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ASSESSING MOTIVATION AS A TOOL TO ENHANCE EMPLOYEE PERFORMANCE

Case; New Life Enterprise

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ABSTRACT

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One of the most important goals of every organisation is to have employees who are highly performing and are motivated to work at all time. Achieving this dream has been cumbersome because of dynamic and complex behaviour of workers. The subject matter of this thesis aims to analyse effective ways through which employees can be motivated so that high performance will be attained within the company. Therefore trained and skilful managers should handle such tasks.

To have a deeper meaning of what employee motivation really is, five theories of motivation were taken into consideration. These theories include; Hierarchy of needs theory, Two factor theory, The carrot and stick theory, Reinforcement theory and Theory x and theory y. There was an analysis in the relationship between employee motivation and performance. Furthermore, the views of some managers in leading companies in the USA, Asia and Scandinavia on motivation were considered. In addition, this thesis also examined how cultural values and differences influence employee motivation based on Hofstede's value typology.

New Life Enterprise represents the case study where an empirical study was conducted. Questionnaires were designed and interviews conducted to get first hand data concerning the opinions of the employees and manager on how motivation is practised in New Life Enterprise. After an assessment of the theories in relation to the empirical study, the results obtained uncovered the fact that most elements of motivation were neglected by the management of New Life Enterprise which could have been in action to constantly stimulate employees. Recommendations were made which will enable the management of New Life Enterprise to adjust its motivation structure such that workers needs are effectively met thereby motivating these workers to put in their best.

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1 INTRODUCTION

Employee motivation is the degree of commitment, creativity and energy workers in a company bring to their jobs. It does not matter whether the company is growing or dying, designing ways to motivate employees should be a major concern for managers. Employee motivation seems to be chaos in small enterprises or businesses because the owners always have in mind that they have spent many years to build such businesses and as such they find difficulties delegating meaningful responsibilities to others. However, entrepreneurs should be aware of the pitfalls of low employee motivation in small businesses. For the past years, it was assumed that motivation is generated only from outside but recent studies have shown that the most significant motivating forces are from within individual employees because each individual carries within him or her distinct set of forces which when identified and triggered, they became motivated.

1.1 Background of the study

In most enterprises around the globe, employees remain one of the greatest resources. This is true because they actually combine the other resources to produce the final output expected by the company. The efforts of employees can be directed, intensified or even perpetuated with a proper implementation of the concept of motivation. Motivation is a very important phenomenon that must be seriously looked upon even though some managers usually consider it as costs to their companies and turn to neglect it. However, motivation is evident in our daily life experiences; the way schools encourage students through the award of scholarships or the commissions given to workers when they meet certain standards set by managers.

Motivation refers to those intrinsic and extrinsic elements that determine an individual's attitude towards doing something. Many contemporary authors have defined the concept motivation. According to (Mullins. 2007, 250) motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others and why they continue with the chosen action.

Inspiring high levels of employee output is an important organizational issue and managers keep looking for a solution. For instance, for the past four years employees in new life enterprise no longer have enthusiasm for work. Workers do no longer have the willingness to put forth their best to meet goals and expectations of the management. In addition to this problem, the managers still holds very strong believe that money is sufficient for stimulating employee performance.

1.2 Purpose and Objectives of the study

This study will be helpful to the management of New Life Enterprise to understand more appropriate methods of motivating its work team to induce high levels of performance as well as decision making within the scope of management. With a pool of highly enthusiastic employee, achieving growth and also attending high levels of profitability constitute the main goal of New Life Enterprise which can be actualized with the help of a motivated team of workers. This piece of work will equally enhance further studies for other researchers who would like to get to the depth of understanding the bond that exist between motivation and performance. This work will assist the practicing manager of New Life Enterprise to have a broader view on how to develop an enthusiastic workforce.

The main objective of this research is to assess how efficient motivation can be used as a tool to enhance employee performance and to know those factors which can stimulates employees to develop the willingness to work harder in the enterprise. Having in mind that most managers nowadays seek for higher company growth and profitability, a more enthusiastic and performing workforce could make this goal achievable.

1.3 Methodology

Both qualitative and quantitative approaches where used in this research work. The qualitative approach is generally exploratory which covers the entire management of New Life Enterprise. This enabled the researcher to understand the role management plays with regards to employee motivation in the enterprise. Quantitatively; figures where used to analyze the reactions of employees based on the approach of motivation practiced by the enterprise in order to gain an insight of the underlying problem, reasons and opinions with regards to the said topic. Equally, a structured questionnaire made up of both close and open ended questions. The closed ended questions had a scale of 1-5 and were short and precise so the respondents were not expected to write much but rather just marking a circle where they felt it is compatible with them most. The manager was interviewed on Skype for 40 minutes where he spoke briefly in response to the questions asked by the researcher   A questionnaires of thirty two questions further classified into themes (see Appendix 1) was   for employees.   A total of 30 questionnaires were sent out answered and returned. The questions were sent to the employees through an email care of the manager which were then printed and handed to employees. The respondents had a time frame of 30 minutes to respond to the questions. After answering, the respondents returned the questionnaire in a suggestion box without exposing their identity. Books, articles, internet sources, and different studies from recognized authors are also reviewed for this

research work. Analyses of results are done based on different motivational theories, models and ideas within the scope of Human Resource Management.

2 MODELS AND THEORIES OF MOTIVATION

Managers within companies and establishments bear in mind that they are responsible of making sure that employees carryout their duties correctly. In order to meet this objective, managers with the help of their personnel department ensure that only the best candidates who are able to do the job are selected during their recruitment exercise. For organizations to ensure optimization of employee performance there is need to adequately motivate these employees. However, it is also important to note that even though quality performance could be as a result of sufficient motivation there are other factors which also determine the quality of motivation. For example, the quality of tools used by employees to carry out their duties. Motivation can vary from person to person in effect, what may motivate worker "A" may not be a motivating factor to worker "B" in the same job. For instance in shoe manufacturing company, two workers may have quality performances based on different motives. One could perform well because of commission given based on production of extra units while the other is motivated because of the fringe benefits at his or her disposal. Considering the above scenario, it could be justified to say that motivation varies from person to person even though on the same job. Because of this complexity of human nature, designing an efficient motivational tool pose a challenge to managers.

There are several models of motivation. Some contemporary authors came out with the following. The traditional model is associated with F.W. Taylor and other management thinkers who believed that workers are motivated when their monetary desires are satisfied Taylor established one of the earliest motivational models   with results obtained from his research conducted in a car assembly industry (Mullins.2007, 255.)

The human relation model is pioneered by Mayol and Roethlisberger is of the view   that the social relationship between management and employees is very necessary in employee motivation. The human resource model is spearheaded by Maslow after opposing the concept of human relation model that it was a manipulation of employees they argue that workers are motivated with job satisfaction, achievement and meaningful work. (Management Study Guide, 2015.)

After a series of research and studies, reality shows that motivation has been an issue of concern whereby every employer or manager has in mind the willingness to maximize positive behavior that boost employees enthusiasm for work to full scale. However achieving this objective is quite challenging because of the dynamic nature of human beings .Several studies have been carried out on the issue of employee motivation. The theories below are prone to explain the pillars and fundamentals of employee motivation and provide a rationale why some workers behave in certain situation different

from others. For the purpose of this research, the researcher considered the following theories to be indispensible.

