



**Midlands State University**  
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**FACULTY OF COMMERCE**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**DISSERTATION TOPIC**

**INVESTIGATING THE INFLUENCE OF NON FINANCIAL INCENTIVES  
ON EMPLOYEE MOTIVATION: A CASE OF COLOURSELL  
FURNISHERS (PVT) LTD**

**Submitted**

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## **DEDICATION**

I dedicate this dissertation to my beloved sister Linda Jayaguru for her emotional and financial support which made this project a success.

## **ACKNOWLEDGEMENTS**

First and foremost I want to give thanks to the Almighty God for the spiritual guidance which has enabled me to reach this far. I would also want to acknowledge the staff and members of Colursell Furnishers for giving me the opportunity to conduct my study with their organisation. I would like to thank them for allowing me to use their resources and mostly by trusting me with the company's confidential information.

## ABSTRACT

*The researcher's main objective in carrying out the study was to investigate the influence of non financial incentives on employee motivation. The research was triggered by the researcher's wish to improve the welfare of the workers at CF Pvt Ltd. This was in response to an outcry by the employees over poor remuneration, long working hours and poor working conditions at the organisation. These conditions caused an increase in the labour turnover rate. Turnover resulted in a loss of skilled labour which caused a decline in the quality of furniture manufactured which in turn caused an increase in the number of customer complaints and the chain of effects might be endless. The main objectives in conducting the study was to find the causes of labour turnover, find employee perceptions about the non financial incentives used by CF and to find the influence of non financial incentives on employee motivation. The researcher used the case study approach and a descriptive research design in collecting and analysing data. The sample size comprised of 40 respondents which included 25 employees, 10 former employees and 5 managers. Personal interviews were conducted on the management team and self administered questionnaires were issued on the employees and the former employees. Stratified, judgmental and snowballing sampling techniques were used in sampling the respondents. Results of the study showed that 65% of the employees were not satisfied with their jobs, the major causes of labour turnover were poor remuneration, long working hours and inappropriate fringe benefits. The results also showed that a majority of the employees were aware of the motivational techniques used by the management such as the use of fringe benefits but failed to appreciate these incentives. Research findings were presented using tables, graphs and pie charts. The researcher arrived to a conclusion that there is a positive relationship between the use of non financial incentives and employee motivation. However inadequacy or inappropriate mix of non financial incentives and financial incentives results in reduced motivation for the employees. The researcher made the following recommendations to the management and staff of CF. Training programmes should be tailor made to suit the demands of the customers so as to reduce customer complaints. Head office should give certificates to employees after their training courses so as to boost employee morale because this improves their CVs. Management should consult employees on what they prefer as fringe benefits so as to avoid giving employees benefits that they do not prefer.*

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## **LIST OF ACRONYMS**

**CF:** Coloursell Furnishers Private limited

**ILO:** International labour organization

# **CHAPTER I**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter opens with a short and detailed description of the history and operations of Coloursell Furnishers Pvt (Ltd). It contains the background of the study, statement of the problem and the research objectives. It also contains the research questions, limitations of the study and the significance of the study

### **1.1 Background of the study**

Coloursell Furnishers Pvt (Ltd) is involved in the manufacturing and selling of furniture. The company was registered in terms of the statute laws of Zimbabwe (Companies Act 24:03) in the year 2000 and was established in the same year. The company has 45 nationwide branches which are fully operational. The company's vision is to be the leading furniture company in Zimbabwe. CF's main business is that of being manufacturers and value added resellers in the furniture industry. The company has its headquarters in Harare

Coloursell furnishers Pvt (Ltd) has been facing financial problems which resulted in management to remunerating employees with below industry average salaries. The shop floor workers at CF in particular were remunerated with US \$150 per month. Other competitors in the furniture industry such as Teecherz Furnitures and Pelhams have been paying their shop floor employees with salaries averaging US \$400 per month.

Failure by the organization to remunerate its employees with competitive salaries has resulted in management introducing non financial incentives as a justification to low salaries. However the use of non financial incentives has failed to raise morale among the workers. This has resulted in the company introducing non financial incentives such as fringe benefits in addition to employee salaries. Reduced employee motivation has resulted in a rise in labour turnover rate from 50% in the year 2009 to 75% by the end of year 2013. Loss of skilled labour due to turnover has led to a reduction in the quality of furniture manufactured. This has also led to a subsequent rise in the number of customer complaints at the organization from 75 in the year 2009 to 400 complaints by the end of year 2013. Customers complained because the quality of furniture manufactured at the organization had greatly deteriorated and the furniture easily got damaged after purchase. The table below shows the level of customer complaints from the year 2009-2013.

**Table 1. Customer complaints per year at CF.**

Year	Customer complaints
2009	75
2010	200
2011	250
2012	275
2013	400

**Source: CF Human resources report (2013)**

As shown in the diagram above there has been a gradual increase in the number of customer complaints from 75 in the year 2009 to 400 complaints by the end of year 2013. The effects of poor incentives was not only limited to a reduction in product quality. Employee complaints have also been on the rise because of working 12 hours per day. Employees also complained about poor health and safety conditions. The labour turnover rates from the year 2009-2013 are shown in the table below.

**Table 1.1 labor turnover rate per year at CF.**

Year	Labour turnover rate
2009	50%
2010	53%
2011	56%
2012	54%
2013	75%

**Source: CF Human Resource Report : 2013**

It can be seen from the above table that there has been a gradual increase in the labour turnover rate at CF. It increased from 50% in the year 2009 to 60% in the year 2013 even though the rate slightly decreased in 2011. This is a sign of low levels employee commitment of workers to their organization. An increase in the turnover rate has resulted in the company losing a lot of its skilled labour. Much of the workers who left CF went to its competitors such as Pelhams and TV Sales. This was also another blow to the organization since the former employees could dispose valuable knowledge of the company to its main rivals.

### **1.2 Statement of problem**

Ineffective use of non financial incentives has affected employee motivation and job satisfaction at CF. This has caused labour turnover to increase from 50% in the year 2009 to 75% in the year 2013. Loss of skilled labour has led to a reduction in the quality of furniture manufactured. Reduced quality of manufactured furniture has also led to an increase in the number of customer complaints per year from 75 complaints in the year 2009 to 400 complaints by the end of the year 2013.



### **1.3 Research objectives**

- To determine the influence that non financial incentives have on employee motivation.
- To determine the causes of high staff turnover at CF.
- To find employee perceptions of the non financial incentives used by CF.

### **1.4 Research questions**

- What are the effects of non financial incentives on employee motivation?
- What perceptions do employees have on the company's use of non financial incentives?
- What are the causes of high labour turnover at CF?

### **1.5 Significance of the study**

#### **1.5 Practical justification**

This research will help Coloursell Furnishers' to appreciate the importance of non financial incentives as a motivational tool for employee performance. The research will assist in improving the welfare of employees at CF through the use of alternative motivational techniques that will be recommended by the researcher.

#### **1.5.2 Theoretical justification**

#### **1.5.3 To the Midlands State University**

This research will add literature on workplace motivation in the university's library. The research may also assist students who will be researching for their assignments or those who might conduct further research on the concept of workplace motivation.

#### **1.5.4 To the student**

As a future manager the student will be able to accept and adjust to the realities of the workplace. It also enhances researcher's academic knowledge and provides insight in the area of employee motivation. Research skills will be enhanced as part of the Business Management degree programme.

#### **1.6 Assumptions**

In order to make the research possible the following assumptions are allowed to hold.

- Sample used reflects the views of all the other employees at CF.
- Economic conditions are static for the period of the study.
- Methodology used enables accurate data collection.
- Company performance is affected by non financial incentives *ceteris paribus*.

#### **1.7 Definition of terms**

##### **Commitment**

Smith and Kumar (2013) defined organizational commitment as a bond that employees have to organizations which they work in.

##### **Motivation**

Motivation is a force which comes from within that affects individual behaviour at the workplace.

##### **Non financial incentives**

These are motivational tool that do not result in a direct cash benefit to the employee or recipient. Examples include fringe benefits and opportunities to participate in the decision making process.

##### **Labour turnover rate**

The rate at which employees enter and leave an organization.

## **1.8 Delimitation of the study**

- Study covers management and staff of the Coloursell Furnishers Pvt Ltd.
- The study will be conducted at the company's headquarters in Harare.
- Data to be used in this research will be taken from the company's records from the year 2009-2013.
- The research looks into the influence of non financial incentives on employee motivation.

## **1.9 Limitations**

The researcher faced financial constraints in travelling from Gweru to Harare to obtain information as well as expenses incurred in printing and binding of the dissertation. The researcher sought assistance from friends and colleagues in sourcing funds to cover for these expenses. CF helped in reducing the printing expenses since the researcher used the company's resources. The researcher was also limited in terms of time since the study was supposed to be completed in three months.

## **1.10 Chapter summary**

This chapter outlined the factors that influenced the researcher to carry out the research on the influence of non financial rewards on performance at Coloursell Furnishers .The chapter also provided the framework of the research as it highlighted the background of the research, statement of problem ,research questions significance of the study ,research objectives as well as the assumptions. The subsequent chapter focused on reviewing the literature by previous authors

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter contains literature that will show the impacts of the reward system (non financial incentives) on employee motivation. The literature relates and adds value to the area under study. This will enable the reader to gain an understanding of the main forms of remuneration and motivation theories in modern day literature.

#### **2.1 Motivation defined**

Bergh (2011) defines motivation as a force that inspires behaviour. The force can come from within an individual because he finds his work interesting or can induced by external factors such as rewards. Reader (2009) adds that motivation is the capability to persuade the work force to work further than the expected level. All the definitions above clearly illustrates that motivation is a force that shapes the behaviour of employees at the workplace. It can be noted that the definitions highlighted above seem to assign a narrow meaning to the word motivation. However Bloom et al (2011) assigns a deeper meaning to the concept of motivation. He defined motivation in terms of intrinsic and extrinsic motivation exposing the dynamic intricacies on the concept of workplace motivation.

##### **2.1.2 Intrinsic Motivation**

Amabile (1996) cited in Bloom and Colbert (2011) explains that intrinsic motivation occurs when people are motivated to engage in a work activity for its own sake. They obtain positive experiences directly from this engagement rather than factors external to the work experience itself. Plate and Stone (1974) cited in Kion (2013) observed in their research that motivation is self driven and it comes from within an individual.

Managers should only try to provide a conducive environment for one to obtain total satisfaction from his work. Ryn and Deci (2000) cited in Nantha (2013) went beyond Amabile and Stone. They defined intrinsic motivation as interesting experiences that employees get from their work which creates challenges and job satisfaction.

### **2.1.3 Extrinsic Motivation**

Cologuilt et al (2011) defines extrinsic motivation as a situation where a worker is encouraged to work in order to receive remuneration or to escape punishment. The worker does not have passion for the work itself. For example a worker might study hard for him to pass examinations and get promoted. He is not interested with the studies but rather the promotion and increased pay. Bergh (2011) added that human beings do not like to work so they need rewards or punishment to be motivated to work. Frey (2001) cited in Nantha (2013) explain that external motivation arise when individual receive external rewards such as pay and fringe benefits. CF provides fringe benefits to its employees in form of food hampers. Employees are provided with rice, cooking oil, fresh carpenter (matemba) and sugar.

### **2.1.4 Increasing extrinsic motivation**

#### **Positive motivation**

Bergh (2011) argues that with positive motivation managers should focus on awarding good behaviour. Less attention should be given to bad behaviour. He argues that managers will be working on the presumption that workers no exactly what is expected from them. An example of positive motivation is that of giving accolades such as employee of the year award to an outstanding employee.

#### **Negative motivation**

Bergh (2011) reveals that with negative motivation emphasises on punishing behaviour that is not conducive to effective performance. However it has the limitation that motivational objective of activity purposive behaviour is not considered.

Influence of punishment is influenced by the individual perception of connection between reinforcement and his or her own motives. For example one may view the punishment as too harsh compared to the committed offence.

