



**A Study on Employees Work Motivation and its Effect on
their Performance and Business Productivity**

دراسة حول مدى دافعية الموظف في العمل وتأثيره على أدائه و إنتاجية الشركة

By

Student Name ___**Samira Al Jasmi**__

Student ID number ___**90040**_____

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Dissertation Supervisor

Professor Mohammed Dulaimi

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Title

A Study on Employees Work Motivation and its Effect on their Performance and Business Productivity

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Abstract

This research paper investigates the relationship between employee work motivation and their performance in the workplace and business productivity. It examines the main and common motivation theories and different approaches to motivate employees. The main aim is to find a correlation between employees work motivation and their performance and the performance effect on business productivity. Concerns were found with the employees motivation and performance and the relationship between them clearly defined in the literature review and lately have been discussed in the findings and discussions based on the data analysis done.

In order to collect data, interview has been done for people from seven different operational as well technical divisions in the organization. Five people have been chosen from each division. A phone call for the employee about the interview and if he/she is willing to go for it was there, then a meeting request has been sent to every employee for interview for maximum one hour. The total numbers of interview conducted are 35.

ملخص

هذه الورقة البحثية يحقق في العلاقة بين دافعية الموظف في العمل وتأثيره على إنتاجية العمل والتجارة. فإنه أشهر نظريات الدافعية لدى الموظفين و مدلا تأثيره على العمل. الهدف الرئيسي هو العثور على وجود علاقة بين الدافع عمل الموظفين وأدائهم والتأثير على أداء إنتاجية الأعمال. تم العثور على المخاوف مع دافعية الموظفين وتطورهم مع إنتاجية التجارة و العمل والعلاقة بينهما وضحت واستعرضت في استعراض الأدب ومؤخرا تم مناقشتها في النتائج والمناقشات استنادا إلى تحليل البيانات به. من أجل جمع البيانات، قد تم مقابلة موظفين من سبعة أقسام تشغيلية مختلفة وقسم إداري مثل إدارة تقنية المعلومات. وقد تم اختيار خمسة أشخاص من كل إدارة. لقد تم إجراء مكالمات هاتفية للموظفين الذين تم إختيارهم للمقابلة لأخذ موافقتهم و تحديد موعد للمقابلة ثم تم إرسال طلب اجتماع إلى كل موظف لمقابلة لمدة ساعة واحدة كحد أقصى. مجموع أعداد المقابلات التي أجريت هو 35 مقابلة.

Dedication

I dedicate this dissertation as an excellent achievement of my educational life to all members of my family, especially to my dearly husband and my daughters who were so patient and helpful.

Acknowledgement

I would like to gratefully acknowledge and appreciate my line manager in GASCO (Mr. Abdulrahman Al Ameri) for his valuable time and his prompt feedback when requested to carry on my research. I would like also to thank my husband for his continues support to me during my master courses and my dissertation.

Table of Contents

Table of Contents 6

Chapter 1: Introduction and Background

1 - Introduction 8
1.1 – Research Aim and Objectives 10
1.2 – Problem Statement 10
1.3 – Research Patterns 11

Chapter 2: Literature Review

2.1 – Why to Motivate Employees 13
2.2 – Motivation Theories 15

2.2.1 - Hierarchy Needs of Abraham Maslow’s Theory of Needs	15
2.2.2 - ERG Theory.....	17
2.2.3 - Two-Factor Theory of Fredrick Herzburg	18
2.2.4 - Acquired-Needs Theory of David McClelland’s.....	19
2.2.5 - Comparison of the four motivational theories.....	20
2.3 -Motivation Approaches and their effect on employee’s satisfaction and performance....	21
2.4 - Other motivation approaches have been discussed by researches	25
2.5 - The impact of approaches to motivation on employees’ performance and behavior.....	26
2.6- The impact of employee performance on business productivity.....	28

Chapter 3: Research Methodology

3.1 - Purpose of the research.....	32
3.2 - Conceptual Framework.....	32
3.3 - Research Approach.....	33
3.4 - Research Strategy	34
3.5 - Design of interview Questions	35
3.6 - Sample	35
3.7 - Interviwe Questions	36

Chapter 4: Data Analysis, Findings and Discussion

4.1 - Data Analysis.....	37
4.2 - Findings and Discussion.....	37

Chapter 5: Conclusion and Recommendation

5.1 - Conclusion.....	44
5.2 - Recommendation	44
5.3 - Suggested Future Research Topics.....	43

Chapter 6: References and Appendences

6.1 - References	45
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6.2 - Appendences.....

2) Appendix 1: Sample of Interview Questions 53

Chapter 1: Introduction

In the recent century, the main concern of the organization is to increase their profit and customer satisfaction. These organizations, to achieve the goal, they usually send their employees for awareness sessions, trainings and seminars as there are the main asset of the organizations.

Employees were considered just an input to the production of the business. A research referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932, changed this way of thinking (Dickson, 1973). The thoughts that employees are just assets have been changed when the study concluded that employees are not just assets, they are the main contributors and affective factors for business production. Furthermore, the above study found that employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973).

To define motivation, we can say it is an aspect that is approached by different work levels, from senior to junior levels, in the workplace as employees up to all other workers and people in the organization. But, it is the manager role to start the motivation process and open the door for employees to add their inputs on what does really motivates them and it should be as a strategy to achieve business goals through their main assets which are people. Furthermore, Garderner and Lambert (1972), defined motivation as it is about the moving employees toward doing the job and achieving the goal through rewards.

On the other hand, Steers and Porter (1987) stated that work motivation is a factor that changes employee's way of working and behavior and Allscheid & Cellar (1996) stated that in order to be good in anything in the workplace, the only talent required is motivation. So, it is a talent which is required to do any job or task. Also, Anne (1994) defined motivation as a term that refers to a process that draws, controls, and sustains certain behaviors and also explored that each employee has different needs and desires which means the motivation factors is different from one employee to another. Based on that, several motivation theories should be used to be aware of almost all employee's needs. Several need and motivation theories have been discussed in the study to clarify what might affect the motivation.

Moreover, Hislop, (2003) well-defined motivation as it is kind of force which pushes employees to do things which is a result of the individual needs being satisfied so that they have the inspiration to complete and proceed with the task.

In addition, motivated employees are needed and required in our rapidly changing workplaces and markets. They will help organizations survive by performing the job and work required with their full latent; hence employees will be more productive (Yongsun, Barbara, and Christy, 2002).

Putting the right employees in the right positions depending on their skills and amount of work they can generate will enhance their ability to use their skills and abilities more frequently which will lead them to concentrate on the business missions and objectives (Yongsun, Barbara, and Christy, 2002).

So, without motivation nothing exclusive will ever occur which will lead the organization to get a high performance rate, high productivity and hence high profit.

1.1 Research Aim and Objectives

The primary aim of this study is to understand the relationship between employee work motivation and employee's performance. The study also analyzes the main motivation theories and approaches commonly used and followed. Knowing these approaches will allow the organization taking the decision about the type of motivation approach to be used effectively. In order to do so, the following objectives should be achieved:

- Explore why employees should be motivated.
- Investigate the commonly used motivation theories and approaches.
- Examine the impact of different approaches of motivation on employees' performance in the workplace and the effect of performance on business productivity.
- Investigate the influence of current practices to motivate staff in the oil and gas company on their employee's performance.

