FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

THE SIGNIFICANCE OF EXTRINSIC MOTIVATION AS A STRATEGY TO IMPROVE EMPLOYEE PRODUCTIVITY: A CASE OF ATHIENITIS FIFE AVENUE SUPERMARKET.

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DEDICATION

This dissertation is dedicated to my late mom, Agnes Ndlovu, my father, Gift Cheteni who gave me the opportunity to reach this stage in life as well as my brothers and sisters.

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I would like to extend my sincere gratitude and special thanks to my academic supervisor who patiently extended her support and guidance in making this dissertation a success. Also I appreciate the assistance the Management and staff at Athienitis Fife Avenue Supermarket and for allowing me to carry out my research at their organization until a successful end. Special thanks also go to my family, relatives and friends for their unfailing encouragements as well as support in everything. This research would not have been successfully completed without the support of all these people. Lastly and above all I would like to extend my sincere gratitude to the Almighty Jehovah God for granting me the time and opportunity to carry out this research.

ABSTRACT

The research sought to determine the importance of extrinsic motivation in the management of people at work in achieving organizational objectives. The research was carried out at the Athienitis Fife Avenue Supermarket (AFVS). Research objectives were to ascertain if extrinsic motivation influences employee productivity, determine effectiveness of rewards offered and to identify the barriers in keeping up with employee motivation and productivity. The basic theories of motivation and the model of extrinsic and intrinsic motivation formed the basis of the theoretical framework. The study was descriptive and comparative analysis of data gathered as well as literature review was done. A sample of 25 participants including managerial and non managerial employees took part in the study. The research utilized questionnaires and interviews to gather data from research participants. During the analysis of the findings it was evidenced that employees at AFV are not de-motivated or motivated rather there is need for a balanced reward system which is to be renewed. Therefore low productivity has been influenced not only by employees' level of motivation but also by other organizational issues. From the research it was concluded that motivational rewards are a necessity that organisations can use to motivate employees' but only in the right quantities and quality hence improving employee performance. The researcher recommended the organisation to invest more in the reward processes as well as address the issue of organizational culture and policy to employees to facilitate a positive employee productivity and organizational reputation.

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ACRONYMS

AFVS or AFV is abbreviation for Athienitis Fife Avenue Supermarket.

ORG is abbreviation for organization.

DEFINITION OF KEY TERMS

Employee motivation is a goal-directed behavior which involves taking a course of action which leads to the attainment of a goal or a specific valued reward.

Motivation refers to achieving organizations' main goals by satisfying individual employee's needs or demands.

Organizational performance is the actual output or result of an organization as measured against set goals or objectives.

Sit-ins are a form of protest in which demonstrators refuse to leave or do something if demands are not met.

Employee staff morale is the job satisfaction, outlook and feelings of well being an employee has within work place setting. If it is low then they have been hurt.

Employees are people who are hired to work on a basis of part time or full time under an employment arrangement which is written or oral. It includes agreement on remuneration and kind of duties expected of the employee within a time frame.

Intrinsic motivation is enjoyment of activity and inner conviction of the employee that what is being done is the right thing for the purpose of personal goal achievement.

Extrinsic motivation is the source outside that influences an individual to behave in a certain manner. In form of rewards it plays a role in developing a motivated attitude.

Performance is the achievement of assigned tasks that are anchored to time. These are activities that ensure goals are consistently being met in an effective and efficient manner.

Employee performance is the observable behavior and actions that explain how a job is done plus results expected.

Employee productivity is the ratio of outputs to inputs and it is a vital factor for influencing company competitiveness. It is the amount of products an employee comes up with in a specific period of time.

Job satisfaction is a feeling of enjoyment that an employee gets from working.

Job performance is activities that are related to a job in which the employee is supposed to do and how well they are achieved.

Job design is a core function of the Human Resources Management which is related to specification of contents, methods and relationship of jobs in order to satisfy organizational requirements as well as the social and personal requirements. On the other hand it is the work arrangement aimed at increasing job satisfaction by eliminating repetitive tasks and raising productivity levels.

Company policy these are documented principles, rules and guidelines adopted by an organization to reach its long term goals as well as laid down the firms' responses to known and knowable situations and circumstances. It also directs and restricts plans or decisions.

Organizational culture is a system of shared assumptions, values and beliefs which govern how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act and perform.

CHAPTER ONE

1.0 INTRODUCTION

Psychologists in the 20th century define motivation as a goal directed behaviour which revolves around the desire for need satisfaction, Armstrong, (2006) adds on that it is taking an action that influences attainment of set goals as well as a reward. From his definition, motivation is concerned with why people do what they do or their will to work having an influence on both the employer and employee. According to Nnabife, (2011) motivation is an internal (intrinsic) or external (extrinsic) driving force that produces the willingness to perform an act (in an individual) to a conclusive end. Therefore motivation being an aspect that determines work related behavior and outcome has initiated this research focusing on its practicality towards employee productivity. A background to the subject matter and the objectives will be provided as well as the problem statement to justify the relevance of the case in which the research will be focusing on.

1.1 BACKGROUND OF THE STUDY

The aspect of increasing human efficiency began in the late 19th and 20th century by individuals such as Fredrick Taylor who passed on the idea that studying motivation is pre-requisite for understanding human behavior which is the most important factor that influences success or failure at an organization as evidenced by Taylor, (1903). His ideas mention that the level of performance of an individual is a function of motivation. According to Yamuna et al, (2016) motivation has a unique role in managing things and people in an organization and it can be defined in terms of the work nature and the concept is worthwhile for the organizations to be productive in the industry. He postulates that motivation technically is a strategy that is used for utilizing human resources within an organization so that a positive situation results that benefits both employee and employer at an organization.

Herzberg Two Factor Theory of motivation, (1957) discussed motivators and hygiene factors which entail the influence fostered in an individual by the job itself and what is earned respectively. On the other end Vallerand's model of motivation, (2001) discusses two perspectives on human motivation which is intrinsic and extrinsic motivation. Therefore it is from this theory and model that two distinct types of motivation in an individual are identified.

The current study is focusing on extrinsic motivation which is defined as the external stimuli or the tangible things that an individual gains or expects to get from the job as according to Torrington et al, (2014). Extrinsic motivation is the outside in referring to motivating an individual by external elements as added on by Daniel, (2016). Extrinsic factors are very important and they have to be carefully managed to have a flow of employee motivation evident by good employee productivity and positive results at an organization as postulated by McNamara, (2015).

External or extrinsic factors at an organization (ORG) exist in form of rewards which are the most determinant type of motivation. The firm under study is an informal family run retail outlet that specializes in store based products and service retailing. Despite the challenges faced by informal entities and the stiff competition in the current markets, AFVS manages to keep up a system that rewards performance and motivate employees.

However AFVS is experiencing challenges from the employee side and also the organization. Those that are employee related include an increase in labor turnover (number of workers leaving the ORG), worker absenteeism and lateness to work, sit-ins and employee complaints shown in the table 1.1 below as well as decreased rate of employee productivity in the production departments shown by the table 1.1 over a period of four years.

Table 1.1: Employee related problems at AFVS (2013-2016)

YEAR	NUMBER OF WORKERS LEAVING THE ORG	REASONS FOR ABSENTEEISM AND LATENESS	COMPLAINTS	SIT-INS
2013	3	• Important event(for example funeral)	• Limited resources	1
2014	7	• School related	• Late salary payments	3
2015	14	• Illness • No bus fare • No transport	• Work load • Unpaid work overtime • Torn uniforms	6
2016	11	• No reason at all	• Unfair work dismissal • Unfair treatment	8

(Source: AFVS 2016 Human Resources Management Report)

According to the table above, as the number of workers leaving the organization increased from 3 individuals in 2013 to 7 in 2014 AFV staff resorted to employment of work related students who work on yearly contracts from different institutions. To deal with the payment system, one

of the employees' complaints, AFV offers a minimum wage which is paid on time to the student employees. Also the staff crafts a payment plan for the full time based employees according to departments and posted as a memo. This is a way of assuring the employees that they will get their salaries on particular days (According to the AFVS management report, 2016).

Employees are allowed to dress in their own clothes with something that identifies him or her as an employee, for example name tags, printed shirt or t-shirt as well as a pinafore for student employees rather than a complete uniform. On the other hand as permanent employees work alongside students on work-related learning new ideas are captured in and shared. A student (on attachment) and his or her supervisor (member of the AFV staff) who earn an outstanding performance have a chance of getting a pay rise for the month or an extended contract. This has allowed a positive contribution to the organization through the new ways of doing things brought in by the work related learning students in view of improving quality of products and services.

Figure 1.1: Trend in employee productivity in different departments at AFVS (2013-2016)
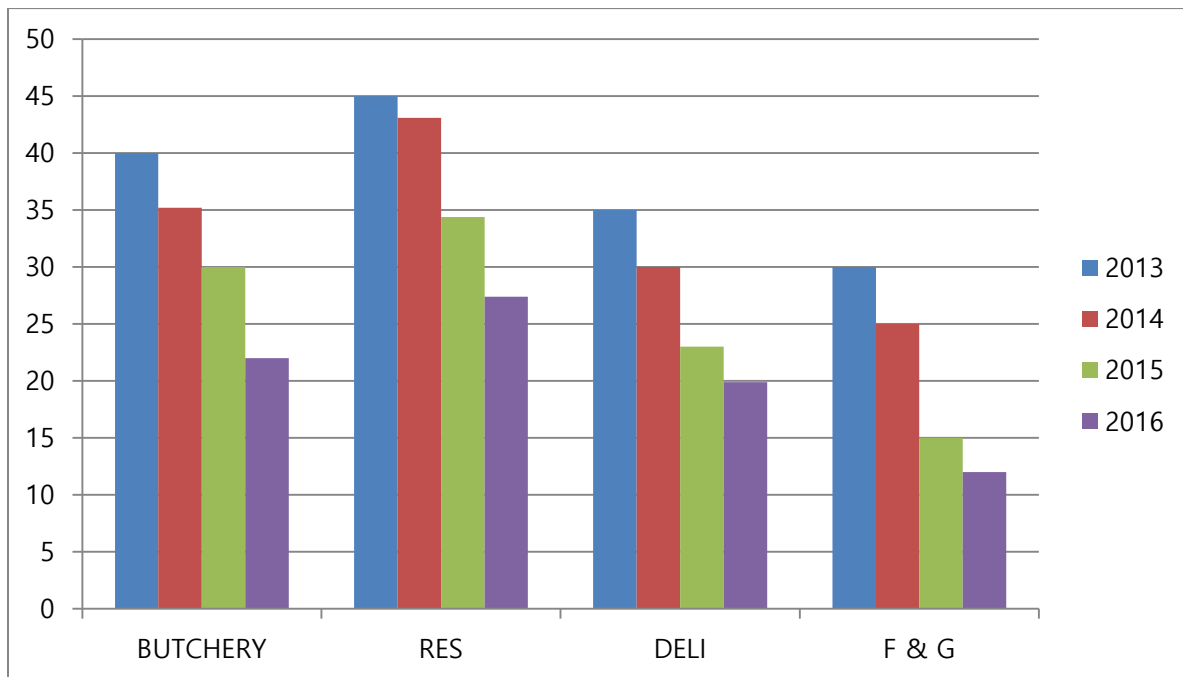
(Source: AFVS Organizational report (2016)

The diagram in figure 1.1 above shows the Butchery department with an employee productivity rate dropping as the years goes by. In 2013 it is 40% which drops to 35.2% in 2014 and a further drop is experienced in 2015 at 30% as well as 22% in 2016. Also restaurant department there is a decrease ranging from 45% in 2013 to 43.1% in 2014, 34.4 % in 2015 and 27.4% in 2016. On the other hand Hot and Cold Deli the rate drops sharply from 35% in 2013 to a 19.9% in 2016. Lastly for the fruit and vegetable department there is a sharp decrease in 2016 indicated by 12% from a 30% in 2013.

On the other hand, the organization is facing a decrease in its customer base, increased poor customer services and customer complaints, as well as decreased profits shown in the table 1.2 below. In 2013 it indicates an assumption of 90.1% retained customers as compared to 38.85% in 2016 which is a decrease of 38.85% that was experienced. This effect corresponds with the increased level of poor customer services over the same period of years. As the customer services deteriorate customer complaints increase while the profits decrease.

Table 1.2: Organization related problems at AFVS (2013-2016)

YEAR	CUSTOMER BASE	CUSTOMER SERVICES	CUSTOMER COMPLAINTS	SALES-PROFITS
2013	90.1%	5.0%	4.80%	81.25%
2014	85.1%	8.2%	5%	75.1%
2015	71.75%	12.3%	9.9%	69.5%
2016	51.25%	20%	16.5%	49.5%

(Source: 2015-2016 AFVS Human Resources Management Records)

The idea of motivation and its determinants is to improve entities image as discussed in the introduction part. However AFVS is facing a reputational risk as indicated by the outlined problems and the customers (through whistle blowing) believe that the business entity has lost its effectiveness through its current employees. Therefore the study seeks to unveil the employees' level of motivation from the rewards offered and the influence it has on employees' productivity.

1.2 STATEMENT OF PROBLEM

The role of extrinsic motivation in form of rewards is to develop a motivated attitude in an employee thus influencing productivity as well as the organizations as a whole. However, questions have been raised concerning the welfare of employees because a change in the entities reputation has been identified by a decrease in customer base and services as well as sales-profits. The study intends to evaluate the influence of extrinsic motivation on employee productivity and whether it serves the purpose of maintaining a good organizational reputation. On completion of the study, a conclusion will be drawn if motivation is the area of concern and if it is possible to blame employees' level of motivation for a poor performing organization.