Literature on whether positive or negative feedback affects employee motivation is inconclusive and contradictory. Goal theorists agree that feedback on good or bad performance seem to affect people's motivation in a positive way. Contrastingly Martin (2011) argues that the self discrepancy theory supports only a positive feedback approach. They discourage negative motivation because it results in low job satisfaction on the part of the employees. For example applauding an employee for arriving early at work will motivate him. On the other hand shouting at an employee for arriving late will not motivate him/her. In light of the contradictory theories highlighted above the researcher wants to investigate to see which theory best explains the situation at CF.

Research by Simon (1991) cited in Bloom and Colbert (2011) suggests that intrinsic motivators are better than extrinsic motivators. He argues that many successful organisations could have failed to reach the level of success that they have reached today if they relied solely on the use of extrinsic rewards. Woodworth (1918) cited in Bloom and Colbert (2011) disputes this by highlighting the importance of extrinsic motivation. He argues that a man is an economic animal who gets into a job mainly attracted to the economic rewards being offered. Thus it can be noted that the two authors differ in the way in which they perceive the two types of motivation (intrinsic and extrinsic). However both dimensions are to be used for the purposes of this study because they are crucial in explaining the concept of motivation.

Nantha (2013) adds that extrinsic rewards might reduce intrinsic motivation to work. This is because employees will demand more time off the job for increased leisure time if they get high levels of remuneration. Deci (1971) cited in Kunz and Stefan (2012) also supports this view by stating that extrinsic rewards might end up reducing intrinsic motivation through a process he termed as crowding out of intrinsic motivation.

Kion (2013) also supports this view by stating that in Herzberg's two factor theory money is a hygiene factor so beyond a certain level it ceases to motivate employees because they will begin to prefer material things.

## **2.2 Theories of Motivation**

Theories on employee satisfaction and motivation have been postulated by various authors in an attempt to explain factors affecting employee motivation. Some of the theories to be borrowed for the purposes of this study include Herzberg's two factor theory, Maslow's hierarchy of needs and the expectancy theory.

### **2.2 .1 Expectancy theory**

The expectancy theory was postulated by Victor Vroom 1964. According to Johnson (2010) Vroom suggests that the effort placed by an employee is in line with the expectations that the worker has on the rewards that he will get. Thus the greater the reward that an employee expects the more the effort that he is going to place.

### **2.2.2 Herzberg's two factor theory**

Herzberg et al (1959) cited in Keogh (2013) postulated the two factor theory basing on Maslow's ideas which they borrowed from the hierarchy of needs. Kion (2013) explains that Herzberg discovered that there are factors that promoted job satisfaction and factors that cause job dissatisfaction. The former relates to job content and the later relates to the context of the job. Lloyd and Jones (2005) highlighted that Herzberg argues that hygiene factors such as employee salaries and safety measures do not motivate if they are not adequately provided. However they do not cause satisfaction if they are adequately provided. Herzberg argued that beyond certain level money does not motivate because it is a hygiene factor.

Kion (2013) adds that hygiene factors are linked with the basic needs in Maslow's hierarchy of needs. According to Lloyd and Jones (2005) sources of job satisfaction include increased salaries, receiving credit for good behaviour and reduced supervision to the employees. Kem (1994) cited in Kion (2013) linked the motivators to the top level needs in Maslow's pyramid of needs. Herzberg's theory is still relevant as evidenced by results from the research carried out by Houdyshell et al (1999) cited in Kion (2013).

Their results showed that most librarians are motivated to enter into their occupations by the challenges they get from their jobs rather than by the salaries that they get from the libraries. However research by Opsah and Dunnet cited in Lloyd and Jones (2005) disputes Herzberg's findings. They found out that there was no concrete evidence linking money to job satisfaction or job dissatisfaction. They criticised Herzberg's interpretations as not being in line with the results that he obtained from his research. Moreover Hullin and Smith (1965) cited in Lloyd and Jones (2005) also criticised Herzberg's results as being method bound. However it should be noted that Herzberg's ideas are still relevant as they are still being taught in business schools around the world. The researcher also noted that head office at CF also borrows ideas from Herzberg by using motivators such as providing company cars and spacious offices to its executives only.

### **2.2.3 Abraham Maslow's Hierarchy of Needs**

According to Tikkanne (2007) Abraham Maslow postulated the hierarchy of needs in 1943. Maslow argues that a man needs to pass through five basic needs in order to reach self actualisation. These needs form a hierarchy which are physiological, safety, love, esteem and self actualisation. Denhardt et al, (2008) reveals that in Maslow's hierarchy of needs lower level needs must be met first before an individual gets to higher needs in the hierarchy.

#### **Physiological needs**

Denhardt (2008) argues that the physiological needs are the fundamental required for human survival.



Stephens (2000) cited in Tikkanen (2007) argues that physiological needs are the most important. This is because they are the first to be satisfied before one can try to accomplish higher level needs. They include security, foodstuffs and shelter.

### **Safety needs**

Stefens (2000) cited in Tikkanen (2007) states that once the basic needs have been satisfied an individual moves to the next level of needs in the hierarchy. Maslow termed these safety needs and these are the needed for one to feel safe from danger. Management of can increase employee safety by giving them a descent salary. Denhardit (2008).

### **Belonging needs**

Denhardt (2008) is of the view that belonging needs are crucial for one to be motivated at the workplace. He states that these needs are based on human interactions, affection and associating with friends at the workplace. Seeley (1998) cited in Tikkanen (2007) argues that every individual needs to belong to certain groups in a society. Such groups might include being a member of clubs, churches and work affiliations. CF has a burial society for its employees and management form sports teams where various individuals belong to and compete against other teams.

### **Esteem needs**

Tikkanen (2007) argues that esteem need express the need to have confidence in own ability. Examples of esteem needs include among others the desire to have freedom, a feeling of accomplishment. Esteem needs also includes status as well as respect from others. Denhardit (2008) adds that esteem needs also include respect from other people in the society or at the workplace. The directors and executives at CF are given spacious offices and company cars. This will enable them to be respected by the junior employees and the rest of the shop floor workers are only limited to fringe benefits.

## **Self actualisation**

Self actualising needs form the last category in Maslow's hierarchy of needs. Seeley (1998) cited in Tikkanen (2008) argues that individuals who craves for self actualisation need to obtain the best out of themselves. Denhardit (2008) argues that an individual who has strong desire for self actualisation is characterised by the need for individual growth, naturalness and self sufficiency.

## **Criticism**

The researcher has noted that Maslow claims that there is a chronological sequence in the order in which the five basic needs are met. However this is not the case at CF because some workers are no motivated by these needs in the order suggested by Maslow. Software engineers at CF for example desire self actualisation needs more than they need safety needs because they have a strong desire for personal growth. Moreover Maslow's theory ignored other factors that can be used to motivate employees such as training, involvement and participation.

## **2.3 Rewards**

### **2.3.1 Non financial rewards**

Whitaker (2010) defines non financial rewards as benefits given to employees for good performance. Examples of non financial rewards include use of fringe benefits and training opportunities. They also include subsidised meals, employee recognition and reduced working hours. Provision of non financial rewards should be made in a manner which can easily be understood by employees, must be transparent and objective. There should be no favouritism in the allocation of non financial rewards for them to be effective in motivating the workforce.

Employees should be given both financial rewards and non financial incentives. There is a thin line which separates the two, non financial rewards are given as recognition of good behaviour and non financial incentives are given to encourage good behaviour. Whitaker (2010) also argues that non financial incentives will not work to motivate workers if employers try to justify below market wages with provision of non financial incentives.

### **2.3.2 Intrinsic rewards**

Thomas (2009) cited in Smith et al (2013) define intrinsic rewards as those rewards that employees obtain from performing their jobs. Spreitzer et al (1997) cited in Smith et al (2013) added that intrinsic rewards occur when people view their work as meaningful. Intrinsic rewards also arise when have freedom to be creative and innovative. Allen and Lucero (2007) cited in Tolentino and Buch (2006) also added employees obtain internal rewards from increased responsibility, discretion, control over the work and the feelings of satisfaction. Stephen et al (2013) showed that workers who get high levels of intrinsic rewards end up demanding less extrinsic rewards. Tolentino and Bush (2006) linked intrinsic rewards with Maslow's higher level needs of self actualisation. They argued that intrinsic rewards include challenging work, autonomy and offering employees a new range of skills.

### **2.3.3 Extrinsic Rewards**

Day and Holladay (2014) define extrinsic motivators as those rewards that employees obtain from their employers because of their involvement at the workplace. Stephen et al (2013) adds examples of extrinsic rewards include pay and fringe benefits. A token of appreciation such as a movie ticket from management is also an example of an extrinsic reward. Extrinsic rewards are governed by the organisation and the workers do not have control over them. Extrinsic rewards can either be direct or indirect. Larson (2003) cited in Day and Holladay (2014) highlighted that direct rewards include recognition of good behaviour, appreciation by management and even pay.

On the other hand indirect rewards are those that are less direct in nature and might include promotion opportunities and favourable working conditions. Aldefer (1969) cited in Day and Holladay (2014) highlighted another form of extrinsic rewards which he termed as social reward. Employees obtain social rewards when they feel like they belong to the organisation, affiliate and relate with the organisation and its members. Zhang et al (2011) revealed that extrinsic rewards such as wages and monetary incentives increase motivation and creativity of the workforce.

This can be supported by Bluestone and Rose (1998) cited in Reynolds and Lydia (2007). They highlighted that economists believe that higher wages prompts employees to work more hours. Contrastingly a research carried out by Prasch (2000) revealed that higher levels of remuneration may induce workers to reduce their working hours. This can be supported by Zhang et al (2011) who highlighted that higher levels of extrinsic rewards may actually reduce motivation. This is because of the fact that beyond a certain level money ceases to motivate, so employees will require increased time off. It can be seen that the authors above do not agree on whether extrinsic rewards increases motivation or reduce it hence the need for a further research.

## **2.4 Techniques of motivating employees through non financial rewards**

### **2.4.1 Employee participation**

Binyaseen (2010) define employee participation as a motivational technique that provides employees with opportunities to share their knowledge and ideas. Kelvin et al (2012) defines participation as the influence that arises as a result of an individual taking part in the process of making decisions. They went further separating participation into three different parts which are situational, influence and intrinsic participation. Situational participation is used to describe the actions performed; intrinsic involvement is used to describe relative value and the significance of outcomes.

Influence participation describes the influence that an individual has in the organisation's activities and results. They argue that the differentiating between these types of participation will assist management in gaining an appreciation of the various factors that reinforce employee job satisfaction. Reynolds cited in Kelvin et al (2012) also highlighted that distinguishing between these various types of participation will also assist in conducting a research. This is because it helps in the formulation of hypothesis and the research instruments that are suitable for each type of participation.

Shields and Shields (1988) cited in Kelvin et al (2012) argue that various authorities assign different meanings to the term participation. He cited this as the major reason for the inconsistent results in researches conducted in this area of study.

A research by Brownwell and McLannes (1986) cited in Kelvin et al (2012) showed that there was no relationship between employee participation and employee motivation. Contrastingly a research carried out by Chong (2002) reveals that employee participation contributes greatly to employee motivation. These contradictory results are a reflection that the effect of employee participation on employee motivation is still worth a further research.

#### **2.4.2 Indirect participation**

Tarus and Kaufman (2006) cited in Looise et al (2011) define indirect participation as a situation where employees do not deal directly with the management in airing out their views. They are however represented by a committee or an individual employee represent in their dealings with the management of the organisation. The workers at CF communicate with the managers through their supervisors.

#### **2.4.3 Direct participation**

Looise et al (2011) added that direct participation as immediate communication between employees and management without the use of third parties. This is done by allowing employees to make contributions in meetings, making independent decisions and by granting employees independence to be creative and innovative. Direct communication with the management might take the form of letters, memos, face to face as well as emails. On the other hand Binyaseen (2010) define direct participation as a form of dialogue that provides employees with a chance to share information and ideas.

