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EMPLOYEE MOTIVATION AND
PERFORMANCE

Ultimate Companion Limited

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DESCRIPTION

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Abstract <p>The subject matter of this research; employee motivation and performance seeks to look at how best employees can be motivated in order to achieve high performance within a company or organization. Managers and entrepreneurs must ensure that companies or organizations have a competent personnel that is capable to handle this task. This takes us to the problem question of this research "why is not a sufficient motivation for high performance?" This therefore establishes the fact that money is for high performance but there is need to look at other aspects of motivation which is not necessarily money.</p> <p>Four theories were taken into consideration to give an explanation to the question raised in the problem formulation. These theories include: Maslow's hierarchy of needs, Herzberg two factor theory, John Adair fifty-fifty theory and Vroom's expectancy theory. Furthermore, the performance management process as a tool to measure employee performance and company performance. This research equally looked at the various reward systems which could be used by a company. In addition to the above, culture and organizational culture and it influence on employee behaviour within a company was also examined.</p> <p>An empirical study was done at Ultimate Companion Limited which represents the case study of this research work. Interviews and questionnaires were conducted to sample employee and management view on motivation and how it can increase performance at the company. Finally, a comparison of findings with theories, a discussion which raises critical issues on motivation/performance and conclusion constitute the last part of the research.</p>		
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1 INTRODUCTION

Managers within companies or organizations are primarily responsible to ensure the tasks or job is done through employees in the right way. To achieve this, these managers must ensure that they have a competent personnel department for the recruitment of the best employees that are capable to do the job. For the company to optimize employee's performance there is need for the employees to be sufficiently motivated. Therefore, motivation in theory and practice becomes a difficult subject touching on several disciplines. Although a lot of scholarly research has been written on motivation, this subject is not clearly understood and more often than not poorly practiced. On this score, to best understand how motivation can impact on employee's performance one must understand human nature. In as much as motivation impacts on employee performance, there is need to blend the appropriate motivational tools with effective management and leadership to achieve this goal.

Notwithstanding the fact that motivation is very important to determine employee's ability so do other factors such as the resources given to an employee to do his or her job. Therefore, successful work performance can arise from a variety of motives. For instance, two people doing similar jobs may both be successful for different reasons, one salesperson may be motivated by the commission earned on sales, while the other may be more concerned about meeting sales targets. This creates a nuance in the subject matter because motivation to enhance performance varies from person to person and from company to company. These are the challenges managers are confronted with in designing appropriate motivation tools that will be able to meet with the expected performance within the company. This therefore arouses more critical academic thinking within the subject area. In this light a lot of academic literatures from scholars and practicing managers have ensured to resolve this intriguing academic domain on how motivation can enhance performance.

Relevance of studies

Contemporary research and observations show that well motivated employees are more productive and creative towards achieving company or organizational goals. On the other hand less motivated employees are less performant and tend to divert from attaining organizational goals. Motivation as incentive systems are fundamental to developing capacities and to translating developed capacities into better performance

Purpose and Objectives

This study will help Ultimate Companion Limited to realize more appropriate ways of motivating its workforce to induce high performance, as well as forming policies or decision schemes to motivate employees in order to have increased performance within the company. Company's profit, growth and high performance are the main goals for Ultimate Companion limited which could achieve through appropriate motivation. Therefore employee motivation will be a condition necessary to achieve these goals. This work will equally assist in facilitating further studies by other researchers who are interested to know much on the link between motivation and performance. Furthermore, it will also assist practicing managers at Ultimate Companion Limited as well as students to obtain a broader knowledge on motivation at work. This research intends to break new grounds on the link between motivation and performance within Ultimate companion and how this knowledge can be useful within other companies or organizations.

The main objective of this research is to analyze how well some motivation can help enhance employee performance and to know the factors which actually trigger high performance at Ultimate companion Ltd. Also, to understand the different ways in which Ultimate Companion can motivate its workers. Furthermore, to establish the various aspects that could be further developed and improved in order to increase employee's performance. In understanding that the dream of most managers today is to

have a greater market share when they are in business, better performance within their company would be very necessary to achieve this goal.

Research question

The diversity of today work force presents managers with problems of substantial magnitude. Huge differences among employees in every organization and work group means that there is no one best way to deal with them. An approach that motivates some employee to perform well misses the mark with other employees. This therefore, poses a major challenge to today's managers. As such it triggers the problem question ***“why is money not a sufficient motivator for performance in a company?”***

Structure

This report has seven chapters. The first chapter is the introduction which familiarizes the reader with the research topic. This chapter also pinpoints the purpose and objectives of the study. It presents how the development of the study area is and the relevance of the study. Theoretical framework consist of two chapters: chapter two Presents' four theories on motivation as well as the role of human resource managers, performance management and reward systems and chapter three presents culture in human resource management: which includes the concept of culture, understanding of cultural dimensions and managing cultural difference. Chapter four describes the target organization, choice of method, research methods and procedure. And Chapter five introduces the findings from interviews and findings from survey. Furthermore, chapter six presents a comparison between the findings and existing theories, discussion of the results, the reliability and validity of the study. Finally, chapter seven presents' challenges face in the writing process.

2 NATURE OF HUMAN RESOURCE MANAGEMENT

Within current dispensation organizations are now realizing that their accomplishments are dependent on their capabilities to create a centre of attention, develop and hold on to talented employees. The future of the organization's capabilities to create a centre of attention, develop, and hold on to a talented work force will be a significant factor in developing a high-performance organization. Therefore, it is interesting to know that the essential elements of any organizational success in the days, weeks, months and years to come is a strategy where every employee is treated as a valuable resource. The key to sustained survival and organizational success lies not only in the rational, quantitative approaches, but more to the commitment of employee's involvement and motivation to work. (Sims 2007, 4) Human resource management as a consequence is more fundamental today for the success of any organization than ever before. The query that arises at this point is what measures should organization take to power the human resource output? Workers must no longer be considered as liabilities, rather as a vital resource which needs to be attributed greater attention and constantly developed. As organizations are becoming more cognizant of the potentials of new technologies, they must also realize the vital role that personnel play in managing the technology. (Pattanayak 2005, 13)

2.1. Role of human resource management

The main objective of HRM is to *recruit employees*, which are done essentially through; interviewing, screening and selecting the most qualified candidates for the organization. This is a far more complex activity than in previous times when HRM staff could rely on recommendations from current employees (Sims 2007, 9) Organization must decide who to select and who to reject amongst the many applicants for a job opening. Therefore, organizations use their HRM departments to select and recruit individuals who are likely to succeed on the job and this should be non-discriminatory (Thornton & Rupp 2006, 10). The HRM management carries out *training programs*,

as well as creating management programs, and contracting with outside training organizations. (Pell 2001, 8) The HRM is also responsible to develop visions and missions, determining goals, short and long term plans as well as preparing tactics to implement the plans in order to achieve the overall goals of the company. (Milligan et al. 1996, 5) Furthermore, the HRM also *directs* and *guide* the workers or individuals within the organization. This requires the HRM to have variety of skills which ensures that employees complete assigned task within the required time. (Milligan et al. 1996, 6) In most organizations supervisors make available a performance appraisal on an annual basis to assess the job proficiency of employees. Consequently HRM is involved in instigating changes as well as acting as a steady force in situations where change would be damaging. The human resources function can help the organization develop the potential to weather the changes that will keep on to be part of organizational landscape. (Armstrong 2006, 55) HRM makes adequate provisions for *compensation packages* that is wages and salaries for the workers and employees serving the organization. It includes job evaluation, wages and salary survey, determination of wage rate, determination of mode wage payment, incentive payment plans, and bonuses. (Kubr & International Labor Office 2002, 390 - 391) Employees are generally rewarded on the basis of the value of the job, their personal contributions and their performance. Although making available rewards based on the level of performance can augment employee's motivation to perform; many rewards are more generally given on the basis of the value of the job the employee is doing. However, rewards based exclusively on employee's personal contributions as a result for being a member of the organization is rapidly increasing. The appraiser for performance is not all that easy in order for the organization to compensate their employees. Therefore, the company must ensure the effective use of human resource tools to achieve these goals. Appraiser for performance must be done not only to get employees to join the organization, to participate and to perform but also to determine possible training and development needs. (Krishnamurthi 2006, 9 - 10)

Giving an employee a new and higher level of responsibility is a major decision for the company and for other personnel who will be under his or her supervision. Most companies currently use the human resource management department to identify employees' potentials for success in managerial positions in what is called advanced

management potential assessment programs. Accordingly, *promoting* as well as *layoff* is not all that easy within an organizational setting. When a company wants to reduce its workforce for economic reasons or because of changes in its structure, it is faced with the difficulties to decide who to retain and who to relieve from the company. For such strategic reasons most companies use the human resource management department to simulate their job requirements. (Thornton and Rupp 2006, 12)

2.2 Theories on Work Motivation

Contrary to Maslow's views, the short answer appears to be the fact that for the majority of people, money is clearly significant and a motivator at work. But to what extent is money a significant motivator and how important depends upon their individual circumstances and the other happiness they derive from work. The bottom line is definitely the extent to which money motivates people to work to the top of their abilities. Even though pay may still compose people tick, there are now a number of other significant influences on motivation. For a lot of people, the feeling of being recognized and valued appears more important than money in motivating them to keep on in a particular job. (Laurie 2007, 255)

Therefore, motivation has been an issue of concern in the past and has established itself as an integral part in current organizational settings. Motivation is quite complex to comprehend thus placing awareness to the fact that several factors influence employees performance in a particular organization. Reason being that, what motivates one worker will not definitely motivate the other employee within the same company. McShane et al defines motivation as "...a factor that exist in an individual which has the potential to affect the way, strength and eagerness of behaving towards work". (McShane & Von Glinow 2003, 132) The above definition of motivation has been supported by Petri & Govern, "motivation is the thought that explains the propelling force in an individual that explains differences in intensity of behavior". (Petri & Govern 2004, 16).

Motivated employees are willing to devote time to certain level of commitment for a particular objective in an organization. Certain actions which include changing jobs that employees perform, bringing down the levels of hierarchy and relegating many employees in the motivation process are significant enough to damage the levels of trust and commitment necessary for employees to perform above work requirements. Moreover, employee needs are changing as younger generations of employees have different expectations to their work than older workers. This is as a result of globalization which has made workforce variations to the complex issue of motivation. (McShane & Von Glinow 2003, 132) Many studies had been carried out on the issue of motivation. The theories of motivation seek to justify why certain employees act or do things in a certain way rather than others. For the purpose of this research I considered the following theories to be vital in this study: the Maslow's *hierarchy of needs*, Herzberg's *Motivation-hygiene theory*, Fifty-Fifty theory and Vroom's *Expectancy theory*.

2.2.1 Maslow's Hierarchy of Needs

Different scholars have put forth different explanations on how motivation can be achieved within a company or an organization. Prominent amongst them is Maslow with the theory of "Maslow's Hierarchy of needs". Consequently, Maslow in 1943 reasoned that human beings have an internal need pushing them on towards self actualization (fulfillment) and personal superiority. Maslow came up with the view that there are five different levels of needs and once we happen to satisfy a need at one stage or level of the hierarchy it has an influence on our behavior. At such level our behavior tends to diminish, we now put forth a more powerful influence on our behavior for the need at the next level up the hierarchy.

Firstly, individuals are motivated by *Psychological needs*: By Maslow this psychological needs forms the basic need for survival and this may include food, warmth, clothing and shelter. When people are hungry, don't have shelter or clothing, there are more motivated to fulfill these need because these needs become the major influence on their behavior. But on the other hand when people don't have a deficiency in those

basic needs (psychological needs), their needs tend to move to the second level where it is equally seen by Maslow as the higher order of needs. The second level is seen as the *security needs*: Security tends to be the most essential need to people at this level. This is expressed in safety in the employee's health and family. The third level of needs by Maslow was the *social needs*. When feeling secured and safe at work, employees will now place job relations as their focus that is trying to build up a good friendship, love and intimacy. As we keep moving up the ladder we will have *self-esteem needs*: This fourth level of needs by Maslow presents the recognition to be accepted and valued by others. The highest or last level of Maslow's need is *self-actualization needs*: Self actualization was to develop into more and more what one is to become all that one is competent of becoming. (Srivastava 2005, 69) Figure 1 illustrates Maslow's five hierarchy of needs

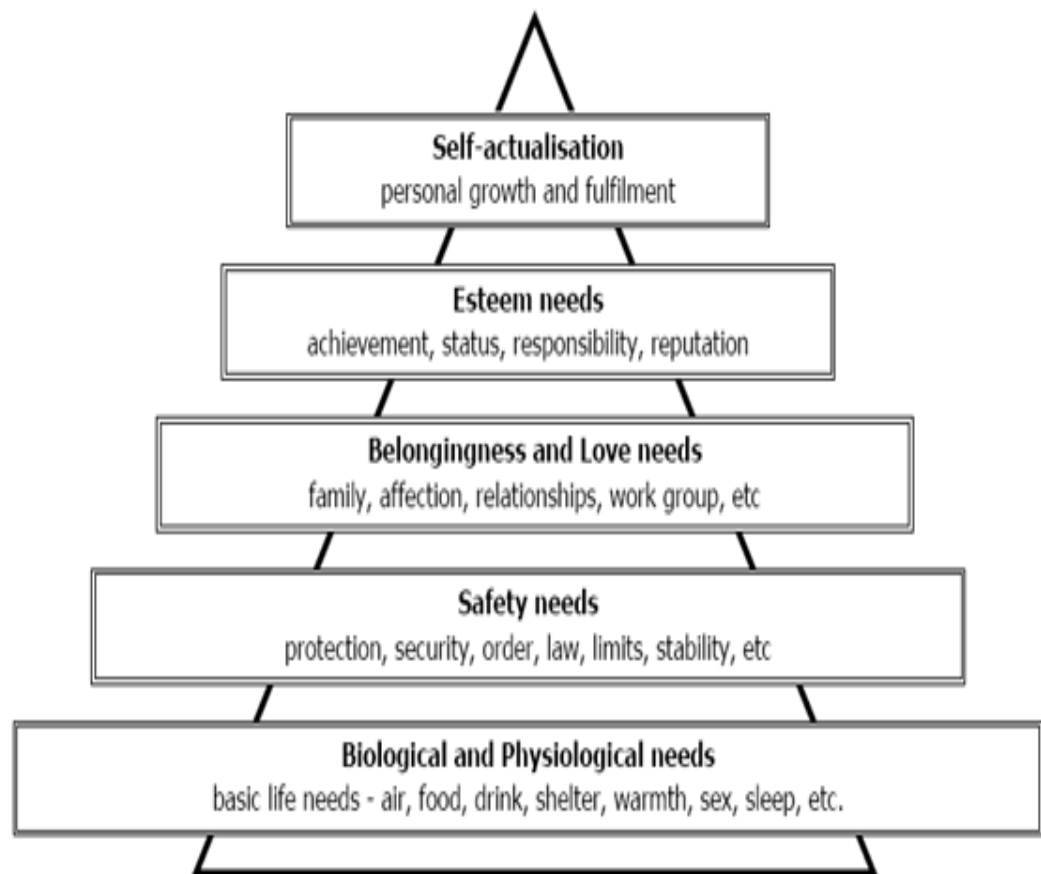


Figure 1 Abraham Maslow's

Critiques of Maslow's theory

Wahba and Bridgewell in their extensive review of Maslow's theory found little evidence for the ranking of needs which Maslow described or even the existence of a definite hierarchy. Maslow's theory has been criticized for this apparent rigidity. It is questionable whether needs can always be ranked in a simple hierarchical form. Maslow himself questions the validity of a rigid ordering of needs, because individuals are likely to have different priorities. (Needham 1999, 272)