1.2 Problem Statement

Oil and gas organizations are one of the major and fundamental industries' in any country. Oil and natural gas touches our daily lives so hardly. They supply the highest amount of the country's energy. As the demand on oil and gas is increasing every day, these organizations should work with their full potential to develop as much as they can with high quality and no risk to satisfy the public as they are their main customers and provide revenue and profit for the government.

In order to achieve the high quality, less time and no risks achievements and production and keep maintaining it, employees have to be motivated and satisfied.

The Oil and Gas Company which the study is focusing on has a division called “Corporate Excellence - CE” which is responsible of motivation as a process throughout the organization. They do surveys, analysis of the findings and they come up with the solutions and actions toward the survey questions. But, unfortunately, it is not a successful process and usually they don’t get the expected outcome.

They followed the idea that money is the key motivator for all employees and they started giving bonuses, salary increments, vouchers and other money related gifts. But they didn’t get the output their desired from people and employees. From the survey analysis, they discovered that a about just 25% of employees where happy about the bonuses and salary increments but most of them are not.

CE doesn’t give motivation that much care, they just do it once a year as a survey, get the results and stop there. They are not aware of the importance of motivation to employees and how this will affect their performance.

So, this study will examine the most used motivation theories, motivation approaches and the effect of it on employee’s performance and business productivity.

1.3 Research Pattern

This research comprise of five chapters which helps in addressing the defined objectives of it. The chapters are:

Chapter 1 – Introduction:

Introduction chapter starts with an overview of motivation. Then, the research is focused by providing aims and objectives. The main aim is to understand the relationship between employee motivation in the workplace and its effect on their performance. The research objectives are listed.

Chapter 2 – literature Review:

Literature Review chapter is a review of the popular motivation theories and motivation approaches. Addition to that, literatures review about the impact of different approaches to motivation on employees' performance, and business productivity will be reviewed.

Literature review chapter aim is to indicate what researchers already know about the same topic, what are their findings toward studies they have done and how they achieved the aim of the research.

Chapter 3 – Methodology:

“Methodology refers to the choice and use of particular strategies and tools for data gathering and analysis” (Daniel Chandler, 1998). This chapter will specify the strategy and the tool have been used to achieve the research objectives. Firstly, interview questions were designed based on the literature review carried out. Secondly, seven divisions and 5 employees from each division has been chosen for interview. Lastly, distribution and collection procedures were declared.

Chapter 4 – Analysis and Results:

The fourth chapter of the research documents the findings of the research from different angles as well as the analysis of the interviews conducted.

Chapter 5 –Conclusions and Recommendations:

The last chapter presents the conclusion part is the detail answer of the re each research questions, presents shortcoming in the research and future areas. Then, recommendations based on the literature review and the interviews analysis. The recommendation section documents significant findings of the study by adding light on employee performance and business productivity.

Chapter 2: Literature Review

2.1. Why to motivate employees:

The performance of any organization and its continuity depends on their key assets, employees, as well as the capabilities of the managers to be able to create a motivating environment for their people. On the other hand, it is a challenge for the managers to keep their people and employees motivated and satisfied. Thus why every manager has to be aware about the needs and requirements their employee and what they are looking for.

The main objective and concern of most of the organizations is to make the benefit from people who are feeling positively toward the work and motivate unsatisfied employees in order to end up with a win–win situation for both the company and workers.

Urichuck (2002) stated that motivated employee will increase the capability of the organization to achieve its mission, goals and objectives. It will also engage all to build a strong organizational culture. Also, motivated employees will feel as having a strategic partnership with the organization and their commitments and loyalty will increase from day to day (Anne, 1994). Also, Buttner and Moore (1997), based on their research about “Happy Employees Make Productive Employees” found that when employee attitudes improved by 5%, customer satisfaction jumped by 1.3%, and the revenue increased by 5%. So, motivated employees usually produce more than others and hence the customer satisfaction increases.

Motivated employees can impact a company’s bottom line and make the workplace somewhere employees look forward to interact with instead of just a place to “pick up a paycheck” (Nandanwar , Surnis, Nandanwar 2010). Furthermore, A well-motivated organization for sure will have more motivated employees and hence they will be more productive and this will lead to extreme cost savings (Urichuck, 2002). In addition, satisfied employees positively impact corporate culture, resulting in many intangible but equally important returns (Yongsun, Barbara, Christy, 2002). They also sees that people, who were motivated by sending them to foreign

countries in order to live and work, are seen as valuable resource as they give more than usual when they return.

On the other hand, Deci and Ryan (1985), definite that an organization whose employees have low motivation is completely vulnerable to both internal and external challenges because its employees are not going the extra mile to maintain the organization's stability. An unstable organization ultimately underperforms.

Firm's needs to motivate their people and keep them motivated in order to obtain the productivity gains and to insure their competitiveness. Sometimes people who are given responsibilities feel motivated and do their best and work hard accordingly (Ludivine, 2011).

Mansoor (2008) also sees that motivation is about creating the environment where employees will be motivated and hence work with their full effort. So, organizations should motivate their employees to enhance competitive advantages and reach the firms vision and mission (Philip, Yu-Fang, Liang-Chih, 2007).

Researchers have recommended that employee's commitment toward their organizations will enhance their satisfaction and which will benefit the firm (Morris & Sherma, 1981). Moreover, researchers have stressed that satisfied and encouraged employees are crucial to the organization effectiveness (Rachel, Yee, Yeung, Edwin, 2010). Also, business and company's succession depends on motivated employee; they can make all the difference in the company's ability not to just survive but also to succeed (Hislop, 2003).

Although some experts argue that companies who spend money on motivating their employees is waste of money but most of them agreed that the wasted money is achieved in a very short time by the motivated employees (Khodov, 2003). In addition, performers and experienced employees are actually who produce the results of the business and they are the backbone of any company and the reason of the business growth and gain (Meyer, Becker, Vandenberghe, 2004).

According to Jonathan, Christine and Yvonne (2002), motivated people and their commitment are vital to the productivity of the work as they will perform with their full potential and with high quality and Michael and Crispen (2009) stated that having a motivated workforce provides

the competitive advantage that the organization seeks and better employee performance helps the organization achieve higher productivity.

Jonathan, Christine and Yvonne (2002), identified that greater motivation will have a direct effect in improving productivity through greater effort and possibly innovation. They also stated that motivation leads to a productive with high performance employee who does the best at work, saves time and effort and also volunteers to do more than what is required. Such employee will be a great resource to the business and a great model to be followed by others.

“If employees are motivated and happy they will do to the work to the best of their ability instead of just doing it because they have to” (Ryan, & Deci, 2000).

2.2 Motivation Theories

Psychologists and behavioral scientists have developed some motivation theories and some of these theories have been developed by researchers. There are a number of different views of motivational theories. But, we will be discussing Abraham Maslow Theory, ERG Theory, Two-Factor Theory of Fredrick Herzburg and Acquired-Needs Theory of David McClelland's.

2.2.1 Hierarchy Needs of Abraham Maslow's Theory of Needs

Abraham Maslow (1908 – 1970) along with Frederick Herzberg (1923) introduced the Neo-Human Relations School in the 1950's, which focused on the psychological needs of employees. Maslow put forward a theory that there are five levels of human needs which employees need to have fulfilled at work (Mary & Ann, 2011).

Before the employee can move to the higher level of the hierarchy, he/ she has to be satisfied and got the needs from the previous level.