1.3 RESEARCH OBJECTIVES

- To ascertain if extrinsic motivation influences employee productivity.

- To determine the influence of rewards offered on employee motivation

- To identify what affects productivity other than motivation.

1.4 RESEARCH QUESTIONS

- Does extrinsic motivation influence employee productivity?

- Rewards have an influence on employee productivity or not?

- Is service delivery in the form of productivity dependent on extrinsic motivators?

- Does performance of an individual determine productivity?

- Is organizational reputation affected by employees' welfare in any way?

1.5 SIGNIFICANCE OF THE STUDY

The research intends to benefit the researcher, stakeholders of the organization, the organization and contribute to the current body of knowledge. It also aims to prove if there is a connection among rewards, motivation, individual performance and organizational performance in practical set up.

1.5.1 TO THE RESEARCHER

The researcher is a student at Midlands State University; therefore this research enables her (researcher) to complete her studies in Bachelor Of commerce Business Management Honours Degree. It is a requirement in partial fulfillment and is to be assessed the depth of understanding of the theories learned in a practical framework by an assigned supervisor at the institute. The study also gives the student (researcher) an opportunity to add to the information data base on the subject matter as the complete research will be made available in the institute's library.

1.5.2 TO THE STAKEHOLDERS OF THE ORGANIZATION

The study provides ideas on pleasant means of enjoying repeated business without regrets between the external customers and the organization.

Internal customers who are the employees are to be educated on the subject (under study) matter which the knowledge gives them an opportunity to improve their efficiency in performing their tasks.

The leaders are to be educated on the areas of concern and ways they could go about the raised issues for a better outcome.

The study provides ways in which management can evaluate performance against set goals as the responsibility of day to day operations lies with them and also the importance of employees to the organization.

1.5.3 TO THE ORGANIZATION

The results of the research when implemented will improve the organizational competitiveness, increase customer base, increase productivity as well as efficiency and increase the sales and profit thus improving its performance compared to the time when the research had not been carried out.

1.5.4 TO THE CURRENT BODY OF KNOWLEDGE

The study intends to add information about extrinsic motivation and the influence it has on employee productivity as well as overall performance of the informal organization. At the same time the gap will be addressed providing secondary data to scholars who wish to carry out a research or further the study on other informal organizations. Many scholars have carried out a research on this topic but in different set ups. They have looked at how motivation apply in learning institutions at tertiary level in Zimbabwe and other countries, banking sectors in developing countries and organizations that are privately owned and how it correlates with other aspects such as commitment and leadership.

As the researcher looked into these researches, a gap was identified. The researches put forward do not consider informal family run businesses and yet they contribute to the Zimbabwean economy. Therefore this research will bring out how the organization under study can make the best out of its human resources towards building a good reputation.

1.6 DELIMITATION

The study focuses on an informal, family run business operating in the retail sector as a Supermarket which is struggling with performance owing to challenges in understanding motivation and performance of employees, Athienitis Fife Avenue Supermarket. It is situated at Fife Avenue shopping centre, 147 Mirose Court Cnr 5th street and Fife Avenue, Harare from the period of 2013 to 2016.

1.7 LIMITATIONS

- Some information required to compile the study is classified as confidential hence the researcher is restricted access to by the owners of the entity. However the researcher will make use of the limited information that is allowed access to.

- Potential refusal from the target population to provide information freely due to fear of top management but the researcher will assure them that it is confidential and data is used for academic purposes.

- To obtain information that is adequate for the research purposes might pose as a challenge since the firm is an informal entity. However the researcher will use past information of when it was formal and the information gathered from the field.

1.8 ASSUMPTIONS

- It is assumed that the target population will respond well.

- Respondents have knowledge concerning the subject matter.

- Data collected will be unbiased and correct.

- A representative sample that will provide needed information will be readily available.

1.9 CHAPTER SUMMARY

This chapter concentrated on the introductory part of the area of the research, identifying the dependent variable and independent variable to be looked at. A clear background of the problems or triggers of the research focusing on a certain case study has been given. Objectives have been outlined to further guide the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

According to Locke et al, (2012) literature review is the documentation of comprehensive review of published work from secondary sources of data to the areas which are related to the underlying study. It is also a clear and logical presentation of relevant research work done so far in the area of enquiry. The purpose of this chapter therefore is to document significant findings from other researches on the topic of employee motivation and productivity to serve as a foundation to identify a gap in respect to the study. The contents of the chapter include information on the current body of knowledge and its evaluations in practical terms.

2.1THEORETICAL FRAMEWORK

According to Swanson, (2013) theoretical framework is the structure that holds or supports a theory of a research study. Furthermore it introduces and describes the theory that explains why the research problem under study exists as asserted by Swanson, (2013). In this study, motivational theories will be discussed to note the ideas of early and modern day scholars on the idea of motivation and the model that is relevant.

According to Riley, (2015) motivational theories are categorized into two main groups which are content theories and process theories. The current study is focusing on the content theories which try to explain the different factors that contribute to encouraging a favourable behavior in an individual. They are also known as need-based theories and include Maslow's Hierarchy of Needs, (1954), Herzberg Two Factor theory, (1959) and McClelland's Acquired Need theory, (1976) as stated by Ruthankoon et al, (2015). The theories will be discussed to support the modern day Hierarchical Model of Intrinsic and Extrinsic Motivation by Vallerand et al, (2001) which the study is basing on.

2.2 MOTIVATIONAL THEORIES:

2.2.1 MASLOW'S HIERARCHY OF NEEDS, (1954)

The theory was developed by Abraham Maslow who is among the prominent psychologists of the 20th century. His theory is based on the fact that people are extraordinary and complex creatures who have many motives pertaining to the behavior they display on and off the job. His theory is based on the idea that human beings have needs that exist in hierarchical order. When a lower-level need is fulfilled the next level of need is reached until one gets to the top of the hierarchy.

Figure 2.1: Maslow's proposed five different levels of needs
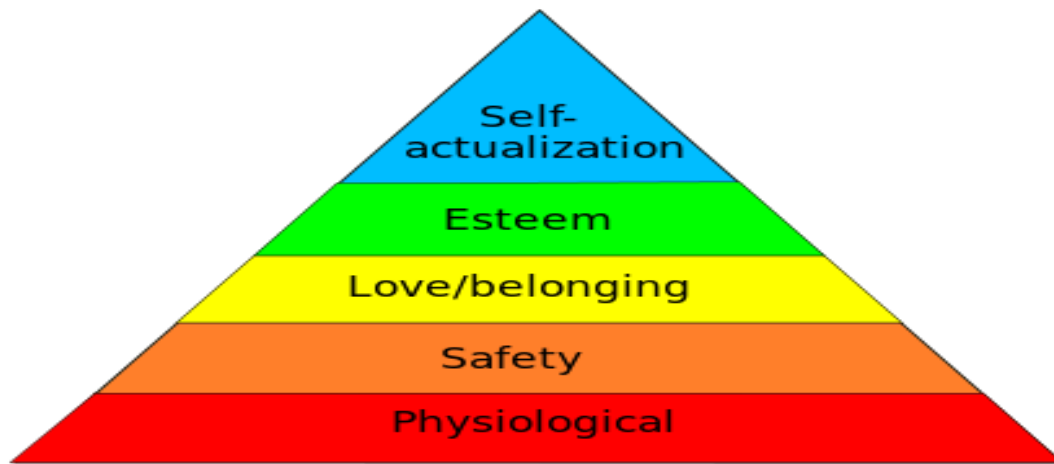
(Source: Daniel, 2016)

2.2.1.1 PHYSIOLOGICAL NEEDS:

Maslow identified these at the bottom level of the pyramid. It is the first level that has to be fulfilled before moving up because it underlay all human behavior. These include the need to satisfy the fundamental drives of human nature which are food, air, water, shelter and clothing. According to Maslow organizations must offer employees a minimum salary or wage that enables them to afford adequate living conditions. Therefore the rationale is that a hungry employee will hardly make any contributions to the organization.

2.2.1.2 SAFETY OR SECURITY NEEDS:

This is the second level of needs that is activated after the first level has reached fulfillment. As Salanova et al, (2011) states it includes the need for a secure working environment free from threats and harm. Thus organizations can provide these needs by providing employees with safe working equipment such as hardhats, health insurance plans and fire protection. An employee working in a harm free environment will do his or her work without fear as according to Salanova et al, (2011).

2.2.1.3 SOCIAL NEEDS:

This is the third level on the pyramid. Baumeister et al, (2016) asserts that individuals have a need for affiliation or need to bond with other human beings (friendship), to be loved, to form lasting attachments and be accepted by others (interaction). He further states that to meet this need, employers encourage employees to participate in social events that are organized by the organization. Baumeister et al, (2016) says that as this need becomes fulfilled in an individual, ideas are shared and effective team work is enabled leading to quality products and services.

Therefore it is important that these needs are not ignored as having no attachments affects the health and well-being of an employee and in turn productivity as asserted by Baumeister et al, (2016).

2.2.1.4 ESTEEM NEEDS:

This is the fourth level up the pyramid. Maduka et al, (2014) explains that these needs emerge from social needs. He postulates that as an individual associates at the work place, the desire to be respected by peers, feel important among others and appreciated for all efforts arises. Organizations introduce award or reward banquets to recognize distinguished achievements thereby influencing an individual to feel unique and be respected by other members according to Maduka et al, (2014).

2.2.1.5 SELF-ACTUALIZATION:

This is the last level of needs at the top of the pyramid. Mullins, (2012) mentions that an individual is eager to reach full potential and it is the perception one has of higher performance and productivity. He further argues that the ability to become capable of reaching full potential manifests itself by acquiring new skills (training and development), taking on new challenges and behaving in a way that is effective and efficient to the organization. On the other hand Maslow stated that self-actualized employees represent valuable assets to the organization in his theory.

Kanwetuu, (2012) discusses that motivation is an outcome of need deficiency and the intensity of needs determines motivational level of an individual. This is in agreement with Maslow's theory, (1954) which states that when a lower level of needs is fulfilled it loses the power to motivate paving way for the next top level of needs. In addition, Ndudzo, (2013) mentioned that it is important to note that needs are adjusted for each employee so management has to study individuals both in and outside the work.

According to Maduka et al, (2014) the theory occupied the prime importance among the need based theories of motivation because it corrected most managers who assumed that money is the only means to motivate people. The theory gives managers a way to evaluate own actions, companies conduct and individual philosophies thus it is a workable motivational framework that leads to organizational success as postulated by Maduka et al, (2014). Baron, (2013) asserts that the practical implication of the theory is that it provides a systematic way of thinking about the different needs employees may have and explains different reactions that result. Also it is able to suggest to managers on how they can make their employees self-actualised. It is important for employees to reach this stage because they work at their maximum creative efforts as postulated by Baron, (2013).

In concluding his research Riley, (2015) states that individual needs that contribute to motivation vary according to an employee, size of the organization and geographical location of the

company which all have to be taken into consideration. Therefore that is why it is difficult to analyze employee behaviour or relate to the distinct five-level of needs of individuals within an organization as according to Riley, (2015). Also on the research of application of the theory, Greenberg et al, (2013) found out that lower level managers are able to satisfy what are known as the deficiency needs. These are psychological, safety and social needs while top managers are able to fulfill the deficiency and growth needs (esteem and self-actualization).This means that not every employee has or is capable of satisfying all the five levels of needs.

2.2.2 McCLELLAND ACQUIRED NEEDS THEORY, (1976)

McClelland believed that in order to understand human behavior and how an individual can be motivated one needs to understand their inclination and needs. The theory was developed in argument of Maslow's Hierarchy of needs. It proposed that there are three types of needs that an individual acquires in life as a result of career experiences or own personal life experiences not five as identified by Maslow (Schermerhorn et al, 2013).

2.2.2.1 THE NEED FOR ACHIEVEMENT

This is the desire to do better, to solve problems and to tackle complex tasks. Individuals with a high need for achievement have a strong desire to be successful in life. At the work place they meet deadlines, come up with brilliant ideas and plan on their next career move. Individuals who seek to pursue this type of need suites positions that are characterized with explicit goals, immediate availability of feedback and maximum effort according to Travis et al, (2015). Furthermore he state that it enables employees to succeed in low-level jobs and get promoted to higher positions.

However McClelland in his theory mentions that this type of need causes employees who might have been promoted to view activities of higher posts as a waste of time. For example a salesperson (with high level of need for achievement) who gets promoted to be a sales manager might view managerial activities such as coaching and meeting subordinates as destruction because he or she enjoys doing things their own way. In other situations they would expect everyone to do as he or she does.

2.2.2.2 THE NEED FOR AFFILIATION

This is the desire for friendly and warm relationships with others. Individuals in pursuit of this try to avoid conflicts because they want to be liked and accepted by others. In every situation they prefer to interact and be friends according to Wong et al, (2012). He mentions that such individuals are suitable for team work in an organization because they emphasize on the importance of harmonious and interpersonal relationships. Occupations that require interpersonal interaction, for example help desk attendant, should be handled by individuals who fall under this category.

However these individuals are overly concerned about how they are perceived by others as McClelland states. For example it is difficult for a manager who seeks to fulfill this need to give critical feedback or discipline poor performers for the positive results of productivity.

2.2.2.3 THE NEED FOR POWER

According to Riley, (2015) the theory states that this is the desire to control others and influence the way they do things. The scholar mentions that individuals with high levels of need for power also want to control the environment. At times it carries a negative impact that can destroy relationships if it is for one's own good and well respected managers with effective leadership positions and influence positive outcomes lean on this need as postulated by Spreier, (2016).