#### **2.4.4 Self managed teams**

Workers can also be involved in the decision making process directly through self managed teams. Cohen et al (1996) cited in Tal-Shmotkin (2013) defines self managed teams as a small group of workers in an organisation. Self managed teams control their behaviour and have the freedom to make decisions. Self managed teams are given tasks which they should complete within stated time. Leepark and Gowan (2010) define self managed teams as teams where decision making is done as a group rather than leaving the decision making process to a superior.

Self managed teams make decisions such as making their own purchases to the suppliers and set their own targets.

For self managed teams to operate efficiently there must be open communication among team members. There is also need for greater interaction among team members. Redman and Wilkson (2006) argue that in an attempt to conform to group norms, members might end up learning bad behaviour which might be costly for the organisation. Attaran and Nguyen (2000) cited in Tal-Shmotkin et al (2013) argues that self managed teams are most appropriate for challenging work assignments. In addition self managed teams are also suitable for tasks that have results that can be measured. Self managed teams increase employee motivation because members will have freedom to make decisions and set their own targets. However the company might experience loss of production if the workers do not have targets to attain.

## **2.5 Training and development**

Coloquilt et al (2011) defines training as planned efforts put in place by companies to enable transferring of knowledge from the trainer to the trainee. Goldstein (1986) cited in Aziz and Ahmad (2011) links training with performance by defining it as the process of getting skills, experiences, ideas and attitudes. This will assist in increasing the productivity of the employees. Aziz and Ahmad (2011) defined training motivation as an explicit desire by an employee to learn the details of the work. The worker will have the motivation to apply the learned skills and expertise in the working environment.

Capelli (2002) cited in Basterrexta and Albizu (2011) argues that in recent times workers now believe that their safety now depends on the number of skills they possess. They believe that these skills improve their chances of being employed in many organisations. It is from training that they obtain skills that make them more employable hence motivated to stay since they believe that they have some kind of job security. In contrast Alber (2012) states that training programmes in some cases will result in reduced motivation on the part of employees. This usually arises in situations where employees denied salary increases or promotion opportunities which they will expect after finishing any training programme.

Moreover he argues that training might result in over qualified people who are more likely to be unemployable. This is because employers cannot afford to remunerate the workers with wages that are in line with their qualifications. Conflicting results from the previous authors about the influence of training on employee shows that Literature surrounding this area of study is inconclusive. In light of the contrasting results from previous authorities the researcher has found it necessary to conduct a further research to investigate the effects of training on the motivation of employees at CF.

### **2.5.1 Methods of training workers**

Chow et al (2008) define methods of training as techniques used to impart knowledge to the workers. Training methods can be divided into two broad categories which are on the job training and off the job training.

### **2.5.2 On the job training**

Dymoc and Geber (2002) define on the job training as learning that takes place onsite that is in the environment that the trainee will be working. On the job training does not take place at specialised training facilities such as vocational training centres. However it occurs at the organisation whilst the learner will actually be making contribution to the company's output. Kauffeld and Willenbrock (2010) added that a worker is coached by a mentor usually a senior employee who has the knowledge about how the systems operate at the organisation.

In addition Jackson (2012) emphasised that the senior employee acts as a role model to the new and inexperienced employee. The mentor or tutor will take time from his daily chores in order to coach the new employee. Jackson (2012) founded that on the job training is appropriate only when few people are being trained because this will reduce costs since there is no need to set up special equipment for the training. Knowledge transfer will be high since the trainee will be trained in the actual work set up.

Contrastingly Lepark and Gowan (2010) argue that on the job training is suitable when training a sizable number of employees. This is due to the fact that unit costs will be high when the organisation is training a few individuals.

### **2.5.3 Types of on the job training**

#### **2.5.4 Job rotation**

Leepark and Gowan (2010) are of the view that job rotation involves moving employees between tasks within the same company. This is done to expose them to the company's different systems. Brunold and Durst (2012) defined job rotation as the lateral movement of workers between different positions and tasks within the same working environment. Bergh (2012) added that job rotation will equip employees with knowledge that will enable them to carry out different kinds of tasks.

Workers will also have an enhanced understanding of the organisation's overview. Performing a variety of jobs will reduce monotony associated with performing a single task hence motivated by the variety of tasks. In addition Brunold and Durst (2012) suggest that the employee motivation theory reveals that rotating employees enhances employee's skills. It also reduces monotony associated with carrying out a single task. Furthermore rotating employees leads to increased satisfaction and high levels of motivation for the involved workers. Hong (2008) cited in Brunold and Durst (2012) describes job rotation as a knowledge sharing tool for employees working across different functions.

This enables the organisation to economise on training costs thus increasing profitability. Bennet (2003) cited in Baro (2012) went beyond Brunold and Durst by adding that job rotation can be divided into two types. Firstly there is within function rotation and cross function rotation. He described within function rotation as rotation of employees who belong to the same functional area and are at the same level of operation.



Within function rotation is also suitable for employees who share the same responsibilities. On the other hand he explains cross functional rotation as the inter movement of workers to different departments or a different functional areas. Brunold and Durst (2012) highlight that rotation increases worker commitment. It also increases their level of participation and also helps employees to find their work interesting.

### **2.5.5 Apprenticeship**

Jackson (2012) argues that on the job training is a must to majority skilled trades like electrical engineering, carpentry, motor mechanics and plumbing. He also argues that apprenticeship programmes have the advantage that it will not disturb real work performance. Apprenticeship programmes also provides individuals being trained with a wide-range of skills. However apprenticeship programmes are usually long term in nature. Moreover they are quite expensive for many organisations as the individuals receiving the training needs to be remunerated. CF offer apprenticeship programmes mainly to students who study carpentry at different colleges and institutions of higher learning.

### **2.5.6 Job enrichment**

Bergh (2010) argues that job enrichment assumes that employees need responsibility for their actions, freedom and autonomy. Adding challenging tasks might help in enriching the job. Leepark and Gorwan (2010) are of the view that organisations can assign challenging assignments to its employees through empowering them.

### **2.5.7 Off the job training**

Kauffeld and Willenbrock (2010) define off the job training as any learning activity that occurs outside of the working place. The training usually occurs at specialised training facilities, at vocational training centres or any other training institution. Off the job training is costly than on the job training due to the need for an external trainer and specialised equipment. The trainee does not contribute to the organisation during his period of training. Skills learnt by the trainee might not directly suit the needs of the actual work set up.

Stites (2009) highlights training programmes are difficult to evaluate since there is no a generally accepted model to measure the effectiveness of any training programme. He cites the following advantages of on the job training. He founded that through on the job training learners easily transfer their new skills to the job. In this case he will be productive whilst he is still learning, thus motivated to work. On the job training also economises on costs since there is no need for a special trainer. More over no set up costs are not necessary since there is no need for any special set up cost. In addition the trainer is usually not a professional trainer but just a senior employee. In that respect the trainer might lack the knowledge of transferring skills to the learner.

## **2. 6 Importance of training**

Basterretxea and Albizu (2011) argue that modern day employees have a belief that their employability is backed by the amount of skills that they have. They believe that chances of getting employed are high if they possess a variety of skills. Employees expect that their employers will continue to upgrade their knowledge through training. Companies that frequently involve their employees in training programmes usually retain their employees. Thus training can help to increase worker commitment and reduce labour turnover at the workplace. A research carried out by the Hay group in 2002 as cited in Basterretxea and Albizu (2011) showed that organisations that did not invest in training their staff faced high levels of employee turnover. The results of the research carried out by Execed and MSGM's ISL in 2009 also gave the same results. Thus investment in the growth and development of employees is the best way of retaining key employees.

Nadler (1989) cited in Amagada (2006) states that training leads to improved performance of workers. Improved performance enhances a worker's chances of being promoted at the workplace. Amagada (2006) argue that training equips workers with knowledge and their employee rights. Trained employees can voice their opinions which are different from the case of an untrained employee who does not know his rights. It can be noted that all the above authors seem to agree that training creates loyalty to the organisation and improves employee motivation. Training also equips employees with the knowledge on how to handle technical equipments hence it can be used to increase safety of employees at the workplace.

However Basterretxea and Albizu (2011) state that training might produce overqualified employees. Organisations might fail to remunerate the employees with wages that are in line with the qualifications of the employees. This might lead to reduced motivation on the employees. Moreover off the job training requires substantial costs in terms of hiring trainers and the purchase of training equipment. Moreover the skills obtained may not be used in the actual work environment thus employees may not be motivated by these training programmes.

## **2.7 Fringe benefits**

OECD (2007) cited in Kasper et al (2012) define fringe benefits as incentives that workers obtain over and above their basic pay. These benefits are a token of appreciation for an employee's services to the organisation. Examples of fringe benefits range from food hampers, housing allowances and even pension funds to employees. Financial benefits might not be enough to give employees a sense of security. Fringe benefits play a greater role in the motivation of employees. Zhang et al (2011) cited in Kasper et al (2012) argues that family members can benefit from the fringe benefits being offered to their relatives who are employed.

These benefits may take the form of living in a company house or benefiting from medical aid facilities if they are registered as a next of kin. Alpert, (1987) cited in Artz, (2010) argues that fringe benefits might be used as substitute for employees salaries.

This is particularly true in terms of CF Pvt Ltd which is the centre of this research. In the year 2008 when there was hyper inflation management substituted wages with food hampers and this motivated employees. Employees were motivated because these benefits were clearly better than their salaries which had a low purchasing power. However things have changed since the introduction of the multicurrency system. It no longer clear whether employees are still motivated by the provision of food stuffs such as fresh carpenter ( matemba) and mealie meal hence the need for a research.

Kasper et al (2012) argues that fringe benefits have different effects on different employees. They argue that some benefits fulfil basic needs such as food and shelter which are needed for survival. On the other hand some needs fulfil the needs for self actualisation such as the provision of company cars. Therefore the company should provide different fringe benefits that meet the different personalities of its workforce. Wallace and Pitchler (2009) cited in Kasper et al (2012) argues that fringe benefits reinforces worker commitment.

Use of fringe benefits also improves the standards of living for the employees through the provision of such facilities as company cars and house. More over Alpert (2008) cited in Artz (2010) went further than Nielson by stating that fringe benefits increase employee motivation because they can act as wages. He also argues that fringe benefits are better than wages and salaries because they are not taxed. Baughman et al (2003) also adds that provision of fringe benefits reduces labour turnover. Use of fringe benefits also helps in the recruitment of experienced personnel. This is due to the fact that individuals do not only look at the financial rewards when evaluating job opportunities. They rather take into account the mix between wages and benefits. For example when an individual wants to be a director for a company he will not be mainly interested in the salary. He will pay more attention to the allowances provided by the company such as holiday allowances and trip allowances.

However Artz (2012) argues that provision of fringe benefits might actually decrease employee satisfaction if they are given incentives that they do not prefer. Kasper et al (2012) supports this view by stating that all employees will not be motivated by the provision of sporting facilities at the workplace. Artz (2010) explain that duplication of fringe benefits will not motivate employees. He gave an example of a couple who works at the same organisation and are both given the same fringe benefits. They will not appreciate a second provision of the same fringe benefit that has already been given to their partner.

Different viewpoints and contradictory results by various authorities highlighted above have prompted the researcher to carry out a further research. Moreover Artz (2010) argues that fringe benefits have been used as controls in most of the previous studies.

They were not used as the primary focuses of the study hence the need to carry out a further research without using fringe benefits as controls. Liang and Zhang (2010) cited in Kasper et al (2012) also argues that a majority Chinese graduates usually move between jobs after every two years. This is different from the Zimbabwean context where a majority of the graduates are unemployed. As a result they cannot afford to change jobs because they are scarce. Therefore the researcher has found it worth time and effort to conduct a similar study under local conditions.

## **2. 8 Employee recognition**

Long and Shields (2010) cited in Feys et al (2013) defined recognition as the giving of non financial incentives to workers so as to encourage good behavior. Ornstein (1983) cited in Feys et al (2013) added that there exists a positive relationship between recognition given to workers and job performance. Bunk (2005) cited in Feys (2013) highlighted the concept of assimilation in employee recognition. Through assimilation individuals will be motivated to see their co workers receiving recognition from management. This is because they know that the same can also happen to them if they stick to good behavior at the workplace. Also if a worker receives punishment for bad behavior, all his other colleagues will be demotivated alongside with him.