2.2.2 Herzberg's two factor theory

Herzberg had the notion that those factors which cause job satisfaction are the opposite to those that causes job dissatisfaction. Herzberg survey was carried from a group of accountants and engineers. Herzberg in his studies came up with the conclusion that employees are influenced by two factors that are; the *motivators and hygiene factors*. *Motivators* create job satisfactions which include achievement, recognition, autonomy and other intrinsic aspects when there are fulfilled. On the other hand he came up the *hygiene factors* which will enhance dissatisfaction when they are not fulfilled. *Motivators* are those factors which provide feeling of job satisfaction at work. These factors influence the ways of work in a company; for example giving responsibility to carry an enlarge task within an organization and providing the person with the necessary conditions will lead to growth and advancement to higher level tasks. Motivators are those factors which come from within an individual that is *intrinsic*. These factors could be achievements, interest in the task, responsibility of enlarge task, growth and advancement to higher level. *Herzberg hygiene factors* create a suitable work environment though not increase in satisfaction. For instance low pay can cause job dissatisfaction which will affect employees' performance. Hygiene factors are essential to make sure that the work environment does not develop into a disgruntle situation. Typical hygiene factors are salary, working condition, status, company policies and administration. (Saiyadain 2009, 158)

2.2.3 Fifty-Fifty Theory

The fifty-fifty theory was developed by John Adair as a motivational factor that could influence company performance. From his perception fifty percent of motivation comes from within a person and the remaining fifty percent comes from the environment, mainly from people around us. This rule is not used to declare the exact proportions, but it tries to explain that, fifty per cent of our motivation comes from within us and fifty per cent from an external influence, that is, from our environment, particularly from the people around us. These observations are indicative rather than mathematical and they may differ from person to person. Within these important external factors the nature and quality of the leadership present is essentially important. Hence the tough link between leadership and motivation becomes vital to determine employee's motivation. The Fifty-Fifty rule does have the benefit of reminding leaders that they have a key role to play for the success or failure in the motivation of employees at work. Fortunately or unfortunately not all the cards are in their hands, for they are dealing with people who are self motivating in various degree. These are the challenges that confront the HRM to galvanize employee motivation with the work environment. (John 2007, 38-41).

2.2.4 Vroom's Expectancy Theory

The concept of the expectancy theory was first developed by Victor Vroom and was published in 1964. Victor Vroom offered an expectancy approach to the understanding of motivation. As a result, motivation is a product of the anticipated value to a person in an action. He perceived probability that the person's goals would be accomplished as a product of the anticipated value in an action. Thus the Vroom' model is built around the concepts of value, expectancy and force. The concept of force is on the whole equivalent to motivation and may be shown to be the algebraic sum of the products of valences and expectations Thus,

$$\text{Motivation (force)} = \text{Valence} \times \text{Expectancy}$$

Valence is the strength of an individual's preference for an outcome or goal. The strength may be negative (fear demotion or transfer to less important job) or positive (prospect for promotion). Expectancy is the probability that a particular action will lead to a required outcome. If the employee has a particular goal, some behavior has to be produced to accomplish that goal. The employee has to weigh the likelihood of various behaviors that will accomplish the desired goals and select the most successful behavior. Thus the employee's motivation according to Vroom may be augmented by changing the perception or by boosting the expectancy level through better communication and augmenting the actual reward that will result. Vroom's theory clarifies the relationship between the employee and the organizational goals and recognizes the differences between employees in producing work motivation. Furthermore, this theory is consistent with the idea that a manager's job is to design an environment for performance, necessarily taking into account the differences in various situations. Thus Vroom's theory is quite consistent with management by objectives. However, this theory is difficult to research and is confronted with practical difficulties in its application. (Bose 2004, 152 - 153).

Vroom tackles three beliefs and brings out with some clarity and applicability. Each of the beliefs deals with what employees think will happen if they put out effort to perform. The first (B1) comprises of the relationship between effort and performance, that is, (B1) is the employee's belief about the probability that effort will lead to performance. Another definition is that, B1 is the expectation that effort will lead to success. (B1) can be seen as the employee's belief about whether or not what is expected can be done. The second (B2) comprises with the relationship between performance and outcomes, that is, the employee's belief about the probability that performance will lead to outcomes. B2 can be stated in different ways, that is the employee's belief about the relationship between "what you do" and "what you get." It is the belief about outcomes following performance and the third (B3) looks at the relationship between outcomes and satisfaction. The third belief (B3) is the employee's belief about how satisfying or gratifying the outcomes will be. It is the belief about how fulfilling or worthwhile they will be. It is the belief about how much value the outcomes will have in the future when they are received, rather than what their value is now. (Green 1992, 2 - 3)

2.3 Performance management

Having an efficient performance management process and tools is essential for employee motivation for high performance. Yet this is not an adequate condition for effective performance management. The most vital issue with any performance management system is how seriously it is taken and how devotedly it is used by managers and employees. (Pulakos 2009, 103) Performance management is all about perfection, synchronizing, upgrading to create value for and from customer with the result of economic value creation to stockholders and owners. The extent of performance management is apparently very broad, which is why performance management must be viewed within an enterprise as a tool to improve on employee motivation for high performance. (Cokins 2009, 9) The effective management of performance requires a solid understanding of the performance domain. That is, understanding the duty areas and tasks that are part of the job description within a company or organization. Once you have an adequate mastery of what the job requires, you have the basis for assessing and improving performance. This is the foundation for assessing and improving performance within a company. When this is lacking it results to a missing link in evaluating employee performance and the possibility of improving on the employee performance within the company or organization. Furthermore, there is also the missing link in assessing employee's performance in relation to other colleagues within the same job description. (Robert 2003, 7)

2.3.1 Performance Parameters

Comparing performance measurement system to an instrument panel on a dashboard provides significant insights about the mix of financial and nonfinancial measures needed in a management control system. A single measure cannot control a complex system. (Anthony & Govindarajan. 2007, 462) Performance measurement could be defined as “the regular measurement of the results (outcomes) and efficiency of services or programs.” This entails the regular measurement of progress towards precise

outcome (it is a fundamental component of any effort at managing for results), a customer oriented procedure that focuses on maximizing benefits and minimizing negative cost for customers of service and programs. When performance is not measured or is measured inaccurately, those using the information will be misled and bad judgments will be likely followed. Therefore, the old saying “garbage in garbage out” provides more credence. (Hatry 2006, 14-16) Performance measurement offers general information that can be exploited for decision making purposes both for management and for all levels of employees. In this aptitude, the performance measurement system can become the instrument panel. This instrument panel is used for strategic maneuvering, day to day running of the organization and planning, implementing improvements and changes. (Andersen & Fagerhaug 2002, 7 - 8)

Conventional measures of organizational performance were financial and accounting based. Currently it has evolved into sophisticated systems which have several functions. Firstly, the financial measures as tools were used to control the financial resources of companies in order to support organizational objectives. Secondly, financial performance measures acted as barometers to indicate achievements against major organizational objectives. Thirdly, they also serve as motivators for future achievements. Furthermore, by providing a window of the past they were thought to be the influencing factors for future successes. Notwithstanding the merits of the financial and accounting measures in assessing performance, the fact that they were cost based and back ward looking provided little motivation. (Manzoni & Islam 2009, 8)

The insufficiencies of traditional finance based measure of performance prompted the search for enhanced metrics to measure performance. Financial specialists adopted measures such as; activity based cost, economic value added, the balance scorecard that has been happily welcomed and has drawn so much interest in the world of commerce as the most cited work in 1998, 2000 and 2002 at the performance measure association conference. (Manzoni & Islam 2009, 9) Economic profit, often referred to as *economic value added or EVA* can be described as the after tax operating profit remaining after deducting a charge for the capital employed in the business. (Savarese 2001) EVA could also be defined as the profit that remains after deducting the cost of

capital invested to generate that profit. (Gey 2007, 15) Economic Value Added is a specific form of economic profit that attempts to capture the true profit of an enterprise by removing some distortions from accounting profit. Economic value added is net operating profit minus an appropriate charge for the opportunity cost of all capital invested in the enterprise, that is; $EVA = \text{Net Operating Profit After Taxes (NOPAT)} - (\text{Capital Employed} \times \text{Weighted Average Cost of Capital})$, EVA is considered to be a good proxy for value creation and with a positive EVA, the firm is view as creating value for shareholders; when negative, the firm is said to be destroying shareholder values. (Spitzer 2007, 242 - 243).

Activity based costing is a methodology for understanding the activities, processes, services, and products of a business. The ABC highlights functional work areas that managers with timely actions will most likely have the greatest impact on profits or costs. Managers could attempt to reprise a product, which is raising prices for products that make heavy demands for support resources and lower prices to more competitive levels for the high volume products and services that have been subsidizing the lower volume products. They can search for ways to reduce overall resources consumption by decreasing the number of times activities are performed to achieve the same output or reducing the resources consumed to produce and service the existing mix of products and customers. This will mean applying productivity and continuous improvement programs to enhance quality, reduce setup time and improve factory layouts. When functional work area managers recognize that they have reached the point at which they can obtain the same output with either fewer staff members or fewer machines, they can simply reduce spending on those resources. (Forrest 1996, 306 - 311) The Activity Based Costing allows the organization to determine the actual cost associated with each product and service produced by the organization. Instead of using broad arbitrary percentages to allocate costs, ABC seeks to make out the cause and effect relationship between costs and activities in order to assign costs more objectively. ABC can make out areas of excessively high overhead costs per unit for specific products, services or customers. Identifying costs that do not add values focuses attention on these activities so that hard work can be directed at reducing specific cost drivers rather than cutting costs across the board. As well identifying costs associated with

particular customers or customer segment, so that unprofitable customers can be stopped from draining resources. (Spitzer 2007, 240 - 241).

However, the ABC is more costly to develop and maintain compared to traditional costing system. For example, an ABC system with 25 cost pools applied to 100 different products. The ABC in practice is used to develop the full cost of products. Full cost includes allocation of costs that are fixed (depreciation and supervisory salaries), the costs per unit generated by the ABC system does not measure the incremental costs needed to produce items, incremental information is required for decision making. (Khan & Jain 2009, 17)

Investment is an initial pay of something we value in swap for the expected benefit of getting back more than we put in. The variation between what we put in and what we got back is the return. Therefore, companies invest in order to have a return on their investment. For financial assets return includes both the gain companies receive when they finally sell them to someone else or they mature, as well as the income earned between the purchase and sale. Return is a reward for giving up the use of the capital in the interim that is $ROI = (\text{Gain from investment} - \text{Cost of investment})$. For most investments at the outset we cannot be sure of the value of the income and gains we will receive. The spectrum of instruments we could invest in provides a varying degree of return uncertainty. (Feibel 2003, 1) The most convincing approach to HRM evaluation is to compare the cost of HRM programs with the benefits derived from them. In most cases, the cost of HRM programs can be developed or monitored. Although confusion sometimes exists concerning ways to allocate specific costs, overall program costs can usually be pinpointed. (Phillips et al 2001, 8 - 11).

However, if there is underinvestment in ROI it can result in higher short-term gains but long-term decline, since ROI ignores events beyond the current period. ROI can be influenced by previous investments that have not been fully depreciated or amortized, thereby obscuring the impact of current period actions. Furthermore, ROI is not a reliable estimate for the discounted cash flow rate of return, both at individual and complete collections of company projects. (Carton & Hofer 2008, 89)

The *balance scorecard* is a set of various performance measures of a company. In addition to financial performance, a balance scorecard normally includes performance measures for customer services, innovation and learning, and internal processes. Performance measures for learning and innovation often rotate around a company's research and development efforts. For example, the number of new products developed during a year and the time it takes to bring new products to the market are performance measures for innovation. Performance measures for learning could comprise the number of employee training sessions and the number of employees who are cross-trained in several skills. Performance measures for customer service consist of the number of customer complaints and the number of repeat customers. Customer surveys can also be used to get together measures of customer satisfaction with the company as compared to competitors. The performance measures of internal processes take account of the length of time it takes to manufacture a product. The amount of scrap and waste is a measurement of efficiency of a company's manufacturing processes. The number of customer returns is a performance measure of both the manufacturing and sales ordering processes. The financial measures include income from operations, rate of return on investment and residual income. (Warren et al 2008, 332 - 333).