Implications of the theory are that managers that have the need for achievement and power can be very effective as mentioned by Travis et al, (2015). He says that they oversee situations and continuously look for ways to improve current situation in individuals or organization and they are not afraid to take on difficult tasks. The theory is useful in organizations to predict future managers or project leaders. Someone with the need for achievement responds well to goals, those with need for affiliation work to improve their levels of productivity and those with need for power treasure their positions as asserted by Schermerhorn et al, (2013). Therefore being aware of this the right person for the task is selected hence positive performance in the organization.

However according to Spreier, (2016) the theory defines an individual personality in reality and the results are limited to three categories achievement, affiliation and power. He further postulates that these personalities show in certain situations and managers can only identify them within themselves and less on coworkers and subordinates to create a work environment that is responsive to the success of the organization as further stated by Riley, (2015). The theory, just like Maslow's focuses on the needs of the individuals not the job context that could affect employees' motivation.

2.2.3 HERZBERG TWO FACTOR THEORY, (1959)

Fredrick Herzberg approached the question of motivation in a different way. He asked individuals what satisfies them and what dissatisfies them on the job. In his conclusion, he found out that aspects of the work environment that satisfy employees are different from those that dissatisfy them. Herzberg also identified that employees' work for more than just to fulfil their needs and the contextual framework of the job affects their level of motivation. Therefore the aspects that cause dissatisfaction of workers he identified them as hygiene factors and those that satisfy as motivators.

In his theory motivation is divided into two groups of factors, motivators and hygiene. The factors are further differentiated as extrinsic and intrinsic. Intrinsic factors being at the side that influences motivation from inside an individual while extrinsic factors influences motivation

from what is outside according to Ruthakoon et al, (2015). Motivators are job content factors which define things that the people actually do at work and they contribute a great deal to the level an employee feels or is willing to be at work. On the other end, Hygiene factors are job context factors which define what someone does not have control over at the work place. Schermerhorn et al, (2013) postulates that they relate to the environment in which people work than to the nature of the work. These factors are identified in the table in table 2.1 below.

Table 2.1: Herzberg's two factors

HYGIENE FACTORS	MOTIVATORS
- Company policy - Supervision - Relationships with supervision, peers, subordinates - Personal life - Status - Job security - Fringe benefits - Working conditions - Salary	- Achievement - Recognition - responsibility - Interesting work itself - Advancement - Growth

(Source: Cummings, 2011)

Herzberg refers to job context (Hygiene) factors as the sources of dissatisfaction in an individual and reasoned that factors causing satisfaction are different from the ones that cause dissatisfaction. Therefore the opposite of satisfaction in an individual is not dissatisfaction but no satisfaction. That is why he portrayed that humans have two distinct needs that an organization has to consider when it comes to the issue of motivation.

According to Herzberg, (2002)if a manager is trying to satisfy an individual through the job or increase his or her performance at a particular task then consideration should be given to job context factors thus extrinsic way of motivating an individual. The manager in this case would give salaries, fringe benefits, provide good working conditions as well as sense of job security to an employee so as to make him or her feel valued as well as accomplish his or her assigned tasks.

In his theory, according to Riley, (2015), Herzberg suggests that to motivate an employee is to give challenging work in which responsibility is assumed. To add on he mentions that if an employee does not feel some responsibility associated with the work or department then working is not worthwhile which influences the level performance as well as productivity. He also states that organizations have to include employees in decision making and delegation to help employees feel responsible and be motivated to do their work. Hunsaker, (2015) outlines that, to eliminate or prevent dissatisfied workers focus should be placed on hygiene or job context factors which are extrinsic.

Herzberg's two factor theory describes the characteristics of work and the work environment that affect level of motivation and performance in an individual. If dissatisfies exist in high quantity and quality in the work environment then no dissatisfaction results. However their existence does not guarantee motivation but must be present for motivation to be effective. Therefore management has to pay attention and constantly upgrade them to maintain overall productivity as according to Bray-field et al, (2015).

Herzberg's identified factors correspond or exist in form of rewards at an organization as stated by McNamara, (2015). AFV's rewards are shown in the table 2.2 below corresponding to the identified factors by Herzberg.

Table 2.2: Herzberg's factors and AFV rewards:

HERZBERG'S FACTORS	AFV REWARDS
• Fringe benefits	• Medical insurance, meals, uniforms
• Relationships	• Good relationship(employee/supervisor
• Working conditions	• Well lit and ventilated environment
• Salary	• Monthly paid salaries
• Job security	• Signed contracts
• Responsibility	• Specific tasks for each
• Recognition for achievement	• Awards for outstanding performance

(Source: AFV 2013 Human Resources Management Report)

Ajang, (2016) identified in his research that if these motivational factors outlined in Herzberg's theory are met, employees become motivated and hence performance increased with a favourable influence on organizational reputation. The idea of the theory is to understand what employees' value at work which is central to an organization and not only focus on what an employee wants or gets out of the job as in Abraham Maslow's theory according to Swanson,

(2013). McClelland and Maslow identify behaviour as influenced by what one needs or wants and ideas discussed apply to top management employees'. In contrast, Herzberg relates more to the work more than what the human needs and what to do in order to influence a particular behaviour.

Although the content theories discussed above have the concern to make employees' be willing to put maximum effort, Maslow and McClelland tend to ignore the context in which the employees' exist in. However, Herzberg two factor theories, (1959) manage to bring out two distinct ways of motivating individual's intrinsic and extrinsic motivation.

2.2.4 VALLERAND'S HIERARCHICAL MODEL OF INTRINSIC AND EXTRINSIC MOTIVATION (2001)

It is a model that offers multi level perspectives on human motivation thereby providing a framework for organizing and understanding mechanisms that underlie intrinsic and extrinsic motivation supported by Vallerand et al, (2002). The model observes motivation that results at different levels that is global, contextual and situational levels. These are shaped by social and personal traits of individuals to predict the outcomes (Vallerand, 2001). According to Vallerand, (2001) these levels are in a hierarchy, global being at the top and situational at the bottom and these are shaped by social and personal traits of individuals to predict the outcomes.

Table 2.3: Three levels of hierarchy as proposed by Vallerand.

```
┌──────────────────┐
│     GLOBAL       │
└──────────────────┘
         │
         ▼
┌──────────────────┐
│   CONTEXTUAL     │
└──────────────────┘
         │
         ▼
┌──────────────────┐
│   SITUATIONAL    │
└──────────────────┘
```
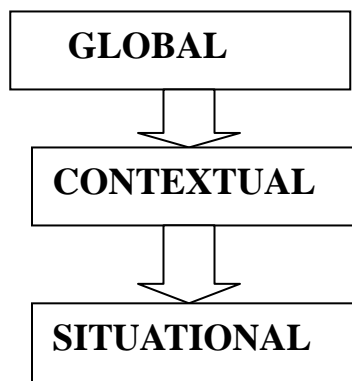
(Source: Vallerand, R., (2001)

2.2.4.1 SITUATIONAL LEVEL

This is the bottom level and is the most specific. It refers to the here and now motivational state an individual experiences when engaging in an activity. Vallerand mentions that at this level people's experiences toward a given specific activity at a specific time determines the motivational state. Situational factors refer to variables such as a promotion at work that has an impact to a person intrinsically or extrinsically at that moment. Thus situational social factors determine situational motivation in line with Vallerand et al, (2002).

2.2.4.2 CONTEXTUAL LEVEL

This level is the most stable and general that pertains only to activities that represent life such as interpersonal relationships, leisure or education. Vallerand asserts that in different contexts individuals develop motivational orientations with respect to intrinsic or extrinsic motivation. Given that contextual motivation refers to one specific life domain it can vary from context to context.

For example an employee is intrinsically motivated towards work whereas extrinsically motivated in a favourite sport activity. On the other hand contextual social factors are recurrent factors in a specific life context that are no part of other life contexts. Thus the level accounts for the likelihood that individuals may have developed intra-individual motivational orientations in different contexts as postulated by Vallerand, (2001). Contextual social factors therefore determine contextual motivation.

2.2.4.3 GLOBAL LEVEL

Vallerand mentions that this is the highest and most general level which refers to a persons' personality, way of functioning or the orientation to interact with the environment. He states that motivation takes the form of broad disposition to engage in activities in an intrinsic or extrinsic way and is considered to be a trait level. Global social factors are pervasive and present in most aspects of one's life for example parenting. This social trait represents a continuous influence on children because it is concurrent in many situations and life contexts. The way a child is raised determines development of either intrinsic or extrinsic way of engaging in activities as postulated by Vallerand et al, (2002). Thus global social factors determine global motivation.

Vallerand, (2001) proposes that motivation at one level can be influenced by another. He mentions two sets of processes that provide description of development of different types of motivation in time and outcomes:

- A top-down effect that can exist which refers to the influence of higher levels in the hierarchy on lower levels. Motivation at global level influences contextual motivation which in turn influences situational motivation. Therefore each level has strongest influence on the level immediately below.

- A bottom-up effect which reflects the influence of lower levels upon higher levels. Certain experiences of an individual in success or failure change the situational intrinsic or extrinsic motivation that results. If these changes are experienced repeatedly it leads to changes on the upper level as according to Lalande et al, (2011). For example an employee who gets acknowledgements for completed tasks repeatedly would feel good about him or herself in any other setting away from the work place.

In the same model, Vallerand states that influences of social factors on motivation occur through basic psychological needs which become the mediator between social factors and motivation. For example the more a worker perceives that his or her manager is aware of the need for autonomy and supports that then the more the worker develops an intrinsic way of engaging in work activities. At all levels intrinsic motivation leads to the most positive outcomes whereas certain types of extrinsic motivation produces least positive outcomes in line with Ndudzo, (2013) research work.

Individual behaviour defines one's means of motivation. In conclusion Vallerand, (2001) model shows that motivation can vary due to the social and personal factors that influence several types of outcomes as affected intrinsically or extrinsically.

Behaviour tendencies displayed at work is characterised by a number of things which include personality (McClelland Acquired need theory, 1961) and work values (Herzberg Two factor theory) as according to (Gabriel, 2012). Robbins et al, (2013) identifies work values as feelings and thoughts about the work and organization that people have. He states that it is a determination of how people experience work and there are different types which include intrinsic and extrinsic work values. These correspond with the intrinsic and extrinsic motivation that Vallerand, (2001) identified in his model as occurring differently in any given situation, context or personality. However this study is focusing more on the extrinsic type of motivation.

2.3 MOTIVATION

Greenberg et al, (2016) defines motivation as a process that starts with a desire within an individual who then searches to define or fulfill it. Linder, (2012) adds that it is the psychological process in which behavior is given a purpose and direction to act in a manner that is specific in achieving unmet needs. When the desire has been met he or she redefines it and the process starts again. The process is the intention of achieving a goal leading to a goal directed behavior and it is important for someone to perform well as stated by Maduka et al, (2014). He further postulates that when referring to someone as being motivated it means that person is trying hard to accomplish a certain task.

On the other hand Mullins, (2013) states that it is the force within individuals that influences them to achieve certain goals in view of satisfying present needs. Furthermore he stated that what pushes an individual to do or not do anything in an organization has to do with the offered rewards that act as push factors towards a favorable work performance and productivity. Deriving from this view Marchington et al, (2012) postulates that managers who want their work to be done have to create a desire or a willingness to perform to avoid cohesion that stifles performance.

Naomi, (2011) adds on that it is an individual's degree of willingness to exert high level of effort to reach organizational goals. Therefore the underlying concept of motivation is some driving force within individuals by which they attempt to achieve some set goals in order to fulfill

certain needs as proposed by Kaur, (2013). Motivation then seeks to spell out what determines an individual's level of persistent and effort exerted in doing a given task as stated by Young, (2014).

Robbins et al, (2013) identifies motivation as the forces within or external to an individual that arouses enthusiasm and persistence to pursue a certain course of action. He mentions that it affects productivity and managers have to channel it towards accomplishment of set organizational goals. That is why emphasis has been given on employees as the key to gain competitive advantage in organizations. However having a motivated workforce is a challenge or an environment that keeps high levels of motivation because it is not a fixed trait. It changes from one personality to the other, financial terms, psychologically as well as socially as according to Chaudhary et al, (2012). According to Robbins et al, (2013) the study of motivation therefore is concerned with:

- What influences an individual's choice of action

- What prompts people to act in a specific way

- Why a certain behavior exist more than the other.

Also early theories identify that motivation includes understanding:

- People's basic needs

- The needs with the most influence on employees' actions

- Rewards that satisfy the needs and communicate with people the desired behavior at work.

Antomioni, (2011) explains that the amount of effort one is willing to put towards work depends on the degree to which they feel a set of needs will be fulfilled. On the other hand de-motivation results if there are perceptions that something within the organization prevents them from attaining specific outcomes. Therefore there is need for a push factor (gains) for employees' to do something. That is why Mohsan et al, (2016) elaborates that it is a way of satisfying individual needs thereby creating a high level of enthusiasm that enables to reach organizational goals. He identified a set of internal (feelings, personality) and external (working environment) forces that initiate a fair work behavior and determine duration and intensity.

Helepota, (2015) acknowledges that there are two views of human nature that underlay the concept of motivation according to early researchers. The first one is the Taylor's approach which views people as lazy and motivation is accomplished only through external stimuli. Hawthorn findings is the second in which employees are willing to work for their own good and motivation is accomplished by internal stimuli.

Therefore over the years psychologists have realized the existence of different types of motivation that are there according to the views mentioned by Helepota, (2015). However two main broad types have been studied and these are intrinsic and extrinsic motivation as agreed on by Roberts et al, (2014) and the current study is focusing on the extrinsic type.