The five levels of needs according on Maslow are – Figure 1:

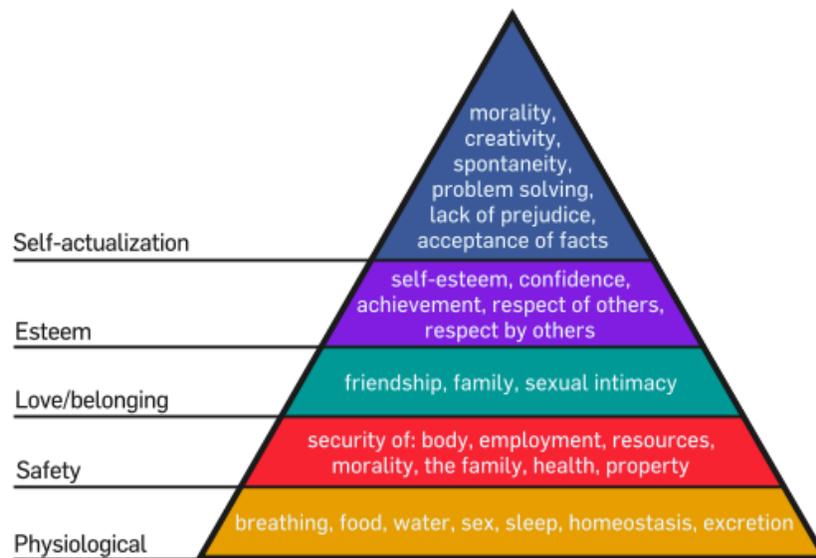


Figure-1: HIERARCHY NEEDS OF ABRAHAM MASLOW'S

1. Physiological Needs:

Physiological Needs are the basic needs that every individual needs to survive. They are like food, air, shelter and water. If these basic needs are not met, then the employee will not be able to go through other levels (Mary & Ann, 2011).

2. Safety Needs:

Safety needs are the needs related the feeling of the employee of being secure and safe like having the medical insurance, job security,etc.

3. Social Needs – Love & Belonging:

These needs are related to the interactions with other. The relationship of the individual with the people surroundings. Like having friends and feel accepted from others.

4. Esteem Needs:

Esteem is the feeling of being important. Esteem needs are classified to internal and external needs (Vance & Pravin 1976).

Internal esteems are these related to self-esteem like respect and achievement.

External esteem needs are those such as social status and recognition that comes with the achievement.

5. Self-Actualization Needs.

It is the need of reaching the full potential as an employee. According to Vance & Pravin (1976) this need is never fully achieved. Self-Actualization Needs are like truth, wisdom and justice.

There are different ways the organization can satisfy their employees and motivate them. Money is the number one motivation factor that may satisfy the employee's physiological needs as well as the safety needs. Social needs can be met by providing the employee a workplace in a way that it is easy to communicate and collaborate with others. Also, organizations get to gather and entertainment activities will build good relationships between employees from different levels which will satisfy the social / Love & belonging needs (Bradley, 2003).

Recognitions and rewards either verbally or formally will enhance the self-esteem of the employee. Finally, providing a challenging job with somehow interesting aspects will enrich the self-actualization needs of the employee (Gardner and Lambert, 1972).

2.2.2 ERG Theory:

According to figure 2, Alderfer re-categorized Maslow's hierarchy needs into three simple classes of needs, which are:

1- **Existence needs** (Physiological and Safety needs):

These needs are basic and necessary to live like food and shelter.

2- **Relatedness (Social & Belonging needs):**

These include the aspiration individuals have for maintaining significant interpersonal relationships (be it with family, peers or superiors), getting public fame and recognition.

Maslow's social needs and external component of esteem needs fall under this class of need (Ryan, & Deci, 2000).

3- **Growth** (Self-esteem and Self-actualization):

These include need for self-development and personal growth and advancement (Ryan & Deci, 2000). Maslow's self-actualization needs and intrinsic component of esteem needs fall under this category of need.

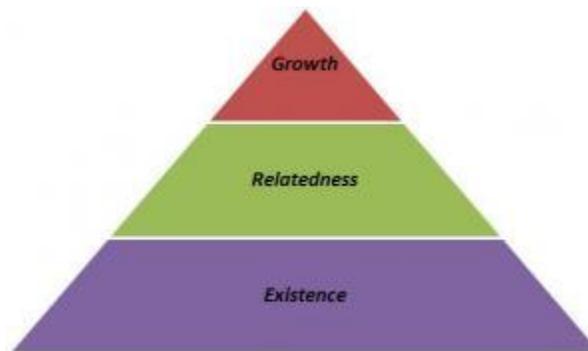


Figure-2: Alderfer ERG Theory

Every employee's needs and satisfaction factors differ from the other and every one of them has more than one satisfaction factor and needs, and this is what the manager should be aware of. According to the ERG theory, the manager shouldn't concentrate only on one need at a time which will not effectively motivate the employee (Ryan & Deci, 2000).

2.2.3 Two-Factor Theory of Fredrick Herzburg (Figure 3):

In 1959 Fredrick Herzburg introduced a theory with two motivation factors. The two factors are hygiene factors and motivators. The theory explains the factors that motivate employees by identifying their individual needs and desires. The dissatisfaction factor is called "hygiene" and the satisfaction factor is "motivators" (Bradley, 2003).

1- Hygiene factors

Hygiene factors are organization related. Like the policies and procedures, salary and job security. Dissatisfaction comes if these factors are not existed in the workplace. It simplifies the physiological needs which the employees expected and need to be satisfied (Bradley, 2003).

2- Motivator factors

Motivator factors determine satisfaction. They are intrinsic factors such as sense of achievement, recognition, responsibility, and personal growth which motivate employees for a greater performance (Bradley, 2003).

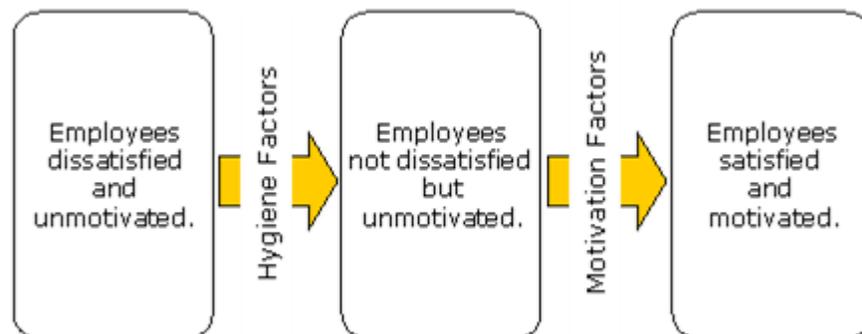


Figure-3: Two-Factor Theory of Fredrick Herzburg

2.2.4 Acquired-Needs Theory of David McClelland's (Figure 4)

1961 David McClelland's identified three needs that employees require to be satisfied and motivated in the workplace (Ryan & Deci, 2000).

1- Need for Achievement (nAch)

The employee with high need of achievement tries and does the best to attain challenging goals and objectives. Taking responsibilities is a character of the need for achievement person.

2- Need for Affiliation (nAff)

The person who has a high need for affiliation is people oriented more than task oriented. The desire and needs of making relationships with people is there.

3- Need for Power (nPow)

The person who has a need for power is in a managerial level where he wants to give orders and direct employees.