2.4 Reward System for Employees

An employee reward system comprises of an organization's incorporated policies, processes and practices for rewarding its employees in harmony with their contribution, skills and competence, and their market worth. It emerges within the framework of the organization's reward philosophy, strategies and policies. The reward systems of employees has arrangements in the form of processes, practices, structures and procedures which will provide and maintain appropriate types and levels of pay, benefits and other forms of reward. The reward system consists of financial rewards (fixed and variable pay) and employee benefits, which together comprise total compensation. The system also incorporates non-financial rewards (recognition, praise, achievement, re-

sponsibility and personal growth) and in many cases, performance management processes. (Armstrong 2002, 4)

An organization's reward system is the way by which it encourages and discourages certain characteristics of the employees. The most important machinery of the reward system includes salaries, bonuses and privileges. The reward system as a means to support innovation by employees is a fairly mechanical but nevertheless effective management technique. Once the members of an organization understand that they will be rewarded for such activities, they are more likely to work creatively. The initiative to provide financial and non-financial rewards to people and groups who develop innovative ideas is important for organizations. But it is equally vital to avoid punishing creativity when it does not result in highly successful innovation. (Griffin 2006, 346) Reward systems are necessary because they give preference to service over self-interest. It also means there need to be an equitable distribution of wealth. One test of equity is how well to affirm the fact that the success of the institution is in the hands of people at each level. An institution's wealth and value, in the broadest sense, is then a community creation. (Block 2005, 173)

2.4.1 Purpose of Reward

Reward system is very important in any organization as the process that is in command of human behavior within an organization. It helps to verify not only performance in relation to current goals but also influences the possibility of people joining and remaining in an organization. It also shapes the degree to which effort is directed in the development of the organization future capabilities. If correctly designed or administered, reward systems can lead to attractive behavior for a firm. On the other hand, if incorrectly designed or administered, reward systems can lead to the steady deterioration of an organization and why not its immediate demise. (Flamholtz 1996, 99)

Every company is in competition with other companies in similar businesses or in other businesses for recruiting and retaining prolific employees. For instance, two professional sport organizations may seek good candidates for front-office jobs. Two fitness clubs may require good accountants. The managers in these circumstances must keep in mind that the potential candidates are employable in different kinds of organizations. An accountant may find lucrative jobs with a construction company, a law firm, a hospital, or a university. Therefore, the managers must guarantee that its reward structure is equivalent to the market rate. An effective reward system shall enable competitiveness with those of the other firms seeking a particular kind of competency and talent which is more striking to prospective candidates. According to Lawler Company, managers can design reward systems to diminish absenteeism by linking bonuses to levels of attendance. This strategy is particularly positive in compensation for low job content and poor working conditions that cannot be improved. Furthermore, some of the jobs in facility management companies may be simple and routine and therefore may lack motivational properties. The facility manager may attempt to decrease such absenteeism by linking certain rewards to attendance. For example, the manager may set a policy of giving a monetary bonus or extra days of paid leave for an ideal or near-perfect attendance. Company's effectiveness is augmented through employee performance that in turn can be facilitated by an effective reward system. Porter and Lawler suggest that the linkage between performance and reward (that is intrinsic and extrinsic rewards) is a strong factor influencing subsequent performance. (Chelladurai 2006, 234)

2.4.2 Financial Reward

Many types of financial inducement exist. Some directly provide the employee with cash. Bonuses based on performance against budget, quality or other standards may be used as immediate financial incentives. Management rewards by bonuses have become popular in some companies as a means of providing employees with an immediate buster for completion of a project or activity. While the number of companies delivering cash awards has increased, only 7 percent actually use such rewards at present. (Ulrich & Lake 1990, 157)

Most companies make use of financial compensation plan to motivate their employees. Sales contests are short term incentive programs that can be an effective motivational tool if they are cautiously and accurately designed. A sales contest should have a precise purpose, such as to increase in sales in short term sales of slow moving products or getting new customers. The design of the sales contest should take into consideration the following points: each salesperson has an equal opportunity to win, use sales quotas and select either open ended in which unlimited number of salespersons can win. In addition to the above, closed ended contest could be use in which there are limited number of salespersons winning the contest. Prizes should be attractive, each consisting of cash prizes. At least 10 percent of the budget should be spent on sale contest, so there is an excitement in the company. Care should be taken in order that employees do not use undesirable methods such as using pressure tactics to attend their targets. In order to reduce the undesirable method is not to announce the contest period in advance. (Havaladar & Cavale 2007, 18)

High level executives of most companies have separate compensation programs and plans. These programs anticipated to reward these executives for their performance and for the performance of the company. The senior executives collect their compensation in two forms. One is a base salary as the case maybe with the staff member or professional member of the company. The base salary is a definite amount that the employees will be paid. Above the base salary, most executives also receive one or more forms of incentive pay. The conventional manner of incentive pay for executives is in the form of bonuses. The bonuses in turn are generally determined by the performance of the company. Thus, at the end of the year, some fraction of a corporation profits may be diverted into a bonus pool. Senior executives then receive a bonus expressed as a percentage of this bonus pool. The chief executive officer and president are apparently likely to obtain a larger percentage bonus than a vice president. In addition to salary and bonuses, many executives receive other kinds of compensation as well; this could be in the form of stocks. Stock option plan was established to furnish senior managers the option to buy company stock in the future at a predetermined fixed price. The idea was that if the managers contribute to a high level of the company performance, then the company stock should increase in value. This implies that

executives will be able to purchase stock at a predetermined price, which theoretically should be lower than the future market price. (Griffin 2006, 456 - 457).

2.4.3 Nonfinancial Reward

Organizations with positive ambitions could make available a framework within which high levels of motivation could be accomplished through non financial reward systems by the provision of opportunities for learning and development. But personal management skills still have a key role to play in deploying their own motivating skills to get individual within their organization to give their best performance by to making good use of the motivational systems and processes provided by the company. (Armstrong 2008, 221)

Recognition is appreciation of performance by the organization of an act done by the team or team member. In common language, it is some time expressed as “I caught you doing something right.” It is an approach of expressing gratitude for the special or extra effort done by an employee within an organization. Recognition has two essential goals: to encourage the employees or team to repeat or continue the behavior and to encourage others employees to do the same. Most team recognition plans fall into celebrating organizational objectives habitually as an event, designed to acknowledge the successful completion of important company goals. This is to create a greater awareness or to remind people of the importance of the goals achieved within the company. For instance, a division of large telecommunications company held an all hands meeting at an off-site facility to celebrate the accomplishment of their goals. (Parker 2003, 125) Recognition, either informal (oral) or formal (written remarks and events), has been the most cost effective way to strengthen required actions for performance within an organization. However, when recognition is acting in isolation of compensation and equity rewards, it’s frequently loses much of its appeal. (Wilson 2003, 330)

Feedback in particular constructive criticisms is necessary for the expansion and development of the employee. Negative reinforcement such as indicating mistakes and threatening employees with job loss, causes employees to adjust their behavior just enough to avoid punishment. It may get to produce a positive result at the job but it won't generate enthusiasm. Negative reinforcement produces responses like "That's not my job" or "I don't know." On the other hand, periodic positive performance reviews generate extra or discretionary effort on the part of the employees. Positive feedback motivates the employees to function as a team. Employees will produce responses like "I don't know but I will find out" or "That's not my job but I will find someone who can help you." Once a year discussions with employees will not produce extraordinary endeavors. (Baum & Zablocki 1996, 135 - 136)

According to Herzberg, managers do not motivate employees by awarding employees higher wages, more benefits or status symbols. Rather, employees are motivated by their own inherent need to accomplish something at a challenging task. The manager's job then is not to motivate employees to get their tasks achieved; rather, the manager should provide opportunities for people to achieve their task so that they will become motivated. (Marchington & Wilkinson 2005, 368) Moving employees through a diversity of jobs, departments or functions is particularly an excellent approach to expose the employees to challenging task. This is very suitable to employees who have been on a job for a long time and are no longer challenged by the job but rather who have a strong need for activities or change. By open-handed the opportunity to change jobs, the manager has definitely exposed the employees to new challenges and it will enable the employees to put in their best in order to meet up to expectations. (Stone 2003, 40 - 41). This therefore creates an enabling environment for greater motivation and performance within the organization.

3 CULTURE IN HUMAN RESOURCE MANAGEMENT

The concept of organizational culture, which for purpose of brevity is simply called culture, is tough to define. This complexity to a certain extent stems from the wide and diverse use of the term culture. Furthermore, the complexity to some extent is the out-

come of the fact that most culture is hidden from the eyes of beholder. It is therefore like the proverbial iceberg of which only one tenth sticks out of the water. That is why we can go by the logical biblical saying that “one knows the tree by its fruits” as a suitable explanation to fit the metaphor, to say culture produces the everyday reality of an organization. (Schabracq 2007, 7)

3.1 The Concept of Culture

Managerial behaviors to a large extent shape the culture of an organization and in turn have influence upon the effectiveness of the organization. According to Schein, organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. (Dwivedi 1995, 3 - 9) Combining the definition of Schein and, O’Rielly and Chatman in their studies; organizational culture is defined as a pattern of basic assumptions that a group has invented, discovered or developed in learning to cope with its problems of external adaptation and integration. This is presented in a system of shared values defining what is important and norms, defining appropriate attitudes and behaviors, which will guide individual attitudes and behaviors. (Pfister 2009, 36)

According to Schein, the founders of the company have traditionally a major impact on its early culture. Henry Ford at Ford Motor Company, Thomas Watson at IBM and J Edgar Hoover at the FBI are examples of individuals and organizations, who are closely linked. They have a vision of what their organization should be. Thus based on their visions, customs, traditions, and general ways of doing things within the company were largely shaped by them. Depending on the degree of successes that has been achieved with those endeavors, a strong or weak culture is created. In a strong culture, the company’s core values are both intensely held and widely shared within the organization. The more members accept the core values of the organization and the greater their commitment to those values; the stronger the culture. The stronger the company culture, the greater the influence on employee’s behavior because of the high degree of sharedness of that particular culture within the company. In addition to that, strong company culture can act as a substitute for formalization. (Dwivedi 1995, 18)

The cultural dimension is central in all aspects of organizational life. Even in those organizations where cultural issues receive modest explicit attention, how people in a company think, feel, value and act are guided by ideas, meanings and beliefs of a cultural nature. Whether there is no distinctive corporate culture it does not reduce the significance of culture. Senior organizational members are always in one way or another managing culture by underscoring what is significant and what is less significant and outlining how the corporate world should be understood. Culture is as important and complex as it is hard to comprehend and use in a thoughtful way. Consciousness and attention in culture vary between managers and companies. It is tempting to emphasize the significance of corporate culture for performance, growth and success. In the beginning of the 1980s some authors identified characteristics of excellent companies in the USA such as Peter and Waterman, and the secret behind its success. At the time of highly successful Japanese company the Ouchi, identified corporate culture as significant in the company's performance. This belief has been shaken by problems of many of the companies portrayed by Peter and Waterman as excellent some years after the publication of the book as well decreasing performance of the Japanese companies during the recent years. (Alvesson 2002, 1)

A number of studies have shown a great relationship between culture and performance. However, strong cultures that don't support adaptation can hurt the organization. A threat for many successful companies is that the culture becomes set and companies fail to adapt as the environment revolutionize. And when companies are successful, the values, ideas and practices that helped attain success become institutionalized. As the environment changes these values may become detrimental to future performance. (Daft 2009, 387) Looking at the conceptual facts to better understand the challenges and complexity of organizational culture to performance, we can now take into account the dimensions of culture.

3.2 Understanding Cultural Dimensions

There have been numerous theories and approaches developed to give explanations to cultural differences and their impact in the workplace. The most significant work was by Geert Hofstede that principally dealt with clustering countries on work related value dimensions. Between 1967 and 1973, Hofstede conducted perhaps the most comprehensive study of how values in the workplace are prejudiced by culture. His work embodies the largest and most influential effort to group countries by cultural values. His conclusions were based on a survey that asked over 116000 employees of a large multinational corporation in more than seventy countries about their values and beliefs. (Johann 2008, 5)

3.2.1 Geert Hofstede Dimensions

Hofstede took an examining research approach to build up his cultural dimensions framework. Using responses about employees' personal goals and beliefs, Hofstede and his colleagues carried out analyses in country differences and thereby identified four cultural dimensions: power distance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity. Later during his research, he included the fifth dimension; long-term/ short-term orientation. The dimensions of Hofstede are seen in greater details below.

