was carried out in CAMPOR Plc in Akwa - Douala which is the provincial headquarters of the Littoral region. This CEMAC Region and beyond with headquarters in Douala, Cameroon.

It was formally operating in Cameroon as CGS and AGS and specialised in ground handling supervision and aviation security services. They later operated solely in aviation security and document control as Protectas Africa SA. They have extended and diversified their activities to other branches of the aviation industry and integrated Swissport International.

Today this company is known as CAMPOR, a public limited company registered in Douala, part of Swissport International Ltd of Switzerland and they offer customized aviation ground handling, security and support services to governments, airlines, airport, organizations and other clients.

In Cameroon, it offers a state-of-the-art Swiss international Airlines, SN Brussels Airlines, KLM Royal Dutch Airlines both in Douala and Yaounde - Nsimalen airport and KLM and France in Equatorial Guinea at Malabo International Airport.

They benefit from a rich heritage of excellence, know-how and the experience of the leading ground services company in the world with a strong presence in Africa; due to their Partnership with Swiss International Ltd.

4.2 Data Presentation

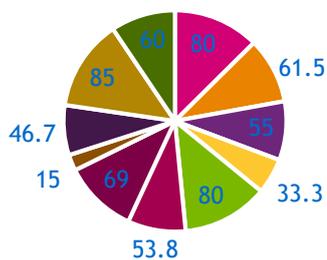
Motivational Needs.

Ten main motivational parameters used as shown in the table below, including the corresponding percentages of workers who are motivated by each of these factors.

Table 2: Motivational Parameters.

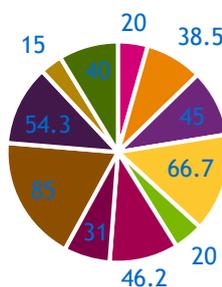
Motivation Tools	Percentage Motivated	Percentage Not Motivated
Need for food and housing (basic needs)	80	20
Safety and security need	61.5	38.5
Social needs	55	45
Esteem needs	33.3	66.7
Level of base salary	80	20
Fringe benefits	53.8	46.2
Promotional possibility	69	31
Participation in decision making	15	85
Management style and strategies	46.7	54.3
Communication style and strategies	85	15
Nature of work and work- ing condition	60	40

Percentage Motivated



- Need for food and housing (basic needs)
- Social needs
- Level of base salary
- Promotional possibility
- Management style and strategies
- Nature of work and working condition
- Safety and security need
- Esteem needs
- Fringe benefits
- Participation in decision making
- Communication style and strategies

Percentage Not Motivated



- Need for food and housing (basic needs)
- Social needs
- Level of base salary
- Promotional possibility
- Management style and strategies
- Nature of work and working condition
- Safety and security need
- Esteem needs
- Fringe benefits
- Participation in decision making
- Communication style and strategies

Source: Established by the researcher from interview information

Based on the responses from the interview majority of CAMPORT workers are motivated by most of these tools, as 80% of the sample population said they are motivated by their base salary received and their basic needs such as the need for food and drinks were satisfied. About 61.5% of workers said they are secure and safe at their job site and felt that they could not be fired at any time. Approximately 55% said

their social needs were satisfied and that they were motivated at the level of infringing benefits they got from the organization. Also, 60% said they were motivated by the nature of work and the working conditions. 85% were motivated by the communication system used in CAMPORT, implying communication between all levels and departments was satisfactory. Close to 70% saw a possibility of being promoted to a higher level of responsibility. 46.7% were motivated by the management style and strategies. This implies that up to 63.3% were not motivated by this fact. This is a call for concern for management of CAMPORT Plc. More to this, 66.7% were also for the fact that, they were not motivated at all by their esteem needs such as owning a car. Worst still, 85% were not satisfied with the way decisions of the company especially those concerning them were taken.

Generally speaking, CAMPORT workers are satisfied based on the response from the questionnaires by most of the motivational tools. There are however some of these needs which the majority of workers said they were not motivated by such as the way they participated in decision making. Emphasis will be laid on that in the recommendation of the study.

4.3 The Effects of Motivation on CAMPORT.

CAMPORT Plc management concentrates so much on motivating their employees and this is seen to be directly related to performance.

Management has instituted a system of promotion. This is aimed at motivating workers who have not received a promotion in the last four years. This is done so as not to allow such workers to feel left out in the organization and to motivate them to do better. This goes along with an increase in salary. Management is doing all to ensure that workers are motivated to increase performance.