2.1 Hierarchy of needs theory

Maslow (1908) introduced the Neo-Human Relation School which focused on the psychological needs of employees. Maslow put forward a theory that there are five levels of human needs which workers need to fulfill at work. These needs are classified in a hierarchy and therefore only when a lower level of need is satisfied would a worker be motivated by the opportunity of having the next need up the hierarchy satisfied. For example , a person who is hungry will be motivated to achieve a basic wage in order to buy food before worrying about a secured job contract .Maslow went further to explain that once a need has been satisfied it will cease from being a motivating factor.
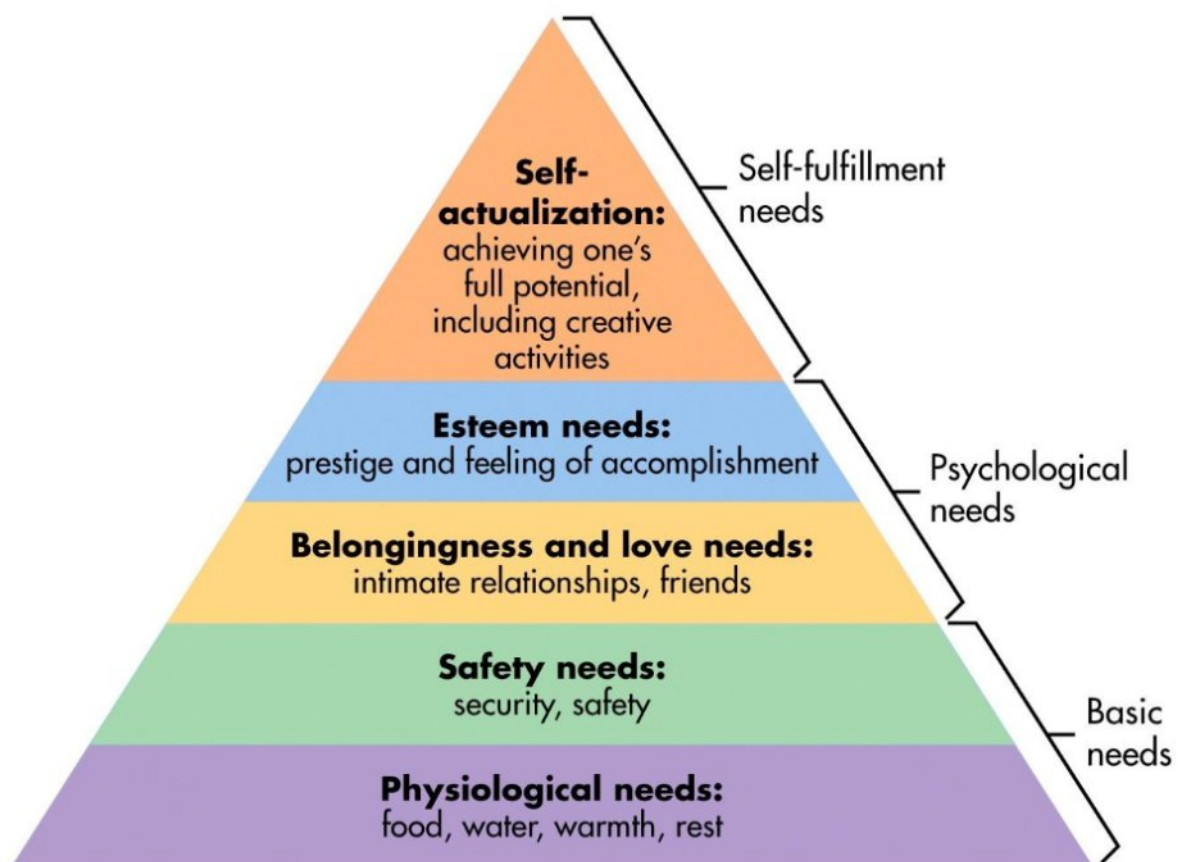
GRAPH 1. Depiction of Maslow's Hierarchy of needs (Adapted from 21st century 2015)

Psychological needs. These include those needs that are necessary for life such as food, shelter, clothing, sleep, sex, warmth etc.

Safety needs this include the need for security, an environment that is free from danger and threats.

Social needs, this refers to the need for affectionate relationships, status within a group.

Esteem needs. It refers to the need for self-respect and respect for others

Self-actualization needs. It explains the need for self-fulfillment

Organizations should therefore offer different incentives to workers in order to help them fulfill each need and hence progress up the hierarchy. Management should therefore understand that workers are not all motivated the same and do not all move up the hierarchy at the same pace. By implication, management should offer a slightly different incentive from worker to worker (Mullins .2007, 258-260.)

2.2 Theory x and theory y

Mc Gregory (1960) formulated theory x and theory y which suggest two aspects of human behavior at work. One of which is negative called theory x and another which is positive called theory y. According to McGregor, the perception of managers on the nature of humans is based on some assumptions. Theory x assumes that intrinsically workers do not like work and always try to escape. Since employees do not like to work, they must be persuaded, compelled or warned with punishment in order to achieve organizational goals. In such a condition, managers adopt a dictatorial style of leadership. On the contrary, theory y underpins the fact that workers like work which is as natural as rest or play. Workers exercise their physical and mental efforts toward work without any threat. Employees may not require any external control and coercion to work but rather they use self-control if they are dedicated and sincere to meet up with organizational goals. If the job is rewarding and satisfying then it will make employees to be committed to the organization. (Management Study Guide, 2015.)

2.3 Two factor theory

(Herzberg . 1968, 53-62) propounded the two factor theory also known as the hygiene theory. Hertzberg stated that there are certain satisfiers and dissatisfies for employees at work. He deduced his theory from the question "what do people want from their jobs ? " he asked people to describe

situations they felt exceptionally too good or too bad about their jobs, he concluded that the opposite of satisfaction is not dissatisfaction and also that removing dissatisfying elements from a job, does not necessarily make the job satisfying. Hertzberg stated that that the presence of certain factors in an organization is natural and the presence of the same does not lead to motivation but their absence will lead to demotivation. In similar manner there are other factors which their absence causes no dissatisfaction but their presence has motivational effects. To Hertzberg motivational factors include the following:

Growth

Job advancement

Responsibility

Recognition

Achievement

He also identified some factors that lead to dissatisfaction which he referred to as hygiene factors as the following:

Company policy and administration

Work condition

Salary

Security

Relationship with supervisor

2.4 "The carrot and stick approach"

Bentham, a British philosopher whose ideas were also developed in the early years of the industrial revolution says that all people are self-interested and are motivated by the desire to avoid pain and find pleasure. Any worker will only work if the reward is big enough or the punishment is sufficiently unpleasant. This metaphor the carrot and stick relates of course to the use of rewards and penalties in order to induce a desired behavior. It comes from the old story that to make a donkey move, one must put a carrot in front of it or dab it with a stick from behind.

Despite all the researches on the theories of motivation, reward and punishment are still considered as strong motivators. Bentham argues that the problem with this approach is that since carrot refers to money and if one gets it easily, it is thus simple as follows; if a donkey is put in a pen full of carrots and another person stood outside the pen with a carrot in hand, will the donkey be encouraged to came out of the pen? The "stick" in the form of punishment such as loses of income, reduction of bonuses,

demotion or some other penalty has continued to be a strong motivator yet it is admittedly not the best kind because it often gives rise to defensive and retaliatory behavior. Whether managers are first level managers or executive, the powers of their position to give or withhold rewards or impose penalties of various kinds gives them the ability to control to a greater extent, the economic and social wellbeing of their subordinates (Bentham, 2013.)

2.5 Reinforcement theory

Suggestions came up   that the behavior of individuals is a function of its consequence. This is also based on the 'Law of Effect' as such, individual behaviors with positive consequences tend to be in a spiral and those individual behaviors with negative consequence are never repeated. This theory developed by Skinner, 1953 focuses totally on what happens to an individual when they take an action thereby ignoring the inner feeling and drives of individuals .thus this theory stipulates that the external environment of the organization must be designed effectively and positively to motivate employees. This theory is a strong tool for analyzing and a controlling mechanism for individual behaviors. Managers use the following methods for controlling the behavior of subordinates

Positive reinforcement: This means presenting a positive response when an individual illustrates a positive and necessary behavior .For example, immediately congratulating an employee when he or she completes a task within a stipulated time .This will increase the probability for an outstanding behavior to occur more frequently. Rewarding is also a positive reinforcement but is necessary if and only if the employee's behavior improves.

Punishment: This on the other hand explains that the positive consequence should be removed so as to lower the possibility for occurrence of an undesired behavior

Extinction: This involves the removal of any form of reinforcement or reward for a particular behavior. For example, if an employee no longer receives praises for work done, he or she may start thinking that his or her behavior is not generating any fruitful consequence eventually such an employee will be able to toe the line and behave properly

The managerial implication of this theory explains in details how an individual learns new behavior as such, managers must learn to let workers know if they are doing something right or wrong (Management Study Guide, 2015.)

2.6 Motivational views

After conducting an analysis, studies has shown that the concept of motivation is practically implemented by managers and supervisors differently in the different parts of the world. The main reasons for such differences are the difference in cultures history religious and political ideologies of these parts of the world. This illustration was done using most of the best performing companies in the United States and Scandinavia.

United States of America.

Meghan Casserly a staff of FORBES interviewed some CEOs of the top leading public companies in USA asking them what they do to keep their employees motivated at all times.

The chief executive officer of one of the best performing companies in the USA Annie's CEO John Foraker expresses his opinion as being in line with the Human Resource Model of motivation. He explains "even though competition becomes keener and cost of production increases , I am capable of keeping in track 106 employees" and that "Annie is a mission driven business and because of our mission driven approach ,we attract just the highly skilled and highly engaged people who intend to make a difference in the world. As a result, most workers are motivated as they are aware of the common values and missions of the company as the actually see their efforts furthering the success of the company beyond just simple financial matrices. Pay benefits are also important but being bound by a common higher purpose is motivating to our employees" he said.