Figure-4: Acquired-Needs Theory of David McClelland's

2.2.5 Comparison of the four motivational theories (Table 1):

MASLOW Need Hierarchy Theory	ALDERFER ERG Theory	Fredrick Herzburg – Two Factors Theory	David McClelland's Acquired Needs Theory
Self actualization	Growth	Motivators	Power
Esteem	Relatedness		Achievement
Social			
Safety	Existence	Hygiene	Affiliation
Physiological			

Table-1: Comparison of the four motivational theories

2.3. Motivation Approaches and their effect on employee's satisfaction and performance:

Despite the variety of number of theories have been studied by researchers, they have come to increasingly emphasize on the importance of different motivation approaches toward employee's performance.

Motivation approaches have been defined as tools and techniques which can be used to motivate employees. Some of the approaches are:

Praise- one of the effective methods is being used to motivate individuals.

Saying thanks and admire individuals is the most commonly ways of motivating employees. It is easy to use, and it is said usually from the heart and naturally. Looking on the employee's eyes in front of others and say thanks, really means a lot (Salasiah, Zainab, Rosmawati, Ermy, 2010).

Employees appreciate being recognized for doing a great job and the feeling of being valued as an individual. The praise tends to carry even greater meaning and motivational effect (David, Louis, Micheal, 2004). (ID, 1983) stated that praise was the response of the most of employees who surveyed about motivation. Also attendees from different seminars about motivation agreed that praise is the most important thing when motivating employees. In addition to that, ID clarified that praise is the most powerful of human needs. When it comes to get the best performance from employees, praise should be on the top of the motivation approaches list.

When employees feel that their managers appreciate and praise them, they tend to perform better which leads to higher business productivity (Salasiah, Zainab, Rosmawati, Ermy, 2010). So, the more managers' praise their employees, the easier the tasks will be and the more productive they will be. Furthermore, when managers look around for a way to complement their employees on their work, it is a large drive shot. It is served to let employees know that their work and what have been accomplished by them so far is appreciated (David, Louis, Micheal, 2004).

Salary / wages/ increments- all these are temporary approaches used to motivate employees.

Most of the researches and studies have proved that money and payments are important to employees relative to other motivators as earning a lot of money is an advantage for pushing toward motivation. It clarifies that when employees are satisfied financially, they motivate at work and work hard.

Financial aspects like payments, allowances, salaries and bonuses increase and affect employee's productivity positively as a result of a study which has been done by Locke, Feren, McCaleb, Shaw and Denny (1980), they have concluded that introducing of individual pay, increase productivity rate from 9% to 17%. So, it is obvious that when employees are motivated and satisfied, their productivity increases which adds value to the whole business. Also, Guzzo, Jette, and Katzell (1985), have done analysis on motivation programs and productivity, they found that financial aspects and payments are the largest effect on employee's productivity. Furthermore, Judiesch, 1994 stated that paying and salary increments for individuals from the organizations, increases the productivity.

Furthermore, for employees to feel safe in terms of work, they prefer getting good salaries and allowances rather than receiving appreciation (Trank, Rynes, & Bretz, 2002). Yes, appreciation is important in order for employee's motivation, but the previous statement explains that good salaries are more important.

On the other hand, when employees get high performance rate and a very good appraisal, they appear to be sensitive to whether their performance will be rewarded by money and pay increase or not (Harrison, Virick, & Williams, 1996; Trevor, Gerhart, & Boudreau, 1997). So, money concerns are always there and it is important for employees to work and give.

Recognition- it is a useful positive tools where usually people get recognized by their work and job done and based on that they receive recognition.

Pinar, (2011) stated that employees work harder when they are recognized and appreciated for their effort toward the work and tasks have been given and this is a simple, easy and powerful strengthen system. When employees get recognized and appreciated, they do their best to prove the skill, talents and abilities they have. Furthermore, recognizing employees is also considered a way of communication that strengths and rewards the outcomes people create for your business. For that, leaders should develop recognition system which is powerful for both employees and organization (Hsiu-Fen, 2007).

Employees who feel appreciated and recognized are more positive about themselves and their abilities to contribute. It also guarantees positive, productive and innovative organization environment. Saying thank you as recognition will make the business successful (David, Louis, Micheal, 2004).

Assigning New roles- usually satisfied employees who are given higher roles and responsibilities work as motivators toward unsatisfied employees.

In order for employees to successfully take the new role, they should be given specific directions and expectations. They also are more open to the new responsibilities when they feel supported and have all the resources to perform the job (Jurgensen, 1978).

Employees who are given new role and high responsibilities are motivated to work harder because they see that all their effort in work will accomplish positive results and based on that they will receive recognition (David, Louis, Micheal, 2004).

Management style

Most researchers agreed that in order to motivate employees and get the desired outcome from them, we need leaderships, not managers. So, being a leader instead of a manager is more important for motivation (Yongsun, Barbara, and Christy, 2002).

A successful leader is aware of the value of helping employees to be successful.

Helping employees to become more successful on their career and to be recognized and appreciated is the key concern of leaders (Holly, Buttner and Dorothy, 1997).

A basic role of leaders is that they have to understand their employee's needs and rank the importance of them and be aware of what their employees enjoy most about the work in order to adopt motivation (Kuratko, Hornsby, and Naffziger, 1997).

To be a motivator, it is important to be a leader in order to discover what really motivates employees and it is necessary to discover the fundamental needs of the employees (Freeman, Edward & Stoner, 1992).

One of the reasons that motivators can successfully be motivators because they understand that every employee should be motivated differently which are not the characteristics of the managers and they need time to outline it (Kuratko, Hornsby, and Naffziger, 1997).

True and real motivational leaders are those who are self-motivated to energize others. Also, they demonstrate qualities that develop responses to success (Chadwick, Hunter, & Walston, 2004).

In order for a leader to be a successful motivational leader they have to have knowledge and skills, always confident toward their abilities, have the commitment and energy and very winning communicator (Hislop, 2003).

Management communication style

Communication is an important aspect of motivation. It affects directly the employee motivation and satisfaction and choosing the best communication style to apply on employees when going for motivation is an important factor on motivation approach. For example, when management communicates with their employees face to face is a motivated approach to people than sending those emails (Helen, & Jacques, 2002).

Employees who know what is going on in the company as soon as they can and directly from their boss and manager are very important. It builds a good relationship between them which will help a lot with motivation. By this, they can take the important decisions toward their job and work (Helen, & Jacques, 2002).

The other way of good communication style and motivation aspect is communicating daily with every employee, hold one to one meetings and make sure that they aware about the changes to the work are an effective way of motivation (James & Lyman, 1982). As when managers/leaders communicate openly, honestly and be transparent with their employees has an affective on motivation of managers on employees (Jurgensen, 1978).

Furthermore, implementing the “open door policy” for employees to share their ideas and discuss issues will make the managers and leaders understand the main issues of their employees will strength the relationship between the management and their employees which will help a lot with the motivation process (Zakeri, Olomolaiye, Holt, & Harris, 1996).

2.4 Other motivation approaches have been discussed by researches:

Drive-Reduction Approach

The drive reduction approach is proposed by Clark C Hull, it searches for the relationship between needs and the fulfillment of needs. This approach believes that every person has certain drives that create a feeling of tension from people. To reduce such feeling, the person behaves in a certain way that will stop the concerns (Sara, Barry, and Kathleen, 2004). It is suggests that a lack of some basic biological requirement such as water produces the drive to obtain the water (Anne, 1994).