Appelbaum and kamal (2000) argues receiving recognition from the superiors at work helps to motivate the workers by helping in boosting confidence and self respect. However Shields (2010) cited in Feys et al (2013) reveals that recognition by employers to some workers will result in them feeling like they are being mocked. For example clapping hands to a 65 year old for a job well done is inappropriate. They also argued that recognition to a single employee whilst other employees are watching will result in others feeling jealous. However this is yet to be tested and there are few researches if any on the potential negative effects of recognition. This created a gap which the researcher and the study wish to fill.

## **2.9 Labour turnover**

According to Armstrong (2000) employee turnover refers to the rate by which employees enter and leave organizations. Abbasi (2006) went beyond Armstrong by defining employee turnover as the movement of employees between occupations, companies, and employers in a labour

market. White (1995) cited in Booth and Hamer (2007) described a low rate of employee turnover as a benefit to many organizations. Glebbeck and Bax (2004) cited in Booth and Hammer (2007) describes high levels of labour turnover as a cost to the organization which needs to be controlled. Davidson et al (2010) adds that labour turnover is caused by factors such as poor remuneration, long hours of working, and lack of opportunities to participate in decision making. He went further stating that high levels of staff turnover are mainly found in workers with low skills and those who are poorly remunerated. Employees leave their current employers for different reasons which are explained in detail below.

### **2.9.1 Voluntary Turnover**

Morel et al (2001) cited in Booth and Hamer (2007) explains that voluntary labour turnover is mainly caused by push factors. An example of voluntary turnover that is caused by a push factor is when an employee quits his job because he finds it boring. Voluntary labour turnover may also be caused by pull factors in which case an employee leaves an organization in search of greener pastures. It is also caused by low or no provision of allowances to executives such as posh cars and holiday allowances.

### **2.9.2 Involuntary turnover**

Campion (1991) cited in Booth and Hamer (2007) argues that involuntary turnover is caused by factors which organizations and managers cannot control. These factors include among other things death or sickness forcing a person to quit his job. CF lost 3 of its executives due to involuntary turnover when they were involved in a fatal accident in 2011 on their way from South Africa. Diaze et al (2006) argues that factors such as females being forced to quit their jobs to take care of their families through maternity should also be included in involuntary turnover. This has faced much criticism from other authors such as Hinkin and Tracy. Research by Hinkin and Tracy (2006) cited in Davidson et al (2010) reveals that labour turnover causes a decline in productivity. Decline in productivity constitutes a greater proportion of all the labour turnover expenses. They went further stating that staff turnover will cause the organization to incur recruitment costs and induction costs in trying to replace lost labour.

Davidson et al (2010) argues that high staff turnover will cause low motivation and morale on the remaining employees at the workplace. This is due to the fact that they will have lost their colleagues whom they socialized with at the workplace. The researcher has carried out this research with the aim of finding the possible causes of high staff turnover at CF.

## **2.10 Organizational commitment defined**

Allen and Gratsafe (2001) cited in Smith and Kumar (2013) defined organizational commitment as a bond that employees have to organizations which they work in. Hasset (2012) highlighted that organizations that have employees who are highly committed usually experience low levels of employee turnover. In addition Allen and Meyer (1997) cited in Hasset (2012) explained organizational commitment creates a dependency syndrome on employees to their organization. This is because they will be seeing themselves as part of the organization, so without the organization they cannot survive. Jawrski and Kohli (1993) cited in Kuo et al (2010) links organizational commitment with positive outcomes such as increased employee motivation and job satisfaction. Smith and Kumar (2013) highlights that there are three forms of organizational commitment which are continuance, affective and normative commitment.

### **2.10.1 Affective commitment**

Smith and Kumar (2013) define affective commitment as referring to one's psychological attachment to a particular company. This usually comes from the experience and the enjoyment that people obtain from doing their work. Porter et al (2004) cited in Hasset (2012) explained that an individual who is affectively committed will have an emotional connection to the company. Workers who have an affective commitment find their work interesting. As highlighted above all the authors seem to agree that affective commitment comes from job satisfaction.

### **2.10.2 Continuance commitment**

Allen and Meyer (1991) cited in Smith and Kumar (2013) explain that continuance commitment is based on the associated expenses that individuals acquire when they quit their jobs.

Continuance commitment comes from the fear of not getting any other employment if they leave their current employers. In addition individuals like directors will have invested in the company in form of buying shares. In such cases the opportunity cost of leaving the organization will be great. Hasset (2012) also highlighted that individuals might fear losing benefits such as company cars if they leave an organization.

### **2.10.3 Normative commitment**

Kuo et al (2010) define normative commitment as a situation where a worker feels that he has a duty to remain an organisation because of the social ties created by the organisation. For example some of the workers of CF feel that they have worked for the organisation for more than 20 years and that they cannot leave CF because they are now part of the society. They have built homes in the society and some of them are church leaders and feel like they are too old to leave CF and get employed elsewhere. Affective commitment will be used for the purposes of this study. This is based on the presumption that it is the only type of commitment that is affected by intrinsic motivation. It also affects feelings of attachment and loyalty to the organisation.

### **2.11 Conditions of work and employee safety**

According to Cotton et al (2005) the international labour organisation (ILO) issued the following labour standards which organisations should abide to.

- Freedom of association and the right to collective bargaining
- Elimination of forced labour
- Effective abolition of child labour
- Elimination of discrimination in respect of employment

Contini (2012) argues that in recent times organisations are in the information age where technology has led to a decrease in the level of manufacturing work. This has enabled a number of firms to cut their expenditure in maintaining the physical working conditions for employee safety. However CF Pvt Ltd is in the manufacturing of furniture where factory workers require protective clothing and equipments to properly handle furniture. Adverse working conditions affect employee health which tends to increase the level of employee absenteeism.



Stallman (1994) cited in Contini (2012) argues that females are more affected by poor health and safety conditions than man. This is caused by their biological set up.

## **2.12 Chapter Summary**

This chapter contained literature on the various forms of non financial incentives in motivating employees and the subsequent impact on organizational performance. This chapter paved way for the research methodology which is discussed in detail in the next chapter.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

#### **3.0 Chapter introduction**

This chapter outlines how the research was conducted in order to meet the objectives of the study. It contains the research design, instruments used in the study and the data sources. This chapter provides justification and limitations to the various data analysis techniques used in conduct the study.

#### **3.1 Research design**

Saunders et al (2012) define a research design as the basic plan that provides answers to the research questions. It includes the objectives for undertaking the study, data sources as well as description of how data will be analyzed. Challenges faced by the researcher and ethical considerations will also be discussed. Descriptive and exploratory research designs will be used in this study.

##### **3.1.2 Descriptive research**

Wilson (2010) explains that a descriptive research design describes a topic through the use of observations and it may also be used both quantitatively and qualitatively. A descriptive research design is used to explain existing or precedent events. Saunders et al (2012) adds that descriptive research design enables one to get a correct profile of events. This research therefore seeks to find the major causes for high labour turnover, reduced employee motivation and commitment. Aaker et al (2004) is of the view that a descriptive research design aims to find conclusive data and also helps the researcher in explaining the distinctive features of the targeted population.

The researcher used a descriptive research design because it gave accurate information which assisted in making accurate decisions. Descriptive research designs aimed at providing facts on which decisions were made. Descriptive researches may also be preliminary research that may lead to further research.

### **3.1.3 Case study**

Robson (2002) cited in Saunders et al (2009) defined the case study as an approach for carrying out a study that includes empirical searching to a particular phenomenon. It makes use of real life situations as well as various sources of data. They went further arguing that a descriptive case study answers questions such as what causes a particular problem, why it causes and how it causes that particular problem. Thus the case study approach enables the researcher to gain an in depth understanding to a particular problem. Hence this research seeks to find out the various causes of reduced employee motivation at CF and how they are causing it. The researcher also wants to find solutions to these various problems.

### **3.2 Target population**

Wilson (2010) defines a population as the total number of inhabitants residing in a particular place. Due to large number of the population it would not be possible to test every individual hence the need for a target population. Sekarani (2001) outline that target population does not only refer to the number of people in an area but to events or objects that have common characteristics in a sample. The target population in this study consists of 100 employees, 15 former employees and 30 managers. Former employees were important in the study because they provided information on the causes of high labour turnover at the company by giving the reasons why they left CF. The target population is shown in the table below.

**Table 3.1 Target population**

<b>Category</b>	<b>Total</b>	<b>Percentage (%)</b>
Management	12	12%
Employees	80	80%
Former employees	8	8%
Total	100	100%

**Source: CF Human Resource Report**

As shown in the table above the target population consisted of 12 managers, 80 employees and 8 former employees. The management and employees and management were from the company's headquarters in Harare.

### **3.3 Sampling procedures and techniques.**

#### **3.3.1 Sample**

A sample is a subgroup with similar characteristics that is used to represent the total population. Cooper and Chindler (2005) are of the view that a sample must contain all the attributes of the total population in order to be a representative. Field (2007) argues that a sample size must be at least 30% of the total population. Saunders (2012) is of the view that since the research has a time limit, sampling enables the researcher to save time and money. This is because it will be expensive and time consuming to involve the total population.

#### **3.3.2 Sample size**

Wilson (2010) is of the view that the size of the sample is determined by the nature of the research philosophy. Cooper and Schindler (2005) highlighted that a sample must represent all the attributes of the total population.

They argue that a good sample size should be accurate and precise. Accuracy refers to the extent to which unfairness is not present in a given sample. Precision means the sample must be a reflection of all the characteristics of the total population. Wilson (2010) is of the view that a sample size is usually in line with one's research philosophy. In that sense one is likely to get a bigger sample if he/she uses a positivist approach. The sample size used by the researcher is shown in the diagram below.

**Table 3.2 Sample size**

Target population	Sample size
Management	5
Employees	25
Former employees	10
Total	40

**Source Field work: 2014**

As shown in table 3.2 above a total of 40 employees were used as the sample size for this study. It included 5 managers, 25 employees and 10 former employees. These were selected from various departments namely finance, production and marketing.

**3.4 Sampling procedures and techniques**

Sampling techniques can be classified into probability and non probability sampling techniques. For the purposes of this research judgmental and stratified random sampling techniques were used to find the right sample size.

**3.4.1 Probability sampling**

Cooper and Schindler (2005) define probability sampling as a sampling procedure that randomly selects objects. It ensures that each item has a chance of being chosen in a given population. The researcher used stratified sampling as a method of probability sampling

### **3.4.2 Stratified random sampling**

Saunders et al (2012) states that stratified random sampling is an adjustment of random sampling. With this sampling method the population is separated into important strata based on a number of attributes. Random samples are then collected from each respective stratum. The researcher grouped the CF workers in respect of the departments they belonged to namely marketing, finance, production and the human resources department. Employees were then selected randomly from these departments. Dividing the population into several strata gave the researcher an opportunity to represent each department proportionately within each sample. Stratified random sampling helped the researcher to economize on time since information was obtained from those employees with valuable knowledge of Coloursell Furnishers.

### **3.4.3 Non probability sampling**

Easterby et al (2008) define non random sampling as a sampling technique that is not random and is biased in nature. Each element does not have an identified non zero chance of being chosen. Non probability sampling does not statistically represent all units of a population. Nachmious. (2008).

### **3.4.4 Purposive sampling**

Neuman (2005) cited in Saunders et al (2005) states that purposive sampling is often used in situations where there are very small samples. Purposive sampling calls for one's judgment to select cases in a random manner. Purposive sampling does not statistically represent the total population. The researcher selected those managers which he thought that they might have valuable knowledge on employee motivation. These were taken from the human resource department and the marketing department. Judgmental sampling ensured that information was obtained from the people with the best knowledge of the research problem. Judgmental sampling was used to ensure selection of those managers who could easily understand the variables in the study.

### **3.4.5 Snowballing sampling**

In this case the sample comes out through a procedure where one reference helps in the identification of the next reference. Snowballing is usually used in situation when it is usually not easy to locate members of the target population.