2.3.1 EXTRINSIC MOTIVATION

Naomi, (2011) asserts that it entails the work environment which is external to the job and what is applied by someone to an individual given a particular task. This type of motivation is an outside in a way where an individual is influenced to do a task by external elements that result at completion according to Daniel, (2016). In Vallerands' model extrinsically motivated individuals do not engage in the activities for pleasure rather it is for what is gained. For example an employee can work hard in a particular month to gain the title of employee of the month to impress a colleague or to avoid being laid-off. Therefore for an individual who derives a force from this aspect, to be on the job he or she requires a pay, fringe benefits, good company policies and fair supervision. Extrinsic motivation is influenced by a desire for an external reward such as salary or incentive and is supported by Ndudzo, (2013).

2.4 REWARDS

Reward is a broad idea that can include anything an employee may value and desire that an employer is able to offer in exchange for certain employee skills as asserted by Ndudzo, (2013). According to Young, (2014) rewards are an important system in an organization in maintaining and building commitment within employees that assures a high standard of performance. Rewards could be defined as monetary and non-monetary. Monetary rewards are tangible in nature while non-monetary are intangible as according to Swanson, (2013). Furthermore he states that the rewarding system is considered to consist of extrinsic and intrinsic elements. The extrinsic can be monetary and non-monetary in nature the non-monetary being tangible rewards such as social rewards which are relevant for the study in line with Swanson, (2013).

2.4.1 EXTRINSIC REWARDS

According to Zafar et al, (2014) these are rewards that are tangible in nature and they result from non-job related factors. He mentions that they are exterior to the work that is done and efficiency of employees and an individual obtains them due to doing the job. The extrinsic reward systems are defined as social and organizational rewards by Zafar et al, (2014). Organizational benefits (include pay, bonuses, fringe benefits, working conditions and promotion) are those which can be seen and are provided by the organization while social benefits (include helpful, friendly and supportive co-workers and considerate supervisors) help employees to create interest of achieving goals and they are derived from interaction at work as added on by Burke, (2012).

Some of the extrinsic rewards as according to Burke, (2012):

2.4.1.1 COMPANY POLICY OR ADMINISTRATION

These give employees the perception whether they are in good or bad place and they are being treated fairly or not. Changes in company policies affect level of employee motivation. Managers therefore need to continuously check on the workloads of individuals, working hours, leave days and set them in line with the industries minimum capacity.

2.4.1.2 PERSONAL OR WORKING RELATIONSHIPS

These are the relationships one has with supervisors, work mates as well as subordinates. How one feels about the interaction and discussions that take place within the work environment affects motivation.

2.4.1.3 WORKING CONDITIONS

These are the physical surroundings that one works in, the location and the facilities. A clean well lit environment free from threats influences positive outcomes.

2.4.1.4 SALARY OR PAY

This is the financial aspect that an employer offers to employees to show how valuable they are to the organization. An increase or decreases in monthly wages or salaries affects motivational level.

2.4.1.5 PERSONAL LIFE

One's personal life affects the working attitude. To deal with this aspect organizations offer leave and off days.

2.4.1.6 JOB SECURITY

Maslow brought out in his theory, sense of job security within a position or an organization relates to the second motivational level. This is the threats perceived by individuals that other colleagues can surpass and take over their position. Also it includes abiding to the terms and conditions agreed on that govern the renewal and termination of work contracts. Unfair dismissals are a threat to employees which influence an unfavourable result and Salanova et al, (2011) adds that an employee working in a threat free from other colleagues exceeds well or tend to be relaxed.

According to Cameron et al, (2012) extrinsic rewards are not all what employees need. Herzberg identified them in his theory as hygiene factors and he stated that their absence causes dissatisfaction but their presence does not guarantee motivation. However he emphasized that these have to be present to develop effective motivation in employees.

2.5 INFUENCE OF REWARDS ON EMPLOYEE MOTIVATION

Most individuals work to get money in form of pay, salaries or remuneration but Herzberg, in his theory doubted on the use of external rewards. Naomi, (2011) mentions that it is because a lack of external rewards causes dissatisfaction and the presence allow an effective means to motivate. Also she acknowledges that employees can stay in the absence of money but one cannot work in a harmful environment and be treated unfairly just because of money. However extrinsic rewards have the strongest side as they are used to satisfy the most human needs. Therefore extrinsic rewards need to be related to efforts an individual puts towards work and the particular need one has as according to Naomi, (2011).

To motivate an employee it is more than just paying well, people are different and each employee responds differently to different types of rewards as stated by Half, (2013). He postulates that employees today view salaries as a right and value privileges such as promotions but long term employee satisfaction is built upon more than just money. One can leave to go to the next job because it offers more money but one cannot leave the additional rewards he has at a company which normally vary from one organization to the other as according to Harris, (2013).

According to Sethi, (2012) extrinsic motivators or rewards are sufficient enough in motivating an employee if they are correctly offered that is they are clearly linked to an admired behaviour, particular need and with the right value. In his research he states that people want to be treated as human beings not somehow slaves, they want to come to work each morning looking forward to leaving the place feeling good about what they would have earned. People work for the mixture of rewards but they differ in the one which is more compelling towards motivation as mentioned by Sethi, (2012)

Social benefits might work for a person who seeks to fulfil the need for affiliation that is the desire for friendly and warm relationships with others as identified by McClelland Acquired Need theory. However not on an employee who is expecting tangible pay-off as according to Naomi, (2011). Therefore organizations have to constantly check on the reward systems and distinguish tasks and individuals meant for each type of rewards to influence motivation as further postulated by Naomi, (2011).

Extrinsic rewards serve as feedback to employees from management on desired or appreciated behaviour thus increasing motivational levels in individuals and minimising negative effects as postulated by Bratt, (2011). For example giving awards to employees' every time a project is completed before the deadline or there is an increase of productivity in a year gives employees' the driving force to continue working hard in every task because they know their efforts are valuable thus motivated. Hence Bratt, (2011) sates that a manager should vary the rewards from salaries, good working conditions as well as health benefits.

Wagner, (2015) identified that extrinsic rewards do not correspond with turnover intentions because many jobs in the same industry have similar rewards. He postulates that the differences

are not enough to cause an employee to turnover or choose another job. Initially when individuals find jobs intrinsic and extrinsic factors are at the same level but over time specific extrinsic rewards influence an individual to continue working for the organization as according to Urdan et al, (2015). Therefore extrinsic rewards are important in the long term motivation of individuals.

In their research using the National Commercial Bank of Saudi Arabia as the case study, Rasheed et al, (2012) give evidence of an influence extrinsic rewards have on employee motivation. The rewards offered at the bank to employees associated with the extrinsic factors of motivation are accepted showing that rewards on offer influence the motivational level in a good manner. Employers at the National Commercial Bank of Saudi Arabia offer rewards that are structured according to each employees' needs thus influence a favourable result as according to Rasheed et al, (2012). Half of the employees are motivated through extrinsic rewards and those offered such as salaries, bonuses, commission, promotional opportunities, good working conditions and excellent supervision relationships are closely linked to the higher level of employee motivation that exists as postulated by Rasheed et al, (2012). Therefore the research identified that extrinsic factors of motivation are significantly associated with the rewards plans.

On the other hand, Catanzaro, (2011) reviews that the pattern of behaviour or motivational level an individual shows at the work place indicates an anticipated result or rewards expected. For example an individual can behave the same way over and over again just to be given something worth but when he or she is given the same reward from when that particular behaviour was noted the first time it becomes monotonous. He states that this is because repeated rewards lose value, with time the honesty and meaning of the reward is lost thereby influencing de-motivation instead of motivation.

Furthermore, Catanzaro, (2011) states that significance of rewards over employee motivation are very deep. He also postulated that team based rewards cannot motivate individually and the way each reward is designed has significance, Catanzaro. For example introducing a new set of extrinsic rewards such as medical benefits towards a particular task or for the work that previously was performed for salary gains by the individual can influence de-motivation as this would not be what the employee wants.

In his theory, McClelland identified a need for achievement in individuals in which a person desires to do better. He explained that this type of need can influence individuals to view certain rewards as not having any value. For example promotion to such an individual can be useless or a waste of time thus becomes de-motivated. Thus Daniel, (2016) acknowledges that there is evidence of an influence rewards offered have on employee motivation as well as productivity.

Management of an organization has to reward individuals according to employees' needs and keep in mind that rewards offered can determine the level of employee motivation as according to Ndudzo, (2013). Hence managers should emphasize anticipated reward value for extrinsic

rewards to get the best from employees. Motivation increases effectiveness of members of the organization and rewards measure the motivational level that results within an individual. Therefore motivational level existing in an individual specifies the type and scale of rewards that are provided as mentioned by Ndudzo, (2013).

2.6 EMPLOYEE PERFORMANCE AND PRODUCTIVITY

Productivity is defined as the amount of goods and services that a worker produces in a given time and as connected to use and availability of resources of a company it helps to gain competitiveness as according to Kottler, (2011). Furthermore employee productivity is the ratio of outputs (produced goods) to inputs (resources and efforts) as according to Tangen, (2012).

Productivity is what people can produce with the smallest amount of effort and it is how well an individual converts inputs into quality goods and services as postulated by Chaudhary et al, (2012). Kumar, (2014) also mentions that this is one of the basic variables that govern economic production activities and it is connected to one's performance, use and availability of resources.

On the other hand employee's performance refers to the observable behaviors and actions which explain how a job is done, plus the results that are expected for satisfactory productivity as ascertained by McNamara, (2015). He further mentions that an increased perception on how well an individual is putting effort to produce goods is directly affected by one's behavior. For example if an employees' behavior is bad towards a particular task in a project it will affect the whole project and in turn the output that results.

Therefore performance being the achievement of a set of assigned tasks that are anchored to time or activities that ensure goals are consistently being met in an effective and efficient manner thus productivity indicates an influence of each term to another (performance determines productivity of an individual and the opposite is true) as according to Shumen, (2013).

2.7 INFLUENCE OF MOTIVATION ON EMPLOYEE PERFORMANCE AND PRODUCTIVITY

According to McNamara, (2015) organization benefits play a large role in an employee's productivity. He states that employees who put extra effort and perform well are given extra benefits or bonuses. Tuition performance is one of the extra benefits as well as allocation to attend functions specialized conferences. McNamara, (2015) gives an example of ancillary benefits as stimulants which an employee can be offered to tackle challenging situations hence improving his or her performance as well as productivity in the current position. He asserts that it can as well set career paths for employees which lead them in better directions, that pave way for growth and promotion in the future.

Chaudhary et al, (2012) postulates that when employees are motivated they are pushed to be more productive than those who are not motivated. He states that employees are all individuals

with different needs, and different rewards motivate them. In his conclusion, motivated employees are more productive. If an employee is satisfied and happy then he/she will do his /her work in a very impressive way, and then the result will be good. Also motivated employees tend to motivate other employees in the department. Hence a particular department will produce quality products and services as according to Chaudhary et al, (2012).

Employees need to be included in decision making and practical projects as means of motivation. It is important because Ndudzo, (2013) states that when people have more say in what they do and how they do it they become ego involved and committed, hence a good performance that leads to production of quality goods and services. Also decision making promotes a shared vision that enables a strategic direction for each individual to be set. Motivated employees do their job for personality and skill set hence performs well at the job greatly. Keeping a motivated workforce guarantees an excellent employee performance that enables favourable productivity on the employees' part.

2.8 INFLUENCE OF MOTIVATION AND EMPLOYEE PRODUCTIVITY ON ORGANIZATIONAL PERFORMANCE

Every firm has their distinctive procedure to motivate workers and these systems concentrate on the rewards. In their research, Yamuna et al, (2016) gave evidence of the significance of motivation on productivity by using the Apple Company. Yamuna et al, (2016) states that there are numerous ways Apple uses to motivate workers. He mentions that in Apple Company, they have satisfied their worker needs by setting a normal compensation, a superior working environment and compensation for its officials by giving them an acknowledgment reward of pay from 3 to 5 percent and Apple's specialist can get a free I phone. It is an advantage to a labourer as well as a powerful helper since it expands worker duties when they see the final product of their exertion. Thus this mission has been uncontrollably effective, on the grounds that Apple representatives (employees') are innovative, developmental and furthermore producing quality products and services among its competitors.

Inspiration workers are basically vital for the fruitful of an organization. Apple is worth as a pioneer because their system is an impeccable case and thereby gives evidence that motivation has a significnce on employee productivity and in turn the organization's reputation. Hence organizations are encouraged to create a motivating and an effective reward system for better performance as a whole as supported by Armstrong, (2003).

2.9 CHAPTER SUMMARY

Maslow's theory brings out the idea that people want something that is why they work. His proposed five levels of needs help management to understand what employees require to reach satisfaction. On the other hand Herzberg identified hygiene (or extrinsic) factors other than individuals' needs which play a role in employee motivation. These factors are the means to

fulfil needs that individuals have which were identified by Maslow hence developing effective employee motivation.

Herzberg's job context (extrinsic rewards) factors include offering salaries and incentives to employees. They provide a means to acquire adequate living conditions and promote a healthy workforce thus keeping physiological needs in check. Companies can provide incentives that keep employees healthy both physically and mentally. A company could give insurance rebates to those who have risk habits such as smoking. Another set of extrinsic factors include financial security and job security. Provision of this enables to meet the safety or security needs. To motivate their employees' organizations can include their workforce in profit sharing. Employees could receive outplacement benefits to assist in securing new jobs when laid-off.

Company policies (Herzberg's factor) should provide time to socialise. It creates team spirit within individuals and also satisfies the social needs. Team work increases performance of individuals in an organization and is effective when good interpersonal relationships exist. Recognising employees' accomplishments include promotion opportunities. This is a way to fulfil or satisfy esteem needs. They could take the form of awards which are clearly linked to desired behaviour. For example an award could be given to an employee who develops ways of improving customer services or business performance.