The cultural dimension of *power distance* refers to the relationship in power inequality in a given culture. It is seen as a measure of interpersonal power and influence, which mirrors the view of the less powerful member of a hierarchy. Power distance is self-enforcing in the logic that employees in powerful positions make every effort to maintain or increase their power. On the other hand, employees with less power are moti-

vated to reduce this distance, especially if the power is already relatively small. Hofstede argues that national culture establishes the degree to which power distance is accepted and supported by the social environment. Hofstede further states that culture sets the level of power distance. To him, the tendency of the powerful in an organization to maintain or increase the power distance; is countered by the tendency of the less powerful to reduce the power distance. This in effect will lead to a natural equilibrium within an organization. The norms for differential prestige, power and wealth in high power distance cultures often are expressed by authoritarian values and support for conformity. (Schumann 2009, 63 - 64). In companies with a low power distance, the decentralized decision structure is less concentrated in an authority which projects a flat organization pyramids. Furthermore, small proportion of supervisory personnel with an ideal boss as a resourceful democrat and seeing his or her self as practical, orderly and relying on support. In addition to that, managers rely on personal experience and on subordinates whereby the subordinates are expected to be consulted. On the other hand in high power distance organization is highly centralized with a tall organization pyramid, along with a large proportion of supervisory personnel. Furthermore, managers rely on their formal rules and subordinates are expected to be told on what to do. (Hofstede 2001, 107)

Uncertainty Avoidance mirrors the resistance to change and the attitude in taking risks of individuals from diverse countries. As most projects are elements of change and involve risks, the stakeholders analysis and management activities can certainly be more complete and successful when the national differences are taken into account. Individuals from countries with strong uncertainty avoidance index are more predisposed to avoid risks, thus taking pleasure to work with tight rules and control systems which resist innovation. Team members are likely to take pleasure in task requiring precision, punctuality and hard work. They feel more secured with detailed planning and more short-term feedback. Stakeholders from weaker uncertainty avoidance index enjoy innovation, accept higher risk levels and are restful with open ended learning situations. The team members tend to resist stress better and accept work packages with lower levels of definition. Having a good combination of people from different countries in the project team allows the organization of a brainstorming exercise to identify how to win over the resistance and obtain buy-in from different types of

stakeholders. (Binder 2007, 27) The dimension of uncertainty avoidance articulates to what amount a culture feels endangered in unpredictable and unclear situations. Therefore, they try to avoid those situations through the establishment of rules, the intolerance toward unmoral ideas and behaviors. This means in a land with a high degree of uncertainty avoidance there are much more rules of conduct, written and unwritten ones. As a result the laws are stricter with much emphasis on fulfilling task correctly. (Ditzel 2007, 7)

Individualism/collectivism expresses the degree to which individuals are integrated into groups. It is used to determine the extent to which a culture values individual achievements rather than highlighting the interests of the group. Individualism implies a loosely knit social structure where people care for themselves and immediate families only. The individualism versus collectivism dimension laid emphases as important work goals in which the individual is an energetic agent and independent of the organization, rather than those in which the individual is dependent on the organization. Companies or persons with high individualism are inclined to value their personal time, freedom, independence, personal goals and pleasure. They have high need for achievement, and tend to consider that personal interests are more vital than group interests. Collectivism tends to perceive people in a group rather than individual terms, thus place the importance of group work. In addition to emphasizing group welfare, collectivist value reciprocation of favors, a sense of belonging, and respect for tradition. (Tian 2004, 20 - 21). According to Hofstede individualistic societies emphasize "I" consciousness, autonomy, emotional independence, individual initiative, right to privacy, autonomy, pleasure seeking. Collectivistic societies, on the other hand stress "We" consciousness, collective identity, emotional dependence, group solidarity, sharing and group decision. (Kim 1995, 4)

Masculinity/Femininity exposes the type of accomplishments valued by the culture. In societies where masculinity wins through for example the UK, Germany, Japan, South Africa and Italy, importance is being placed on money, material possession, and ambition, with clear distinction between male and females roles. A lot of importance could be positioned on challenges and advancement and people are encouraged to be indi-

vidual decision makers. By contrast, where femininity wins through, (for example in the Netherlands and Scandinavia) importance is being placed on cooperation, friendly atmosphere, job security, caring, quality of life and the environment, with blurred lines drawn between sex roles and greater sexual equality. Group judgment making is encouraged, and managers find it easy to pledge to the value of giving autonomy to subordinates. (Mckenna 2000, 492) Masculine environments also favor conflict and competition in the work place. Cultures that places high values on sensitivity demonstrate passive or feminine as well as negotiation and compromise. (Johnson & Turner 2003, 203)

The Long-term/ Short-term orientation which was a study by Hofstede and Bond, a fifth dimension was added to the preceding four cultural dimensions. This dimension was identified by an assessment of Chinese students by Chinese connection in 1987. It was initially called Confucian dynamism. Hofstede called it “long-term Vs short-term orientation” because the value is not restricted to countries where Confucius teachings have strongly influenced. It was anticipated to account for precise traits of many Asian cultures that had not been enclosed by the first four dimensions. Long-term orientation is the positive pole of Confucian Dynamism, which shows the tendency of being dynamic and future-oriented. While short-term is at the negative pole of Confucian dynamism, which shows the tendency of being static and oriented towards the past and the present. People with a high level of Confucian Dynamism are more willing to save money for future use. It stresses the value of persistence, thrift and sense of shame. Many Asian countries are high in long term orientation for example china, Hong Kong, Taiwan. USA, Sweden, Germany are low on long-term orientation scale. (Tian 2004, 24)

3.2.2 Trompenaars Dimensions

Culture is as well based on the time orientation in which sequential culture compels people to do one activity at a time and to pursue plans and schedules strictly. People from synchronic culture can do work in parallel, and follow schedules and agendas

loosely, with the main concern of the individual task being performed as a major rule. The representation of the human time relationship is too complex. (Binder 2007, 33) The way we reflect about time has a strong influence on how we organize our activities with others. Following Trompenaars and Hampden-Turner's categorization, cultures see time as either sequential (a series of passing events) or synchronic (where past present and future are interrelated). Western cultures often have a sequential time concept; we see the way from A to B as a straight line and therefore plan everything to follow an efficient time schedule. This is stringent forward planning or "time is money" attitude. However, in synchronic societies, the importance is on doing several activities at the same time and it is still considered normal practice. For example, a manager may be on the phone, having a conversation with someone else in the room and be taking notes at the same time. In Brazil, it is perfectly acceptable to answer your mobile phone in a business meeting. (Marx 2001, 55) Time can either be perceived as monochronic or linear, or as polychronic or circular. In monochronic cultures people do one thing after the other. On the other hand, in polychronic cultures things are done simultaneously and interactions with other people are more important than holding on to schedules. (Breitnöder 2009, 23)

3.2.3 Hall's Cultural Dimensions

Edward Hall's first three dimensions focus on the interpersonal communication patterns, specifically low and high-context culture. In low-context cultures, (for example Germany, Scandinavia, and the United States) the context is made available to the listener with little information relating to the intended message. As a result, the speaker must rely more on proving greater message precision, as well as other guarantees such as written documents and information rich advertisement. Language precision is critical while assumed understanding and body language frequently count very little. By contrast, in high context cultures (Japan and China) the context in which the message is expressed (that is, the social indications surrounding the message) is often more important in communication. Hall's second dimension in culture focuses on how people observed their personal space. In some cultures, (including those of North America, Northern Europe, and most of Asia) people tend to remain moderately far

apart when talking with each other, so as not to invade anyone's personal space. In other cultures, (such as those in Latin America and many Arab countries) people tend to stand closer together when talking or doing business, frequently touching one another. Hall differentiates between these two prototypes of behavior by denoting the first as focusing on centers of power "this is my space" and the second as focusing on centers of community "this is our space." Finally Hall advanced that cultures can often be differentiated by the manner in which employees use time in work-related activities. Some cultures (like Germany, Scandinavia, and United States) are definitely monochronic. This means that they tend to stress more on having schedules in their lives, concentration of effort on activity at a time and highly structured codes of behavior built around promptness in meetings. By contrast, polychronic cultures tend to emphasize building and maintaining human relationships and social interactions over establishing and maintaining arbitrary schedules and appointments. Such individuals tend to engage in multiple activities simultaneously, with frequent interruptions. (Steers & Nardon 2009, 131- 133)

3.3 Managing Cultural Differences

Blending to a foreign culture is said to follow a U- curve consisting of three main phases: an initial stage of excitement and optimism (the honeymoon), soon followed by a period of irritability, frustration, and confusion (the morning after), and then a gradual blending to the new environment (happily ever after). Although the certainty of these stages has been challenged, these emotional experiences are not uncommon. The strength of these reactions often depends upon the motivation and previous expectations of the expatriates. Indeed the shock of returning to a new culture can be more severe because it is less expected. Where the expatriates may have a sense of "déjà vu" when going into similar culture. On the other hand when the expatriates is going to a completely different culture he or she can feel as if he or she has never been there before; a sort of "jamais vu." The returning manager is often treated like the prodigal son than the conquering hero. But it must be kept in mind that what is considered funny in one culture does not necessarily translate to another. With more and more managers having international responsibilities, the new challenges, and skills needed differ from

those expected of expatriate managers. While there is much overlap between the demands made of expatriate managers and of those managing nationally, contrasting the two roles is instructive. That is, understanding interdependencies between different parts of the company worldwide and a wider appreciation of the impact that a course of actions in one area will have on another. This implies having a global mindset (having cognitive structures and processes) of not only wanting things to be done but also how things are being done this having maps and scripts that managers use to navigate globally. (Schneider & Barsoux 2003, 188 - 199)

Managing cultural diversity in the workplace is not just the task of the administrative manager, but of each and every person in the company to contribute to the successful management of diversity in the workplace. Managers dealing with diverse individuals must first orientate themselves towards the management of diversity. The manager can contribute to an organization's effort to manage diversity by striving for understanding, empathy, tolerance and communication. Some managers can take the basic concept of equal employment opportunity to an unnecessary extreme. They know that by law they cannot discriminate against people on the basis of characteristics such as gender and race. Thus, in following this mandate, they come to believe they must treat everyone the same within the company regardless of race or gender. But this belief can cause problems when it is translated into workplace behaviors among employees after they have been hired. People are not the same, whereas they need to be treated equitably and fairly. Thus managers must understand that differences among people do exist. Any effort to treat everyone the same way within the company, without regard to their fundamental human differences will only lead to problems. It is therefore important for managers to understand that cultural forces cause people to behave in different ways and that these differences should be accepted. Also, employees should try to practice empathy at their respective work areas and employees should try to understand the perspective of others. Empathy is the ability to put oneself in another's place and see things from that person's point of view. Furthermore, cultural diversity may magnify problems because people are afraid or unwilling to openly discuss issues that relate to diversity. For communication to work, it must be two way. (Erasmus et al 2004, 441 - 442).

4 RESEARCH PROCESS

Research could be defined as “the systematic approach to obtaining and confirming new and reliable knowledge.” (Ethridge 2004, 16) Research is a process that commence with a problem and wraps up with the problem either resolve or addressed. A research is not often conclusive; rather, it takes the structure of a spiral, as it tends to introduce new problems or areas of exploration. Research inspires further research and cannot be considered as a once-off, linear, or a static act. Speaking from a broad framework, research consists of four interactive phases: the conceptual phase, also called the thinking or planning phase, the standard element in this phase is the research problem. The empirical phase, also called the doing phase, or is the research design phase. Also, the interpretive phase or the phase where the research engages with the meaning of the study and the last phase which is the communication phase or the phase of writing the research report. (Brink & Van der Walt 2006, 50)

There are various kinds of research methods or techniques which can be opted for a project. It is vital because the use of diverse techniques will convey different results. The research thoughts usually have divers’ types which include: applied or practical research and basic or fundamental research, descriptive, exploratory, etc. The basic or fundamental to any research moves fort to acquire answers for personal interest and on the base to acquire knowledge, applied research primarily concern real world problem which focuses on finding the solutions for practical issue. (Van der velde et al 2004, 3 - 4) This thesis belongs to the applied type; it will try to find out answers to the problems related to the company, by searching for the necessary information.

4.1 Target Organization (Ultimate companion limited)

The target organization where the research on motivation to performance relationship was carried is the Ultimate Companion (UC-Ltd). It was founded in august 2007; in

Buea with its registered head office. Ultimate Companion Ltd latter transferred its registered head office from Buea to Douala (Bonaberi) the economic capital of Cameroon. Ultimate companion has the slogan “PROSPERITY FOR ALL”.

Today Ultimate Companion-Ltd operates in 5 regions in Cameroon that is the Littoral region, South-West region, and North-West region, Northern and Western region with 11 major departmental outlets. Each region is headed by a regional manager who is responsible for the management of operations within his or her region. Based on its structure, Ultimate Companion- Ltd has 3 procurement centres: the Northern region, the Western region and the North-West region.

Ultimate Companion-Ltd at this stage is involved in giving loans to small and medium size business associations, where in the small and medium size businesses benefit from very low interest rates as compared to conventional financial sectors. They also deal in the marketing of produce and networking. Ultimate Companion-Ltd is a general merchandising company that has the capacity to deal with general merchandise. For now the company has decided to invest in agricultural products which mostly come from the northern part of the country. These products are not easily accessible by small scheme traders in the southern and western part of the country. Ultimate Companion-Ltd has a well structure system with the chief executive officer, general manager, deputy general manager, finance and accounting director, procurement and marketing department, and the regional delegates. Today ultimate companion has over 25 employees under its payroll system. This research will be based on one of their major centre that is the head office in Douala.

Ultimate Companion Limited has two divisions: the micro-finance division and the produce marketing division. The micro-finance sector deals with small scheme business men and women at local and national levels. These small scheme business men and women organized themselves in groups of about 10-12 members to benefit from loan facilities. Ultimate Companion Limited is currently working with approximately 30 groups of small scheme businessmen and women. With regards to the produce

marketing, they market agricultural produce from the north of Cameroon to those in Douala as well as those in Yaoundé the economic and political capital respectively. Also, Ultimate Companion Limited has a marketing strategy whereby they buy from regions within the national territory where there are excesses and sell to those regions where the produce are not available or where there are deficits. Currently the company is trying to build external business relationship with some other prominent agricultural companies in Burma whereby they can import rice and fertilizers to supply to their customers at affordable prices. The micro-finance and produce market has a centralized financial department; by implication in relations to financial assistance all what is necessary must come from the head quarters.

4.2 Choice of Method

Many scholars have come with different methods to carry out research; nevertheless, none of the methods seems superior over the other. However, it is based on the message the researcher has to pass on in the research that will best determine the choice of the research method. Research methods are divided into two main groups that are qualitative research method and quantitative research method. During this research, a qualitative research method will be used. Van Maanen defines this research method as “the procedures for coming to terms with the meaning not the frequency of a phenomenon by studying it in its social context.” The qualitative methods was used because it best answer’s the questions of “why” through the analysis of unstructured information. This type of method may include data collection from participant observation, content analysis, conversation analysis, focus groups, and interviews. (Piekkari & Welch 2004, 7) Though qualitative research method is to assist the researchers to comprehend social and cultural contexts within which people live and what they say and do, it is equally important to note that extracting meaning from the content is time consuming and challenging. (Myers 2008, 5)

Furthermore, a quantitative approach is equally used because it is necessary to have the absolute values of certain key issues during the research. Reason being that these

values can be examined in an unbiased manner. Quantitative research method is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. (Kumar 2008, 8) In this quantitative research, the main objective measurements are taken through instrumentations rather than through human judgment. Furthermore, phenomena are studied by separating the variables into parts, exploring and analyzing selected variables, and establish the relationships among them. (Taylor 2005, 235 – 236). Though quantitative research is mostly used in large samples to carry out generalized conclusions, it will not be appropriate to roll out quantitative research method completely during this research. Therefore, the research shall be dominated with qualitative analysis. A triangulation idea will be more appropriate when demonstrating the understanding and bring out the solutions to the current issues. The concluding remarks of the qualitative and quantitative findings could have two approaches; inductive and deductive reasoning. Inductive approach of reasoning is moving from a specific situation to a generalized situation. This may take the pattern of having with the findings then researcher look for the link between his/her findings and the theory. On the other hand, by deduction reason researchers start from a general perspective and ends up with a specific reasoning. The researchers based their focus from the theory and link it to their observation. (Bryman & Bell 2007, 11-12)

4.3 Research Methods and Procedure

This study utilizes both qualitative and quantitative research method. A questionnaire and is buttressed by an interview conducted at Ultimate companion Ltd.