The researcher used snowballing sampling to locate the former employees of CF. A majority of the former employees were scattered across the city of Harare. Assistance from other former employees and friends helped in locating other former employees. Locating the former employees was difficult so snowballing assisted in locating the former employees through references from friends and employees.

## **3.5 Data Sources**

Burns and Burns (2001) outlines that sources of data can either be primary or secondary. These are discussed in detail below.

### **3.5.1 Primary data**

Collis and Huss, (2003) define primary data as original data that has been obtained directly from its source. Sources of primary data include data obtained from interviews, questionnaires and observations. Primary data for this particular research will be collected using interviews and questionnaires. Interviews will be done on the management of the company while questionnaires will be given to the employees outside management.

Primary data has an advantage in subjective studies because information will be obtained directly from the people involved. Facts and figures are to be drawn from the employees because factors affecting employee motivation vary from one employee to another. Moreover factors given in secondary sources of data might just be general factors which might not apply in situations on the ground.

### **3.5.2 Secondary data**

Collis and Huss (2003) define secondary data as data that has been previously collected by other people for various uses.

The data can be obtained from journals, newspapers, research papers and books among others. The data used in this research will be gathered from the records of Cloursell Furnishers Pvt Ltd, academic journals such as the emerald insight and from textbooks. Secondary data is cheap since it can be accessed cheaply by the researcher from the university library. Theory from published books and journals helped the researcher to familiarize with the concept of employee motivation before starting to research on the problem.

Literature from previous researches helped the researcher to find out what has already been covered regarding the topic under study to avoid duplication of effort. Secondary data also helped the researcher with information on the research problem since some of the information could not be obtained from interviews and the answered questionnaires.

### **3.6 Research instruments**

#### **3.6.1 Interviews**

Collis and Hussey (2003) define an interview as a data gathering technique in which respondents are asked questions to discover their views about a particular subject. Personal interviews were used in this research. The interview questions consisted of both structured and unstructured questions. Unstructured questions helped to get comprehensive answers from the interviewed managers. They also helped the interviewed managers to fully express their views on employee motivation at the workplace

#### **3.6.2 Personal interviews**

Cooper and Chindler (2008) define a personal interview as face to face communication between the interviewer and the interviewee. Personal interviews were conducted to obtain information from the respondents about their views regarding the topic under study.

#### **3.6.3 Conducting personal interviews**

Face to face interviews were conducted at the company's headquarters in Harare. Unstructured interviews were conducted on the management team of CF. Appointments were set before interviewing the respondents.



The interviews consisted of two parts. Firstly the researcher will asked the respondent a question and the response given by the interviewee determined the direction of the interview.

Interviews were used for collecting data in this study because they give room for probing questions on responses that need further explanation. Questions which interviewees did not understand were explained by the interviewer during the interview. Interviews were also important in this study because the researcher had control of the interviewee. This is because he could determine the direction of the interview from the responses given by the respondents.

On the other hand some of the interviewees in the were affected by stage fright . However the researcher continued to use the interviews because the advantages seemed to outweigh the disadvantages. Thus use of both questionnaires and interviews helped in eliminating weakness associated with each data collection technique.

### **3.6.5 Self administered questionnaire**

Manikai, (2007) defines a questionnaire as a formalized list of questions that are used to solicit information from the respondents. The questionnaire consisted of both open ended questions and closed ended questions. Closed ended questions are questions designed to limit respondents with fewer options of answers. Closed ended questions helped the researcher to save time since it was faster and easier for respondents to indicate their answers. Also closed ended questions helped to make comparison of answers easier for the researcher.

However closed ended questions limit respondents in fully reflecting their views about the question. Open ended questions are those questions that designed to get comprehensive answers from the respondents. Open ended questions assisted in giving respondents independence to formulate responses. This gave them opportunities to be creative. However they were time consuming for the respondents to fill.

### **3.6.6 Questionnaire distribution**

The questionnaires were delivered in person to the employees of the company. Questionnaires were distributed after communication with the respondent to seek consent.

The respondents answered the questionnaire in my presence after which the questionnaires were collected for analysis. A total of 40 questionnaires were sent out. The questionnaires were distributed in person to ensure that they reach the respondent in order to obtain a higher response rate. Also the element of anonymity associated with the questionnaire survey technique enhances the chances of getting honest responses. More than one data collection technique was used to eliminate the weakness inherent in each of the instruments.

### **3.7 Validity and reliability**

#### **3.7.1 Validity**

Mautinho and Hutcheson (2011) states that validity is used to assess the worthiness of an experimental design as well as making sure that the instruments used in carrying out a study serves its purpose. The researcher ensured that the research was valid by first conducting a pilot study. Questionnaires were given to friends to check for any mistakes in the questions before they were issued to the actual respondents.

#### **3.7.2 Reliability**

Cooper et al (2003) argues that a measure is said to be reliable if it supplies consistent results. Mautinho and Hutcheson (2011) went beyond Cooper et al by stating that reliability means that the same results must be obtained if a different person carries out the same research in a different set up. The researcher ensured reliability of the results by making sure that all employees were subjected to the same questionnaires. Management answered their own questionnaires which were different from those of employees but similar at that level.

### **3.8 Data presentation and analysis**

#### **3.8.1. Data presentation**

After collecting data through interviews and questionnaires the researcher first went through the preliminary work in which he was looking for any spoiled sheets or any other mistakes made by the respondents during answering the questions.

Data was analyzed and interpreted based on the research questions. Data presentation was done using graphs, pie charts and tables. The researcher used tables to represent the data because measurement units are shown clearly. Tables are also easy to refer to and data can be easily interpreted. The researcher used bar charts to present data because they help facilitate comparison because of their visual impact. They are also easy to use when presenting quantitative data.

### **3.8.2 Data analysis techniques**

Data is going to be both quantitatively and qualitatively analysed in order to come up with meaningful recommendations and conclusions. Data analysis and computation was done through the use of bar graphs, pie charts and through the use of tables. Data presentation was done in line with the research findings.

### **3.9 Ethical considerations**

Burns and Burns (2012) define ethics as the use of moral principles as well as values that controls human behavior. Coolican (1992) cited in Collis and Hussy (2003) states that it is difficult to avoid ethical problems when carrying out a research. In light of this the researcher will try to conduct the research in utmost good faith by keeping information obtained from the study confidential. The researcher will also inform the respondents before carrying out interviews and distributing the questionnaire. In addition the researcher will not falsify results of research to achieve publication success.

### **3.10. Chapter summary**

This chapter looked at the research methodologies used in this research. Justification as to why certain methodologies were used is given. Interviews and questionnaires were the main instruments of data collection used. Both quantitative and qualitative methods of data presentation used in this research are also highlighted in this chapter.

## CHAPTER IV

### DATA PRESENTATION AND ANALYSIS

#### 4.0 Introduction

This chapter focused on the presentation of the findings obtained from the research. The findings were an answer to the research questions and the research objectives that were highlighted in chapter one. Summary of the research findings acted as the bases on which the conclusions as well as the recommendations were made. Analysis of the results was based on the data obtained from both primary and secondary data sources. Primary data was obtained through interviews as well as questionnaires and secondary data was obtained in the company documents and academic journals.

#### 4.1 Response rate

A total of 40 questionnaires were issued to the employees, former employees and the management of CF. 25 of the questionnaires was issued to the employees, 10 to the former employees and the remaining 5 were issued to the management of organization. 35 questionnaires were responded giving a total response rate of 89%. The response rate from the questionnaires was calculated by dividing the number of questionnaires retained into the total number of questionnaire administered and then expressing it as a percentage as shown in the formula below.

$$\text{Response Rate} = [(\text{Questionnaires Received} / \text{Questionnaires Administered}) \times 100\%]$$
$$(35/40 \times 100\% = 89\%)$$

The total response rate was 89%. A summary of the response rate is shown in table 4.1 shown below.

**Table 4.1 Questionnaire response rate**

Sample units	Questionnaires administered	Questionnaires received	Questionnaires discarded	Percentage response rate
Employees	25	22	3	88
Former employees	10	8	2	80
Management	5	5	0	100
Total	40	35	5	89

**Source primary data**

As shown in table 4.1 above the management recorded a high response rate of 100%. This was mainly attributed to the fact that the researcher kept on encouraging them to fill their questionnaires through use of text messages. The employees recorded an 88% response rate and this was because of the fact that they were given 48 hours to work on their questionnaire. This resulted in two of the questionnaires not being returned due to circumstances that were beyond the control of the researcher and one questionnaire was filled incorrectly.

The former employees managed to get a higher response rate of 80%. This was because of the fact that they filled their questionnaire in the researcher's presence. The other two former employees were not found at their stated addresses. Assistance from the employees and friends helped to locate the former employees. A response rate of 89 % is high enough to represent the total population of CF workers to obtain valid results from the research.

**Table 4.1.1 Interview response rate**

Respondents	Sample Size	Interviews conducted	Response rate %
Managers	5	5	100%

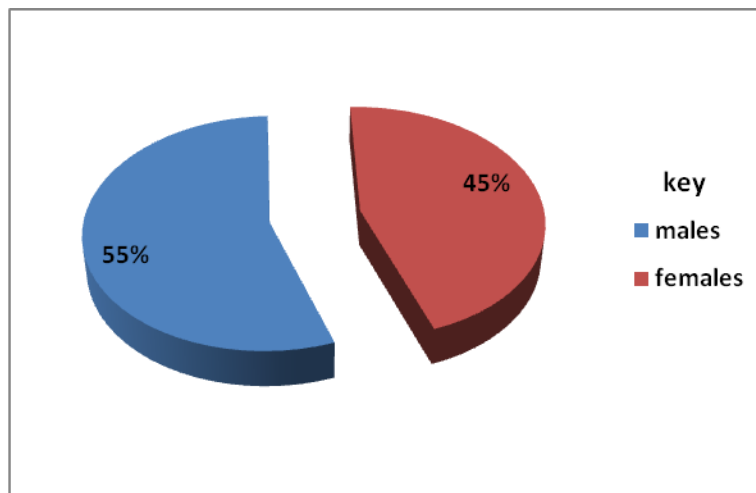
**Source: Primary data**

Table 4.1.1 above summarizes the response rate from the interviews carried out on the management of CF which was 100%. The researcher managed to interview all the managers because he set appointments with the managers prior to carrying out the interviews.

## 4.2 Socio-demographic data

### 4.2.1 Gender distribution

The researcher sought to find to find the demographic distribution of the respondents in terms of sex. The responses are shown in the pie chart below.



**Fig 4.1 gender distribution**

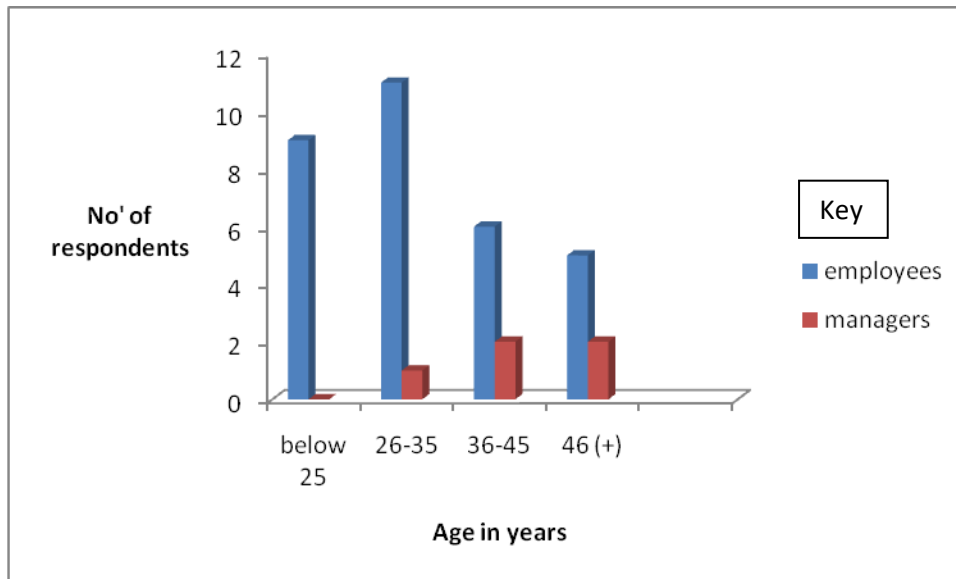
**Source: Primary data**

The results from the research show that they were more males than females. Males constituted 55% of the respondents whilst females constituted 45%. They were more males than females because a majority of the respondents were factory workers. Males dominated since the nature of the work in the furniture factory requires hard labour in terms of lifting furniture and raw materials. The results also show that women were affected by the adverse working conditions than their male counterparts. This has resulted in more females factory workers leaving the organization as compared to the male employees. This is also evidenced by the fact that 6 of the former employees who participated in this study were females.