Furthermore, to clarify it, drive reduction theory is defined as the organisms are born with psychological needs and when they needs are not satisfied they produce negative states of tension. The drive is reduced when their needs are satisfied and achieved (Sara, Barry, and Kathleen, 2004).

Incentive Approach

Incentive approach is the approach that motivation stem from the need to achieve external goals. “The incentive can be a tangible reward like money, food, grades or in the form of intangible compliments, love and recognition” (Jurgensen, 1978). It is a theory which says that employees usually motivated to obtain the positive incentives and avoid the negative ones.

Cognitive Approach

Cognitive approach is concerned about individuals understandings, believes, thoughts, perceptions and expectations and it mainly seeks the differences between Intrinsic Motivation and Extrinsic Motivation. As Intrinsic motivation is the process where people act for their own enjoyment. On the other hand, extrinsic motivation is the process where people participate in an activity for a tangible reward and outcomes (ID, 1983).

“One cognitive approach to motivation, called expectancy-value theory, focuses that the probability of occurrence of behavior depends upon individuals' perception of the value of a goal as well as their expectation of reaching it. Variations of the theory have been used to study such motives as the need for achievement and the need for success (Salasiah, Zainab, Rosmawati, Ermy, 2010)”. The relationship between individual characteristics and motivation has been discussed as a cognitive motivational theory (Sara, Barry, and Kathleen, 2004).

2.5 The impact of approaches to motivation on employees' performance and behavior.

To define employee performance is the way the individual is performing and behaving. Employee performance is not just tasks and work to be done just to get bonus or pay increase. It is an ongoing process where the main objective is to improve both individual and business performance (Baker, 1999). Moreover, employee's performance is a process used in most organizations in order to determine the abilities and productivity of the employees and usually employees set their objectives and goals for the upcoming period; they do the best to achieve it, monitor it and develop the right skills (Vallerand, 1993). It is also a way to evaluate employees on their effectiveness at work in the organization through performance appraisals which looks at the weaknesses and strengths of the individual to determine where they might improve (Goldthorpe, Lockwood, Bechhofer, and Platt, 1968).

Spurgeon and Harrington, (1989) sated that employees with high performance rate, are usually willing to give an extra effort to the organization when it is required. Also, more motivated employees are tending to be more loyal to their organization and hence producing attractive outputs (Ono, Watanabe, Kaneko, Matsumoto, and Miyako, 1991).

Furthermore, most of the researchers found that motivation helps improve the power of the individual toward the work (Asad, 1986). According to (Bradley, 2004), most of the researchers see that there is obvious relationship between motivation and employee performance and if employees are motivated, they will produce better. Also, better performance will lead to high achievements and will result in greater motivation

As when employees are motivated and satisfied, they have the authority to do the job required openly. In addition to that, Bradley (2004) came up with some practical guidelines for organizations to create conditions for motivation and employee performance including: (Bradley, 2004)

1. The organization has to provide the employee whatever is required like training in order for them to develop themselves at work.
2. While the HR hiring process, organization should hire people who are willing to develop and progress.

Also, motivated employees do more work than others with their high potential as they are satisfied and having high performance (Bradley, 2004). “If employees are motivated and happy they will do to the work to the best of their ability instead of just doing it because they have to”. (Ryan, & Deci, 2000).

Deci, (1971), clarified those workers who are satisfied with their job and find it exciting will enjoy it and can therefore choose to do good work. Moreover, “an employee who is motivated by an enriching work will obtain a higher value than an employee not motivated” (Akerlof, and Kranton, 2005) and motivating employees will benefit both the employees as well as the business. Employees will provide more of what they have for work and will do the job with their full potential (Jen, Chyan, Bih-Huang, and Hero, 2004). And when business and firms’ receives continual improvement and positive performance from their employees, the reward goes to the motivated employees (Chadwick, Hunter & Walston, 2004).

Moreover, giving higher responsibilities motivates some employees as (Khodov, 2003) stated that employees, who get responsibilities and work hardly with the tasks he/she has been given to

achieve the objectives and goals of the task, feel that they are engaged with the business which leads them to use their abilities more effectively. As a result, when employees feel motivated to work are likely to be more stable, productive and innovative and turn out the work with high quality and with their full potential. On the other hand, unmotivated employee are likely spend little time with no effort on work, avoid the work as much as they can, leave the organization as soon as they get another opportunity and they produce low quality work (Wigfield, Guthrie, Tonks & Perencevich, 2004).

But, although motivation is important for employee positive performance, their ability to do the work and resources available or given to perform the job are really more important (Alexander, Ryan, & Deci, 2000). For example, there could be two employees who are doing the same job and performing the same tasks but each one of them is doing it for different goal and motive (Park, Kim, Chung and Hisanaga, 2001).

On the other hand, unmotivated employees loose the interest on work which leads to leave the work. Leaving of experienced employees affects the work so hardly. So, as long as employees are motivated, they will have the desire to establish a good reputation as an employee which will lead him to produce more and better (Victoria, 2000).

2.6 The impact of employee performance on business productivity

Employees who are more satisfied and highly performing in their work and with tasks giving to them have a big motivator to work harder and encourage others to do the same which affects the business productivity positively (Hsiu-Fen, 2007).

Development Dimension International (DDI) in 1997 carried out interviews, literature reviews and surveys to study the effective service environment. They found that there is a good strong relationship between employee performance and loyalty and its effects on increasing company productivity and profitability. Moreover, employee satisfaction highly related to employee commitment and loyalty and both proved the relationship with business and work productivity (Papazisi, Raidén, and Sheehan, 1995).

Smart leaders for sure know that if their employees are satisfied, their business productivity will be in a good situation (Sher, Bakhtiar, Muhammad & Ali, 2010).

“Business productivity is dependent on employee job satisfaction”. This is because when an employee feels satisfied, secure and trust the employer, they will work harder which will enhance the business productivity (Philip, 1958).

On the other hand, when the employers respect, recognize and appreciate their employees, they will get high productivity, profit and revenue and hence less turnover (Kalim, Syed & Muahmmad, 2010).

When organizations give the employee all the resources and have the environment to work smoothly and happily will benefit the employee himself and the business as well (Shadare & Hammed, 2005).

“There is a very strong relationship between Fulfillment Satisfaction and the business performance measures” (Khodov, 2009).

To maintain the high quality and continuity of the work in any business, motivation is the key for that. It explores the needs inside the employees in order to help them achieve the business goals and objectives following a direct and smooth process.

When employees feel motivated to work are likely to be more stable, productive and innovative and turn out the work with high quality and with their full potential. On the other hand, unmotivated employee are likely spend little time with no effort on work, avoid the work as much as they can, leave the organization as soon as they get another opportunity and they produce low quality work (Wigfield, Guthrie, Tonks, & Perencevich, 2004).

Michael, Crispen, (2009) stated that having a motivated workforce provides the competitive advantage that the organization seeks and better employee performance helps the organization achieve higher productivity.

Jonathan, Christine, Yvonne, (2002), identified that greater motivation will have a direct effect in improving productivity through greater effort and possibly innovation. They also stated that

motivation leads to a productive with high performance employee who does the best at work, saves time and effort and also volunteers to do more than what is required. Such employee will be a great resource to the business and a great model to be followed by others.