Questionnaire

A structured questionnaire is used in this research as a tool to acquire information on employee's attitudes for what motivates those most to achieve better performance at work. These questionnaires were made available to the employees and they had time to answer the questions based on their views at the company. The questionnaire had both opened and closed questions. Both the opened and closed questions were very

précised as much as possible so as to make the questionnaire more effective and efficient. This survey was coordinated by the regional director of the company so as to achieve its ultimate goal. The closed questions were short and direct to the point and it wasn't necessary for respondents to write much. The respondents were simply expected to mark an "X" where they feel it correspond with them most. The questionnaires was handed to the employees and the answered questions were returned at the end of their responds in a suggestion box where by their identities were not disclosed on the questionnaire. The closed questions where being graded on a scale of 1-5 which could be seen on appendix 1 with its clear meaning of the scaling. The questionnaire was divided into three main sections which are the background information, work motivation and rewards. It was developed based on the theoretical work of the thesis. These three main parts have multiple questions concerning the relationship between the employees' and the target organization. The background questions gave us some understanding on what kinds of respondent were. Common issues such as their work experience within the company, their gender distribution, the different job positions as well as knowing their age structure.

The questionnaire was designed to better understand what motivates the employees at Ultimate Companion most and questions on their promotions. Furthermore, the questionnaire examines how the company value their services, the working conditions, and to understand how their employers motivates the employees at work. In addition to that, the last section of the questionnaire was designed to understand the different reward within the company and to give a better understanding on how the employees feel or react in relation to the rewards system. Equally, questions on the essence of incentive to the employees, the ways which employees would like to see their rewards were also asked. An emphasis was made to the employees to channel their problems through an e-mail contact whenever they have doubts over certain questions on the questionnaire in order for them to have better understanding of the question and for them to answer how they felt toward certain issues.

A total of 18 questionnaires were sent out, a total of 16 were return and 2 were not return. The questions were sent to the employees through an e-mail care to the general

manager whereby he had to print the questions and hand to the employees. The respondents had a time frame of approximately 30 minutes to respond to their questions. A time frame was given to reduce the influence of other respondent over others. The interview had seventeen questions responds from the interviewees were categorized into three main groups. These main groups now have sub themes which make the understanding and reading of the report much easier. The questionnaire had a sum of thirty-five questions (see appendix 1). The results from the questionnaires were classified into three main groups. These groups had sub themes as well.

Interviews

In addition to the questionnaire more qualitative data was collected from a personal interview with two representatives from Ultimate Companion Limited. The representatives do understand the company's policies and goals; these were the human resource manager and the general manager within the company. On October 4th at 15:00 Cameroon time and 17:00 Finnish time the interview was decided by the interviewees after my proposal to take place. This interview was conducted at two different intervals and it took a total of two hours fifteen minutes. The entire interview was not proportionate due to their responsibilities and differences in opinion, the human resource manager had a total of one hour thirty minutes during the session with him. The general manager had forty-five minutes of talking time during the interview process. The idea behind the interview just as in the case of the questionnaire is to link the interview with the theoretical frame work. These interviews were being conducted with the aid of the fast and most popular media the internet "skype" calls. Notes were being taken down when the interviewees were speaking; recording could have been another alternative but due to the good sound quality I was able to get and write down the necessary facts. In addition to that during the course of the interview I kept a constant reminder to the interviewees about the purpose of the interview in order to keep them on focus.

The interview was in three main sections, the background, work motivation and rewards in a semi structured approach. Subsequently seventeen categories of questions

were developed on specific topics; these semi-structured questions were used as the interview guide (see appendix 2). The interviews started by letting managers to give brief background aspects about themselves, company, their duties and how they coordinate their employees. The next stage of the interview was more of practical issues within the company on work motivation. The questions were structured base on their personal views on work motivation and as well as from managerial perspective which read as follow “How do you assess your own motivation as a factor for high performance? How do you assess employee motivation as a factor for high performance?” Finally the last phase of the interview was on reward; these questions were on how their reward systems are and if there is need for improvement. The interview was simple and friendly with single and direct questions posse to different managers. By trying to avoid double responds in a single question was a means to make the interview simple and precise.

Results of the questionnaires on the general background information about the respondents was analyzed such as, age, full-time/part-time, gender, work experience and position. This was entered into the excel spread sheet software program which they were processed to have their respective frequency on what they represent within the company. The analysis of the research went on by examining the predisposition arising from the open questions collected. Equally, some values were used to acknowledge certain key issues which were mention in the open questions. The responds from the close questions were equally process on excel to know the précised frequency and mean of employees who exhibit a certain behavior within the company. Having the theoretical work in place and from the understanding of the different motivational theories, two different analytical approaches could be used; the inductive or the deductive approach. The approach used in this research is based on working from the finding that is from responds from the respondents to find a link with the theoretical work, and finally coming out with a conclusion by reconciling the responds with the theories. By arranging the responds into groups and later into themes makes the work easier to identify points and quotes, to give explanation to support or to contradict existing theories.

5 FINDINGS OF THE STUDIES

This chapter presents the findings of the study which comprise of the interviews and surveys carried out with the respective company.

5.1 Findings from Interviews

The findings of the interview are presented according to the themes used in the structure: background information of the interviewees is introduced, work motivation and rewards systems of employees

5.1.1 Background Information

The background information is structured in themes such as interviewees and respective duties. This section deals with the interviews conducted with the general manager and the human resource manager of Ultimate companion limited

Interviewees and respective duties

The main interviewees at Ultimate Companion Limited are males: the human resource manager and the general manager. Based on the interviews, the general manager handle's the logistics issues, the internal control of the company, putting in place marketing plan, as well as the running of the day to day activities of the company. The human resource manager participates in the hiring and recruitment of competent workers, advocate for a good working environment for the employees, evaluate and control the performance of employees, sets objectives for the employees and assign positions.

Both managers have general meeting 3-4 times in a year with their employees. The managers also schedule extra ordinary meetings with their employees if the need arises

during the year. The human resource manager has weekly and monthly meetings to evaluate the weekly and monthly activities of the marketing and accounting units.

5.1.2 Work Motivation

Work motivation is structured in themes such as manager's motivation, employee's motivation; communications, work attitude and changes develop. The interview questions are now based on personal and company opinions which will guide our focus on the main problem question on *why is money not a sufficient motivator in a company?*

Manager's motivation

Based on the interviews both managers hold the view that if managers have high salary/well paid they would be high performance in whatever they are doing. Reason being that the managers will offer full commitment in their respective duties and can pay for other personal services which might need their attention though are not connected to the company directly. With regards to the human resource manager his motivation comes from company achievement. When there is company success he can dedicate much of his time in order to achieve greater or more successes for the company.

Employee's motivation

Based on the interviews the general manager talks of good salary for the employees as well paid employees are more motivated and more disciplined. It is easier to control a company with well paid employees than when they are not well paid. On the other hand, the human resource manager sees employee motivation as based on their bonuses. The more employees have regular bonuses, the more their commitment. The hu-

man resource manager underpins the psychological state of the employee's (what they actually want) as a bolster to motivate them for better performance.

Both managers underscore the fact that Ultimate Company Limited has some motivational elements which the company implements for its employees. These tools for motivation are: having an internal promotion system for the employees, organizing workshops for the employees, organizing contest for best worker of the year, having a bonus system and having a well outline duty schedule for each and every employee working with the company. From the above interviews on employees motivation with the general manager and the human resource manager financial and other forms of motivation are necessary to increase employee's performance.

Communication with employees

The interviews on how often, essence and means of communication with employees is so vital as the general manager and the human resource manager both communicate on a daily bases with their employees. However, the general manager communicates with certain employees only on weekly bases such as the chief of centers. Both managers agreed that communicating with the employees is very vital. For the general manager communication is vital because it will enable the managers to know the different challenges that employees do encounter. Communication will help the managers in their technical planning as well as the development of new strategies. To the human resource manager it is a professional ethic to communicate with employees. He adheres to the fact communicating with employees build a good working relationship where both the manager and the employee can learn from each other. Both managers used the advance technological devices as their main means of communication that is through e-mail, phone, and online meetings with conference calls, as well as physical contacts on a one on one conversation.

Worker's attitude

Both managers pin point two distinctive areas which can influence the attitudes of their employees. These were the positive aspects and the negative aspects which they both have taken remarks of. The general and human resource managers both agreed on the positive side that, good working conditions influenced the employees to extent their duties after the normal working period. The human resource manager convincingly acknowledge the fact that the speedy attendance by the head office in listening to all complains put forth by the employees and prompt actions taken works positively to shape employees attitude. None the less, the human resource managers made a negative remark on the base salaries of employees which he considers not satisfactory. When employees efforts are not recognized it affects their attitude and out puts within the company. On the part of the general manager time factor affects the attitudes of some chief of center, there are under pressure to summit their reports within a very short period.

Changes and responsibilities at work

Both managers agreed that they have been some changes at work such as in the efficiency of the employees. As for the human resource manager there have been rise in the rate at which employees demand for holidays. Both managers equally agreed that it is the responsibility of the managers to motivate their employees at work. To the general manager this motivation can be attend via bonuses whenever the employees meet their targets. As for the human resource manager, managers can motivate the employees by talking to the employee and giving specific role for them to play within the company.

Decision making

Both managers were of the opinion that it is vital for employees to be involved in decision-making within their company. This is because the employees are closer to the clients and they can best give feedback about the reactions of clients to the services rendered by the company. This could be achieved by employee's attending and participating in general meetings thereby contributing their own ideas on how to improve customer's relationship. This creates a situation where employees become an integral part of the decision making process of the company.

5.1.3 Rewards

The idea of rewarding employees is not new in the business world that is why most successful companies have different rewards system. They know that recognizing their employees get results that range from increased productivity to high profits. Employees who feel important and appreciated by the company are more motivated. These motivated employees are more performant on their job which contribute directly to growth and productivity of the company. This is because they have the enthusiasm to go extra mile for a company to contribute their intellectual capital and are willing to stay longer on their job. This therefore makes reward an area of interest where themes such as incentive systems and reward systems are of concern.

Incentive system

Based on the interviews both managers highlight the importance of their accrued salaries being converted to stocks because this makes them to feel they are part of the company. Both managers outline that there are distinctions made on the manner in which incentives are given to their employees. The company has an internal promotion

system based on employee position and on the duration the employee has worked with the company. Those employees who have worked with the company for a longer duration are taken into consideration first. They have understood the company's policies and goals. To both managers those employees who have worked with the company for a longer period have a higher salary than the employees who are newly recruited.

Reward system

Both managers were of the view that salaries and bonuses are the major financial reward systems which the company actually implement for its employees. The general manager showcases the merits of end of year certificates awarded to workers with outstanding performance within the company. This form of reward encourages other workers to strive to reach similar goals as they will make every effort to meet similar targets as the award holders. The human resource manager acclaim the verbal and written appreciations rewarded to outstanding employees as instrumental to performance within the company. Based on the interviews the human resource manager acknowledges the publication of good performance is made available to all employees as well as a time base nominations of the best employee. Both managers agreed that they should be an improvement on the reward system of the company. The general manager suggested that it was necessary for the company to introduce a good insurance health policy for its employees. The human resource manager draws attention to the suggestions that the company should implement a risk allowance as well as an out of station allowance for its employees as part of their company policy. Table 1 summarizes the interview between the human resource manager and the general manager.

Table 1 summary of interview results

	Themes	Key findings
Work Motivation	Manager's motivation	High salary/well paid Company achievements
	Employee's motivation	Good salary Regular bonuses psychological state of the employee
	Motivational tools	internal promotion workshops for the employees contest for best worker outline duty schedule
	Communication with employee	Daily bases communication with employees By e-mail, phone and conference calls
	Worker's attitude	Positive aspects Negative aspects
	Changes and responsibilities at work	Efficiency at work Increased demand for holidays Manager's duty to motivate employees
	Decision making	Vital for employees to be involve in decision making
Rewards	Incentive systems	Accrued salaries converted to stocks for managers Internal promotion system Higher salaries for older workers than newly recruit
	Reward systems	Bonuses and salaries End of year certificates Verbal and written appreciations Publication of good performance

5.2 Findings from Survey

The survey is structured into the background information of the employees, employees work motivation and employees rewards. This is to draw an understanding between work motivation and rewards from the employee's perspective.

5.2.1 Background Information of the employees

The background information based on the survey at Ultimate companion limited would be best illustrated with a frequency distribution table below. These frequency tables will demonstrate aspects such as: genders, ages, work experience, positions and contract terms.

Genders

The frequency distribution in figure 2 shows the gender relationship in the survey seven of the respondents were females and nine were males. While two respondents were reported missing.