This view is also in line with the views of Contin (2012) who argued that females are more affected by poor health and safety conditions than males.

#### 4.2.2 Age distribution

Age distribution of the respondents who answered the questionnaires and interviews is shown in the graph below



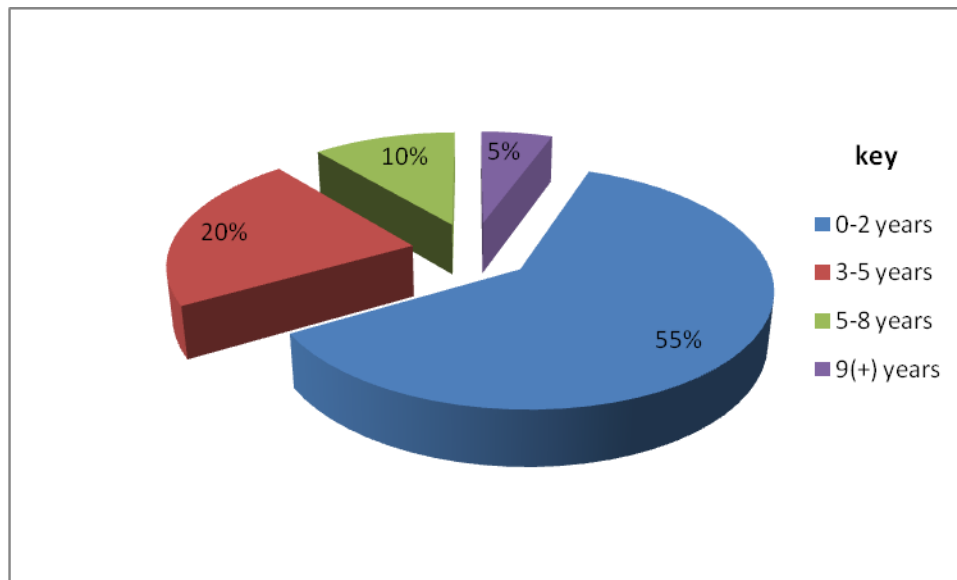
**Fig 4.2 Age distribution**

**Source: Primary data**

From the diagram above it can be seen that the workforce is mainly dominated by the youth (35years and below) who constituted more than 60% of the respondents. The results also prove that there were few old and experienced employees. This is shown by the fact that only 30% of the respondents were above the age of 35years. This could have been caused by the fact that a majority of the older and experienced workforce was lost due to labour turnover. CF also employees a lot of graduate trainees who are usually employed for two years and in most cases do not gain full employment. The fact that only 30% of the respondents were above the age of 35 years is an indication that the incentives used by CF failed to motivate its employees to stay at the organisation.

### 4.2.3 Length of service in the organization

The study sought to find the number of years which the respondents had served in the organization. This would help in determining the level of worker commitment and the rate of labour turnover at the organization. The responses are shown in the pie chart below.



**Fig 4.3 Length of service at the organisation**

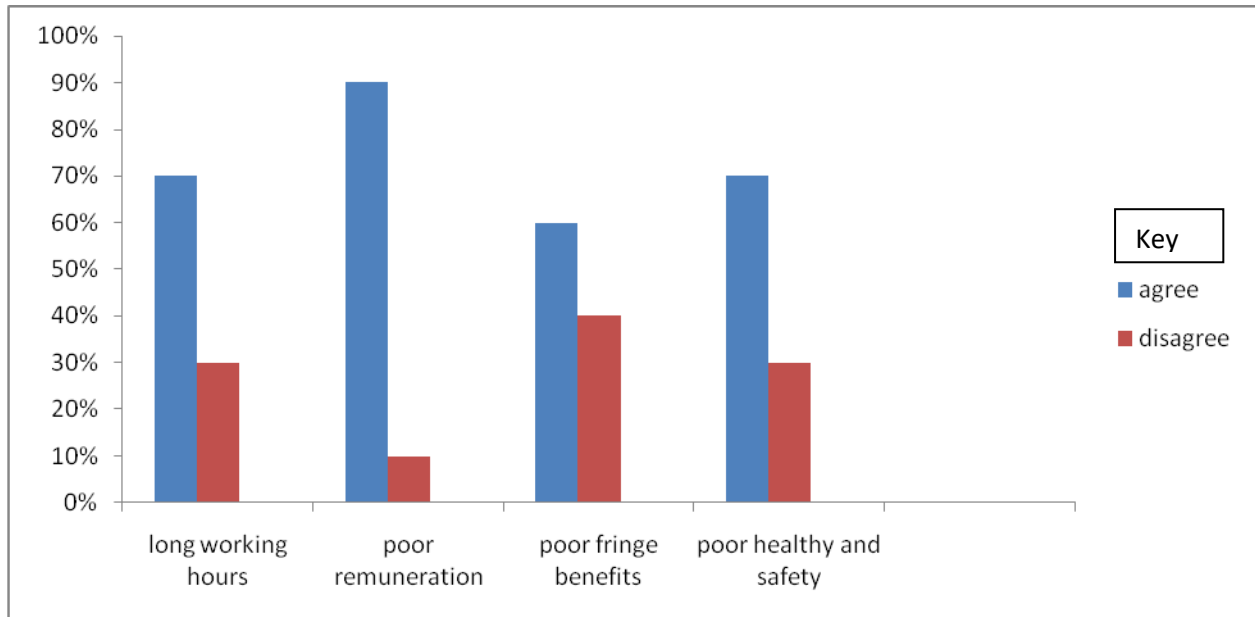
**Source: Primary data**

From the pie chart above it can be seen that 55% of the respondents had worked at CF for less than two years. 20% of the respondents worked for 3-5 years, 10% for 5-8 years and only 5% of the respondents worked at CF for more than 8 years. The fact that only 8% of the respondents worked at the organization for more than 8 years is an indication that the non financial incentives used by CF are failing to retain its employees by motivating them to stay. This is also evidenced by the fact that a majority (55%) of the respondents have been at CF for less than two years. This is a reflection of the fact that the workers at CF had a low commitment to their organization.



### 4.3 Causes of staff turnover at CF

From the study the researcher sought to identify the major causes of labour turnover at CF and these are shown in the diagram below.



**Fig 4.4 causes of labour turnover**

**Source: Primary data**

The results show that the major cause of labour turnover at CF was poor remuneration since 90% of the respondents agreed that they left the organization because of poor remuneration. Employees could have left because their salaries could not afford to cover the basic needs. This is also supported by a research carried out Jonathan et al (2010). He found out that labour turnover was mainly found in workers with low skills and those who are poorly remunerated.

Seventy percent of respondents agreed that long working hours were the major reason why they left the organization. Contrastingly only 30% disagreed that they left the organization because of long working hours. This is an indication that there were poor working conditions at CF. The workers were forced to work from 7:00 am in the morning until 7:00pm in the evening which exhausted them.

This is against the international labour organization (ILO) standards which are cited in Cotton et al (2005). ILO standards states that organizations should refrain from the use of forced labour and the mandatory labour hours for a normal working day are 8 hours. The results also show that use of poor fringe benefits is the third major factor which caused labour turnover. This is shown by the fact that 70% of the respondents also agreed that they left the organization because of ineffective fringe benefits provided by the company. Contrastingly only 30% of the respondents disagreed that they left the organization because of poor fringe benefits. The results are also an indication that most of the workers at CF were not motivated by provision of food stuffs such as fresh carpenter fish (matemba) and mealie meal. This is also supported by Artz (2012) who explained that provision of fringe benefits decrease job satisfaction if workers are given benefits that they do not like.

#### 4.4 Level of worker commitment

The survey aimed at finding the level of worker commitment that the workers of CF had to their organization. The respondents rated their commitment levels on a scale of 10. The responses are shown below.

**Table 4.2 Worker commitment**

Low commitment	0/10	2/10	3/10	5/10	7/10	9/10	10/10	High commitment
Percentage Responses	12%	65%	10%	3%	0%	5%	5%	

**Source: Primary data**

The results show that the employees at CF have a low commitment to their organization as indicated. This is indicated by the fact that a majority of the respondents (65%) revealed that they would rate their level of commitment to CF as 2/10. In addition 12% of the respondents indicated their commitment to the organization as 0/10. Low commitment to the organization could have been caused by use of poor motivational strategies by the organization. Only 5% of the respondents rated their commitment to the organization to be 9/10.

These responses mainly come from the interviewed managers who were paid better salaries and allowances than a majority of the employees. This is also supported in theory by Hasset (2012) who reveals that if employees receive attractive packages they are most likely to increase their commitment to the organization

#### 4.5 Employee job satisfaction

The study sought to investigate if employees were satisfied with their jobs. Results from the survey are shown in the diagram below.

**Table 4.3 Employee job satisfaction**

Response category	Frequency	Percentage response (%)
Strongly Agree	0	0%
Agree	2	5%
Neutral	4	10%
Disagree	4	10%
Strongly disagree	30	75%
Total	40	100%

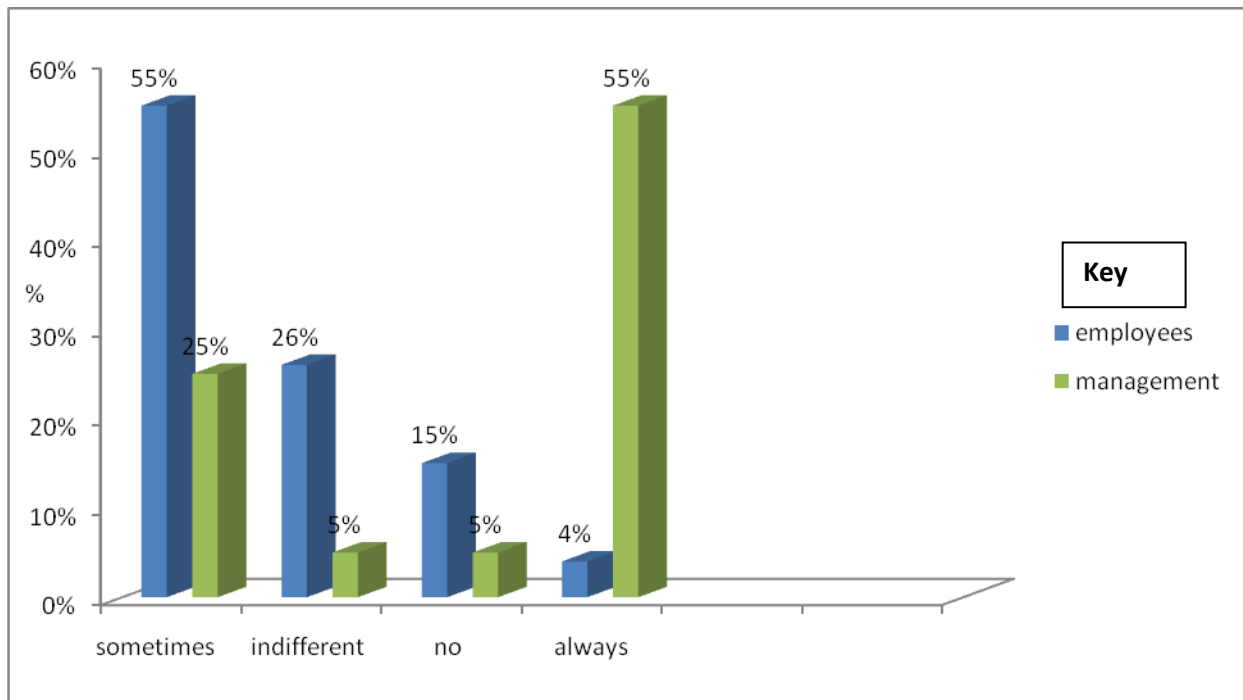
**Source: Field work**

The results shows that the employees at CF were not satisfied with their job as shown by 85% of the respondents who disagreed that they were not satisfied with their jobs. Only 5% of the respondents stated that they were satisfied with their jobs. However interviews with management indicated that employees were satisfied with their jobs. This was taken by the researcher as trying to protect the company's image. Moreover managers only constitute less than a quarter of the total respondents who participated in the study. Therefore their views were outweighed by the responses from the employees who formed three quarters of the total respondents.