Ronald & Lisa, (2009), specified that the more motivated employees are, the better such firm's shareholders did and employee motivation affects extremely the stock price.

A study took place by Scott, for seven years, from 2001 through 2007, and examined survey data from 3,490 employees at 841 corporations. The findings were that as employee motivation improved, the firm's stock realized higher rate of returns the following year (2006).

How employees feel toward their work and the results received from it directly affects the organization's performance and stability. For instance, if an organization's employees are highly motivated and proactive, they will do whatever is necessary to achieve the goals of the organization as well as keep track of industry performance to address any potential challenges (Gregory, 2000).

If employees do not feel that they are fairly evaluated and motivated as well as getting what they deserve either a salary increase or a higher position, they will feel like they are unimportant to the business and hence this can lead them to leave the company which will led to negative impact on the business performance, productivity and profitability (Mansoor, 2008).

Kuratko, Hornsby & Naffziger, (1997) and Robichaud, McGraw, Roger (2001) surveyed North American entrepreneurs to settle on how motivation affects the business success. They found that there is a positive relationship between motivation and business performance.

Motivated and satisfied employees directly affect the business performance, profitability and eventually, its stability (Shemiah, 2009).

Dissatisfied and less committed employees negatively impacts the organization performance and hence the profitability (McKinley, Sanchez, & Schick, 1995).

Disengaged and less efficient Employees miss the workdays and cost the organization thousands in losing the productivity (Hislop, 2003).

Roth, & Jackson (1995) clarified that organizations with highly motivated employees would enhance the level of the service quality, customer satisfaction and loyalty where the loyal employees are presumed to be positively correlated with business productivity.

Employees with high level of loyalty, which can be achieved through motivating them, are supposed to be positively correlated with business productivity (Heskett, Jones, Loveman, Sasser & Schlesinger, 1994).

Studies such as Heskett, Jones, Loveman, Sasser & Schlesinger (1994) “The service Profit Chain” on the effect of motivated employees on the business where they concluded that there are direct link between customer satisfaction and loyalty and the positive financial results of the business.

Employee satisfaction is strongly related to employee commitment and loyalty and hence both relationships have proven a good and optimistic relationship with the business productivity (Dick, 2003).

3: Research Methodology

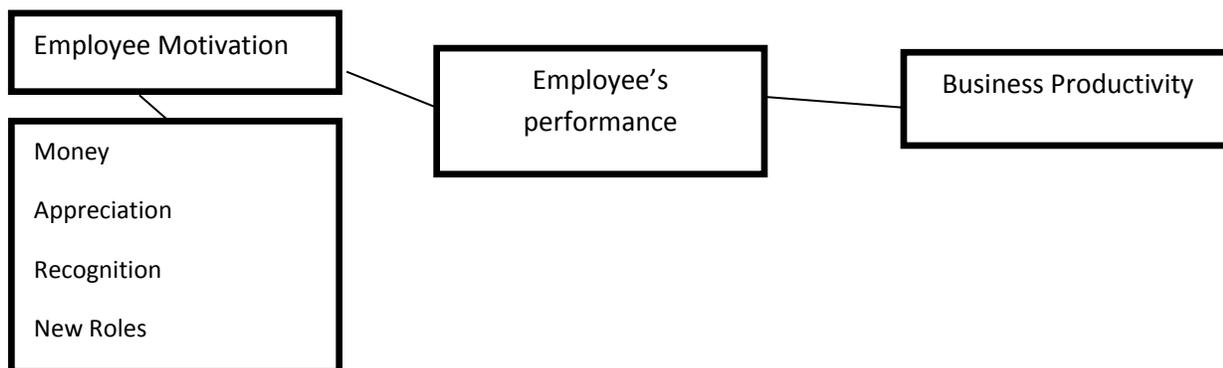
3.1 Purpose of the research

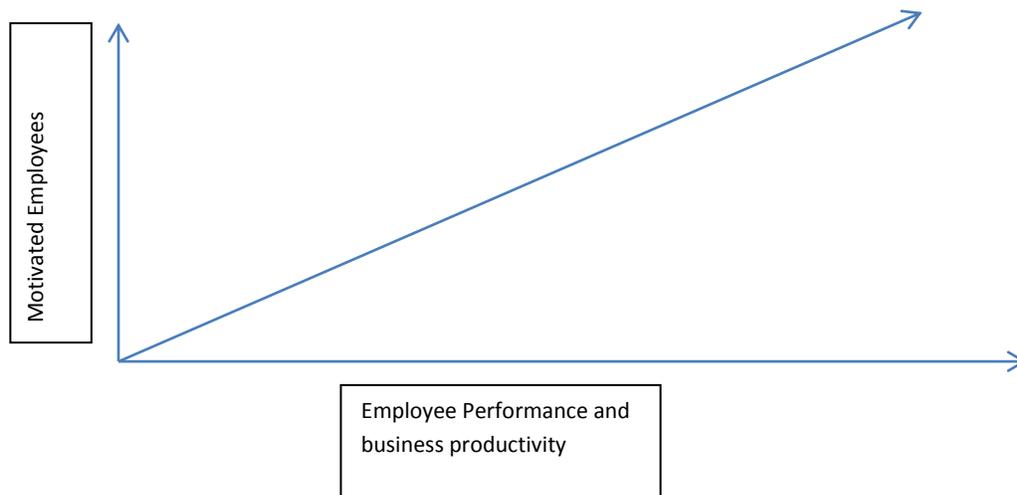
Research is a systematic, formal rigorous and precise process employed to gain solutions to problems and/or to discover and interpret new facts and relationships. (Waltz and Bausell, 1981). It is the process of looking for a specific answer to a specific question in an organized objective reliable way (Payton, 1979).

Furthermore, research is systematic, controlled, empirical and critical investigation of hypothetical propositions about the presumed relations among natural phenomena (Kerlinger, 1973) and the purpose of this research is to gain a deep knowledge about the motivation methods and approaches, the effects of motivated and satisfied employees on their performance and on business productivity.

3.2 Conceptual Framework

This research firstly investigated the awareness of the motivation theories, approaches and the important is that to be aware that there are different motivation approaches to motivate different people and employees needs. Being aware of motivation theories and approaches will open the gate to examine its relationship with employee’s performance and that with business productivity.





Literature review clearly defined and showed that when employees are motivated, their work performance and hence business productivity increases positively.

3.3 Research Approach

There are two types of methodological research approaches which are qualitative and quantitative (Holme and Solvang, 1991; Wiedersheim-Paul and Eriksson 1998; Yin, 1994).

The research is a qualitative approach which aims to determine the factors influencing the management to choose the motivation theory in GASCO and its effects on employee satisfaction and business performance. As the research is not focused on one division of the oil and Gas Company, as it is also focused on some remote sites, the qualitative research considered the best approach to be used. “Qualitative work generally tries to look at a broad range of interconnected processes or causes” (Becker, Howard, Blanche, Everett, Hughes, and Anslem, 1961) and it tends to engage in a much more conflict process between the questions asked and data observed. Furthermore, in place of reproducible results, qualitative researchers generally aim at accuracy, getting at the everyday realities of some social occurrence and studying important questions as they are really practiced (Asad, 1986). Where interview allow collecting a data in a relatively short period of time, I found it the most appropriate way to my research.