Self-actualization, the last level of needs as identified by Maslow enables an individual to reach full potential. Under Herzberg's factors, providing a challenging work to an individual enables satisfaction to be reached as one is motivated by acquiring new skills and tackles new challenges in a productive way. When an individual's effort to satisfy a certain need is thwarted a disequilibrium results that paves way to dissatisfaction. The same with rewards, their absence causes dissatisfaction. Hence they have to be present in variety to carter for different individual needs to motivate them thus influencing on employee productivity.

McClelland acquired need theory helps to identify that productivity is linked to certain needs that need satisfaction. For example the need for achievement influences an individual to tackle complex tasks and in view of success improves own productivity. Also the fact that rewards are not just given is brought out. Employees have to be at the right place and rewards have to carry the weighed value. This chapter enabled to identify the different types of motivation that result in an individual and what affects. Vallerand provides a framework in which management can learn that employees are intrinsically and extrinsically motivated being influenced by the situation, context and personality. It also enabled to understand the influence of rewards offered on employee motivation in turn employee productivity and organizational standing.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 INTRODUCTION

Research methodology is defined as a way to systematically solve the research problem and is understood as a science of studying how the research was done by Kothari, (2014). He further states that it spells out the methods used by the researcher. Therefore the chapter focused on the plan for the researcher on how she carried out the entire study.

3.1 RESEARCH DESIGN

Maxwell, (2011) defined research design as the process of finding solutions to problems after a thorough study. He states that it is the plan and structure conceived to obtain answers to research questions. Also it helps the researcher to allocate his or her limited resources by asking questions, WHAT and WHO of the study. Research design is an activity plan which outlines the procedures for each research activity and research can be classified according to purpose which is described as explanatory, exploratory, descriptive and predictive as according to Maxwell, (2011).

The researcher in this study used descriptive research that is qualitative in nature. Maxwell, (2011) defines a descriptive research design as one that aims to obtain information that is directed for determining the nature of a situation as it exists at the time of study. Descriptive research is aimed at finding or answering the WHO, WHAT and WHERE of the research and there is further examination of the problem as according to Kothari, (2014). On the other hand Leedy et al, (2011) postulates that a descriptive research can be implemented by using more than one instrument.

3.1.1 JUSTIFICATION OF THE RESEARCH DESIGN

Descriptive study is very flexible because the researcher can choose the method whether qualitative or quantitative depending on what they expect to find after the research as asserted by Leedy et al, (2011). The scholar further states that this study allows the use of a sample drawn from population and in the case of the research, the researcher was allowed to draw a sample of non-managerial employees and managerial employees.

The researcher used this type of research design because the study required the researcher to find out if extrinsic motivation influences employee productivity. This required the researcher to draw views and perceptions about the subject matter from the targeted population.

3.2 TARGET POPULATION

Target population is the inclusion of all people or items targeted with the characteristics that are relevant to the study which one wishes to understand as according to Coyle, (2012). Also it is the

population of interest in a research study, the population from which samples is to be drawn as asserted by Dillon, (2014). Leedy et al, (2011) refers to target population as all the members of a real or hypothetical set of people which the researcher wishes to generalize the results of the research.

The target population of the study included all managerial and non-managerial employees at AFV. Managerial employees included the top and low level managers as well as the departmental supervisors while non-managerial employees included the ordinary employees who work in different departments of the organization.

The research targeted 5 managers from AFVs' top level management, 3 low level managers and 7 departmental supervisors. Key employees of the organization were selected which included 9 from the restaurant department, 20 point of sales attendants who were constantly in contact with the customers, 2 who were responsible for the capturing of customer complaints and employee productivity levels, 4 from the fruit and vegetable department, 5 who were shop assistances, 6 responsible for the butchery production, 8 for the bakery department and 10 from other departments (which include Hot & Cold Deli, Warehouse, Security and Driving).

Table 3.1: Targeted population for the study

DESCRIPTION	NUMBER
Non-managerial employees	64
Managerial employees	15
Population size	79

(Source: Developed for the research)

3.3 SAMPLING TECHNIQUES

Miles, (2014) defines sampling as taking a smaller proportion from a larger targeted population so that by studying and analyzing it sample results can be generalized to the whole population within confidence. This is the same idea that was shared by Chambers et al, (2013) who stated that sampling is the process of selecting units from a population of interest so that by studying the sample, one may fairly generalize the results back to the population from which they were chosen. It is difficult to collect data from all relevant research participants; therefore that is why sampling is used as stated by Miles, (2014). He further mentions that the process involves selecting sufficient representatives by using either non-probability or probability sampling types. For this research both sampling types were used.

3.3.1 NON-PROBABILITY SAMPLING

In this type, the elements have no known chances of being selected as research subjects as according to Chambers et al, (2013). He further mentions that the sampling is done on the basis of other factors that have nothing to do with probability.

3.3.1.1 CONVENIENCE SAMPLING.

Polite, (2011) defines it as a method that involves collecting data from population elements which are conveniently available to provide it. Further, the scholar mentions that it represents a sample drawn to suit the convenience of the researcher.

3.3.2 PROBABILITY SAMPLING

Chambers et al, (2013) defines it as a sampling procedure where all research elements have a known chance of being picked. He mentions that it entails an objective way of selecting research subjects and the methods used are suitable mostly for quantitative researches which are explanatory and a hypothesis is used. The probability method used in the research is stratified random sampling.

3.3.2.1 STRATIFIED RANDOM SAMPLING

Stratified random sampling is a sampling method that is applicable to heterogeneous population as according to Burns, (2013). The researcher acknowledges Burns, (2013) who states that the method is not an end in itself because it assists the researcher to group elements into homogenous sub-groups. This is done in preparation to pick the final sample and after initial grouping another sampling method can be used as asserted by Burns, (2013). In this research convenience sampling was used to pick the final subjects.

These identified methods are relevant to the study in that, the population size was large and heterogeneous in nature. Stratified random sampling was used because the population consisted of a mixed group of elements, which are employees at AFV. Using stratified sampling method enabled the large population to be grouped into homogeneous sub-groups, managerial employees and non-managerial employees.

Since stratified random sampling is not an end in itself convenience sampling was used. Also it was used because the sub-groups had become homogenous in nature after stratified random sampling was done

3.3.3 JUSTIFICATION OF SAMPLING METHOD

The researcher made use of sampling techniques that fall under probability and non-probability sampling that is stratified sampling and convenience sampling respectively. Groove, (2013) refers to sampling as a process of choosing a group of people, events or behaviour with which to

conduct a study. He confirms that sampling a portion that represents the whole population selected makes it easy for gathering information relevant in his study.

Mushoriwa, (2015) outlines the difference between non probability and probability sampling. The first is that non probability sampling does not involve random selection and probability sampling does. Secondly non-probability samples may not represent the whole population well therefore which probability sampling brings out more accurate and vigorous representation of the whole population. That is why both types were used.

Convenience sampling is the least expensive and least time consuming of all the sampling techniques as according to Mushoriwa, (2015). He asserts that the sampling units are accessible, easy to measure and co-operative. In spite of these advantages there are disadvantages; therefore stratified random sample is used. This is because it yields a sample that truly represents the population as each subject has an equal and independent chance of being selected as according to Brink's, (2016) research.

Wheeler, (2012) asserts that the sample does not affect the importance or quality of the study but the sample size should be greater than or equal to 30 to reduce bias in results or findings. Also Mushoriwa, (2015) in his research provided a sample size formula which is:

Na=n x 100/Re

Where: Na is the actual sample size

n is the minimum sample size

Re is the estimated response expressed as a %

This is so to help the researcher to calculate the sample size to be used. Therefore that is why a sample size of 32 people was picked for the research as obtained by using the sample size formula at a minimum sample size of 30 and an estimated response of 107/100.

The sample size consisted of 32 respondents in which 26 were selected from the estimated 64 non-managerial employees at the organization and these responded to questionnaires. On the other hand 6 were selected from the estimated 15 managerial employees at the organization and these were interviewed by the researcher. The previously highlighted sampling methods assisted the researcher to collect as much information as possible.

Table 3.2: Sample size for the study

DESCRIPTION	NUMBER
Non-managerial employees	26
Managerial employees	6
Sample size	32

(Source: Developed for the study)

The sample was relatively small for this study as the researcher wanted to include only those individuals who if selected would give relevant information in line with the problem at hand. The researcher was of the view that a smaller sample is easy to manage with the entire arsenal at disposal. Also AFV is an informal organization with one branch and employees are not many as compared to formal organizations.

3.4 SOURCES OF DATA

This part entails the identification and justification of the places and methods that the researcher sourced data from. Sources of data used in a research include primary and secondary sources which spell out data used for the research. The researcher used primary data sources and secondary data sources to gather information.

3.4.1 PRIMARY SOURCES OF DATA

Primary sources are used when secondary sources are not readily available. The data gathered is relevant to the study at hand guided by the research problem as well as design. That is why primary sources of data are defined as data gathered specifically for the particular research project by William et al, (2016). He also states that primary sources are unique sources from which the researcher directly gathers data that has not been previously collected. William et al, (2016) states that this is direct information gathered through different methods which include interviews, observations and mailing.

Sibanda, (2011) also identified that primary data enables a researcher to work on a specific problem area as it provides the most exclusive insight on the problem. He says it also enhances the researcher's ability to gather data that is particularly useful for the problem at hand. According to Sibanda, (2011) the data gathered will be a true reflection of the situation on the ground and the information can easily be used for problem solving.

Zikmund, (2012) postulates that primary data is specified to suit researcher's purpose and as one gathers data and assembles it, it is customized for the research project at hand. The researcher used interviews and carefully designed questionnaires which were drafted in line with the objectives of this study. The sources of data were mainly the AFV employees as these were the

target for the research. The advantage of using the primary sources of data was that the researcher got first-hand information from original sources than those that had been documented already. Also Bush, (2012) puts forward that using primary data sources allows collection of fresh and current data specific to research under study, information is collected for particular project at hand which is more consistent with research questions and objectives and is good for gathering opinions as actual people are questioned.

3.4.2 SECONDARY SOURCES OF DATA

According to Kotler, (2011) secondary data is information that already exists which has been collected for another purpose. On the other hand Mullin, (2012) also defined secondary sources of data as data collected and interpreted at least once or twice for specific reasons other than the current study. He further stated that secondary data is usually collected by someone not the person analyzing or using the data. Secondary sources are easy to gather and readily available, they give access to quality data and saves time and money as according to Zikmund, (2012).

Secondary data sources comprise of information that compliments the primary sources for the current research study. Secondary data sources were useful in doing literature review.

In this current research the main sources of secondary information were internal information which comprised of reports from the organizations' Human Resource management. The external information was sourced from the internet journals, library text books, organizational publications, newspapers and e-books as well as student papers. These sources were studied and pertinent information concerning the area of study was extracted.

3.5 RESEARCH INSTRUMENTS

Research instruments are also referred to as data collection methods or technique. These are adopted or designed by the researcher for the purpose of collecting primary data from the field of study as according to Mushoriwa, (2015). He further states that the choice of data collecting techniques depends on overall judgment on which type of data is needed for the problem. To this end, two data collection techniques were used to obtain information after taking into account the reliability, pros and cons of each technique in data extraction. Interviews and questionnaires were therefore used to the selected targeted audience.

3.5.1 INTERVIEWS

Bush, (2012) postulates that interviews are a method of getting responses from the target population through direct questioning. Furthermore he mentions that it is the most common form of data collection method used. Interviews include face to face, telephonic, computer based methods which can be structured, semi-structured or unstructured as postulated by Bush, (2012). The current study used telephone based interviews which are structured.

Telephonic interviews are conducted on the telephone with the respondent and this method is relevant when targeted population is geographically dispersed as according to Nachmias et al, (2016). He further states that these enable more than one person to be reached in a short period of time which is so fast and less costly. On the other hand most respondents feel free and are more willing to speak on the telephone because they will be secured in their homes and offices postulated by Nachmias et al, (2016). He asserted that this type of interviews permit follow up questions which is necessary for a conclusive interpretation of views based on elements expressed such as voice expressions.

The researcher conducted telephone interviews for managerial employees who make up a small part of the sample size to gather information needed.

3.5.2 QUESTIONNAIRES

Hussey et al, (2014) asserts that these are pre-formulated written set of questions to which respondents record their answers within closely defined alternative or in their own words. He states that it is efficient when the researcher knows exactly what is required and how to measure the variables of interest. They can come in different forms as according to Hussey et al, (2014) and this study focused on self administered questionnaires.

Self administered questionnaires entails when questionnaires are dropped to respondents and later picked by the researcher as postulated by Khan, (2014). These are easy to administer and they are less expensive, anonymity is high which enables high data collection and respondents are motivated to answer frankly as they complete the questionnaires at own convenience as according to Khan, (2014).

A questionnaire is a research instrument consisting of a series of questions and other prompts for gathering information from respondents therefore the researcher designed the research instrument based on the research questions and objectives identified in Chapter 1. The questionnaires were of paramount relevance as they provided the researcher with relevant primary data that was processed to come up with accurate findings and proper recommendations. The questionnaires comprised of five lickert scale questions. Questionnaires were used to gather information from respondents (non-managerial employees) who did not want to be known that they had disclosed information when the researcher conducted the survey.

3.5.3 JUSTIFICATION OF RESEARCH INSTRUMENTS

It had been assumed that non-managerial employees who make up part of the target population would be afraid to disclose information so use of personally administered questionnaires fulfilled the researcher's motive that confidentiality will be promoted. An individual would answer at own time in security of his or her home. The researcher needed reliable unbiased information that is why telephone interviews for the managerial employees were used to ensure each respondent answered despite the distance or absence in the office during the survey.