The CEO of Questcor Pharmaceuticals Don Bailey , in his opinion ,for workers to be stimulated to put in their best , workers should be looked upon as equals "listen to them and have sincere respect for what they do and understand that they have families as well" .Bailey follows what is known as the Human Relation Model of motivation .

Behrooz Adbi , CEO of InvenSense supports the Human Resource Model .He claims that getting the vision of the company through the organization is his biggest asset as far as employee motivation is concern. He says "sharing the vision, empowering the team to execute the vision, celebrating their wins and communicating more is a vital element for employee motivation".

An American based establishment Sturn,Ruger &Company completely dives into monetary aspect of motivation .The CEO Mike Fifer in 2015 conducts what he described as profit sharing. He says "we allocate 15% of pretax profit every quarter to profit sharing as a result, every worker now pays attention and are driving together towards the same direction". Basically, such a method takes some years to get fitted into the company as pe se the traditional model of motivation.

The president of Portfolio Recovery Associates (PRAA) Steve Fredickon, is of the fact that his workers perform their best when they are given a daunting (difficult) task alongside appropriate

resources .He gets out of their way after allocating such resource and task and let them do the job while monitoring progress and the end result. (Master class, 2015.)

Motivation in Scandinavian region

Research shows that very high importance are attached to corporate goals in Scandinavian countries thus classifying this region as a femininity society where the distinction of men and women roles are minimized as illustrated by the Hofstede's typology in 2001 .Most COEs in Scandinavian regions follow the infamous law of Jante which stipulates that success of a team is more important than individual accomplishment .In general ,team work is the main idea in the Scandinavian working culture. Brian Chesky , co-founder ,CEO of Airbnb articulated in his well circulated medium post about retaining core values 'when the culture is strong, you can trust everyone to do the right thing .People can be independent and autonomous. They can be entrepreneurial. And if we have a company that is entrepreneurial in spirit. We will be able to take our next (wo) man on the moon leap'

The Scandinavian model of management is described as flat model of management whereby managers are removed and teams are created such that individuals feel some degree of responsibility. As a result these teams rely on members for contribution of knowledge and ideas.

More so, the fact that vacations are encouraged and not just offered makes workers to feel that management care about their welfare and they are eventually motivated.

There is high appreciation of efforts of team members no matter how small it may be. This pushes workers to do more. (Larsen, 2014.)

3. EMPLOYEE MOTIVATION

Organizations can achieve their goals and objectives effectively only through the help of harmonized efforts of it members and it is the task of a manager to get things done through people. Some managers may lack ideas on how to design and successfully implement motivational programs that will create an efficient work force to improve performance. However, managers in collaboration with their employees should identify the individual characteristics of each employee with regards to work related attitudes. Workers tend to do their best when their work environment makes them feel valued or where they get a pat on the back (Mullins, 2007.256).
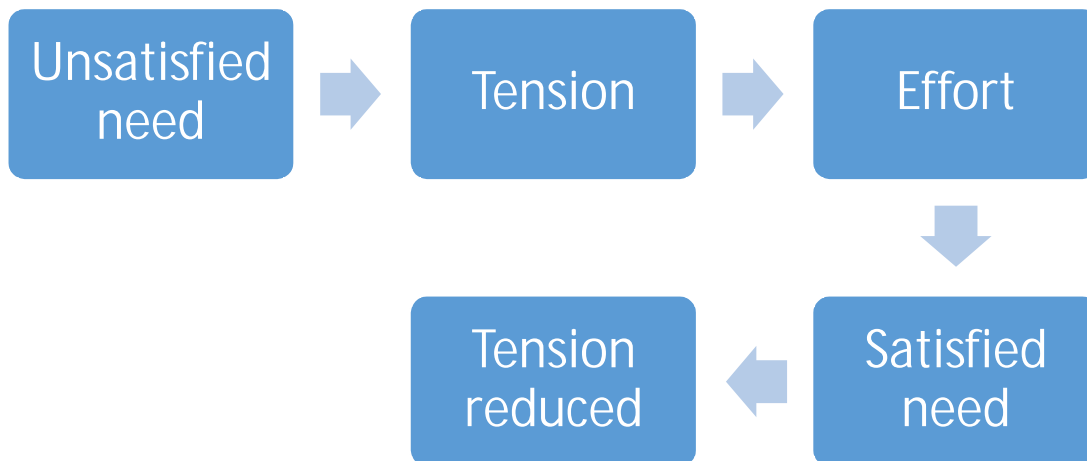
3.1 Concept of motivation

In spite of the enormous research, the subject of motivation is not clearly understood and more often than not poorly practiced. To understand motivation one must understand human nature itself and there lies the problem. Many contemporary authors have defined the concept motivation. Buchanan and Huczynski (2007) claimed that motivation is a combination of goals towards which human behavior is directed, the process through which those goals are achieved and the social factors involved. (academicjournals.org, 2013). Understanding human nature is a very complex task but an understanding of this is a prerequisite to effective employee motivation.

Furthermore, motivation can be structured into intrinsic and extrinsic motivation whereby intrinsic motivation is referred to as the doing of an activity for its inherent satisfaction rather than for some separable consequences or reward a good example can be seen when missionaries set out for evangelism. The phenomenon of intrinsic motivation was first acknowledged within experimental studies of animal behavior where it was discovered that many organisms engage into exploratory, playful and curiosity –driven behaviors even in the absence of reinforcements or reward. Intrinsic motivations in one point of view exist within individuals but in another sense, it exist in the relation between individuals and tasks. People are intrinsically motivated for some activities or tasks but are not for other activities. Equally, not everybody can be intrinsically motivated for a particular task or activity .Because intrinsic motivation exist in the nexus between a person and a task, some authors have defined intrinsic motivation in terms of the task being interesting and others have defined it in terms of the satisfaction a person gains from intrinsically motivated task engagement. Extrinsic motivation on the other hand refers to the performance of an activity because of the eventual consequence or to attain a desired outcome. For example, an employee may decide to work effectively because he or she wants to avoid sanction from a boss or supervisor. In effect, the employee is doing the job not because it is interesting but rather because he or she is aware of the sanction that will come if the work is poorly done –Equally, an employee can decide to improve on his or her effectiveness in

performing a particular task because he or she knows that increased performance will lead to an increase of pay or salary. Therefore this employee is extrinsically motivated in both scenario (Richard & Edward, 2000.)

Motivation being the force that drives an individual towards the achievement of a particular need or desires, one must be able to understand the basic process and the concepts involves.

(Robbins & Decenzo 2004), motivation undergoes the following process which is depicted on the diagram below;