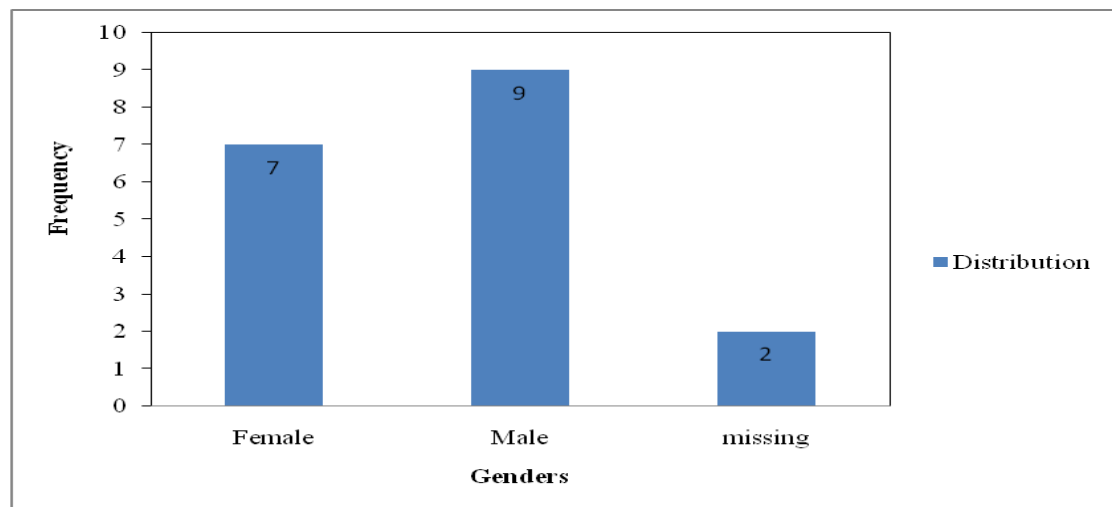


Figure 2 Frequency distribution against employee's gender

Ages

Figure 3 represents the age distribution of the respondents in the survey. The age range on the frequency distribution table ranges from 22-41. Six respondents were of age range 22-26. Three respondents were of the age range 27-31. Five of the respondents of the age range 32-36. Two respondents were of the age range 37-41 and two employees were reported missing.

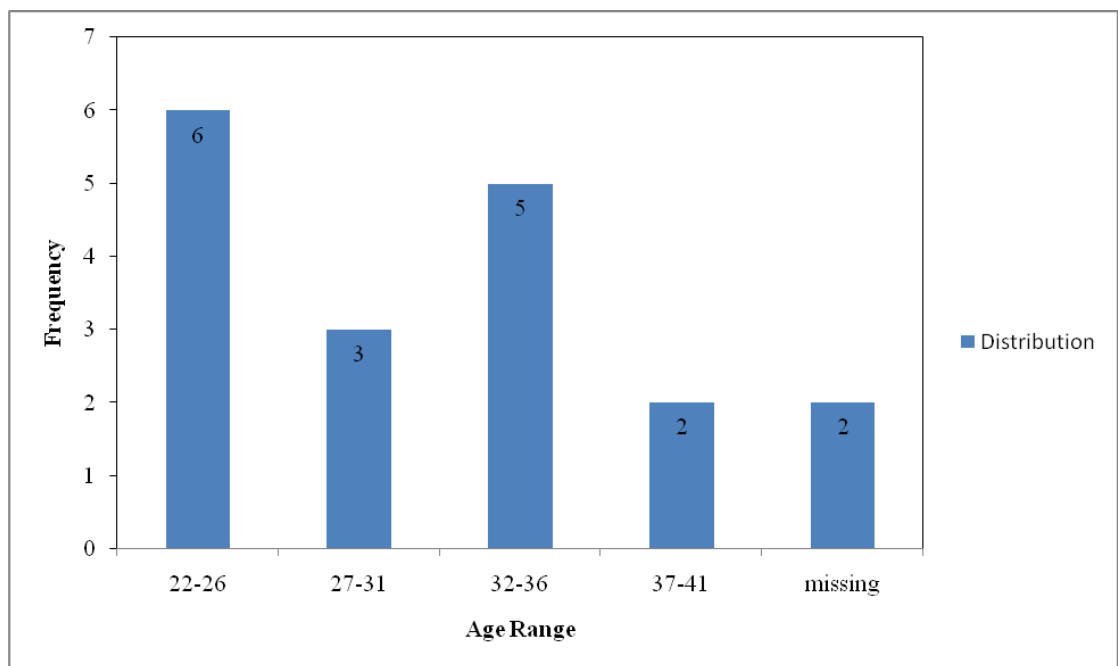


Figure 3 Frequency distribution against age of employees

Work experience

Figure 4 demonstrate the frequency distribution of the work experience of the employees in the survey. Two respondents have worked with the company for one year; seven of the respondents have worked with the company for two years. Seven respondents have worked with the company for the past three years. Two employees were reported missing.

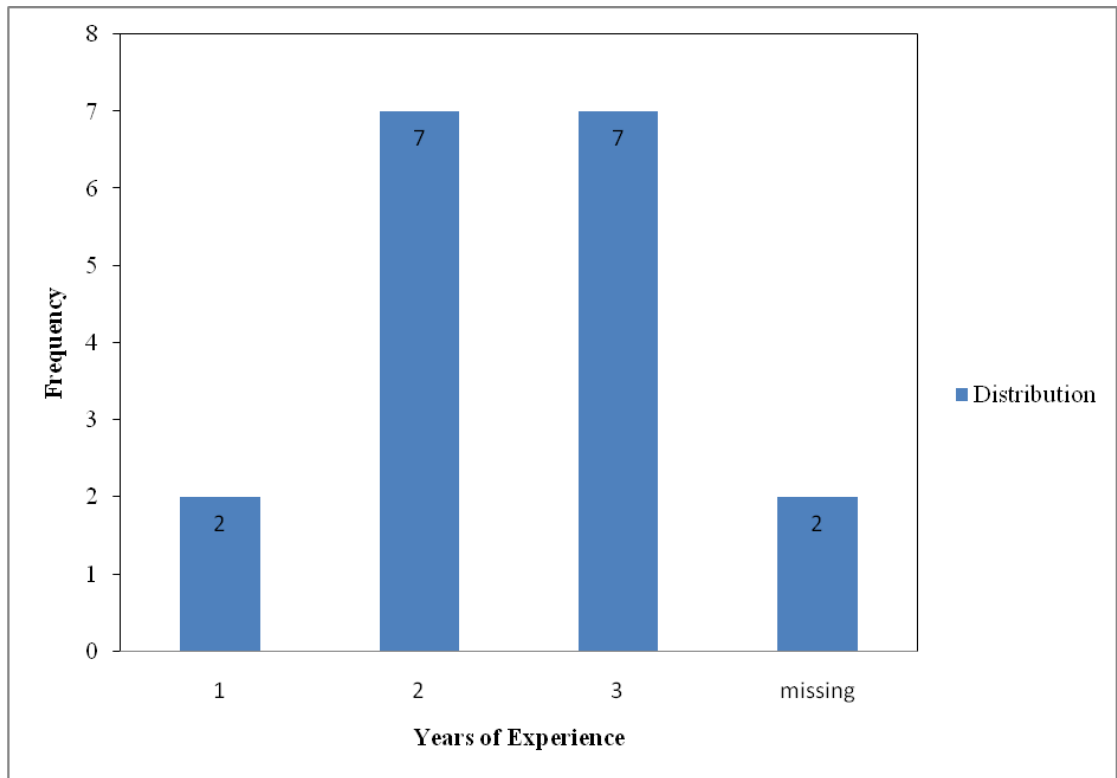


Figure 4 Frequency distribution against work experience of employees

Positions

Figure 5 illustrates the frequency distribution job positions of the employees in the survey to the questionnaires conducted at Ultimate companion limited. Eight sales persons responded to the questionnaires in the survey, one accountant, three chiefs of sectors and one assistant personnel, one secretary, one commercial director and one assistant facilitator did respond to the questionnaires. Two employees were reported missing

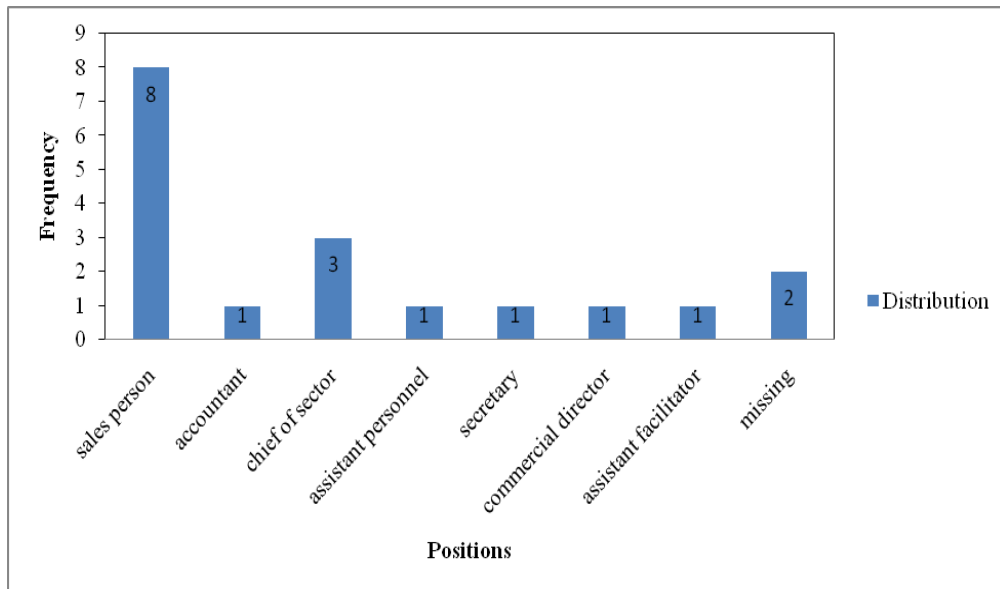


Figure 5 Frequency distribution against positions of employees

Contract terms

Figure 6 shows frequency distribution of contract terms based on the survey conducted at Ultimate companion limited. Fifteen respondents are working as full time workers. One respondent is a part time worker and two employees were reported missing.

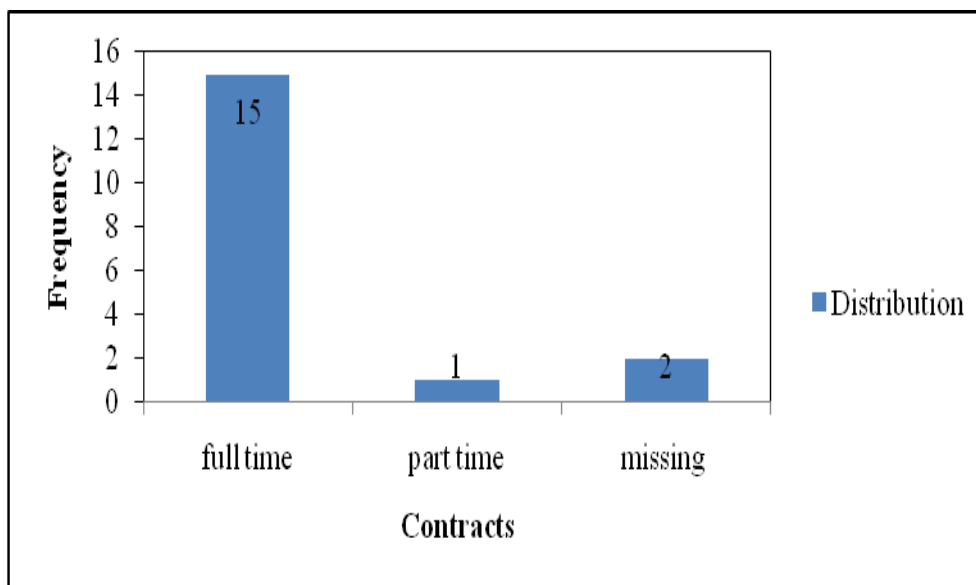


Figure 6 Frequency distribution against contract terms of employees

5.2.2 Employee's Work Motivation

From the findings of the survey employee's work motivation include the following themes; motivators, work environment, risk taking, needs fulfillment, manager's support for employees and employee's satisfactions.

Motivators

Based on the survey one respondent relates greater motivation to appreciation at work by her boss when she performs a particular task to the satisfaction of company management. On the other hand, four respondents attribute higher motivation when they understand their colleagues at work and the development of good working relationship. Three respondents were for the opinion that their motivation is as a result of the working conditions within the company. Also, three respondents were motivated based on the fact that they attend their targets at work the previous year. Two respondents were motivated based on how they could share their creativity and ability at their job area. One respondent feels highly motivated when he is working under pressure to perform a particular task within the required time work. On the other hand one respondent sees greater motivation based on how she understands the company's policies and goals. One respondent is motivated most when he is faced with different challenges at work.

Work environment

From the figure below, thirteen respondents would wish to be free to make decisions so they would have more responsibilities and three respondents were for the view that they would like to work according by instructions from the hierarchy.