In his research Sibanda, (2016) stated that the researcher utilized interviews in soliciting for responses from managerial employees. He mentioned that interviews helped an individual to get an appreciation of the organisation's practices in as far as the topic under study was concerned. Also individuals had the opportunity to answer more probing questions that were used.

The researcher, Sibanda, (2011) used the structured interviews for purposes of reinforcing and counter-checking the responses. He realized that interviews can be made longer and more detailed than other types of surveys, allowing the researcher to explore complex or emotional issues. Also, the researcher could re-phrase a question to make it clearer if the respondent failed to understand the question.

Interviews were an effective tool because the researcher combined what was said verbally with the written information (questionnaires) thereby emphasizing a point. This therefore created a healthy platform to get reliable and credible information. Also through the interviews conducted, other information related to the area under study was obtained that is information which was not obtainable by use of questionnaires. The researcher used interviews because they facilitated immediate responses and allowed the researcher to seek clarification instantly and probe further so as to come up with detailed and valid data.

Interviews, however had their setbacks. Different respondents gave varying quantities and quality of detail in answers hence complicating analysis of the data. Coding responses, comparisons and statistical compilation was, thus made difficult and time consuming. A greater amount of respondent time, thought, and effort was necessary. Only a few interviews could be carried out as most of the respondents were preoccupied by their respective work programs or unavailable.

On the other hand Nyamushamba, (2014) used questionnaires and he states that they allowed for more respondents to be accessed at the same time therefore it was time saving. Questionnaires allowed the respondents not to stray from the objectives of the study as they were given a set of questions that they used to guide them. Hence the researcher used them for the same purpose.

Extensive use of likert scales was made to measure attitudes and opinions of respondents for the sake of issues that the researcher deemed important to the focus of the study. Likert scales were preferred, as they proved more appropriate in finding out the extent to which individuals knew about the subject matter. Likert scales proved very convenient in the research work as they quickly captured respondent's opinions without unnecessarily involving them in complex comparisons, which would otherwise have taken more of their time.

The questionnaires gave the respondents enough time to answer questions without rushing or being under pressure. This increased the possibility of getting accurate and reliable results. Use of questionnaires also enabled the researcher to cover a large proportion of the sample within a short period of time. The responses were gathered in a standardized way which made it easier to compare responses from questionnaires.

Questionnaires are a cost-effective way to collect information. They can be administered to a large number of respondents at a low cost. They are usually more versatile and can be used to collect more types of information from a wider variety of sources than other methods. Questionnaires enabled the gathering of facts, figures, attitudes, opinions, experiences, events, assessments, and judgments during a single contact.

Although the technique did not allow for further probing of non-verbal communication and some respondents were unwilling to provide information which posed as a setback. The researcher provided assurance that information supplied was purely confidential and it will not be disclosed and will only be used for the purpose of the study only. This then influenced the respondents to express satisfaction with the instrument, citing that it is a convenient tool that enabled them to adequately express their views.

3.6 VALIDITY AND RELIABILITY

A sound measurement tool possesses characteristics of validity and reliability as according to Nyamushamba, (2014).

3.6.1 VALIDITY

Validity refers to the extent to which a test measures what the researcher wishes to measure and can be internal or external according to Nyamushamba, (2014).

3.6.1.1 INTERNAL VALIDITY

Nyamushamba, (2014) asserts that internal validity measures the extent to which the question is able to measure what the researcher intends to know in the research by using the pre-testing or pilot testing survey. He further states that it is the degree of success of the scale in measuring what it sets out to measure such that the difference between individual scores can be taken as representing true differences in the characteristics under study. On the other hand internal validity is a process of determining the suitability of questions to be used for data collection by the researcher according to Punch, (2013). He mentions that the process should enable the researcher to refine questions by eliminating potential biases in the instrument so that intended data is collected improving the quality of data from field.

3.6.1.2 EXTERNAL VALIDITY

On the other hand external validity looks at how confident one is to use the same results from a study to other similar settings. It refers to the extent of generalizability of the results of a study to other settings or people. Also it is achieved by using a big enough samples which is also representative of its population to ensure results from such a sample can be used to draw opinion based on information that is already there as according to Punch, (2013).

Therefore a sound measurement tool must be able to measure what the researcher intends to measure. The results of such a measure must be capable of being generalized to the entire population for the tool to be described as both internally and externally valid.

The researcher made sure the instruments were subjected to the supervisor to face validity. The researcher also asked colleagues as well as the supervisor on the appropriateness and generalisation of the questions used in the interviews and questionnaires. The supervisor examined the questions stability, correctness and appropriateness. A pilot study was also done as the researcher asked friends and family members to test answer the questions.

3.6.1.3 PILOT STUDY

Bell, (2015) stated that it is best to give a questionnaire a trial run and that without a trial run an individual has no way of knowing that the questionnaires will succeed. To ensure validity of the data collection instruments used, that is questionnaires and interview guide, a pilot survey was conducted. This involved the researcher administering questionnaires to a group of colleagues. The reason for this was to refine the wording and structuring of the questionnaires and interview questions that were distributed to few friends and family. Also the pilot survey was to detect flaws in the questioning and correct those prior to the main survey. The pilot survey was of great importance to the researcher as it minimized error rate on responses as well as assess the feasibility of the research study. It was established that the respondents understood what they were being asked which indicated that the questionnaires and interview questions were well structured assuring validity of the data.

3.6.2 RELIABILITY

Joppe, (2016) defined reliability as an indicator to the extent to which measure is without bias and hence offers consistent measurement across time. He asserts that measurement tool or scale should be reliable to the extent that repeat measurements made by it under constant conditions should produce the same results. Therefore it is necessary but not a sufficient condition for validity that is a test must be reliable for it to be valid. However it can still be reliable but not valid. That is why it is ensured through triangulation of research instruments as asserted by Patton, (2015).

3.6.2.1 TRIANGULATION OF RESEARCH INTSTRUMENTS

Patton (2015) defines triangulation as the use of two or more methods of data collection in the study of human behaviour and in the evaluation of reliability of research findings. Furthermore it involves cross-checking of evidence, obtaining data from more than one source, comparing and contrasting one account with the other as according to Housder, (2014). Triangulation was used as a tool consisting of multi-disciplinary teams that include different skills, experience and viewpoints; a range of tools and techniques for data collection and analysis; and different sources

of information about the same problem. In this way, the reliability and bias of findings were assessed and addressed necessarily.

3.7 RESEARCH ETHICS

This research tried to eliminate possible inconsistencies in the upholding of ethics in the profession concerned by abiding to the certain principles. The researcher sought authority to conduct the research from the organisation. Also the consent and willingness from parties under interview or questionnaire were asked for permission or contribution. The researcher maintained harmonious relationship between employer and employee by not inciting any form of industrial action or disturbance. The principle of confidentiality by maintaining anonymity of respondents was upheld. The research guaranteed pure academic reason and non-sinister cause behind the research. Researcher of the study appreciated for co-operation offered by the research subjects and the organisation. These measures taken were suggested by Housder, (2014).

3.8 DATA PRESENTATION AND ANALYSIS

3.8.1 DATA PRESENTATION TECHNIQUES

This is a means of communicating the results gathered from the research. In this research the researcher used simple statistical tools such as the method of tabulation.

3.8.1.1 TABULATION

Tabulation is concerned with presenting data in tabular form .According to Adadayo, (2016) a tabular or table is an array of data in rows and columns. He further states that it seeks to condense large masses of data bringing out the distinct pattern of the data in a presentable way.

In his study, Sibanda, (2011) asserts that tabular presentations is easy to use compared to other presentation techniques because there is no repeating of explanatory matter and comparisons can easily be made and errors quickly identified in the data if any. Also he states that comparisons among classes of data are made and less space is used than other data presentation forms.

3.8.2 DATA ANALYSIS

According to Adadayo, (2016) when data has been collected from the field there is need for it to be presented and analyzed so that it answers the research questions thus help achieve the set objectives. He mentions that data is referred to as the raw information gathered through interviews, questionnaires and secondary data bases as in the research. Answers sought are found by analysis of organized data which is either quantitative or qualitative depending with the research as stated by Adadayo, (2016).

The researcher used comparative analysis. This a method of comparing information gathered to note similarities and differences as mentioned by Patton, (2015). The scholar asserts that the

researcher uses it moving backward and forward between manuscripts, notes and the research literature reviewed.

3.9 CHAPTER SUMMARY

The chapter outlined the design used in the study, descriptive research that is qualitative in nature. It covered the research instruments used that are interviews and questionnaires, research subjects were identified as well as sampling procedures and how gathered data was analyzed. The population and sample choice were explained. Thus the chapter focused on the purpose of the study, the target population, sampling techniques and sample size, research instruments used to collect data as well as how data was analyzed and presented.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 INTRODUCTION

The main findings of the research were presented, interpreted and analyzed in this chapter. Data was presented in tabular form and immediately after an interpretation and analysis of the data was conducted and any relevant comments were given. Analysis simply involves the ordering and structuring of data to produce knowledge ready for consumption for the intended audience highlighted in chapter one as according to Mushoriwa, (2015). In this study simple comparative analysis was used whereby data is analyzed by comparing the findings presented and information in other chapters of the study.

4.1 RESPONSE RATE

The researcher collected data from non-managerial employees by means of selecting, (using the sampling methods stated in chapter three) individuals who administered the questionnaires. Caution was made to balance the sample size of non-managerial employees as well as to minimize bias. On the other hand the researcher also collected data from managerial employees by means of interviews to add to the information gathered from questionnaires relevant for the study. The researcher aimed at distributing 26 questionnaires to non-managerial employees as well as conduct interviews with 6 managerial employees. The table 4.1 below shows the response rate.

Table 4.1 Questionnaire and Interview response rate

SAMPLE	NUMBER OF DISTRIBUTED QUESTIONNAIRES	NUMBER OF QUESTIONNAIRES RESPNDED TO	NUMBER OF SCHEDULED INTERVIEWS	NUMBER OF SUCCESSFUL INTERVIEWS	RESPONSE RATE (%)
Non-managerial employees	26	23			88
Managerial employees			6	2	33
Total		23		2	78

SOURCE: Primary Data, (2017)

The table 4.1 outlines that 23 out-of 26 questionnaires were retained which amounts to a response rate of 88 %. The retention of the questionnaires administered was 88% instead of the expected 100% because the questionnaires included questions that were mostly related to terminology which the people who did not respond might not have understood or were not so well versed with it. It is also attributable to the kind of questioning which was used that is a five likert scale format. The other reasons could be given that the other 12% (100%-88%) of the expected participants had either left the organization or their shift had not started the time when the data was collected.

On the other hand the response rate was favourable agreeing to or proving the assumptions made in chapter one by the researcher that the respondents will respond well and will be readily available. Zafar et al, (2014) indicated that a response rate of 80% is a good rate and reliable for results and that it indicates that respondents were selected on their willingness and ease. Thus therefore supporting the researchers' assumption.

The interviews conducted successfully were 2 out of the 6 scheduled with a percentage response rate as low as 33% as indicated in the table above. The results are due to the fact that 67% (100% - 33 %) of the managerial employees carry out their activities outside the organization and were busy to respond the time the research was carried out. Despite the low percentage response rate, the responses got from interviewing managerial employees was used hand in hand with the information gathered from questionnaires administered to non-managerial employees to eliminate any potential for biases.

However the total respondents therefore amounted to 25 both non-managerial employees (23) and managerial employees (2) out of the stipulated sample size of 32 with a response rate of 78% which is the total as indicated in table 4.1. This was considered a justifiable and favourable representative of the whole population as the results can be generalized to all employees. This is supported by Sibanda, (2016) who states that a response rate of a minimum of 75% is favourable as it enables one to derive conclusions and generalize it across the organization.

4.2 DEMOGRAPHIC DATA

This shows personal details of employees who participated in the survey. Total respondents were 23 as indicated in section 4.1. The table 4.2 below shows the demographic information of respondents.

Table 4.2: Gender and Age group of respondents

AGE GROUP	NUMBER OF RESPONDENTS WHO ARE MALES	NUMBER OF RESPONDENTS WHO ARE FEMALES	TOTAL NUMBER OF RESPONDENTS IN AGE GROUP	PERCENTAGE (%)
Below 20 years	1	1	2	-
20 to 30 years	9	9	18	78
31 to 40 years	2	1	3	-
41 to 50 years	-	-	-	-
51 years and above	-	-	-	-
Total	12(52%)	11(48%)		

SOURCE: Primary Data, (2017)

The respondents who were males amounted to 12 out 23 respondents presented by 52%. Of the 12 males 1 fell under the age group of below 20years while 9 fell under the age of 20 to 30 years and 2 are at the age of 31 to 40 years. Thus males are being the most dominating employees in the organization as compared to 11 females out of 23 respondents who were 48% as indicated in table 4.2 above. 9 of the females fell under the age of 20 to 30 years just like the males, 1 is below 20 years and 1 in the 31 to 40 years category.

These results indicate that females were the minority in this research. This could be ascribed to the fact that some of the organizations duties are carried out by males or the notion that females are not to be part of the business world but rather their place is the household as according to Munhamo, (2014).

On the other end the employees who dominated in responding to the administered questionnaires were in the range of 20 to 30 years indicated by a 78% of the respondents. The researcher analyzed that it was due to the fact that individuals who fall in this age range are more participative, intelligent, energetic and quick thinkers when it comes to prompt situations such as the one in which the research was held. Munhamo, (2014) agreed with this fact that the most respondents to questionnaires fall under this range of age as experienced during his or her research.

4.3 QUALIFICATION OF RESPONDENTS

Employees' level of qualification was requested to indicate by the researcher from the respondents for the purpose of evaluating the efficient and effectiveness of the employees in connection to the levels of motivation. The table below indicates the statistical standing of qualifications held by the 23 respondents who are non-managerial employees as indicated in the questionnaires.