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┌─────────────┐     ┌─────────────┐     ┌─────────────┐
│ Unsatisfied │ ──▶ │   Tension   │ ──▶ │   Effort    │
│    need     │     │             │     │             │
└─────────────┘     └─────────────┘     └─────────────┘
                                               │
                                               ▼
┌─────────────┐     ┌─────────────┐
│   Tension   │ ◀── │  Satisfied  │
│   reduced   │     │    need     │
└─────────────┘     └─────────────┘
```

GRAPH 2. Motivation Process (Adapted from Robbins & Decenzo 2004, 280)

The diagram above explains that, within the process of motivation, a worker first of all feels an unsatisfied need (motive) after which tension arises because he or she feels disturbed about the unsatisfied desire this individual then directs his or her efforts towards the satisfaction of that particular need

Efforts here imply the person's behavior towards the satisfaction of an unsatisfied need. The ability of an individual to satisfy his or her needs depends on the intensity, direction and persistence of his or her efforts. When the efforts have led to the satisfaction of the need, tension is reduced.

Performance being a function of motivation of employees has become a crucial factor for the success of companies in today's world. According to (Anonymous,2004) Performance management are those activities that are put into place to continuously judge the behavior and activities of workers to ensure that goals are constantly being met in an efficient manner. A comprehensive performance analysis system can provide the basis for key managerial decisions such as those relating to allocation of duties, pay empowerment, promotion training and development needs. It is also important that members in an organization know exactly what is expected of them and the yard stick by which their performance and results will be measured. The appraisal of employees can take either formal or informal approach. With informal approach, the appraisal of employees is done by the manager concern following secrete records kept by the manager

himself. While with formal approach, appraisal is carried out semi-annually, annually or even monthly by the manager following prescribed procedures.

3.2 Correlations between motivation and employee performance

According to (Anonymouse, 2004) Performance Management includes all those activities that are put in place to continuously judge the behavior and activities of staff to ensure that goals are consistently being achieved in an efficient manner. Performance management is therefore a crucial activity of the management of human resource. A comprehensive system can provide basis for key managerial decisions such as those relating to allocation of duties, pay, empowerment, promotion, training and development needs. It is important that members in an organization know exactly what is expected of them and the yard stick by which their performance and result will be measured. Despite the benefits of Performance Management, the effectiveness of the system heavily depends on the quality and reliability of assessment as such, there should be regular review of performance and elimination of bias.

Research has shown that employee performance is an outcome of the behavior of that employee. The nature of such behavior depends on some variables which are both internal and external .In relation to work related behavior, for an employee to develop a positive mindset (behavior) towards work, there should exist a pushing force which compels that worker to do so.(Maslow 1908). Suggested in his psychological needs theory that there are five levels of needs classified in a hierarchical order and that only when there is a possibility to achieve a particular level of need on this hierarchy before a worker will have within him or her a burning desire to work harder so as to meet such needs.

In addition, when workers illustrate poor behavior towards work, eventually their individual performances will drop. This is justifiable with the Two Factor Theory brought forward by Herzberg which was deduced for the question "What do people want from their jobs". His analysis were conducted from different industries in Pittsburgh area of America where workers were asked to describe situations they felt exceptionally too good or exceptionally too bad about their jobs. The outcome was that workers performed well when they felt good and their performances dropped when they felt bad about their jobs (Mullins. 2007, 261.)

Skinner, 1953 also came up with his view that workers behavior heavily depends on a pushing force and the degree to which the force is being exerted on behavior determines performance. Skinner's Reinforcement theory is can be referred to as behavior molding, in effect good or positive work related behavior which leads to improved performance are encouraged while negative or bad work related behavior are discouraged with punishments. According to Skinner, 1953 in case of bad work related behavior, the degree of punishment will transform bad behavior to positive behavior which will eventually step up performance. (Management Study Guide, 2015.)

There exists an indirect relationship between employee motivation and employee performance because employee motivation determines work related behavior and work related behavior determines employee performance.

3.3 Cultural values that influence work motivation

For decades now, the theory on work motivation designed by western cultures has overlooked culture and its potential effects on motivation. However there have been knew intercultural experiences created by the advent of globalization. Culture is sometimes known to be a shared meaning mechanism. Research has shown that once a group has learned to hold common assumptions about adaptation to the environment and its members respond in similar patterns of perceptions, thoughts, emotions and behaviors to external stimuli, this group is considered to have its own culture. Cultures shape the core values and norms of its members through a social learning process of modeling and observation and there is transmission of norms and values from one generation to another. Hofstede's value typology has been used in the last two decades to extensively explain the difference in work behaviors and management practices across cultures. Hofstede developed this typology which consist of five core values including Individualism versus Collectivism, Power /Distance, Uncertainty avoidance ,Masculinity versus Femininity and Long term orientation .

Individualism versus Collectivism explains the relationship people have with others and also how they define themselves in particular groups or collectives which they belong .A clear example can be seen with the western culture which is dominated by individualism. For example in USA, there is high concern for oneself over others, self fulfillment, individual autonomy and separation from others .In contrast, the eastern culture is dominated by collectivism. This could be seen in The People's Republic of China where they are of the opinion of interdependence with each other characterized social unity among members in a group, strong concern dominates the individualistic idea .In effect, independent self is shaped by the individualistic value while the interdependent self is shaped by the collectivistic values.

Power Distance. In a given culture this pertains to the relationship in power inequality. This is used as a measuring rod for interpersonal power and influence. This index Power Distance refers to the different hierarchical levels in a society and the acceptance of power difference in groups, organizations and the society at large, power distance has self motivational effects in that employees with higher levels and more power in an organization are motivated to maintain these positions while employees with lower levels and less power are motivated to reduce the gap or the distance.

Uncertainty avoidance. This expresses the degree to which individuals in a society are less willing to undertake risk. Practically employees from countries with a high uncertainty avoidance   index are more likely to resist change. They find pleasure to work with laid down rules and principles, they do not welcome innovation. In contrast, individuals from countries with low index of uncertainty avoidance are willing to

accept innovations and try new ideas. However an organization with both kinds of individuals creates a good mechanism for brainstorming (Chen, 2008).

Masculinity /Femininity .This refers to the extent to which gender role differences are minimized .A society is said to be masculine when there is clear distinction between men's role as being achievement, lots of importance placed on money, material possessions, and women's role being focusing on caring for others interpersonal harmony and modesty. An example of masculine society is UK, Germany, Italy, Japan, Africa. In contrast, in a society where femininity runs through, such role differences are minimized rather, importance is placed on cooperation, friendly atmosphere, and job security. This could be seen in the Netherlands and Scandinavia.

Long term orientation. After studies carried out by Hofstede and Bond, a fifth dimension was added. This illustrates the extent to which members of a group or society are engaged in futuristic behaviors such as forecasting, planning, sacrificing the present to achieve future goals. China, Taiwan and Hong Kong are examples of Asian countries that possess a high index in this dimension. (Hofstede's Cultural Dimensions, 2014.)

3.4 Implementing motivation as a tool