The employees were dissatisfied with their jobs because of the long working hours and poor health and safety conditions. Moreover they viewed the company’s provision of non financial incentives such as sporting kits as misplaced priorities. Tikkane (2007) supports this view by stating that Maslow formulated a hierarchy of needs in which lower level basic needs had to be satisfied first before any other higher level needs are satisfied.

#### 4.6 Opportunities to participate in decision making

The study sought to find out if employees were offered opportunities to participate in decision making. Their responses are shown in the bar graph below.



**Fig 4.5 Employee participation in decision making**

**Source: Primary data**

From the responses shown above it can be seen that both management and the employees seem to agree that employees were offered opportunities to take part in decision making. However they only differ on how they perceive the frequency with which employees were offered opportunities to take part in making decisions. 55% of the interviewed managers revealed that employees were always given opportunities to take part in decision making. This view was only supported by 4% of the respondents from the employees.

On the other hand 55% of the employees revealed that they were sometimes offered opportunities to participate in decision making. This was only supported by 25% of the management. Thus the results show that employees were offered opportunities to participate in decision making once in a while and this did not motivate them. These results contradict the results obtained by Brownwell and McLannan (1986) cited in Kelvin et al (2012). The results from their study showed that there was no relationship between employee participation and employee motivation

#### 4.7 Challenges faced by employees

The researcher sought to find the major challenges that employees faced at the workplace. The responses are shown in the table below.

**Table 4.4 challenges faced by employees**

Response category	Percentage response rate (%)
Absence of commission	0%
Long working hours	30%
Poor fringe benefits	25%
No fixed dates for remuneration	35%
Total	100%

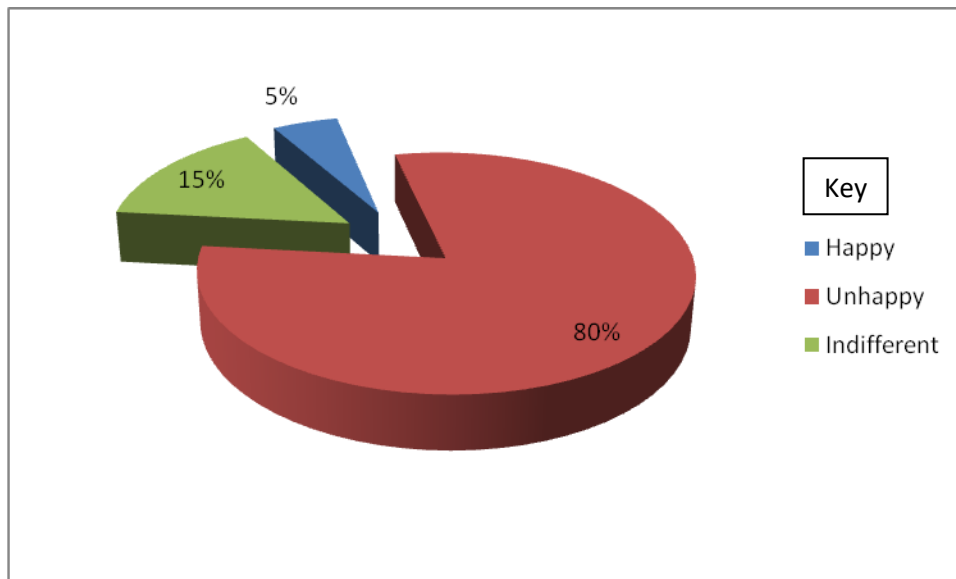
**Source: Primary data**

The results from the study shows that failure of the organization to provide salaries on fixed dates was the major challenge faced by employees at CF. This is shown by the fact that 35% of the respondents indicated this as a challenge that they faced at the workplace.

Long working hours were ranked by the researcher as the second biggest challenge faced by employees. This is indicated by the fact that it had the second largest number of respondents (30%). Provision of poor fringe benefits was the third major challenge faced by employees at CF as indicated by 25%. The results also show that absence of commission was not a challenge faced by the employees at the organization as none of the respondents indicated it as a challenge.

#### 4.8 Employee Remuneration

The study wanted to investigate if employees were satisfied with the dates on which they received their remuneration. The responses are shown in the pie chart below.



**Fig 4.6 Employee remuneration**

**Source: Field work**

The results show that the employees at CF were not happy with the dates on which they received their salaries. This is shown by the fact that a majority of the respondents (80%) indicated that they were not happy with the dates on which they received their salaries. In contrast only 20% of the respondents indicated that they were happy and 15% of the respondents neither agreed nor disagreed. Interviewed managers also agreed that the organisation faced challenges in remunerating its employees and this created problems for them in paying their rentals.

This is also supported by Smith et al (2013) who argued that timing of giving extrinsic rewards is important and they must be allocated in a manner that employees view as fair and equitable.

#### 4.9 Company performance

The table below shows the responses given by the employees on their views about the level of company performance.

**Table 4.5 Company performance**

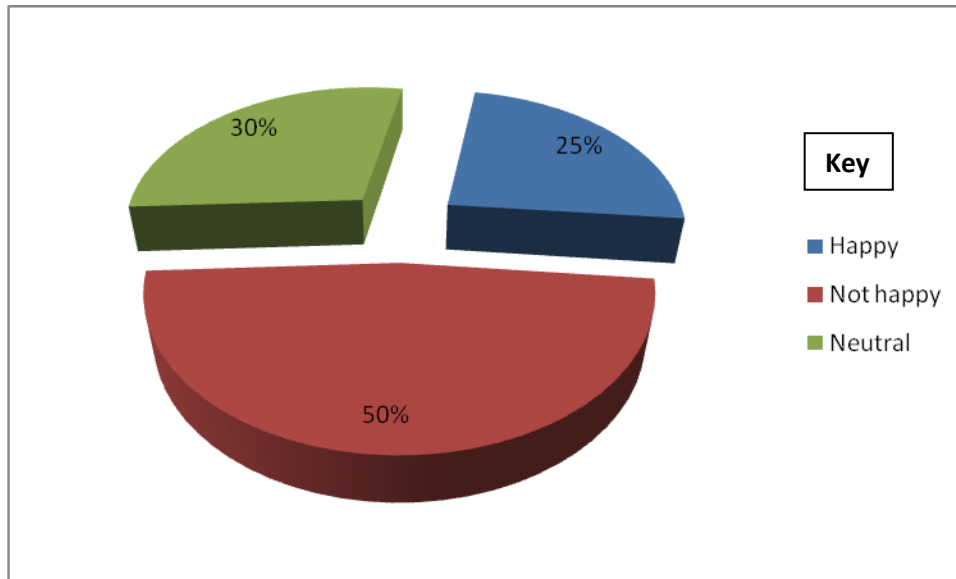
Response Category	Percentage response (%)	
	Employees	Management
Poor	75%	0%
Average	20%	5%
Good	5%	15%
Excellent	5%	80%
Total	100%	100%

**Source: Primary data**

The results show that the organization is experiencing a poor performance. This is shown by the fact that a majority of the employee respondents (75%) highlighted that the company was performing poorly. None of the interviewed managers indicated that the company was having a poor performance. 80% of the interviewed managers indicated that the organization was having an excellent performance. This was taken by the researcher as trying to cover up for the organization since managers are held responsible for the company's poor performance.

#### 4.10 Employee health and safety

The aim in conducting the study was to investigate if employees were happy with the health and safety conditions provided by CF. The responses are shown in the table below.



**Fig 4.7 Employee health and safety**

**Source: Field work**

These results are a reflection that the healthy and safety conditions provided by CF did not motivate and satisfy the workers. This is shown by the fact that a majority of the respondents (50%) were not happy with the healthy and safety conditions at CF. Only 20% were happy and 30% revealed that they were neither satisfied nor dissatisfied. On the employment contracts, factory employees were supposed to be given milk everyday to prevent them from having chest problems. However management views this as a luxury given the current economic conditions. As a result the workers were now being given milk 2 times a week instead of everyday. This has led to a reduction in employee morale since some of the workers are experiencing health problems. Females were affected more than their male counter parts. This is supported by Continin (2012) who reveals that women are affected more than their male counterparts by poor health and safety conditions.



#### 4.11 Opportunities for employee growth and development

The aim in conducting the study was to investigate if employees were offered opportunities in decision making. The responses from the survey are shown in the pie chart below.

**Table 4.6 Opportunities for employee growth and development**

Response category	Number of responses	Percentage response rate (%)
Strongly Disagree	0	0%
Disagree	2	5%
Neutral	4	10%
Agree	22	55%
Strongly Agree	12	30%
Total	40	100%

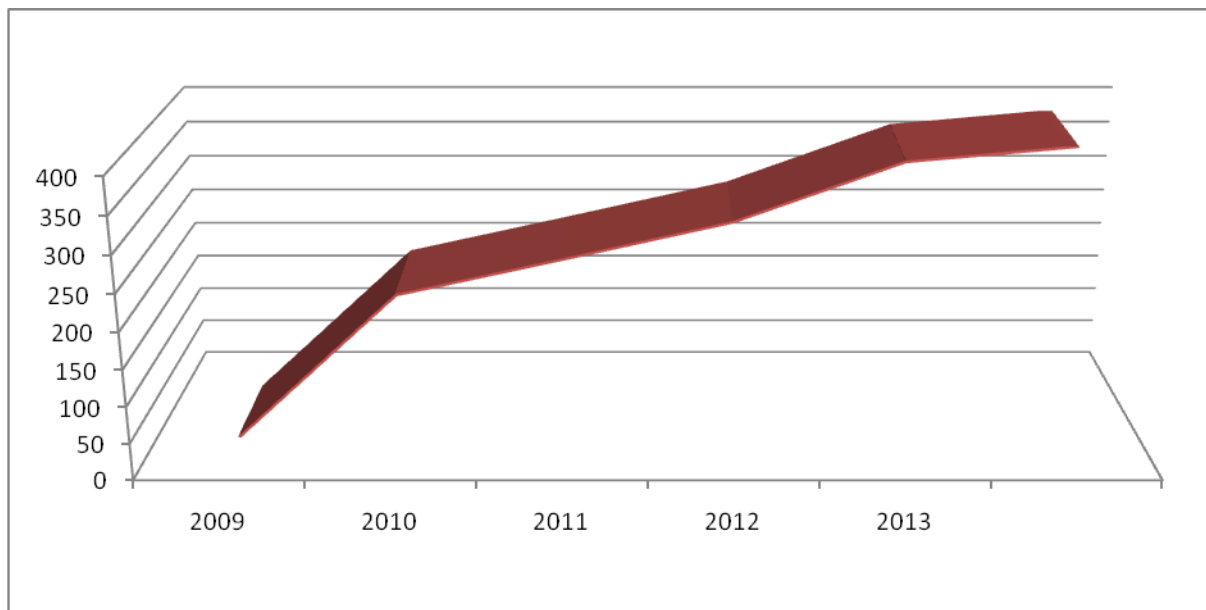
**Source: Primary data**

The diagram above shows that 55% of the respondents agreed that they were offered opportunities to participate in the decision making process. In addition 30% of the respondents strongly agreed to this notion. On the other hand only 5% of the respondents disagreed, neither of the respondents disagreed and 10% of the respondents neither agreed nor disagreed. These results are a reflection that employees were offered training opportunities and to pursue their careers by furthering their studies. However the workers felt that they did not benefit from the training provided by the company. This is because they were not given certificates and increased salaries after completion of these training courses. Moreover employees were not happy not since the organization did not help them in paying tuition fees for their studies. Some of the employees at CF were pursuing studies with colleges and universities.