Table 4.3: Educational qualifications of non-managerial employees

QUALIFICATION		NUMBER OF EMPLOYEES WITH THE SAME QUALIFICATIONS	PERCENTAGE OF EMPLOYEES WITH THE SAME QUALIFICATIONS
Degree Level	Undergraduate	2	-
	Postgraduate	2	-
Diploma Level		3	-
National Certificate		1	-
'A' Level		8	35
'O' Level		7	30

SOURCE: Primary Data, (2017)

The table above indicates that the respondents most of them had 'A' level as the highest level of qualification indicated by the 35%. The researcher analyzed that of these 8 respondents there are individuals who could had just finished 'A' level, those waiting to be enrolled at a tertiary institute and those who were working for the purpose of raising money for tertiary education

finances. On the other hand the 30% of those who fell under the 'O' level category included individuals who had just finished 'O' level wanting to proceed to 'A' level or had failed and those that needed time to think of their way forward as analyzed by the researcher.

'A' level being the dominant qualification that respondents hold corresponds with the dominant age range of 78% that is ages 20 to 30years as presented and interpreted in section 4.2. Therefore this indicates that these dominating qualifications could be the highest level in which the workforce is educated.

Mushoriwa, (2015) supports the researcher's analysis, in his research he mentions that the most dominant level of qualification in an organization indicates the lowest level or the highest level of educational qualification that the employees hold. On the other hand a comment from a managerial employee interviewed supports this fact. He stated that the workforce (non-managerial employees) is comprised mostly of students who work part time or students on work related learning.

This in turn help to understand the issue of an increased labour turnover in year 2015 as presented among the employee related problems at AFVS in table 1.1 in chapter one. The number of workers leaving the organization increased because those working on part time basis or work related learning had yearly contracts.

4.4 LENGTH OF SERVICE IN THE ORGANIZATION

The length of service or years worked by an employee at the organization was provided in the questionnaire with different sections to complete by the researcher to the respondents. 23 of the respondents indicated in ranges given from a year and below, 2 to 5 years, 6 to 10 years and 11 years and above. Table 4.4 presents the frequency and percentage of the length of service.

Table 4.4: Length of service in the organization

LENGTH OF SERVICE	NUMBER	PERCENTAGE (%)
Year and below	14	61
2 to 5 years	9	39
6 to 10 years	-	-
11 years and above	-	-

SOURCE: Primary Data, (2017)

From the table above the majority of employees who participated in the survey have a year and below of service in the organization as indicated by 61% of respondents and followed by those who have worked for a period of 2 to 5 years who were 39%. The length of service of a

respondent indicates the work experience one has with the organization. The least percentage of respondents was considered to have more experience as they have worked a range of 2 to 5 years thereby understanding their standing with the organization as well as the information contained in the questionnaires.

These statistics are supported by one of the managerial employee's comment (given during the interviews) that most of the non-managerial employees are new, they have worked for the organization from a minimum of less than a year to a maximum of 5 years.

However the most percentage of respondents had a year or less working experience with the organization but being the young generation better versed with the current business world, their opinions provided a measure of information needed for the study.

4.5 FACTORS (REWARDS) INVOLVED IN MOTIVATING EMPLOYEES

Variables which are differentiated towards motivating employees were provided for the non-managerial employees in questionnaires to rate on a five likert scale and the results are shown in table 4.5 below.

Table 4.5: Factors involved in motivating employees

FACTORS	STRONGLY AGREE		AGREE%		NEUTRAL		DISAGREE		STRONGLY DISAGREE	
	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)
Financial, non-financial rewards	10	43	11	48	-	-	-	-	-	-
Working environment	7	30	9	39	5	22	-	-	-	-
Individual needs	5	22	10	43	6	26	-	-	-	-
Interpersonal relationships	8	35	7	30	6	26	-	-	-	-

SOURCE: Primary Data, (2017)

Respondents who strongly agreed that financial and non-financial rewards motivate employees made up 43% of the respondents and those who agreed made up 48% of the respondents. This

indicates that employees at the organization favour a reward system that comprises of financial and non-financial rewards to be offered by the organization but not necessarily being the main factor that motivates them.

On the issue of working environment 30% strongly agreed, 39% agreed while 22% of the respondents remained neutral. With these statistics employees at AFV voice out that the working environment plays a part in motivating them but on its own cannot persuade them to put extra effort in what they are doing that is their tasks.

The third factor, individual needs respondents who strongly agreed where 22%, agreed where 43% and 26% where neutral that is neither agreeing nor disagreeing to the fact that an individuals' need can motivate one to do his or her job. Individual needs were recognized by employees at AFV as a factor that when met individuals could be motivated and stay up to work.

35% of the respondents strongly agreed to interpersonal relationships while 30% agreed and 26% remained neutral. In this factor statistics indicate that the respondents or employees at AFV value the relationships within working environments as most respondents strongly agreed to it. Adding on to the findings, these are social needs according to Maslow's theory reviewed in chapter two. It states that an employee who has lasting attachments and accepted by others tends to be more motivated and production rate is favourable as compared to the one who does not have social attachments.

With reference to Chapter two section 2.3, motivation includes the forces within or external to an individual that arouses enthusiasm and persistence to pursue a course of action that an individual feels motivated with as according to Robbins, (2010) and there are different ways that can be used together. Therefore according to the responses the cited factors were ranked according to importance or extent to which they thought were appropriate for motivating them.

Financial and non-financial rewards were the most accepted factor to motivate employees because it had a greater percentage of 43% who strongly agreed to it as compared to interpersonal relationships being the second rated with 35%, working environment the third with 30% and lastly individual needs with 22%. These facts are supported by the fact that most of the respondents hold an 'A' level qualification and are in the range of 20 to 30 years and to these money, friendship and relationships is of value to them as they would be starting the phase of adulthood as according to Rasheed et al, (2012).

However even though ranked in order of importance, the respondents indicated that all of them are needed to complement each other and that people are different as indicated by the responses from strongly agree to strongly disagree although they were few. In support of this Riley, (2015) stated that needs vary according to an employee therefore the factors that motivate them also vary.

4.6 LEVEL OF MOTIVATION ACCORDING TO REWARDS OFFERED

Employees at AFV being the respondents were presented to them a set of payment methods which can be offered by an organization and were asked to rate whether which ones they prefer most to make them happy and stimulate a willingness to work in their current tasks.

Table 4.6: Rewards that foster a willingness to work

PAYMENT METHODS	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE	
	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)
Salaries or wages	10	43	7	30	5	22	-	-	-	-
Job security	10	43	9	39	-	-	-	-	-	-
Working condition	12	52	5	22	-	-	-	-	-	-
Company policy	-	-	12	52	-	-	-	-	-	-
Fringe benefits	13	57	5	22	-	-	-	-	-	-
Relationship and responsibility	5	22	8	35	7	30	-	-	-	-

SOURCE: Primary Data, (2017)

Employees at AFV who strongly agreed that salaries and wages offered at an organization can foster a willingness to work were 43% as compared to 30% who agreed and 22% who neither agreed nor disagreed to the payment method. On the aspect of job security individuals who strongly agreed were 43% as compared to those who agreed who were 39%. 52% of the respondents strongly agreed to the issue that working environment in which they work influences one's willingness to work. That is a free from threats environment influences a favourable result as supported by Antomioni, (2011). On the other hand 22% agreed that it motivates.

The company policy was agreed on by only 52% of the respondents which indicates that it might be an area that might be of concern as some did not attempt to give their opinion. 57% of respondents strongly agreed to the fringe benefits that they influence a willingness to work as compared to 22% who agreed. Relationship and responsibility was strongly agreed on by 22% of the respondents while 35% agreed as well as 30% remained neutral concerning the aspect.

Salary or wages measures how much the organization values an employee as stated by Ajang, (2016). In chapter one section 1.1, the researcher indicated that AFV offers a minimum wage to student or part time employees which is paid on time and crafts a payment plan for the other employees (full time based and managerial) to assure them of payment. Therefore having a favourable response on the salaries and wages payment method indicates an appreciation and becomes a means to drive behaviour to perform their task. Also as according to Maslow's Need theory in chapter two section 2.2.1.1, the organization is offering a minimum salary wage that enables employees to afford adequate living conditions hence has contributed to the favourable response from respondents.

On the other end most of the respondents who responded in support of job security were likely to be those who worked part time and students who were on work related learning as indicated by favouring the job security as a means to influence them to work. This is supported by one of the managerial employee's comment that job security to employees at AFV is made possible possibly by the means of contract agreements which vary thereby determine the provision of it to each employee. Furthermore since most respondents ranged in 'A' level qualifications, they suit the working on a part time basis of a year upon contract agreement provided by the organization which is only terminated upon completion of stipulated working days.

According to Burke, (2012) changes in company policy affect level of motivation in employees. That is why respondents poorly responded (strongly agree column) to the company policy as a means to indicate a drop in the level of motivation. This is because according to the organization management report, (2014) AFV was a Spar franchise from 2004 to 2014 so the company policy might have changed thereby affecting employee motivation levels.

In comparison fringe benefits has the highest percentage of 57% who strongly agreed indicating it as the most dominant payment method that respondents view as influencing a fair motivation level. However in chapter one table 1.1 presented employee related problems in which the employees' complaints included the fringe benefits offered as of 2015. Hence fringe benefits have an influence towards the level of employee motivation at AFV.

The payment methods presented in table 4.6 falls under extrinsic rewards and Cameron, (2012) stated that these rewards are not all what employees need. Also Herzberg in his two factor theory of motivation identified them as hygiene factors which in absence causes dissatisfaction but presence do not guarantee satisfaction. Hence should exist in high quantity and quality so as to make motivation effective.

In an interview comments were given on the problems which are associated with the rewards offered. One low level manager stated that the organization is facing challenges in meeting the dates for payment of salaries and also some of the fringe benefits are forced to cut down such as medical aid facilities and staff meals. The other responded commented that the management

responsible for evaluating or determining the rewards to give is the area of concern and unfulfilled promises such as bonus payments were affecting employees' level of motivation.

4.7 EMPLOYEE MOTIVATION AND EMPLOYEE PRODUCTIVITY

Motivating employees is done through different strategies to influence employee performance. Therefore the researcher sought to understand the contribution of each variable to the other by posing four strategies to be rated on a five likert scale by AFV non-managerial employees.

Table 4.7: Strategies that influence production rate of employees

STRATEGIES	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE	
	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)
Reward system (financial and non-financial)	13	57	7	30	-	-	-	-	-	-
Job design	-	-	11	48	8	35	-	-	-	-
Organizational culture	-	-	11	48	6	26	-	-	-	-
Training and development	7	30	11	48	-	-	-	-	-	-

SOURCE: Primary Data, (2017)

A reward system that comprises of financial and non-financial rewards was strongly agreed on by 57% of the respondents as compared to the 30% who agreed on the aspect that it influences employees' production rate. Also most of the respondents agreed on job designing by an indication of 48% and 35% neither agreed on the aspect of job design nor disagreed as affecting employee performance by being neutral. Organizational culture was supported by 48% respondents who agreed and 26% who expressed no opinion towards the motivator by being neutral. Finally training and development was strongly agreed on by 30% of the respondents while 48% respondents agreed.

The greater percentage agreed on organizational culture which is an indication of supporting that it has an influence on the rate of employee production in the organization. Of the surveyed employees, they feel that training and development is strongly recommended and they need it in influencing their rate of production or employee productivity.

Focusing on the strongly agree column, the researcher noted that of all the strategies that influence employee production rate financial and non-financial reward system and training and development had a greater percentage indicating that most of the respondents understand what it is as compared to job design and organizational culture. In a research, when respondents indicate a measure of not understanding by means of not indicating their opinions on an aspect it entails that it is not present within the organization and this is supported by Sethi, (2012).

In chapter two section 2.7 organizational benefits or rewards which are factors to motivate employees are said to play a role in an employees' level of productivity as according to McNamara, (2015). Managerial employees at AFV who were interviewed supported the reward system of financial and non-financial and training and development. They state that for the sake of keeping up a positive rate of employee production among the organization's employees they are offered. However according to one of the low level managerial employee response motivators provided does the average work of influencing an employee to work so as to earn them considering the economic situation.

4.8 EFFECTS OF EMPLOYEE PRODUCTIVITY AND THE ORGANIZATIONS' OTHER THAN MOTIVATION

Two five likert scale questions were provided with different factors to be rated on were presented to the employees at AFV to strongly agree or disagree on the factors they thought affects employee productivity and in turn of the organization other than motivation of employees.

The first included a set of characteristics of the working environment in an organization that can influence an individuals' decision to miss or quit work shown in the table 4.8 and the second were statements in which suggestions were given on how company time can be misused or wasted thereby affecting productivity shown in the table 4.9.

Table 4.8: Working environments that influence employees' decisions

WORKING ENVIRONMENT	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE	
	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)
Harmful or hazardous to health	13	57	5	22	-	-	-	-	-	-
Unfair treatment	-	-	14	61	-	-	-	-	-	-
Limited resources with work overload	6	26	9	39	7	30	-	-	-	-
Poorly lit and dirty environment	7	30	8	35	5	22	-	-	-	-

SOURCE: Primary Data, (2017)

57% strongly agreed that harmful or hazardous to health environments influences employees' productivity in an unfavorable way as one will decide to miss or quit work in turn the organizations'. Salanova, (2011) support these findings, in chapter two section 2.2.1.2 under Maslow's theory he mentions that an employee working in a harm free environment performs well and sticks to the ORG and the opposite is true. Also 22% agreed to the first condition thus indicated that a greater percentage would quit or miss work in such environments hence negative rate of employees' production. Unfair treatment was agreed on only by 61% of the respondents. They gave their opinion that a decision can be influenced to quit or miss work when one is treated unfairly.