It is obvious that motivation has a direct link to the achievement of workers in their working environment. In some cases, the feeling of pride and sense of accomplishment is the desire of employees at workplace. Managers who discover a downward trend in employee's accomplishments should take up proactive steps to introduce methods to stimulate employees and their morale. If this is neglected, employees will therefore be dissatisfied and such a mood eventually affects their performance. (Rose & Demand, 2015.)

3.4.1 Key considerations in employee motivation

Dell suggested that the journey towards creating an empowered, productive and enthusiastic workforce takes into consideration the following steps which spells the acronym 'LEARN'. These letters represent the following;

L=Learn to lead

E=Examine expectations

A=Act like you care

R=Respect your employees as professionals

N=Never stifle personal growth

Learn to lead .The very first technique is to prove that you can lead. This can be done by being efficient and by teaching employees to think of themselves. A manager who is less efficient and disorganized lowers

employee's moral towards being excellent and creates a state of mediocrity. Studies have shown that employees respect excellence and they want their leaders to be at the top when it comes to the performance of a particular task. On the basis of employees thinking of themselves, a manager should give employees the chance to ask questions and get clarified with doubts that they had and this will benefit the general organization. We should note that a manager cannot think for everyone but rather he should train workers to think for themselves.

Examine expectations. Managers should do their best to let employees know what is expected of them and also get employees involved and see the end result of their performance .Studies have shown that when workers don't get to see the end result of their output, they lose interest in the job and start contributing very little because they feel bored. But when they are aware of their final output and know what is expected of them, they are excited to put in their best to see the whole thing move. This should be accompanied with constant monitoring and reorganizing of the work flow, rewriting job descriptions so as to make the work interesting.

Act like you care. This involves making your employees to feel some sense of belonging to you. The best way of doing so is by listening to your employees when they have an idea about doing something differently. Try to get them involved in developing new ideas that will be good for the company. Also make sure you get to understand how they feel at any point in time. Managers should know that when employees opinions are neglected or are not been asked of, they turn to be disconnected from the vision and future of the organization. So creating a scenario of bottom-up communication will be a healthy idea. Managers should not forget that when they care for their employees, these same employees will care for customers and the reverse is true.

Respect your employees as professionals. Managers must be able to treat their employees with respect and recognition when earned. Generally individual can easily tell if they are been treated with respect or not. When a manager starts appreciating the value of his workers and recognizing them for good work, there is the creation of a happy work force and peaceful working environment. It does not matter what is happening in the organization if a worker is not respected, he or she will become unhappy and unproductive. Research has proven that when employees are treated as professionals, they respond as professionals

Never stifle personal growth. The world is fast changing with new developments and employees want a chance to learn new skills and grow or improve from the position they are at the moment. This means that as a manager, you should create an atmosphere that give opportunity to young and aspiring employees to move ahead and not being stagnant. Employees are more effective in organizations that provide them with a chance to develop. (Dell, 1993.)

3.4.2 Strategies to motivate employees

Most managers always make the error of trying to motivate their subordinates without first of all finding out what these subordinates really want at their work place. In the next paragraph, we will see those things that employees want and which and when they are achieved, employees are motivated to put in their best.

Recognition, when an individual worker is recognized, that is, employer makes their workers to feel very necessary in the organization in such a way that if they are not present the organization will not move on well. As such, these workers will not want to let the organization down so he or she will do everything to put his or her best. (Mullins. 2007, 255). Recognition can be done in one of the following ways ; At the start of every work meeting, workers should be praised for their previous accomplishments in the company. You may write a letter or note of credit to your employee's family expressing appreciation for the extra time the employee spent for work and also explain how helpful that has been to you and the company. Try to create scenarios for the president of the organization to express his appreciation to a worker or a whole work unit for their job well done. Social relationship helps the employer to be familiar with their employees. workers and employers co –exists in harmony, workers will put forth their best. Employers may from time to time call his employees to find out how they are doing, or ask about their family. (Management Study Guide, 2015.)

Empowering employees. When an employee is give authority, autonomy and trust to accomplish a particular task, this worker is empowered. Empowerment simply means making the job the workers responsibility (Principles of management, 2015.)

Effective reward system. Rewards are often used by managers to stimulate the behaviors of those workers they want to continue with. Workers whose performance help the organization to meet its overall objectives and accomplishments, are often rewarded very highly. The reward system of an organization should possess the following characteristics in order that behaviors are stimulated. The basic needs of all employees need to be satisfied by the reward. Rewards also need to have some equality if compared with the ones offered by a competitive organization in the same area. Rewards need to be fairly distributed among workers in the same position. Rewards need to be flexible since all workers are not the same. This is true because the same method of reward may not suit every worker in the organization. In effect, managers and supervisor should provide different ranges of reward and also provide several ways to earn these rewards. It is important to know that most employees through their rewards can estimate to know if their behavior is appropriate and if it needs to be repeated or not. So employee motivation may diminish if they discover that their work is not valued by their supervisors. (Principles of management, 2015.)

Job redesigning. When employees do the same tasks following the same procedures every day, their actions turn to be unenthusiastic. This is because they are bored. A smart employer should redesign the job before employees are feeling bored. And job redesigning takes into consideration the job scope and job depth. Job enlargement refers to increasing a variety of task a job includes even though it does not increase the challenges in the tasks. Job enlargement reduces some of the monotony in a task and decreases workers boredom. Job rotation ensures assigning people to different jobs or task on temporary basis. Through this, workers interests are renewed and at the same time, the company benefits from a diversified or cross trained workforce. Job enrichment. This is not just increasing the variety of task but also providing an employee with more authority and responsibility. This is suitable especially in a situation where the skills needed for the job matches the job holder's abilities. Job enrichment will improve a workers moral and performance. Creating flexible time. Recently, research has shown that employees value more personal time maybe because of family needs. So the 9 to 5 work day may not work well. Flexible time allows employees to set and manage their own work hours. Providing employees certain benefits (fringe benefits). These are some benefits an individual will gain by virtue of the fact that he or she is a worker in that organization and holds a specific position. An example could be seen when an employer provides a car to an employee for transportation purposes or free lunch given to workers or at reduce prices or even a gift from the company's product. This will go a long way to encourage employees to do their best in the organization. (Principles of management, 2015.)

3.4.3 Motivational challenges

Motivation seems to be an easy managerial function in books but in reality it is more complicated. The following reasons justify why motivation is a challenging job.

One of the main reasons why motivation is a challenging job is due to the dynamic or ever changing labor force. According to Hofstede, "Every person carries within him or herself patterns of thinking, feeling and potential acting which were learned throughout their lifetime". Employees become part of their organization with different needs and expectations .more so, employees have different attitudes, beliefs, values, background and different ways of thinking but the organization is not aware of this diversity in their workforce and is therefore not versed with a diversified motivational plan to meet up with the demands of their work force.