The organization sometimes did not grant them leave days during time for examinations which frustrated the workers. This is also supported by Alber (2012) who states that training might end up reducing employee morale. He argued that trained workers will end up demanding increased salaries and promotion opportunities which organizations might fail to provide hence dissatisfaction.

#### 4.12 Customer complaints

The researcher sought to find if the effectiveness of the non financial incentives used by CF. The annual reports from the human resource department on customer complaints for the year 2013 are shown in the diagram below.



**Fig 4.8: Level of customer complaints**

**Source: CF human resource report 2013.**

As shown in the diagram above there has been a gradual increase in the number of customer complaints from 75 in the year 2009 to 400 complaints by the end of year 2013. The results are an indication that employee motivation has decreased over the years. Decline in employee motivation has caused a reduction in the quality of furniture manufactured. This in turn has caused an increase in the level of customer complaints.

#### **4.13 Chapter summary**

This chapter focused on the presentation of the research findings which the researcher obtained from the questionnaires and interviews. Analysis and presentation of the findings was done with the aid of charts, tables as well as graphs. This helped in interpreting and presenting the results in a way that readers could easily understand. Comparison of the results to that of previous researches was also done to help in explaining the significance of the findings to the organization and to the employees.

## **CHAPTER V**

### **SUMMARY, CONCLUSIONS, RECOMMENDATIONS**

#### **5.0 Introduction**

The chapter gives a summary of the research findings which were analyzed in chapter four. A summary of the research findings is made in line with the objectives of the research. Conclusions made by the researcher about this study are also highlighted. The chapter ends with the researcher giving recommendations to CF on how it can use non financial incentives to motivate the workforce.

#### **5.1 Summary of findings**

The main aim in conducting the study was to investigate the influence of non financial incentives on employee motivation. The summary are made in line with the study findings presented in chapter four and the objectives of the research of the research outlined in chapter one.

##### **Objective 1: Causes of labour turnover**

The results prove that CF experienced a high rate of labour turnover. The major causes of labour turnover at the organization were poor remuneration, long working hours, poor fringe benefits and poor health and safety conditions as revealed in fig 4.3.

##### **Objective 2: Employee perception of the motivational strategies used by CF**

The results show that employees at CF were offered opportunities to participate in the decision making process. This is shown by 55% of the respondents who agreed that they were sometimes offered opportunities to make decisions. However they did not perceive participation as a motivational tool.

The workers were not motivated since they were only allowed to make decisions on minor issues. Thus it can be noted that the employees were not motivated by the inadequate opportunities they were offered in the decision making process.

The results also prove that employees were offered training opportunities by the organisation and opportunities for career growth and development. This is shown by the fact that they were allowed to further their studies. This is shown by a majority of the respondents (55%) who agreed that they were offered training courses and allowed to further their studies. However the employees were not motivated by these training courses. This is because they felt that they did not benefit from the training provided by the organisation since they were not given certificates after completing these training courses. Employees were also not motivated by the training courses provided by CF because they did not receive salary increments after these training courses.

### **Objective 3: Effectiveness of motivational strategies used by CF.**

The results shows that employees were not happy with the incentives that they received from CF. This is shown by 45% of the respondents who revealed that they were not not happy with the dates on which they received their salaries and fringe benefits. Employees felt that their salaries were too low and they also failed to appreciate the fringe benefits that they were given by the organization. Inconsistencies in the dates in which employees received their salaries and benefits reduced their motivation. This is because workers had to find other means to pay their rentals and bills.

Non financial incentives provided by CF were ineffective as a majority of the respondents (75%) revealed that they were not satisfied with their jobs. They argued that they were not happy because of factors such as long working hours, poor health and safety conditions and lack of opportunities to participate in decision making.

## **5.2 Conclusions**

The main aim in undertaking the study was to investigate the effectiveness of non financial incentives on employee motivation. In light of the above summary of findings the researcher concludes that the use of non financial incentives has a positive impact on employee motivation. However inadequacy or inappropriate mix of non financial incentives with financial incentives will result in reduced motivation for the employees.

The study has also proved that the organization is experiencing a high rate of labour turnover. Despite the fact that the company is losing a lot of skilled labour due to turnover, the researcher has noticed that head office is putting limited effort to eliminate this problem. The research proved that the major causes of staff turnover at CF are the existence of poor remuneration, long working hours and use of ineffective fringe benefits.

The researcher also concludes that workers at CF think that management is not concerned about employee welfare. They perceive the incentives used by the organization such as the use of fringe benefits as ineffective. They view these incentives as misplaced priorities for example provision of sporting facilities at a time when employees are struggling to survive.

## **5.3 Recommendations**

The recommendations presented below are based on the findings and experience of the researcher.

- Even though the workers have valuable reasons for them leaving CF, management should make efforts to reduce labour turnover at the organization. This can be achieved through offering employees better working conditions such as reducing the working hours working hours should be reduced to 8 hour per each working day. Management should also employ additional workers to avoid straining its employees with work overload. Head office should also borrow funds from financial institutions to finance operations which help in generating profits. This will enable them to be able to increase salaries for their workers.

- Head office should award certificates to its employees after completion of training courses. This will be done to motivate employees to appreciate the training sources. CF should encourage employees to further their studies by giving them study leaves and by assisting them in paying their tuition fees.
  
- Head office must first seek to find out the non financial incentives that employees prefer before deciding on what to give them as incentives. This must be done to avoid giving employees incentives that they do not appreciate. This will help in boosting employee morale.
  
- The company can improve employee motivation through the introduction of performance appraisals, bonuses and commission. Use of sales commission will motivate the employees to work hard. Providing of bonuses at the end of each year will improve employee commitment.
  
- Management at CF must involve employees in the decision making process through decentralization of decision making. This can be done through the introduction of self managed teams, setting a worker's union and introducing quality circles. This should be done so as to motivate employees and make them feel that they are part of the organization.
  
- Individual accolades such as manager of the year award and employee of the month award should be introduced by head office. This will be done to ensure recognition of good behavior performed by employees.
  
- Management should ensure that recognition for good behavior or punishment for bad behavior must be done at the time the event occurs. This is because employees might fail to understand the reasons for the actions if they are delayed. For example punishing an employee for arriving late at work in the afternoon when he has committed the offense in the morning will be inappropriate since the worker might mistake the punishment for hatrage.

- The management should assign challenging assignments to its staff, introduce job enrichment and by rotating employees from one job to the other. Job rotation will be done to reduce monotony associated with performing a single task. Job enrichment will help in increasing the skills of employees.
  
- Giving employees protective clothing and milk to the workers to avoid health problems should be seen as a necessity and not as a luxury. The organization should provide these benefits frequently so as to increase employee performance and motivation to work.
  
- The working hours for the employees must be reduced to 8 hours per day since working from 7:00 am up to 7: 00 pm really stresses the employees. The organization might also introduce overtime payments for the additional hours worked over and above the mandatory 8 hours so as to motivate the employees.



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## APPENDIX 1

### REQUEST LETTER

Midlands State University  
Faculty of Commerce  
Department of Business Management  
P. Bag 9055  
Gweru  
The Human Resource Manager  
Coloursell Furniture Pvt Ltd  
249 Robson Manyika Road  
Harare

Dear Sir /Madam

**REF: REQUEST FOR PERMISSION TO CARRY OUT ACADEMIC RESEARCH WITH YOUR ORGANISATION**

I am a student studying for a Bachelor of Commerce Honours Degree in Business Management. In order to complete my degree programme, it is a requirement that I carry out a research named **“Influence of non financial incentives on employee motivation and organizational performance”**. I therefore seek authority to carry out my research in your organization. If you have questions you may want to ask or any areas you think might need clarification please feel free to contact me on my cell number which is +263 776 185 163 or you may contact me via my email which is jayagurujerry@gmail.com.

Your cooperation in this research will be greatly appreciated

Yours Faithfully

R111479N



## APPENDIX: 2

### QUESTIONNAIRE FOR EMPLOYEES

Show your answer by ticking in the appropriate box (√)

#### 1. Socio-demographic data

##### a. Gender

Male

Female

##### b. Age in year

Below 25

25-34

35-44

45-54

55 (+)

#### 2. Academic Qualifications

O' Level

High school

Diploma

Degree (+)

#### 3. For how long have you been working at CF?

0-2 years

3-5 years

5-8 years

9 years (+)

4. Can you highlight the challenges that you face as an employee that prevents you from performing to your best effort?

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5. To what extent are you motivated by the current non financial incentives used by CF?

To a greater extent

To a lesser extent

6. Which two additional benefits would you want to be introduced by management?

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7. May you please show your level of job satisfaction by ticking in the appropriate space?

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree

8. In what ways do you benefit from the training programmes provided by CF?

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9. You are allowed to pursue your career by furthering you studies? Please show your answer by ticking in the appropriate space

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree

10. Which areas would you like to be improved at the workplace?

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11. How do you rate the performance of CF. Please show your answer by ticking in the appropriate space

Poor	Average	Excellent	Good

12. In your own opinion is management concerned about employee welfare?

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13. Which of the reward systems listed below motivates you most?

Financial rewards

Non financial rewards

14. What effects did the absence or inadequacy of the above had on your performance at work?

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15. You offered opportunities to participate in decision making? Please show your answer by ticking in the appropriate space.

Always	No	Sometimes	Indifferent

16. Are you happy with the health and safety conditions provided by CF? Show your answer by ticking in the appropriate space.

Happy	Neutral	Unhappy

17. Are you paid your salaries and fringe benefits on fixed dates?

Yes

No

Sometimes

18. If yes to the above question did this have any effect on your level of performance at the workplace?

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19. How do you rate your level of commitment to CF. Show your answer by ticking in the appropriate space?

Low commitment	0/10	2/10	3/10	5/10	7/10	9/10	10/10	High commitment
Response								

Thank you

**APPENDIX: 3**

**QUESTIONNAIRE FOR FORMER EMPLOYEES**

Show your answer by ticking in the appropriate box (√)

**1. Socio-demographic data**

**Gender**

Male

Female

**2. For how long did you work at CF?**

0-2 yrs

3-5 yrs

5-8 yrs

9 yrs (+)

**3. Would you like to work for CF again in the future?**

Yes

No

Maybe

**4. What challenges did you face as an employee during you time as an employee at CF?**

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Show your level of satisfaction by ticking in the appropriate space

KEY: 1-strongly agree, 2-agree, 3-neutral, 4-disagree, 5-strongly disagree

	1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly disagree
<b>a. Employee participation and involvement</b>					
Employees participate in decision making					
Employees work with minimum supervision					
<b>b. Conditions of work</b>					
CF working conditions are better than that of my current employer					
CF offer the best health and safety conditions					
<b>c. Causes of labour turnover</b>					
Search for greener pastures					
Poor remuneration					
No training facilities					
Workplace conflicts					
<b>3.Employee growth and development</b>					
CF offer the best training facilities					
Employees are given opportunities to be and creative and innovative					

Thank you

## **APPENDIX 4**

### **MANAGEMENT INTERVIEW GUIDE**

1. For how long have you been employed at CF?
2. Is the organisation currently putting in place strategies to motivate its employees?
3. From your experience of working as a manager what challenges do you think employees face at the workplace?
4. Can you rate your level of commitment to the organization on a scale of 10?
5. As part of the management team how do you involve employees in decision making?
6. Does involving employees in decision making have any effect on their level of performance at the workplace?
7. What strategies have been used by management to counter poor employee motivation at the organisation?
8. Did these strategies have any impact on employee motivation and performance?
9. Does the organisation offer training programmes to its workers?
10. In your own opinion are employees motivated by these training programmes?