Qualitative research is an inter disciplinary, and sometimes counter disciplinary field. It crosses the humanities and the social and physical sciences. Qualitative research is many things at the same time. It is multi paradigmatic in focus. Its practitioners are sensitive to the value of the multi-method approach. They are committed to the naturalistic perspective, and to the

interpretative understanding of human experience. At the same time, the field is inherently political and shaped by multiple ethical and political positions (Nelson, 1992).

The purpose of qualitative research is to produce findings. The Data Collection process is not an end in itself. The culminating activities of qualitative inquiry are analysis, interpretation, and presentation of findings.

‘..the human element of qualitative inquiry is both its strength and weakness - its strength is fully using human insight and experience, its weakness is being so heavily dependent on the researcher’s skill, training, intellect, discipline, and creativity. The researcher is the instrument of qualitative inquiry, so the quality of the research depends heavily on the qualities of that human being’ (Patton, 1988)

3.4 Research Strategy

A research strategy is a plan of action that gives direction to your efforts, enabling you to conduct research systematically rather than randomly (Saunders, 2000).

There are five major research strategies that the researcher can choose when performing a study. They are interviews, surveys, archival analysis, historical and case studies (Yin, 1994). The selection depends on three conditions: the type of the research question posed the extent of the control over actual behavior and the degree of focus on contemporary as opposed to historical events (Yin, 1994).

Table-2 shows the relevant Situations for different Research Strategies (Yin, 1994).

<u>Research Strategy</u>	<u>Form of research questions</u>	<u>Requires Control over Behavioral Events</u>	<u>Focuses on Contemporary Events</u>
interviews	How, why	yes	yes
surveys	Who, what, where, how many, how much	no	yes
archival analysis	Who, what, where, how many, how much	no	Yes/no
historical	How, why	no	no
case studies	How, why	no	yes

Table-2: Relevant Situations for different Research Strategies (Yin, 1994).

For this study, interviews have been chosen as qualitative research strategy. As interviews are the most widely method and strategy used in qualitative researches. By interviewing employees, we can get the exact meaning about the topic and them feedback toward a question.

3.5 Design of Interview Questions

To achieve the objectives and the aim of the research, interview questions were designed based on the research questions and literature review.

With coordination of the organizations' CE division, interview questions were prepared. CE division was involved because they usually do the interviews for employees and they are responsible for these activities in the company.

3.6 Sample

The target audience and the participants of this study where from five critical divisions from the organization. Interview has been conducted for 35 employees, where 5 employees from one division (7 divisions). A phone call and email has been sent to the interviewee asking for his interest and time for the interview. After getting the confirmation and approval to conduct the interview with him/her, a meeting request has been sent to him/her with details like the location and time it requires for the interview. The interview process was one by one, so every time just one employee has been interviewed. Total number of interviews planned was 35 but 32 of them were successful and conducted as required. Table-3:

Division	TARGET	RECEIVED
<i>Information Technology</i>	5	5
<i>OPP (Major Projects)</i>	5	4
<i>Finance</i>	5	5
<i>Human Resources</i>	5	5
<i>Commercial</i>	5	5
<i>General Services</i>	5	4
<i>HSE</i>	5	4
TOTAL	35	32

Table-3: The divisions and number of employees interviewed.

3.7 Interview Questions

Salary/ Wages:

1. How far you are satisfied with the allowances provided by the Organization?
2. Which type of incentives motivates you more?
3. Do you think that incentives and other benefits will influence your performance?

Assigning new roles:

4. Does the Top Management involve you in decision making which are connected to your department?
5. Are you encouraged to make decisions and take responsibility at work?
6. If you have taken on new or extra duties in the last year or two, you felt satisfied because of that

Appreciation

7. Do you think that your work is recognized and appreciated?
8. Does your manager/supervisor tell you what he/she thinks of your work or appreciate your work

Recognition

9. Does your manager/supervisor discuss with you what Skills you need to do your job?
10. Does your manager/supervisor talk to you before you go on any kind of task and explain to you what you should do?
11. Which of the following factors which motivates you most?
 - a. Salary Increase
 - b. Promotion
 - c. Leave
 - d. Motivational talks
 - e. Recognition

Chapter 4: Data Analysis, Findings and Discussion

4.1 Data Analysis

Interview questions consist of four parts. The first part is about the salary and wages employees in the organization get. The points below this part were there to check how much employees are satisfied with the allowances they are getting and what kind of incentives motivates them the most.

The second part was about assigning new roles to employees and the questions were examining if they are getting the support from their management regarding assigning new responsibilities and roles to them or no. also, examining if there are encouraged to take new responsibilities and how this will affect their motivation and satisfaction.

The third part was about appreciation where the question aims to get the employees answers regarding if their work is recognized and appreciated from their management.

The last part was about recognition. The questions were pointing to if the employees feels that their work is recognized and in which way and also if the work recognition affects their motivation or no.

4.2 Findings and Discussion:

Analysis has been done for the interviews conducted for 32 employees in the organization and based on that several findings have been captured which will be discussed in the following paragraphs. It is noticed that most of the organization employees are not satisfied and not motivated.

The analysis interviews showed that most of the participants are satisfied with the financial allowances they get from the company like housing, transportation and children education. Also, Based on they stated that financial aspects really affects their performance toward the work but majority of the, said no. from the above finding we can say that it is not a must that whoever in financially satisfied with whatever he/she is getting from the company should influence the work of their performance positively. As most of them are satisfied financially but they see it is not

influencing their performance positively or negatively. So it is not a factor of motivation in the company.

Most of the participants feel satisfied and motivated when they get extra duties and responsibilities. So, assigning new roles to people is a good factor to motivate them. And according to David, Louis, Micheal (2004), who agreed that giving new roles and responsibilities to people, they will be, motivated to work harder.

Locke, Feren, McCaleb, Shaw, and Denny, (1980), Guzzo, Jette, and Katzell, (1985), Judiesch, (1994), Trank, Rynes, & Bretz, (2002) and Harrison, Virick, & Williams, (1996); Trevor, Gerhart, & Boudreau, (1997), agreed that financial aspects and employees payments crucially affects employees performance and productivity and back to the literature review, most of the researchers agreed that salary and wages are very important for employees satisfaction and performance and hence business productivity. But, from the above lines we can say that it is not a major factor for people to be motivated in the oil and gas company.

Management support and communication with their employees has a major effect on their performance and motivates them toward the best. It is also goes under management recognition and appreciation for their employees. As (Salasiah, Zainab, Rosmawati, Ermy, 2010) stated that when managers appreciate and praise their employees, they tend to work and perform better. According to that, the findings shows that more than half of employees sometimes get feedbacks from their management about their work and again big number of them replied that their work is recognized and appreciated by their managers.

Furthermore, little number of the participants replied that they are encouraged by their manager's to take decisions and said that they are usually involved in decision making process. So, more than half of them are not encouraged and involved in decision making task by their employees. Which is a point that they are not satisfied and motivated? So, we can comment that the above employees are drive reduction where Sara, Barry, and Kathleen, 2004 mentioned that this approach looks after the relationship between needs and how to fulfill it and every person has certain drives which takes him toward self-actualization and satisfaction.

Following up with employees and their feeling that they are encouraged toward the work and they are trusted to do the work is a big motivation factor. From the interviews, 69% of participants replied with no for the management communication and 50% again by no for the following up regarding whatever skills they need to do the job. They just are given the task to do and leave them doing it. It is good to give trust for employees regarding whatever tasks and responsibilities they are gives, but they have to be guided on how to perform the task and the job required. Keeping the employee alone with no support from the management or a senior level employee, will demotivate his/her toward the work.