CAMPORT productivity over the years has been fluctuating because of changes in motivational techniques. Between 2003 and 2008, turnover in terms of a million FCFA was on the increase (CAMPORT magazine 2008), with 2008 as the best business year in terms of turnover and EBIT.

Job rotation is another tool used by CAMPORT management to motivate its workers. This also helps a lot in increasing productivity because it renders the job more interesting and prevents boredom.

From the findings, it has been seen that the employees' attitudes and performance depend on the degree to which they are motivated to work with the satisfaction of their needs. This is because it can be rightly said that CAMPORT turnover reflects employees' attitude and performance. This implies that employees will behave and perform better when they are motivated to their satisfaction.

4.4 The Importance of Motivation to Camport

CAMPORT has come to realise that a motivated satisfied worker force contributes significantly to the output of the company. As such CAMPORT management does all it can to keep its employees motivated which has undoubtedly led to the achievement of its yearly objectives.

Motivation in CAMPORT has led to increased performance leading to an increased output, efficient and effective workforce, increase in skills and ability obtained from the training given to workers, positive behaviours and attitudes and good human relations (Kohn, 1993).

4.5 Motivation in Camport Plc (Factors used by the Management)

CAMPORT Plc embarks on other motivational policies which are both financial and non-financial in nature.

Firstly, there is the provision of insurance services for the worker and their family. This is up to 80% of what a worker will spend in the hospital if he/she or any member of the family falls sick. The insurance company will reimburse 80% of what is spent.

Secondly, there is 50 to 95% discount on travelling tickets to workers of CAMPORT Plc and their families. This is a good advantage to workers in case of any travelling opportunity.

Also, there are paid holidays for workers. From the findings, this factor seems to be one of the strongest motivators at CAMPORT. This is so because, it is not the case with all companies.

Training is also given to workers. Both on-the-job and off-the-job training. On-the-job training is done in the form of seminars and refresher courses (Latham, 2007). This is done about three to four times yearly. Off-the-job training is done by sending workers to other countries where CAMPORT operates, for them to acquire more knowledge and skills as per their job which takes a period of three to six months.

Also, free airtime (bonuses) is given to top management and also to flight supervisors of about 15,000 to 20,000fcfa.

The last but not the least job rotation which is a priority to CAMPORT. This is especially for the agents who work at the airport. None of them has a fixed position, it rotates from day to day. This aims at avoiding boredom. Job rotation is done and out of the country. Workers are at times sent to Malabo, Gabon to give helping hand to those other workers.

4.6 Other Findings

These findings were gotten through personal observation and records from some companies whose employees responded to the questionnaires. From these, the following were gotten.

Allowances were given to workers only on some business transactions. For example, outstation allowance, taxi fare, given during field trip assignments. These allowances are not enough for an average worker for livelihood.

Also, some companies provided their employees with bonuses, incentives and gifts depending on the profits for that particular year. Therefore, if the profits are high these motivational methods will be met. If not, the profits will have to go without. For example, during Christmas break employees will have each a bag of rice, half a carton of soap, 5litres of cooking oil if the profits of the year's sales are high but if not, they will go for the Christmas break without these things. This is not the case with CAMPORT Plc.

Again, for some companies, a nursery or a day-care is provided for lactating female staff. This helps the mother, child and the company in the sense that the mother will be rendering services to the company and caring for the child, the child will be having motherly love and the company will meet up with its demands as time will not be wasted if the mother had to stay at home and cater for her child.

On special events like Labour Day, workers are given special entertainment in celebrating that day. Others consider that the 1st of every month as a day of coming together, after the day's job, to familiarize. Some call it "happy Friday" or "happy hour" because they meet to share drinks and food and chat on every other thing except work. For CAMPORT Plc, there is a day called CAMPORT's Day in which food, drinks and other items are shared.

Furthermore, in some companies where a worker dies, it becomes the sole responsibility of the company to provide funds for his/her funeral. In the case where the worker's close relatives die the company gives the employees a leave of absence with pay.

Finally, some enterprises give a discount to their employees to enable them to purchase goods and services from the enterprise where they work.

5 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

From the study, the following findings have been realized.

A number of motivational tools such as safety needs and the possibility of being promoted motivate CAMPORT's workers. There are however some such needs which demotivate these workers such as their participation in decision making.

The management of CAMPORT Plc concentrates on the motivation of its workers through the implantation of some strategies such as issuing discount on travelling tickets for workers and their immediate families and paid holidays.