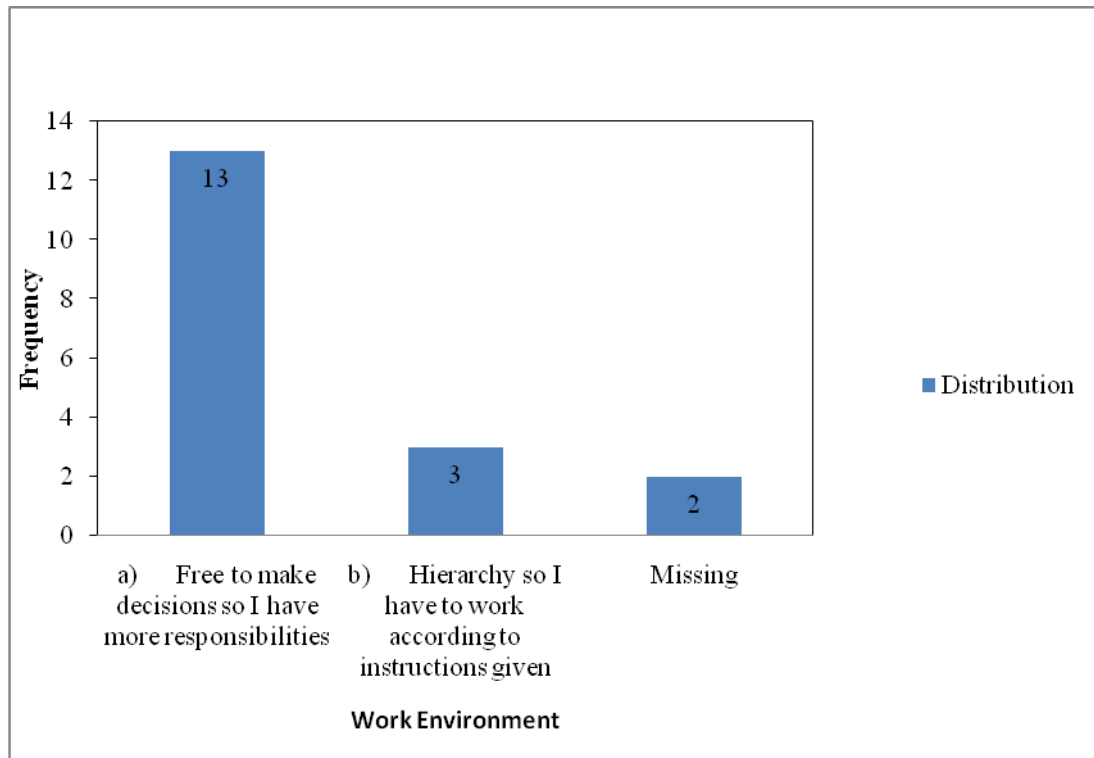


Figure 7 Frequency distribution against employee's work environment

Risk taking

From the survey six respondents strongly support the idea of taking risk in business with the philosophy that business is a risk in it self and there isn't a reason to fear taking risk. Five respondents think that it is not necessary taking risk and they don't like the idea of taking risk in business. Four respondents had a mixed feeling on taking risk; they can take risk in business only on a conditional purpose, if the risk is insured, if they are permitted and they have to plan first for the consequences before taking the risk. One of the employees did not answer the question and no view was expressed on that.

Needs fulfillment

Based on the survey fourteen respondents felt their earning from the company enables them to fulfill their basic needs. Two respondents don't think their earning from the company enable them to them to fulfill their basic need.

Manager's support for employees

Based on the survey, three respondents think their manager supports them by letting them to take some decisions and at times some of their opinions are being implemented into the company. Seven respondents held the view that manager's support comes from having work shops with employees; from the work shops they could have duty guides. One respondent regards the documentation and published company's progress for the previous year by the manager as means encouragement. On the other hand, one respondent considers assigning challenging task to him by the manager supports in the building of his creativity. In contrast of the previous respondents, three respondents hold the view that the manager has no influence on their performance. One of the employees did not respond to this question.

Employee satisfaction

Base on the responds of the employees which are represented on table 2 below it shows employee's satisfaction at Ultimate companion limited. Two respondents strongly agree, nine respondents agree, three respondents have a fair view, one respondent disagree and one respondent strongly disagree that the company has a faire promotion opportunities. With regards to promotion based on performance, thirteen employees strongly agree, three employees agree while no employee has a fair view nor disagree or strongly disagree that promotion should be based on performance. Furthermore, seven respondents strongly agree, four respondents agree, four respondents

have a fair view one respondent disagree and none strongly disagree that their job is beneficial to their career. Two respondents strongly agree, six respondents agree, five respondents have a fair view, three respondents disagree and none strongly disagree that their boss utilized their ability to full capacity. In addition, three respondents strongly agree, seven respondents agree, six respondents have a fair view and none disagree nor strongly disagree it is enjoyable working.

Furthermore, two respondents strongly agree, nine respondents agree, three respondents have a fair view, two respondents disagree and none strongly disagree that they have the possibilities to be promoted. With regards to challenging tasks, four respondents strongly agree, five respondents agree, four respondents have a fair view, one respondent disagrees and one respondent strongly disagrees that they like challenging task at work. In addition, nine respondents strongly agree, four respondents agree, three respondents have a fair view and none disagree nor strongly disagree that they are aware of the company's goals. Looking at the work conditions, none strongly agree nor agrees, seven respondents have fair view, six respondents disagree and three respondents strongly disagree with the working conditions. Also, three respondents strongly agree, five respondents agree, four respondents have a fair view, four respondents disagree and none strongly disagree that the boss is good at communicating information. Relating to employee empowerment, two respondents strongly agree, seven respondents agree, five respondents have a fair view, one respondent disagrees and none strongly disagree on managers empowering employees.

Furthermore, four employees strongly agree, six respondents agree, five employees have a fair view, one employee disagrees and none strongly disagree that they know how their success is measured. In addition, five respondents strongly agree, four respondents agreed seven respondents have a fair view and none disagree nor strongly disagree that the company value their service. None of the respondent strongly agrees two respondents agree, none have a fair view nor disagree and fourteen respondents strongly disagree that bonuses should not be part of the company's policy. Moreover, five respondents strongly agree, eight respondents agree, two respondent have a faire view, none disagree and one respondent strongly disagree that their boss recognized

their extra efforts they put in their job. Seven respondents strongly agree, seven respondents agreed, one respondent have fair view, none disagree and one respondent strongly disagree that rewards should be based on performance. Finally, none of the respondent strongly agrees, four of the respondents agree, two of the respondents have a fair view, six disagree and four respondents strongly disagree that they are happy with their salary.

Table 2 Employee's satisfaction

	Strongly Disagree	Disagree	Fair	Agree	Strongly Agree	Mean
Company has fair promotion opportunities	1	1	3	9	2	3.2
Promotion based on performance	0	0	0	3	13	3.2
My job is beneficial to my career	0	1	4	4	7	3.2
Boss utilized my ability	0	3	5	6	2	3.2
it's enjoyable working	0	0	6	7	3	3.2
Possibilities to be promoted	0	2	3	9	2	3.2
like challenging task	1	1	4	6	4	3.2
Aware of the company's goals	0	0	3	4	9	3.2
Satisfy with working condition	3	6	7	0	0	3.2
Boss good in communicating information	0	4	4	5	3	3.2
Managers empowering employees	0	2	5	7	2	3.2
I know how my success was measured	0	1	5	6	4	3.2
Company value my service	0	0	7	4	5	3.2
Bonuses should not be part of the company policy	14	0	0	2	0	3.2
Boss recognizes the extra effort I put	1	0	2	8	5	3.2
Rewards should be based on performance	1	0	1	7	7	3.2
Happy with salary	4	6	2	4	0	3.2

5.2.3 Employee's Rewards

Employee rewards are very vital as a tool of motivation and it has a strong influence on work performance in a company. Therefore the finding on employee's reward within the survey is categorized in themes such as; the essence of incentives, bonuses and salaries, company celebrations, other rewards, tangible and intangible rewards.

Essence of incentives

Based on the survey nine employees acknowledge the fact that the essence of incentives is to keep workers busy and to promote hard work within the company. While two employees see incentives as to keep workers on focus, incentive is some sort of reminder bell for employees to optimize performance and benefit from it. On the other hand, one employee acknowledges that incentive is to create competition between workers in order to get the best performance from them. Besides the above views, one employee in the survey value incentive as a means to maintain good and highly qualify workers in a company. Furthermore, one employee in the survey considers incentive as stimulus which makes him to lost focus on his social activities thus paying more attention to the company rather to his personal life. One employee considers the essence of incentives as to boost the professional morals of workers. Lastly, two employees in the survey see incentives as a parameter to encourage the act of creativity from the workers.

Bonuses and salaries

From the survey eleven employees believe their salary is more important to them than bonuses as this is regular and certain. Also, five employees deem their bonuses are more important than their salary because they can increase their earnings, and there will be greater competition at work for them to benefit from these bonuses.

Company celebrations

Based on the survey, twelve employees responded that company celebration is important when the company has achieved desired target objectives. This will be an indication to let employees be aware of the fact that they are on focus, sign of company appreciation to the staff. It gives the opportunity for co-workers to interact most closely to each other, and it boosts the moral of employees. Four employees acknowledge that company celebrations are not necessary to them. The company should put their re-

sources on gainful company activities, and company celebrations don't acknowledge individual efforts.

Other rewards

From the survey, five employees felt promotion is the most important form of reward if the wages are certain they would like to have position of responsibilities. One employee accepts profit sharing would be the most important reward system. Ten employees admit recognition would be the most important form motivation which could be in the form nominating the most outstanding worker or awarding certificates to outstanding workers during the year. These awards would serve as a reminder for us to always keep in mind what the company expects from their employees.

Tangible and intangible rewards

Tangible and intangible rewards are another form of reward which was considered during the survey. In the survey, eleven employees prefer tangible rewards than having intangible rewards. These employees had the notion that each time they have a look at their tangible reward it motivates them to work harder. Also, they like to justify their hard work with something more visible which calls their attention to the achievements that yielded them this reward. One employee feels intangible rewards are better in order to keep her motivated at work than tangible rewards. Four employees rates tangible and intangible rewards as being the same as their main purpose is to motivate the employee. Table 3 summarizes the findings from the survey.

Table 3, survey summary on employee rewards and work motivations

	Themes	Findings
Employee's work motivation	Motivators	Appreciation from the boss Colleagues collaboration Working conditions Meeting target Sharing creativity Being under pressure
	Work environment	Free to make decision Receive instruction from hierarchy
	Risk taking	It is good taking risk They don't like the ideas of taking risk Taking risk if insured
	Need fulfillment	Earnings enable Earnings don't enable
	Manager's support for employees	Letting employees to take decision Having duty guides Assigning challenging task
	Employee's satisfaction	Fairness in overall satisfaction
Employee's reward	Essence of incentive	Keep workers busy Promote hard work keep workers on focus Create competition To retain workers Boost professional morals
	Bonuses or salaries	Salary more regular Bonuses increases competition
	Company celebration	Creates employee awareness for development Creates room for more interaction Not necessary
	Other rewards	Promotion Profit sharing Certificates
	Tangible and intangible	Need something more visible Intangible are better Both are the same

6 DISCUSSION AND CONCLUSIONS

This chapter intends to show the link between the findings and the theoretical work. Furthermore, the discussion of the results will be included in this chapter. And finally the assessment of the reliability and validity of this research work shall constitute the last part of this chapter.

6.1 Comparison of the main Findings with Previous Studies

People have different needs and these different needs make them to behave in different ways. Majority of the respondents agreed that when well paid their motivation to work for better performance increases. As an employee the salaries will form the bond that will keep them closer with the company. When this need is achieved it will trigger another dimension of thinking to realize another achievement. This perception is in accordance with Maslow's hierarchy of needs which is termed the basic needs. (Srivastava 2005, 69) In addition, looking at the findings we note that majority of the employees are based on a permanent contract. That notwithstanding, the employees have the possibility to be promoted within the company. This has boosted the security mentality of the employees and has created a conducive work environment for the employees. The employees are now aware of the fact that they have a long contract with the company and will definitely increase their motivation for higher performance. This is to justify the next needs of Maslow's hierarchy that is the safety needs. (Srivastava 2005, 69) From the findings the psychological state of the employee has a major influence on their motivation. Within this category are collaboration with other employees and frequent company meetings. These attributes creates a friendly working environment which gives rise to higher motivation at work. By visualizing Maslow's hierarchy of needs, we realize these attributes will support the belonging needs. (Srivastava 2005, 69) In addition, letting employees to partake in decision making for the company and employees are free to make decisions for the interest of the company will enable the employees to have an additional motivation. The utilization of the employee ability, free to make decision at their job area and valuing their services further

buttress the theoretical understanding of esteem needs put forth by Maslow. (Srivastava 2005, 69) As the lower needs are fulfilled it gives the employees additional confidence at their job environment. It therefore triggers the desire for the achievement of company targets which is understood by Maslow theoretical assumption of what he terms self actualization. This is the highest level need in the hierarchy of needs as put forward by Maslow. (Srivastava 2005, 69)

Based on the findings and looking at the mental process of the employees, higher wages for employees will spur their motivation for higher performance. When employees are appreciated when they perform their task in the right manner it stimulates motivation for greater performance. Furthermore, employees who have served the company for a long period are more motivated for they have in mind the renewed confidence in management policy that they will be given consideration for internal promotion opportunities first by the company. Their long term commitment with the company will yield them in future higher position this keeps them more motivated. These findings are underscored by the main assumption in Victor Vroom expectancy theory which states that motivation is a product of the anticipated value to a person in an action. Here the anticipated values are the possibilities of higher salaries and promotion possibilities which the employee anticipates due to longevity of service. (Bose 2004, 152-153)

From the findings, some employees are motivated when they meet their target goals while other employees are more motivated when they are working under pressure. Yet, other employees were more motivated when they have challenging task. Furthermore, some employees enjoy working in a company where they have job satisfaction. The above findings are consistent with Frederick Herzberg two factor theories for motivation. Herzberg contends that employees are influenced by two factors: the motivators. (Saiyadain 2009, 158) Moreover, some employees still considered a better pay will arouse their motivation at work. On the other hand some employees considered company policies such as contest for best worker, end of year certificates for outstanding employees, internal promotion system and the publication of good performance within the company as aspects which trigger their motivation for high performance. Further-

more, most the respondent are motive when there are operating in a favorable working condition which include: having daily communication with the boss to note their progress, having a verbal and written appreciation from the boss will increase their motivation for high performance. Therefore, these survey finding are underpinned by the theoretical consideration of Frederick Herzberg hygiene factors. To Herzberg, these hygiene factors will enhance employee dissatisfaction if not fulfilled. (Saiyadain 2009, 158)

The survey findings shows that majority of the respondents are more motivated when they take part in general meetings and are given the opportunity to contribute their opinion on the overall company policies. The findings equally illustrates that it is the responsibility of the managers to motivate the employees which creates an enabling ground for high performance within employees. This view has a direct correlation with John Adair's fifty-fifty theoretical reasoning on how employees can be motivated for higher performance within a company. John Adair presupposes that fifty percent of motivation comes from within a person and the remaining fifty percent comes from the environment. To him, within these external factors; the nature and quality of leadership within a company is very important . This therefore justifies the fifty-fifty theory of John Adair. (John 2006, 38-41)

Employee's motivation for better performance is so vital in order for the company to attend its goals. The management of the company should understand the diversity that exists within the company. To summarize this finding, employees at Ultimate companion limited have an overall fair job satisfaction. The employees are not satisfied with their current salary situation at the company which illustrate that financial motivation is important within a company. The finding equally shows that majority of the employees are motivated most to perform when they receive non-financial reward. Also, majority of the employees show a great intrinsic value for higher performance. Finally, the management at Ultimate companion limited should not stick to a single motivational strategy in order to achieve greater performance from the employees.