The greater percentage that is 39% agreed to the fact that an employees' productivity can be affected in turn organizations' if resources are limited or there is work overload. 26% strongly agreed while 30% had no say. The respondents who were neutral neither agreed nor disagreed to working conditions were there are limited resources or work overload indicating that one can decide to quit or miss work but somehow one can still continue working. The researcher analyzed this according to Linder, (2012) who stated that when a respondent decides to be neutral his or her opinion is in between.Lastly poorly lit and dirty environments, one can miss work or quit supported by 30% who strongly agreed and 35% who agreed while 22% remained neutral.

Table 4.9: Ways in which company time is misused and wasted

MISUSE OR WASTAGE OF TIME	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE	
	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)
Prolonged break or lunch	9	39	10	43	-	-	-	-	-	-
Late coming	9	39	9	39	-	-	-	-	-	-
Too much liaison with colleagues	5	22	11	48	6	26	-	-	-	-
Faking illness	8	35	11	48	-	-	-	-	-	-

SOURCE: Primary Data, (2017)

43% agreed to misuse or wastage of time through prolonged breaks or lunch while 39% strongly agreed which then affects efficiency of the organization by means of the employees'. Thus employees' individually can affect productivity rate. Equal percentage of the respondents strongly agreed and agreed on the issue of late coming that is 39% respectively. The respondents had a measure of certainty that late coming wasted the time or delayed organizations' production rate.

In connection with the strong supported issue of valuing relationships in section 4.5 within the organization 48% agreed that this way wastes company time as enforced by 22% who strongly agreed. 26% remained neutral that is they neither agreed nor disagreed. Faking illness was rated mostly by 48% who agreed that this way misused or wasted the time for production as well as 35% who strongly agreed.

On the other hand the two interview respondents, as indicated in table 4.1 commented that employees' productivity had dropped because in a period of five years many employees have left the organization. In chapter one section 1.1, the researcher highlighted the solution which the organization had sought to implement which is employing individuals who work on a yearly basis. Therefore these managerial employees (interviewed) felt that it contributed to the drop in employee productivity. Also gave an opinion that there are factors other than employee motivation that affects productivity and organizations' standing such as the nature of the business, owners and the business environment.

Kumar, (2014) states that productivity governs organizational activities and is connected to individual performance, use and availability of resources thus the organization as a whole come

in hand. Hence employees not to completely blame as availability and provisions by the organization also count.

4.9 ORGANIZATIONAL REPUTATION

The researcher sought employees' opinion towards organizational reputation therefore the respondents were asked to indicate which variable or form of productivity that affects organizational reputation on a five likert scale which was presented in the table 4.10.

Table 4.10: Effects of organizational reputation

FORMS OF PRODUCTIVITY	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE	
	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)	FREQUENCY	(%)
Organizational productivity	13	57	7	30	-	-	-	-	-	-
Departmental productivity	5	22	12	52	-	-	-	-	-	-
Employee productivity	11	48	8	35	-	-	-	-	-	-

SOURCE: Primary Data, (2017)

Respondents strongly agreed that organizational productivity is what mostly affects the organizational reputation. Looking at the organizational proportion of inputs to outputs 30% supported that these have a measure on the whole organizational performance. 22% strongly agreed on departmental productivity while 52% agreed. The greater percentage that is 48% strongly agreed that it is the employees' productivity within the organization that affects the reputation overall while 35% agreed on.

Taylor, (1903), in his approach brought the idea that motivation and its determinants improve the entities' image but certainly not the only factor. Hence by the respondents' opinions, both the organization and individuals have an influence on the entities' image.

4.10 CHAPTER SUMMARY

This chapter concentrated on the presentation of data from the findings from the interviews and questionnaires. Data presentation was done using tables and detailed interpretations and analysis of the findings was done. This made it easier for the researcher to draw conclusions and to come up with the recommendations for the next chapter.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

This chapter sought to summarise and conclude the research study as well as make recommendations based on the results presented and information covered in the literature review. It focused on the summary of findings outlined in the previous chapter thereby outlining achievements of the purpose of the research conducted. Conclusions were outlined as well as recommendations to the case used in the research.

5.1 SUMMARY OF FINDINGS

The research analysed the extrinsic motivation and its determinants needed to improve employee productivity in an informal organization. The research sample comprised of 25 employees represented by 23 non-managerial employees and 2 managerial employees. The findings enabled the researcher to achieve the set objectives outlined in chapter one section 1.3 as well as answer the research questions.

5.1.1 INFLUENCE OF REWARDS OFFERED ON MOTIVATION

Research findings indicated that rewards offered by the organization influences motivation in employees collectively. That is one set of rewards cannot persuade or motivate all the employees to develop a favourable working behaviour. This was indicated by 48% of respondents who placed greater importance on one set of reward than the other but collectively they placed a same measure of importance on all as presented in table 4.7 in chapter four. Therefore different sets of rewards should be varied to complement each other and offered according to one's needs as they vary in the influence towards the level of employee motivation. Analysed data in section 4.5 in chapter four, rewards measure the extent to which an organization values its employees' thus therefore influences motivation in an unfavourable (if poorly offered) and favourable (if properly offered) way.

5.1.2 EMPLOYEE PRODUCTIVITY

Employee motivation has an average effect on employee productivity and motivators provided play a role in influencing either a favourable or unfavourable result as noted in chapter four section 4.8. Individual needs are met by means of the rewards or motivators offered which influences a positive production rate among AFV employees. When individuals' efforts to satisfy a need are thwarted (by providing undervalued rewards) disequilibrium is created that paves way for dissatisfaction which affect employee's working ability. Though reward system of financial and non-financial were identified as affecting production rate to maintain an average one, the

employees (respondents) at AFV picked on other factors other than extrinsic motivators that influence employees' productivity. These include availability of resources, work experience, organizational culture, training and development and individual behaviour not related to motivation.

5.1.3 IDENTIFYING WHAT AFFECTS PRODUCTIVITY OTHER THAN MOTIVATION

Identified shortfalls experienced by the organization from the findings include, work experience in the industry on part of the employees is lacking indicated by the number of years worked in the organization of a year and below and the level of qualification as well as age. This therefore is affecting the effectiveness of motivators provided at the organization as well as productivity levels and organizational reputation. Also it seems that no well known organizational culture is established at the organization as expressed by the respondents view in chapter four section 4.7. The researcher, from the findings as well learnt that there was a change in company policy, which entails the principles and rules regarding allocation of the motivators and the decisions as well as responses to situation. Hence has affected as well.

5.2 CONCLUSIONS

5.2.1 INFLUENCE OF REWARDS OFFERED ON MOTIVATION

Unknowingly the organization is in the context of the Taylor's approach that views people as lazy and are influenced to accomplish tasks through external stimuli. The issue is not that employees at AFV are not motivated, because present external stimuli do not cause satisfaction (enjoyment of work) but prevents dissatisfaction. That is extrinsic motivators are ineffective when intrinsic motivators are absent. Also the set of rewards are becoming monotonous to those who have worked longer in the organization, only the new employees are favouring them.

5.2.2 EMPLOYEE PRODUCTIVITY

The issue of employee productivity at AFV is not solely dependent on extrinsic motivation influenced by offered motivators rather on other organizational issues such as use and availability of resources, the nature of the business, owners and the business environment.

5.2.3 IDENTIFYING WHAT AFFECTS PRODUCTIVITY OTHER THAN MOTIVATION

Despite the efforts to reward employee performance and improve employee productivity, employee welfare such as work experience in the industry and level of education affects the effectiveness of these efforts. The organizational culture, on the other hand affects as owners (family run business) tend to have their way of doing things that employees do not understand or are in agreement with. That is why to some extent were blamed for the situation present at AFV

during the survey. The change in company policy from when the organization was formal to now being informal has had an effect in the decisions made on how the business is run.

5.3 RECOMMENDATIONS

These are remedies to solutions or ideas passed on by researcher from the information gained through gathering data and the literature review that the beneficiaries can use.

5.3.1 REWARDS OFFERED

In literature review, the researcher got the idea that rewards fall into two categories which organizations must ensure that rewards offered are part of the categories to guarantee motivation. These are external rewards (what one gets for working given by someone) and internal rewards (benefits derived within an individual). Managers should create a willingness to work by providing favourable working conditions as well as vary rewards according to one's needs which are affected by age, gender, level of qualification and length of service in the organization as well as renew them. Organizational benefits can include ancillary benefits which stimulate employees to take on new opportunities.

5.3.2 EMPLOYEE PRODUCTIVITY

Rewards offered have an influence on employee productivity. For example including employees in decision making (intrinsic reward) individuals have more say in what they do and they share ideas which gets them involved thereby improving employee performance as well as productivity. One theorist reviewed in the chapter two encourages job rotation in which each different situation and context influences behaviour differently which then allows the organization to note the right person who is eager to do a particular task. Together with job design, training and development boosts employee productivity. Therefore AFV should not ignore these three aspects.

5.3.3 IDENTIFYING WHAT AFFECTS PRODUCTIVITY OTHER THAN MOTIVATION

The need theory enables managers to evaluate own actions, company conduct as well as individual philosophies which are the identified shortfalls that affect effectiveness of offered rewards, productivity as well as organizational reputation. It is also a framework that enables employees to reach full potential by acquiring new skills by means of extensive training and development suggested to be employed by the management. AFV management has to educate employees on or establish an organizational culture that employees understand and can fit into. An organizational culture that encourages socialisation is recommended as it influences team work which increases employee performance as well as bring good results to the organization.

On the other hand, when company policy has changed, it should be continuously checked to ensure that it is in line with the industries minimum capacity.

APPENDIX 1

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APPENDIX 2

INTERVIEW GUIDE QUESTIONS FOR MANAGERIAL EMPLOYEES:

1) What do you understand by extrinsic motivation?

2) What specific area does this type of motivation seek to address?

3) Who is responsible for monitoring and evaluating employees' performance?

4) How do you compare the level of employees' motivation in relation to organizational performance from five years back?

5) What are your guidelines in determining the type of rewards to offer?

6) How well do you think the type of rewards offered motivate employees?

7) Does it influence productivity?

8) What problems are associated with the rewards offered to employees?

9) What areas do need improvement for effectiveness purpose?

10) How is the organizational performance?

11) Whatever the situation, are employees responsible?

MIDLANDS STATE UNIVERSITY

FACULTY OF COMMERCE

DEPARTMENT OF BUSINESS MANAGEMENT

Dear Sir/ Madam

My name is R136552W, a final year student at Midlands State University studying towards a Bachelor of Commerce Honors Degree in Business Management.

In partial fulfillment of the degree program, students are required to carry out a research study and my research is entitled: **The significance of extrinsic motivation as a strategy to improve employee productivity. A case of Athienitis Fife Avenue Supermarket.**

The current study is designed for academic purposes only therefore information collected shall be kept confidential. Kindly, at your discretion, respond to the questionnaire as soon as you can and I will collect.

Hoping for a favorable response from you and thanking you in advance for sparing a few minutes of your time to attend to my request.

Yours Sincerely

R136552W

QUESTIONNAIRE FOR NON-MANAGERIAL EMPLOYEES:

I am an undergraduate student at Midlands State University studying Bachelor of Commerce Business Management Honours Degree. I am undertaking a research on **the significance of extrinsic motivation to improve employee productivity** in partial fulfilment of the degree program as required by the university. The information required is for academic purposes so I assure you that the information you provide is highly confidential and hence will be treated as such. Please do not include your name or organization. Any concerns can be communicated to student R136552W, email: nyaradzocheteni@gmail.com , mobile: +263779165688. Thank you for your time and cooperation.

Kindly respond to the questions below by ticking the appropriate box or filling in were blank spaces are provided:

SECTION A: BASIC INFORMATION

1. Department you are working in: **………………………………**

2. May you please indicate highest level of education

    ………………………………………………………………………

3. Sex: Male [ ]   Female [ ]

4. Age: Below 20 [ ]   20-30yrs [ ]   31-40 [ ]   41-50 [ ]   50 and above [ ]

5. How long have you been working for your organization?

6. A year and below [ ]   2-5 years [ ]   6-10 years [ ]   11years and above [ ]

SECTION B: IMPACT OF EXTRINSIC MOTIVATION TO EMPLOYEE PRODUCTIVITY

7. The following factors are involved in motivating employees.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

a. financial and non-financial rewards				
b. working environment				
c. individual needs				
d. interpersonal relationships				

8. Organizational reputation is affected by the following forms of productivity.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. organizational productivity					
b. departmental productivity					
c. employee productivity					

9. The payment methods given below are offered by the organization and they make you happy while stimulating a willingness to work.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. salaries or wages					
b. job security					
c. working condition					
d. company policy					
e. fringe benefits					
f. relationships and responsibility					

10. Certain characteristics of working environments in an organization given below influence employee's decision to miss or quit work.

	Strongly	Agree	Neutral	Disagree	Strongly

	Agree				Disagree
a. harmful or hazardous to health					
b. unfair treatment					
c. limited resources with work overload					
d. poorly lit and dirty environment					

11. The following statements are ways in which company time can be misused or wasted thereby affecting level of production.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. prolonged break or lunch					
b. late coming					
c. too much liaison with colleagues					
d. faking illness					

12. Motivation of employees through the stated strategies below influences the production rate of an employee.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. reward system (financial and non-financial)					
b. job design					
c. organizational culture					
d. training and development					

APPENDIX 5

LIST OF FIGURES

APPENDIX 6

LIST OF TABLES