Employee motive is not easily visible but they can only be presumed or supposed. For example , two employees in and organization with the same age, level of qualification and even same working experience will perform differently just because what motivates one party may not motivate the other. When organizations considerably change the job role of employees, motivation becomes cumbersome. The

unpredicted nature of needs also pose an impediment for managers in motivating his work force. This is because an employee may at one point diverse his or her needs and expectation. In addition, these needs and expectations keep on evolving and might at times clash with each other. (Management Study Guide, 2015.)

3.4.4 Qualities of a sound motivation system

Motivation being a state of mind, leads to high moral and greater production. A motivated employee put in the best in order to meet up with organizational goals. For a sound motivation system to exist, it should be characterized with the following features.

Diligent performance should be duly recognized and reasonable rewarded.

There should be provision for penalties if the required performance is not forth coming. Again, there should be justice in dealing with employees grievances and obstacles should be looked at instantly. The appraisal of employee's performance should be effective and employees should know how their performances will be evaluated. Working arrangements should be flexible.

A sound motivation system should be aligned with the organizations goal. Therefore the goals of individual employees should be in harmony with the main goal of the company. The motivation system should be modified from time to time and taking into consideration the situation of the company. There should be modification of the jobs of individuals that is, there should be job redesigning or restructuring according to the need of the situation. Management approach should be that which allows the participation of all subordinate in decision making. Motivation system should not only depend on monetary aspects. That is should involve monetary and non monetary reward and should be correlated to performance. Managers should be motivated to motivate and should find out what motivates of each worker.

There should be supportive supervision where by supervisor share their ideas with subordinate. (Management Study Guide, 2015.)

4 PRESENTATION OF CASE COMPANY

New Life Enterprise (NLE) is a medium scale commercial establishment. It was founded 1970 in Mezam division, North West region of Cameroon where its registered head office is located with registration number RC.BDA.2005A.129 With the Court of 1st Instance Bamenda . New Life Enterprise is owned by a sole proprietor Mr Mathias. Its main office is found along the commercial avenue Bamenda directly opposite SGBC Bank. (New life archives 2005.)

Today, New Life Enterprise operates in two regions of Cameroon that is North West region and the Littoral region which is the Economic capital of Cameroon. New Life Enterprise is the most popular supermarkets in the North West region with four departmental outlets. Each departmental out let is headed by a departmental manager who is responsible for the management operations and the daily activities taking place. New Life Enterprise is a modern supermarket design to cater for the needs of both individuals living in this city and foreigners who visit this city. New Life Enterprise also known as a one-stop shop, deals in the sale of general merchandise. They operate as retailers and at the same time as whole sellers. New Life Enterprise sells quality consumer goods which are both durable and non durable. The durable products ranges from cloths, office furniture, sports machines, carpets, electronics, kitchen equipments, books, bags, glass wears, toys, beds and cooking pots just to name a few while the non durable goods include a variety of edible products and cosmetics such rice, vegetable oil, alcoholic and non alcoholic drinks and also animal foods, body and hair lotions.

More so, the categories of products it provides for sale depends solely on demand and the periods of the year for example, what they have in stock during November and December (Christmas period) is different from those of other months of the year. Most of the products it sells to its customers are imported from other parts of the world such as china, Denmark, Hawaii, Germany, and France while a few of them are made by manufacturers at home. It opens and serves six days a week that is from Mondays to Saturdays, 13 hours a day that is from 7am till 8pm. Talking about the hierarchical composition of New Life Enterprise, there exist a horizontal organizational structure which classified into four departments which include the marketing department, accounting department, purchasing department and warehousing department. All these departments are operating under the supervision of the General Manager. There are 30 employees in New Life Enterprise. On average, New Life Enterprise employs 2 workers during the months of November and December to boost the labor supply and most often provide for replacement.These workers are structured in each of these departments and perform the following functions. At the moment, this company is trying to diversify its operations by introducing themselves in to the field of agriculture that is why it is currently building external relationship with other foreign

producers of farm inputs so that they can import and sell to farmers at the domestic market at affordable prices. (New life archives 2005.)

Based on the SWOT analysis, New Life Enterprise portrays the following characteristics; Strength and opportunities, this company is spearheading the market in the North West Region first because it operates like a monopolist and in addition its well knows for the quality of products it offers to the public. It has a strategic location which is easily assessable from most parts of the region .Financial wise, New Life Enterprise operates on a huge running capital and beside it owns varieties of assets ranging from trucks to buildings. This creates a positive credit position for the enterprise therefore making it easier for them to acquire loans from banks and other financial institution. More so, the fact that it is the only and largest supermarket in the region with a huge variety of products, most foreigners are attracted to do their shopping there with the hope that they will find what they need. However, even though New Life Enterprise seems to be doing well with business, there are still some deficiencies in its internal operations. Firstly, most of the workers are not adequately motivated in addition; the control methods within the company are not the best. There are external treats in that since the economy is fast growing other companies may come up with sophisticated strategies to keep workers motivated and the rate of labor turn over may increase because workers will be attracted to companies with better options. (Field survey,2015.)

Most customers run away from shopping here because the prices are very high. Furthermore, the daily activities of this establishment are functioning under the following departmental units. Marketing .department ensures that the turnover of the enterprise is progressive. They design and carrying out promotional activities on products in the establishment;

Purchasing department carries out all purchases in the organization. They prepare the stock requisition on behalf of the organization .Also this department searches for suppliers with favorable conditions of supply which is beneficial to the organization. This department follows up to make sure those goods or stocks purchased arrive on time in the establishment. Accounting department deals with all the financial aspects of the organization, they calculate the firms gearing ratio, profits etc. They do all this to know the firm's financial position. They also draw up balance sheet for the establishment and make numerical statistics on stocks either purchased or sold the also prepare tax for declaration and payment. Warehouse (stock control department) department makes provision for proper accommodation of stock either purchased by the enterprise or stock pending supply to customers. This department ensures proper storage of goods in the organization. New Life Enterprise is well known for the quality products they offer for sale and the long lasting prestige individuals' gain when buying in this supermarket and this has made New Life Enterprise to occupy a top ranking position in the minds of consumers. (New life archives 2005.)

5 DATA ANALYSIS

A structured questionnaire complemented with and interview is employed as a tool to acquire information that is analyzed in this research work. Both open and closed ended questions were designed to be as precise as possible so that focus is directed on the research topic. The employees of New Life Enterprise were acting as respondents to the questionnaire and the manager responded to the questions asked verbally. The closed ended questions had a scale of 1-5 and were short so that the respondents were not expected to write much but rather just marking a circle where they felt it is compatible with them most. The manager was interviewed on Skype for 40 minutes where he spoke briefly in response to the questions asked by the researcher. Thirty questionnaires were sent to the employees through an email care of the manager which were then printed and handed to employees. The respondents had a time frame of 30 minutes to respond to the questions. After answering, the respondents returned the questionnaire in a suggestion box without exposing their identity even though all the 30 questionnaires were returned, three of them had unanswered questions At this point of the research, data was obtained organized and important information was extracted from it.

5.1 Identification of respondents