Praise and appreciation has been considered major motivation approaches which have high impacts on employees toward motivation. In the organization, as it is shown in data analysis, 56% of the participants feel that appreciation is the factor which will motivate them in the workplace. Awards and promotions got a low percentage as they are not the main factors of motivation, as they see. Work itself can be very rewarding to an employee, especially then coworkers and supervisors reward it with praise or tangible awards. Individual accomplishments should mean something to the company and should be pointed out in praise that will help to further increase productivity, make the employee feel appreciated, and create an example for other employees to follow, knowing that they will be rewarded.

So, unparsed and not appreciated employees are considered the main issues which lead employees to leave the company (Salasiah, Zainab, Rosmawati, Ermy, 2010).

Praise and appreciation considered the easiest way of motivation to be used and it is so powerful. Salasiah, Zainab, Rosmawati, Ermy, (2010) also stated that when employees feel that their managers appreciate and praise them, they tend to perform better which leads to higher business productivity. So, employees are not in good condition regarding the appreciation and praise aspects and approaches.

Back to the literature review, almost all researchers agrees that for managers to be motivators, they have to be leaders. As, appreciation, recognition and support is main characteristics of a leader, so leaders will be more motivating their employees than managers (Holly, Buttner and Dorothy, 1997).

So, almost the half of the participants sees that they are not getting the support from their management which delays whatever task or job they are working in. also, it is obvious that management doesn't recognize their employees work and hence no appreciation is there.

In order to get employee performance output and be aware of up to what extent the organization employees are performing, a performance appraisal was performed and sent to every participant line manager. It is a step to check the relationship between employee motivation, employee performance and business performance and productivity. As if employees are motivated, and they are performing well, the business will be in a good shape and will be performing and producing positively.

So, most of the employees (56%) get rate 2 for factors job quality, dependability and reliability, communication skills, service skills, professionalism, initiative and innovation, computer skills, problem solving and leadership and development. It is obvious that most of the participants are not performing well with most of the business requirements factors. This is a great positive relationship between employee motivation and performance (Bradley, 2004). It is understandable that when the employee is not motivated will not be performing well. They might do the job which is required and have been asked to do, but with not the quality and excellence expected.

As Bradle, Chyan, Bih-Huang, and Hero, (2004) stated, employees who are motivated will do the best they can to provide the highest quality task and job which will enhance business performance and productivity.

The literature review examined the relationship between employee motivation, performance and business performance and productivity which showed that there is a positive relationship between them. If employees are motivated, they will be performing with rate 5 which will highly positively affect business productivity and performance.

The organization case shows that employees are not motivated enough to perform with high rate as it affecting the business productivity.

The main focus of motivation on employees is money approaches. It is considering money and wages is the motivator for their employees. By doing this they are not getting the desired outcome and people are demotivated.

The data analysis showed that it is obvious that employees are not financially and money wise satisfied but it is not the only approach they need. Most of the employees are satisfied with allowances like housing and leave entitlements. Employees also see that the main factor influencing them is the management communication style and appreciation which motivates them the most. So, management should keep in mind that the way of communication is fatal for choosing the motivating approach.

Giving employees bonus and salary increments every year doesn't really work in motivating employees. As researchers entitled, there are factors and criteria's management should consider before selecting and deciding on the motivation approach for their employees.

Chapter 5: Conclusion and Recommendations

5.1 – Conclusion

The findings provide a clear insight that the oil and gas organization in the research is lacking of motivated employees. It examined the relationship between motivated employees, their performance and business productivity.

In conclusion, motivated employees not only influence their work performance but also the whole organization performance and business productivity. Every member in the organization has some requirements and expectations from the organization from the first day he/she join the company. He/she might not be aware of how to achieve these needs and goals, and here the role of the line manager and the division manager comes in the picture. To be a motivator, it is important to be a leader in order to discover what really motivates employees and it is necessary to discover the fundamental needs of the employees (Freeman, & Stoner, 1992).

5.2 – Recommendations

Based on the literature review, interviews and analysis done and the discussion it is clear that employees are not motivated and hence are not performing well which affecting business performance and productivity.

The data analysis showed that management didn't consider any criteria and factors when choosing the motivation approach for their employees. Yes, the organization CE division is using one of the approaches of motivation which is salaries, wages and bonuses. But, unfortunately it is not affecting employee's performance positively and they are demotivated.

Management in the organization should be aware that money and financial allowances and aspects could motivate their employees to some extent, but for them to be motivated and satisfied and influence the business productivity positively, they have to consider other motivation approaches and factors like appreciation, recognition and management support.

Furthermore, managers should at the beginning choose the most suitable motivation theory for their company and they move to the approaches step. For the organization the best motivation

theory is Maslow Hierarchy of Needs will be useful as almost every employee has different needs than the other. And by being aware and following a motivation theory will make the roadmap and the process clear in front of the management and CE division. So, whoever is motivated financially and getting his basic and psychological needs like shelter, food and water, CE division requires motivating him by depending on the second step in the pyramid which is safety needs and when they are satisfied on this, they need to move to the upper level of the pyramid. This at the end will give the CE division an overall output and outcomes that really will help them a lot to move to the next processes. Also, employees will be motivated and will perform highly toward the work which will increase business performance and productivity.

Applying the recommended solution in the organization will definitely lead it toward high motivated people and employees with high rate of performance and hence enhance business performance and productivity. Moreover, those recommendations are widely investigated in the literature review as good practices to achieve the high motivated and performance employees. Not only motivated people will enhance the business productivity, but also employees will be more innovative and creative which might find other beneficial ways of doing the work with considering cost saving and high quality.

However, implementing the motivation approach in the organization is a high positive output process, it has to be done with high concentration and care from the decision makers. It also needs to be done with a high priority task and awareness should be there for employees.

5.3 - Suggested Future Research Topics

As most of the researches have been done on motivation theories and the effect of it on the business and employee performance, researches on motivation approaches and the techniques to be followed to motivate employees in an organization can be done. On the other hand, future researches can be done on how to get individual needs and requirements. Tools or interviews can be used to get the information required on individual needs.

Also, motivation researches can be done on the aspect of the gender. For example, whatever motivates females or ladies might not motivate males. So, a future research about different motivation approaches and based on gender will be valuable.

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Appendix 1:

INTERVIEW QUESTIONS:

Salary/ Wages:

1. How far you are satisfied with the allowances provided by the Organization?
2. Which type of incentives motivates you more?
3. Do you think that incentives and other benefits will influence your performance?

Assigning new roles:

4. Does the Top Management involve you in decision making which are connected to your department?
5. Are you encouraged to make decisions and take responsibility at work?
6. If you have taken on new or extra duties in the last year or two, you felt satisfied because of that.
7. Does your manager/supervisor tell you what he/she thinks of your work or appreciate your work

Appreciation

8. Do you think that your work is recognized and appreciated?

Recognition

9. Does your manager/supervisor discuss with you what Skills you need to do your job?
10. Does your manager/supervisor talk to you before you go on any kind of task and explain to you what you should do?
11. Which of the following factors which motivates you most?
 - a. Salary Increase
 - b. Promotion
 - c. Leave
 - d. Motivational talks
 - e. Recognition