There exist factors other than financial reward policies that motivate workers in CAMPORT to perform better. Some of these include insurance, provision of training workers at least twice a year, airtime for top management, job rotation and so forth.

Also the turnover in CAMPORT was on the increase between 2003 - 2008 and it is related to the fact that workers are motivated to perform better. But motivation is not the only factor that led to this increase, other factors such as resources and workers ability also contributed.

It was also noticed from this research the CAMPORT has a poor reward system. Workers are not motivated by their reward system. They complained that "thank you" is the only reward they could get from an excellent performance.

Job rotation as mentioned above is seen to be the best motivational tool used by CAMPORT. It is done both at the national and international levels of the company. This gives employees access to be knowledgeable in all areas of the company since they rotate from one job to another, they gain experience from other jobs. This, in turn, helps the company, in that an employee can perform any task at any given time. This is mostly practised by agents (junior workers)

Training in CAMPORT is given in the form of refresher courses and seminars.

5.2 Conclusion

Employees of any organization are the backbone to the success of that organization and not just liabilities, so employers should divert from the archaic ideology of regarding workers as a mere element of variable cost but also how much these workers influence the outcome of the organization.

Also, managers should take into consideration that employees are not only motivated financially but also non-financial aspects motivate workers as well. So, employers should not only focus on financial motivational tools.

From the findings, it was realized that the decision making is so poor. This is because employees do not part take at all in decision making which did not motivate them.

Also, the reward system is not encouraging. The rewards given to workers for a job well done do not meet their expectations. These are non-financial aspects of motivation that have to be treated with care.

It is concluded from the findings that CAMPORT to an extent motivates its workers to perform better which has helped her to attain its objective of 10% EBIT (earnings before interest and tax) yearly.

From the research, it is also concluded that motivation of employees is on the increase. CAMPORT's workers also benefit multi-skills from the practice of job rotation.

On the other hand, workers needs such as esteem needs and participation in decision making have not been satisfied.

Motivation has positively affected the productivity of CAMPORT's workers. This is because it helps CAMPORT to meet its objectives.

Also, motivation is of great importance to CAMPORT because most of the work in CAMPORT is manually done, workers would not work hard if they are not motivated.

Finally, all managers especially personnel managers should adopt this principle of motivating their workers if they want their organization to improve the performance of its workers. This is so because motivation has a positive effect on productivity and efficiency, as is the case with CAMPORT Plc Douala.

5.3 Recommendation

For employees to be effective and efficient, the management has a lot to do. This is because the managers are in control of the organization's resource which employees happen to be one and for employees to be very productive, the following recommendations need to be adopted by the management:

The management need to put in place an effective reward system that satisfies the expectation of workers. For example workers should feel appreciated for a job well done. sometimes rewards such as "thank you" are not enough.

Salary increase is another aspect that the management of Campport plc needs to work on. Salary increase should go simultaneously with a promotion. workers do not feel satisfied when their promotion do not reflect any significant change on the salary. They see it as job enlargement not promotion.

Decision making is a very pertinent aspect of management. It was found out in the research that workers are not satisfied with the decision making style. I recommend a participative style of leadership where workers will also part take in some aspect of decision making especially those that concern them

Fringe benefits and bonuses also need to be rechecked. flight discounts are good but three quarter of the workers do not consider that as motivator because they barely get an opportunity to travel. Other aspects that affects the day to day activity of yhe employees such transportation should be reconsidered by the management.

The administration should set work goals for the employees and the enterprise and also provide them with the necessary resources to accomplish those goals. The employees should be fairly treated and they should be given the chance to feel a sense of belonging and encourage teamwork.

Apply effective disciplinary sanctions on employees who are not working towards the achievement of the organizational goals and objectives. They should also set specific challenging jobs as this will motivate those who have a high need for achievement as shown by the manifest need theory.

Managers, as well as employees, should respect goal setting and trust each other in order to increase productivity. There should be good interpersonal relationships as this will help management as well as employees to understand each other hence sat-

isfy their social needs. This can be done by putting in place an effective communication system where all workers are current to the organizational changes.

Lastly, employees should know their own part to be open to one another and also be honest with the management. A bad behaviour that can disturb the achievement of the organizational goals should be reported quickly in order to take corrective measures before things run out of hand. This will help to increase performance. They should be one another's keeper.

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Unpublished sources

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Figures

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Tables

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Appendices

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