Based on the research conducted at New Life Enterprise, the respondents were identified based on some characteristics such as gender, age, contract terms and even their duration of service within the company. Graphs below shows pie charts that were used to illustrate these characteristics.

Graph 3 below is a pie chart demonstrating the gender relationship among the workers in New Life Enterprise. From the research, ten respondents were males making a percentage of 33 and twenty re-spondents were females making a percentage of 67.
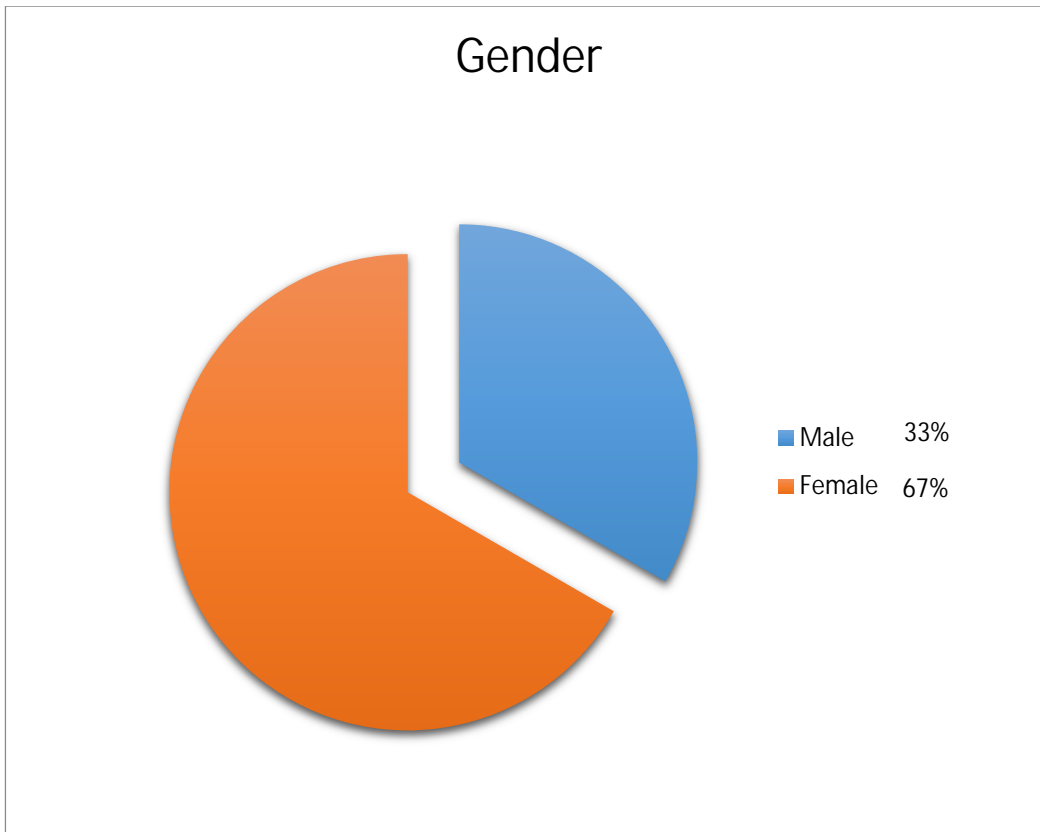
GRAPH 3. Pie chart illustrating the gender distribution of employees

Graph 4 is illustrating the age distribution of employees. From the research, it was seen that the ages of employees rages from 22 years old to 41 years old and above. Statistically, ten workers constituting a majority of workers are of the age range of 31-35 summing up to a percentage of 33, four workers are of the lowest age group 22-26 making a percentage of 13, five workers are of the age group 26-30 making a percentage of 17, nine workers are of the age group 36-40 giving a percentage of 30 and lastly two workers are of the age group 41 and above with a total percentage of 7.
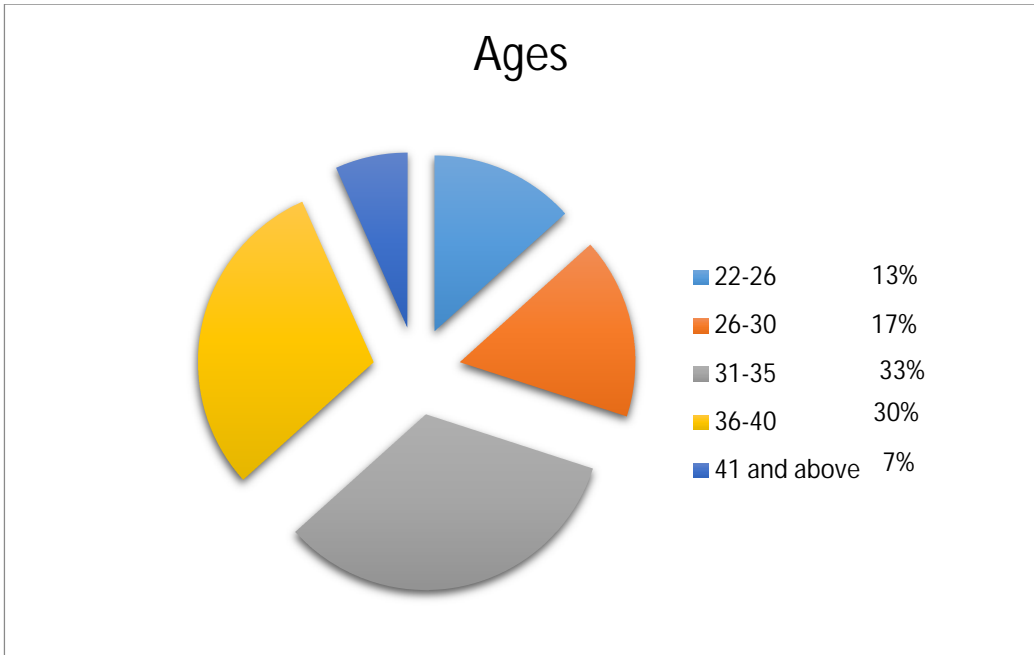
GRAPH 4. Pie chart illustrating the age distribution of employees

Graph 5 is demonstrating a distribution of the duration of service in the company by employees. From the research, six workers have been serving in the company for a period of 1-2 years presenting a percentage of 20, eleven workers being the majority of workers have been working in the company for 3-4 years having a percentage of 36, five workers have been working in the company for a period of 5-6 years with a percentage of 17 and eight workers have been in the company for more than 6 years making a percentage of 27.
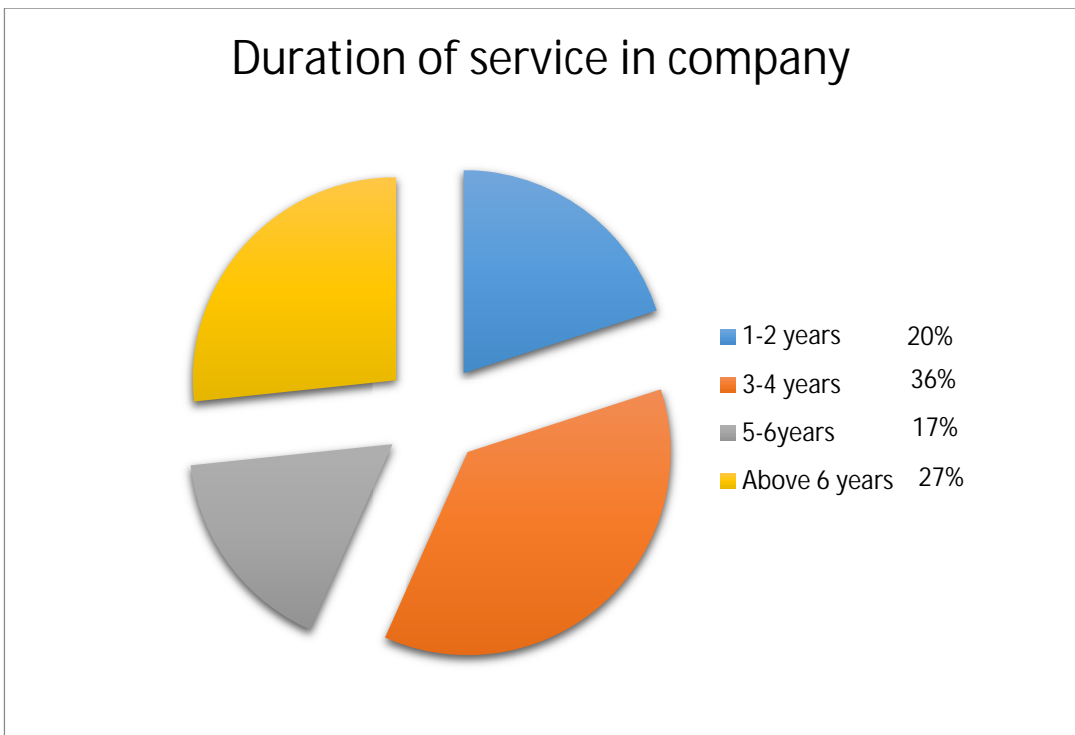
GRAPH 5. Pie chart illustrating the duration of service by employees

Graph 6 is demonstrating a distribution against contract terms of employees in the New Life Enterprise. From the research conducted in New Life Enterprise, ten employees making a percentage of 40 are working in the company on permanent contract terms. Eight employees are under fixed contract terms with a percentage of 27 and twelve workers constituting a percentage of 33 are on temporal contract terms.
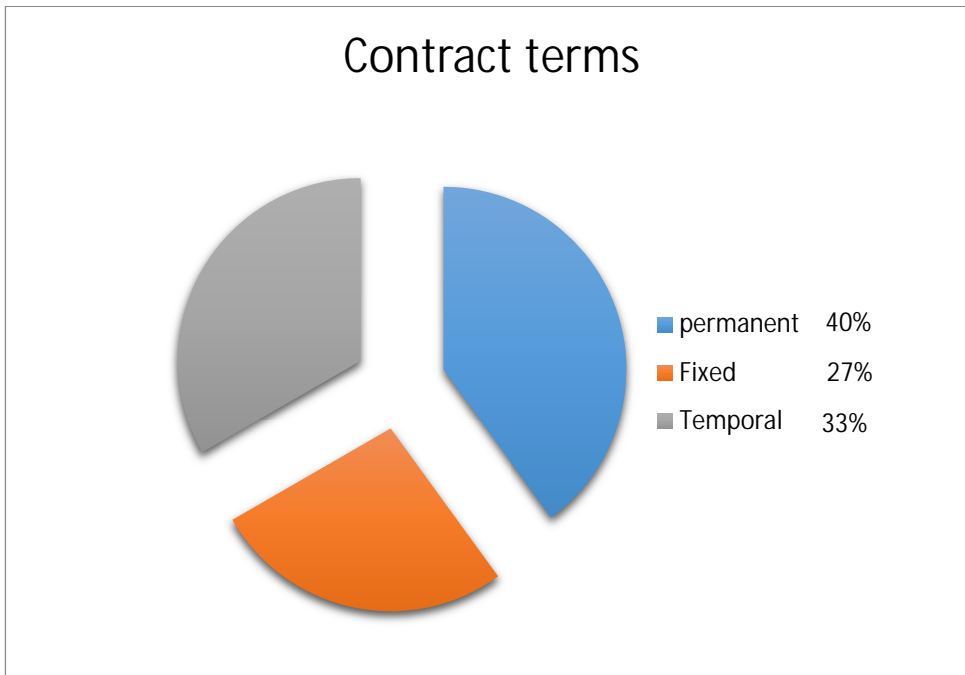
GRAPH 6. Pie chart illustrating the contract terms of employees

5.2 Presentation of findings

The subject matter of this research work is ''Assessing motivation as a tool to increase the performance of employees'' is centered on Human Resource Department within organizations and companies. This is justifiable from the stand point that greater performance analyzed in terms of quality and quantity of output can only be obtained from a highly skilled employee who is willing to work. The willingness to work heavily depends on motivation and this has a direct effect on the profitability margin of the company. The main idea that has triggered research on this topic is to find out how employees can be motivated so that best performance can be achieved. As a result scholars have developed theories on how this objective can be achieved. This takes us to the main objective of the research which is to find out how motivation can be used as a tool to enhance employee performance. In an attempt to explain this, New Life Enterprise was used as a case study to illustrate how motivation can be a useful tool to enhance the

performance of employees. The findings obtained through the research questionnaire are structured in to themes such as work environment, rewards, leadership style and work motivators.

5.2.1 Work environment

Based on the research questions, thirty five respondents felt that their job is challenging and demand full commitment. This spur them up to work very hard in order that they meet up with their tasks .However, they feel stressed when too much tasks are being delegated to them and are expected to be completed within a short time period. More so, thirty one respondents supported the fact that their working environment is of high hygienic condition coupled with the sound security and safety systems within their work place. On the other hand, twenty five respondents are really unhappy about the absence of recreational facilities for reasons being that they find it difficult to relax after long hours of work. Twelve respondents hold the opinion that there is lack of cooperation among workers themselves. Theoretically, (Herzberg. 1968 53-62) stipulated in his two factor theory how workers satisfaction can be achieved. To him, those factors which cause job satisfaction are opposite to those that cause job dissatisfaction. In his theory, he stressed on the idea that workers are satisfied when they have challenging job, achievements on the contrary, a poor working condition, lack of cooperation and ineffective security measures creates discontentment among workers.

5.2.2 Rewards

From the research, twenty six respondents have the opinion that money or financial rewards are more important to them than any other form of reward. On the other hand, thirteen respondents rate both financial and non financial rewards equally. Furthermore, it is seen from the responses of respondents that fringe benefits and bonuses are uncommon at work. Some managers think that just the monetary needs of employees will keep them performing. However this is not applicable to every worker because their monetary needs are not the same. According to Maslow, the problem of employee motivation does not depend solely on money but rather lie within the hierarchy of needs. He illustrated that there are five staged of needs whereby once a worker satisfy a need on the first level, they will be motivated to satisfy those need son the next level. However, in practice, Maslow was short sighted of the fact that the needs of individuals are not classified in a hierarchy and they differ from person to person and from time to time. Nevertheless, his theory was highly acclaimed for his explanation on what motivates workers at work as he point out the existence of human needs and the willingness to be motivated to satisfy these needs.

5.2.3 Leadership

Leadership is also a theme that was considered to be looked upon during the research. Studies has shown that the kind of leadership a manger practices within his organization greatly affect employees behavior.

Based on the research, thirty respondents testify to the fact that their relationship with their boss is not cordial enough to satisfy them and more so employers are not listened to when it comes to decision making. In effect, most workers do not have the opportunity to fully utilize their skills and abilities. It was also realized that important task are early delegated to workers. Theoretically the idea put forward by (Dell, 1993) explains that the journey towards creating an empowered, productive and enthusiastic workforce takes into consideration the fact that leaders (managers) should learn to lead and this is achieved by teaching employees to think within the scope of organizational goals and also give employees a chance to ask questions where there are doubts and make contributions as well. However, five workers supported the fact that they have fluent communication flow with the manager and that the manager expresses some degree of appreciation to the services they render to the company. Also, the method of resolving disputes was not appreciated by most workers.

5.2.4 Motivators

Based on the questionnaire, ten respondents consider themselves to be highly motivated when they perform a particular task and it's well appreciated by the manager. Fifteen respondents were of the fact that they are motivated when there is good working condition and mutual understanding between their colleagues. Twelve respondents hold the opinion that they are motivated when they have a chance to fully utilize their skills and are also being considered in decision making. Furthermore, twenty five respondents claim to be unsatisfied because they find it very cumbersome to meet their needs as a result of low salaries and this push them to feel that their salaries needs to be increased so that they can meet up with the increasing cost of living. Four respondents are not comfortable with the payment interval of their salaries. More so, twenty respondents greatly support the fact that training can improve on their performance but ten respondents say that even if they are well trained, they will not have that willingness to work very hard if their salaries remain low.

5.2.5 Managers' response

Based on the interview, the manager of New Life Enterprise believes that employees could be motivated when their work place is properly clean and there is provision of recreational facilities. Furthermore, the manager agrees to the fact that there is a motivation structure but he convincingly acknowledges the fact that there are some barriers to this structure. Firstly, he holds the opinion that the complexity of employee's personality is one of the main barriers. In addition, the manager also accepted the fact that there has been a fall in the performance of employees for the past three years. Again, the manager underpins two exclusive areas which he feel can influence the behavior of his workers. He supports the

idea that the salary structure has a great effect on employee's behavior and also the working condition has a part to play too. Furthermore, the manager also holds the view that involving employees in decision making has motivational effects but however he is scared of the risk that may occur if wrong decisions are made.

6 CONCLUSION AND RECOMENDATIONS