6.2 Reliability and Validity of the Study

Reliability is a statistical measure of how replicable the survey instrument data are and the explanation of its accuracy. Reliability is present if the research has no random errors. Unlike validity, it focuses on the consistency of the results. In addition, reliability is a necessary but not sufficient condition of validity. (Lehmann 2009, 8) The reliability of this research is very good based on the fact that during the survey two questions were not answered. This implies that the respondents actually understand the questions. The data collection was not based on the management views only but the employees equally presented their opinions. The response rate was significant which gives more credibility to this research. Furthermore, the survey questions were directly linked to the theoretical frame work of the research and it equally gives an adequate answer to the problem question raised in this report.

6.3 Analyses

The subject matter of this research work –motivation and employee performance is central to managers/human resource department within organizations and companies. This is because well motivated employees have greater performance and this is translated through greater productivity and the quality of services rendered. In essence, greater productivity and the quality of services rendered by a company or organization have a direct bearing on the profit margin of a company. What has aroused greater thinking within the research world is how best employees can be motivated in order to achieve greater performance. Therefore, scholars, researchers and entrepreneurs have seen theories put forth in an attempt to explain how best employees can be motivated in order to achieved greater performance. This takes us to the problem question in this research topic *why is money not a sufficient motivator for better performance in a company or organization?* In a bit to give an explanation to this question Ultimate companion limited was used as a case study to illustrate how employee's motivation can impact on performance.

From an academic and practical stand point, motivation is a dynamic and challenging concept. This is because what motivates one employee may not necessary be a motivator to another employee within the same company or organization – (an intriguing issue in the contemporary business world to managers and human resource department). Yet to many, money is clearly a significant motivator at work. The extent to which money is a significant motivator depends on individual circumstances and the happiness employees may derive from money and its effect on performance. On another breath it is a subjective evaluation, for it doesn't tells us whether all about motivation and performance is centered on money.

Maslow, Herzberg, John Adair, Vroom have presented theories in an attempt to explain on how motivation can best be achieved within a company or organization. To Maslow, the answer is very simple and lies within his hierarchy of needs. He postulated that there are five different levels of needs and once we happen to satisfy a need at one stage or level of hierarchy it has an influence on our behavior. Therefore, our behavior tends to diminish at that level of achievement and we now put a more powerful influence on our behavior for the need at the next level up the hierarchy. Maslow was highly acclaimed in his explanation of what triggers motivation most. Yet, he lost sight of the fact that human needs are not hierarchical and can not be generalized within a society or company. Basic needs may differ from person to person, community to community, region to region, and develop and less develop world. Furthermore, he did not explain how these needs can be achieved that is whether financially or through some intrinsic values within a person. Nevertheless, his contribution on what can trigger motivation for performance is commendable as he identify the existence of human needs and the desire to be motivated to satisfy these needs. Herzberg on his part used the two factor theory to explain how motivation for greater performance can be achieved. To him those factors which cause job satisfaction are the opposite of those that cause job dissatisfaction - motivators and hygiene factors. The motivators are those factors which provide the sentiments for job satisfaction (intrinsic) and they come from within an individual. On the other hand there also the hygiene factors which creates a suitable work environment (extrinsic). His explanation acknowledges the fact that motivation is more dynamic in his classification of intrinsic an extrinsic values. Money amongst other things is important to trigger motivation for high per-

formance. In other words money is insufficient in explaining what triggers motivation for high performance. That notwithstanding the two factor theory by Herzberg was bias in its assessment for his survey was carried out within a group of accountants and engineers. Companies or organizations are more diverse cutting across different disciplines and cultural background.

The fifty-fifty theory by John Adair illustrates how motivational factors could influence company performance. His theory was underpinned by the fact that fifty percent of motivation comes from within a person and the other fifty percent from the environment mainly from people around us. To him individuals are self motivated (motivation from within or inner motivation) and externally motivated (the quality of leadership). This explains the fact that in as much as financial motivation can come from leadership the inner self motivation may not be influenced by money thus creating a situation where money alone will not optimize employee motivation for better performance. Finally, Vroom came up with the expectancy theory to the understanding of motivation. To him motivation is a product of anticipated value to a person in an action. According to him motivation is increased when the expectancy level for an action is high. The practical application of this theory is difficult as expectancy varies from person to person. However, from the theoretical perspective what is important is the fact that money is a motivator and not the only motivator. For managers and human resource department to optimize employee performance within a company or organization it is important to use the monetary incentives alongside the other incentives (both financial and non financial).

It does not only suffice to motivate employees but it is equally very important to use the performance management process to evaluate employee motivational level. This will create an opportunity for management to review employee motivation in relation to performance. Where performance is low, management needs to put in place other strategies for greater motivation that will enhance performance. Here the performance management process is a gauge which evaluates how motivation influences performance both at individual as well as on the overall company or organizational level. Notwithstanding the weaknesses inbuilt in the performance management process,

companies or organizations should not ignore it where it can be adequately used. It guides management to evaluate the extent to which motivation impacts on performance. This creates opportunities for management to review the motivation policies where the results are not satisfactory or maintain the motivation policies where the results are satisfactory. The outcome of performance management process will give management a sound judgment of individual employee performance rating as well as the overall company performance rate.

The performance management system creates an opportunity for the management and the human resource department to structure its reward system for employees in the most efficient manner. Here, the company reward system determines what motivates employees best for greater performance and its application within the company. Therefore, from both an academic and professional perspective, motivation for greater performance is multidimensional that is why any reward system that motivates employees for greater performance must also be multidimensional as well. The thrust of this argument stems from the fact that reward systems that can impact on performance are both financial and non-financial. This takes us to the problem question why money is not a sufficient motivator for greater performance? To give this problem question greater clarity, culture in human resource management equally exerts an influence on motivation for greater performance. For instance, an employee from an individualistic culture will be less performant within collectivist cultural business or organizational milieu. Furthermore, Trompenaars' dimension equally highlights the impact of culture on performance. Sequential culture compels people to do one activity at a time and follow schedule strictly to optimize performance while with synchronic culture people can work in parallel and follow schedules and agendas loosely to optimize performance.

The case study in this research work Ultimate Companion Limited Company has the slogan "Prosperity for all" which signifies that the prosperity of the company is important, so too is the prosperity of the employees which can be achieved through the motivational instruments within the company. The company must analyze how well some motivations can influence employee performance and identify those factors that can

trigger higher performance most. Questionnaires and interviews were conducted with employees and management to get their views on what they consider motivator and how it improves on their performance level. In essence their views could be summaries into financial and non financial motivators as well as tangible and non tangible. These includes: High salary, regular bonuses, the psychological state of the employee, internal promotions, workshops, contest for best workers, duty schedule of task, work attitude, change of responsibilities, decision making, incentive systems and reward systems. These views are both theoretically founded and practically backed. What remains unevaluated is the appropriate combination to come out with the most motivating attributes for higher performance. As in the world of social sciences greater dynamism is required and considerations must be taken to come out with an objective standard. This is to avoid a situation where what motivates one employee may not necessarily motivate the other.

6.3 Development and further studies

Based on the findings of this study, it seems Ultimate companion should not only assumed that money is the ultimate motivator for high performance within their company. In addition, Ultimate companion could use the idea profit centre. By profit centers it implies that managers have to drive the sales revenue generating activities as well as controlling costs driving activities. Furthermore, the company could implement individual rewards. Further research can be taken in the area of “the role of unions in employee motivation”. Also, “the impact of leadership on employee motivation”

6.5 Conclusions

Employee motivation and performance is very central in the management of employee within a company or organization. This is because it has a direct bearing on the company productivity or quality of services rendered. This intends has an impact on the company profits and continued existence. As a consequence, management most continuously put in place a veritable motivational structure so as to achieve greater performance. Due to the importance of motivation on employee performance within the

business, it has led to a lot of academic writings. This branch of social science has posed a lot challenges to scholars, researchers and entrepreneurs.

Because of the complexity and dynamism of this academic discipline, researchers have attempted to give a theoretical explanation on how best employees can be motivated and how this can lead to higher performance. Although these theories have extensively duel on how best employee motivation can lead to higher performance; we most lost sight of the fact that theories cannot exhaustively explain human behavior and how best employees can be motivated to achieve higher performance. This is because theories are ideological and sometimes abstract and may aim at satisfying the curiosity of researchers. That is why theories must be purposefully used with a guided focus. Therefore the application of theories in social science must be well guided and the relevant parts of the theory applied to achieve the intended desire in motivation for high performance by a company.

The interviews and questionnaire in this report creates a practical link between the theoretical assumptions and the practical reality on how best employees can be motivated for higher performance at Ultimate Companion Limited. This creates a realistic behavior on employee's attitude to motivation and performance within the case study in question. The case study equally creates a link between the topic and the problem question, that is, why is money an insufficient motivator for high performance. This is a direct consequence of human behavior which certainly is affected by many factors. The dynamism of human behavior creates a dynamic approach to answer the problem question in this report. Therefore, money is a motivator but money alone will not adequately or exhaustively solve the problems of motivation for employee high performance in a company – Ultimate Companion Limited.

7 CONCLUDING REMARKS

This thesis was a design to understand employee's motivation from the human resource management perspective. It would be unrealistic to say this project never had

challenges in the course of writing. This topic of study became an area of interest after the completion of the course on human resource management. With the development of interest when in this course when I did human resource management, I started to collect relevant literature on this subject area interest. It wasn't all that easy to have the relevant theories that will be applicable to this research area. Since I gave myself enough time from the moment I develop an interest in this area study, I went to the library to read extensively on this subject area. With such extensive reading I was able to have the relevant theories and material to begin this research.

The research process was easy initial phase. When the final write up phase began it was more complex from what I had in mind. But with the assistance from the supervisor, it was much easier to know what each stage of the writing entails. Having progress plan is not enough to enable the writer to meet up with appropriate timing with the thesis. Doing the right things alongside the progress planner will enable the writer meet up with each date limit. However, the entire research was an interesting processing with much concentration from the researcher and basically a coordinating orientation from the supervisors.

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APPENDICES

Appendix 1 Questionnaire

Motivation evaluation

I am a student of Mikkeli University of Applied Sciences and this questionnaire forms part of my bachelor's thesis. I am doing a survey on employee's motivation to company performance at Ultimate Companion Ltd. You could answer the questionnaire by completing the blank spaces with precise answers.

BACKGROUND INFORMATION

1. Gender

a) Female

b) Male

2. Age

3. a) Full time

b) Part time

4. Position

5. How long have you been working for the Ultimate Companion Ltd

WORK MOTIVATION

6. What motivates you most at work?

7. What do you think about taking risk?

8. How does your job enable you to fulfil your basic needs?

9. How does your employer encourage you to work?

10. I prefer my job environment to be(Please select one)

- a) Free to make decisions so I have more responsibilities
- b) Hierarchy so I have to work according to instructions given

REWARDS

11. What do you think is the essence of incentive to you?

12. Do you think bonuses are more important than your salary why?

13. Are company achievement celebrations important to you why?

14. What other reward aspect beside wages do you think it is important for you?
Why?

15. Do you perceive tangible and intangible rewards equally? Why?

Could you answer the questionnaire by rating the following statements by ticking only one appropriate box on the side of each question, where 1= strongly disagree, 2 = Disagree, 3 = fair, 4 = Agree, 5 = strongly agree, which best corresponds with your opinion.

What is your opinion for the following	Rating Scale				
	WORK MOTIVATION				
My company provide fair promotion opportunities	1	2	3	4	5
Promotion should be based on performance	1	2	3	4	5
My job is beneficial to my career	1	2	3	4	5
My boss allows me to have my ability fully utilize	1	2	3	4	5
It's enjoyable to go to work	1	2	3	4	5
I have the possibility to be promoted in my work	1	2	3	4	5
I like more challenging task at work	1	2	3	4	5
I am well aware of the company's comprehensive goals	1	2	3	4	5
I am satisfy with the working condition	1	2	3	4	5
My boss is good in communicating information	1	2	3	4	5
It is essential for managers empower employees	1	2	3	4	5
The company value my service	1	2	3	4	5
I am happy with my salary	1	2	3	4	5
REWARDS					
I know how my success was measured	1	2	3	4	5
Bonuses should not be part of the company policy	1	2	3	4	5
My boss recognizes the extra effort I put at work	1	2	3	4	5
Rewards should be based on performance	1	2	3	4	5

If you have any questions related to the study, you can contact akahwiliams@yahoo.co.uk

Thank you for your responds

Appendix 2 Interview questions

A. BACKGROUND INFORMATION

1. Can you brief me a bit about your organization?
2. What is your position within the company?
3. What duties do you carry out?
4. How often do you have general meetings with the employees?

B. WORK MOTIVATION

5. How do you assess your own motivation as a factor for high performance?
6. How do you assess employee motivation as a factor for high performance?
7. How often do you communicate with employees?
8. Are there motivational tools? If yes, please list
9. Do you consider it important communicating to the staffs? How?
10. What factors affect the attitude of workers either positive or negative?
11. Have you realized any changes in employee performance in the past two years?
12. Would you encourage involve employees in decision-making? How?
13. Is it the responsibility for the manager to motivate the employees? How?

C. REWARDS

14. How is the incentive system for the managers' structure at your company (bonuses/stocks)?
15. What types of differences exist in the motivation of an employee who has been for a long time with the company and those who have just arrived?

16. What type of reward system you have in the company?
- a) Financial
 - b) Nonfinancial
17. Is there any need for improvement for the reward system?