For employees to decide whether they should leave or stay depends on the approach in which they are being treated by their bosses within a company. In order to be a successful manager, it is vital to have an idea about the desires of the people you are about to lead. Employee motivation has an effect on the profitability of the company and as a consequence, the manager must continuously design an put into action a dynamic motivational structure which will at least be able to meet the desires of the employees. Due to the importance of employee motivation in achieving company success, many scholars have developed theories aiming to explain how best employees can be motivated such that maximum performance can be achieved. However, we must be conscious of the fact that human behavior is very complex and dynamic by its very nature in effect; they cannot be exhaustively explained by just theories. The truth lies in the fact that theories are sometimes ideological and aimed at satisfying the inquisitiveness of the researcher. This is the logic why the theories used in this research work are guided with a strong focus on the research topic. A link between theoretical ideologies and practical realities on how motivation could be used as a tool to enhance workers performance was aided with the help of a questionnaire that paved the researcher's way to have a deep understanding of the opinions, views and believes of the workers in the said case study. This research work also exposes that reality of the fact that individuals have different needs and ambitions as soon as they step foot into an establishment as workers. Motivating these workers now depends on the manager's ability to identify and satisfy his workers needs and ambitions. Generally, this study highlights a number of issues that are remarkable as well as those areas that need to be improved upon to ensure the success of the company.

On the favorable side is was pronounced that the manager of New Life Enterprise and his employees were generally comfortable with the overall hygienic condition of the work place coupled with the presence of a sound safety and security measures to guide against work related risk and accidents. Again the manager's ability to sometimes show some level of appreciation to workers especially when a task is well done creates some degree of satisfaction among workers.

However, other aspects were uncovered which had a vital role in employee motivation and which calls for critical attention from the manager of New Life Enterprise.

To begin with, majority of the workers of New Life Enterprise agreed to the fact that there is lack of co-operation and unity among workers. This situation has a negative effect on the performance of workers. To curb this problem, the management of New Life Enterprise should encourage the creation of teams or work groups within the company such that meetings will be held periodically and the participation of members should be possible taking into consideration the corporate objective of the company. This method ensures team spirit and harmony.

In the case fringe benefits, majority of the respondents stated that they bonuses and fringe benefits are uncommon in effect the managers should consider issues like free health care for his workers by providing suitable medical support through health insurance policies for his workers. With this, workers will be motivated even to take risky activities for the sake of the company. Other benefits like disability income protection, sick leave, profit sharing, vacations and even transport and housing allowances.

When it comes to rewards, workers in every organization are motivated when their financial and non financial needs are met. Financially, the manager should look into the company salary structure in relation to the performance of employees and make necessary adjustments to improve on the salaries of workers who are doing their best at the moment. This will create some degree of competition among workers making the lazy ones to work harder so as to gain such rewards too. On the other hand, non financial rewards tend to be more motivating than financial rewards. Based on the responses of most workers in NLE, work climate, recognition, career development constitutes a greater part of their desires. As a result, the manager should avoid the mistake of depending only on the financial side of motivating these employees but rather a blend of the two aspects will establish a reliable mechanism for motivating workers.

Furthermore, it was also found out that majority of the respondents hold the opinion that there is a poor relationship and communication flow between workers and the manager. To remedy this situation and keep workers comfortable and happy, the manager should give chance to the flow of information and ideas complimented with a possibility for feedback. This has motivational effects because workers now feel free to tell the manager their problems and also contribute useful ideas for the growth of the company.

Another area of concern uncovered during the research was the inability of employees to fully utilize their skills. The manager should therefore design training programs so that workers can improve their skills later which important task could be delegated to them giving employees a chance to fully use their expertise and this creates a feeling within them that they are an important part of the organization.

In addition, it was also realized that conflict resolution methods were not the best and was completely neglected. Disputes often bust out among workers that affect their working habits. This could be mitigated by creating a board of members which holds regular meetings and bring out solutions to problems in a fair manner.

The endmost aim for suggested strategies to the management of New Life Enterprise is to keep workers motivated such that they have no reason to leave the company.

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APPENDICES

Sample Questionnaire

MY name is Titi Kenneth Mbah and I am currently student of Centria University of Applied Science in Finland. I am writing my thesis on the topic ''Assessing motivation as a tool to enhance employee's performance'' with focus on New Life Enterprise as a case study. This questionnaire forms part of my thesis. I will be very grateful if you could fill out the following questionnaire to assist me with my research. Please consider the instructions and answer the questions honestly and be assured that your responses will be kept confidential.

Please select the options which corresponds to you by indicating with an (X) on the hyphen (-) from the following

A. Background information
1. Gender
   Male   -
   Female   -

2. Ages
   22-26   -
   27-30   -
   31-35   -
   36-40   -
   41 and above   -
3. Years of service in the company
   1-2 years   -
   3-4 year   -
   5-6 years   -
   Above 6 years   -
4. Contract terms
   Permanent   -
   Fixed term   -
   Temporal   -

Could you answer the following questions by indicating with a circle from the following statements with a scale form 1-5 where 1=Strongly disagree ,   2= Disagree ,3=Fair, 4=Agree and 5=Strongly agree which best corresponds to your feelings .

B. WORK ENVIRONMENT

1. I have a very challenging job   1 2 3 4 5

2. Very effective security and safety measures at my work place   1 2 3 4 5

3. Proper Hygienic condition at my workplace   1 2 3 4 5

4. Cooperation with co-workers   1 2 3 4 5

5. Quality work equipments   1 2 3 4 5

6. Interesting recreational facilities   1 2 3 4 5

7. Good working condition   1 2 3 4 5

C. REWARDS

1. Financial rewards are more important   1 2 3 4 5

2. Non financial rewards are more important   1 2 3 4 5

3. I enjoy fringe benefits at work   1 2 3 4 5

4. I always receive bonuses at work   1 2 3 4 5

5. There are possibilities for fair promotion at my work   1 2 3 4 5

D. LEADERSHIP STYLE

1. Cordial relationship with my boss   1 2 3 4 5

2. My ideas are considered in decision making   1 2 3 4 5

3. There is recognition of efforts I put to work   1 2 3 4 5

4. Manager appreciates my services   1 2 3 4 5

5. I fully utilize my skills and abilities   1 2 3 4 5

6. Very important tasks are delegated to me   1 2 3 4 5

7. Effective conflict resolution methods are used always   1 2 3 4 5

Please fill in your responses in the space provided

E. WORK MOTIVATORS
1. What motivates you most at work?
    ....
    ....
    ....

2. What make you to feel that your services are valued by your boss?
    ....
    ....
    ....

3. Is your job related to your career in life? If Yes how?
    ....
    ....
    ....

4. Is your job able to assist you acquire your needs? If No why?
    ....
    ....
    ....

5. Is your current salary satisfactory? If No why do you think it needs adjustments?
    ....
    ....
    ....

6. What do you think about the payment intervals?
    ....
    ....
    ....

7. What do you think is the motive for giving workers incentives?

....
....
....

8. How does your boss encourage you to work?

....
....
....

9. Do you think training alone will increase your performance? Why?

....
....
....

Appendix 2

Interview questions for the manager of new life enterprise

1. As a manager, how do you motivate your workers?
2. Do you have any laid down motivation structure?
3. Are there barriers to this structure?
4. How do you intend to overcome them?
5. Have you discovered any change in employee's behavior?
6. Do you think that their present behavior has an effect on their performance?
7. Do you think that it is necessary to communicate with workers?
8. How often do you communicate with your employees?
9. Do you communicate with them individually or as a group?
10. Would you encourage your workers to take part in decision making? How do you do that?
11. What factors do you think affects your workers behavior either positively or negatively?