EMPLOYEE MOTIVATION IN BARCLAYS BANK OF GHANA LIMITED

By

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DECLARATION

I hereby declare that this submission is my own work towards the Commonwealth MBA and that, to the best of my knowledge, it contains no material previously published by another person or material which has been accepted for the award of any other degree of the University except where due acknowledgement has been made in the text.

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ABSTRACT

This dissertation sought to explore employee motivation in Barclays Bank of Ghana specifically to identify the factors that motivate employees of the bank, establish which of the motivational factors are most important to the employees and to find out if management is doing enough to motivate staff. The study employed purposeful non randomized sampling method in gathering relevant data for the study. Questionnaires with both open ended and closed ended questions were administrated to staff in 11 branches of Barclays Bank of Ghana located in Accra and Tema. Simple statically tools such as tables and Figures were used in the data analysis and presentation. The findings from the study indicated that employees of Barclays Bank are motivated by different factors. The motivational factors differ background, experience and perception. High salary and job security were ranked as the most important motivational factors. Findings from the research also indicated that even though management has initiated programs to motivate staff the majority of staff thought management could to do more than they are currently doing. Based on the findings it was concluded that the factors that motivate staff of the bank differ from one person to the other and the factors that motivate individuals changes from time to time even with the same person. It was also concluded that high salary and job security are of prime importance to the staff and that management needs to initiate more programs to motivate staff. From these conclusions it was recommended that management of the bank should conduct research of this kind to ascertain the dominate factors that motivate staff and to initiate programs to appropriately motivate staff. It was also recommended that further research should be conducted on the topic covering other banks in Ghana.

DEDICATION

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I Dedicate This Thesis To The Glory Of God Almighty And To My Lovely Wife And Daughter.

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CHAPTER ONE

INTRODUCTION

This chapter discussed the background of the study which involved the role and purpose of motivation. The chapter also discussed the problem statement, the research question, the objective of the study, the relevance of the study, the limitation of the study, brief methodology and the organization of the study.

1.0 BACKGROUND TO THE STUDY

Many contemporary authors have defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this paper, motivation has being defined as the inner force that drives individuals to accomplish personal and organizational goals. All organizations are concerned with what should be done to achieve sustain high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and importantly the work they do and the organization context within which they carry out that work. The aim is to develop motivation processes and a work environment that will help to ensure that individuals deliver in accordance with the expectations of management. Motivation theory examines the process of motivation. It explained why people at work behave in the way they do in terms of their efforts and the directions they are taking. It describes what organization can do to encourage people to apply their effort and abilities in ways that will further the achievement of the organizationôs goal or own needs. It is also concerned with job satisfying satisfaction the factors that create it and its impact on performance.

In understanding and applying motivation theory, the aim is to obtain added value through people in the sense that the value of their output exceeds the cost of generating it. This can be achieved through discretionary effort. In most if not all roles there is scope for individuals to decide how much effort they want to exert. They can do just enough to get away with it or they can throw themselves into their work and deliver added value. Discretionary effort can be a key component in organizational performance. Unfortunately approaches to motivation are too often underpinned by simplistic assumptions about how it works. The process of motivation is much more complex than many people believe. People have different needs, establish different goals to satisfy those needs and take different actions to achieve those goals. It is wrong to assume that one approach to motivation fits all. That is why the assumptions underlying life in the virtues of performance related pay as a means of providing a motivational incentive are simplistic. Motivational practices are most likely to function effectively if they are based on proper understanding of what is involved. Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator. This dissertation is about people working in Barclays Bank of Ghana their experience and attitude towards motivation. Motivation is a topic that relates to all of us. Pinder (1984) describes work motivation as

ñone of the most important topics in organizations today. It has more significance for our general economic well-being and no other topic commands more attention in journals. The Swiss Association for Organization and Management (SGO) has established a research project called ñMotivation in the òThe reason for this project was the rapid changes of the business environment the last couple of years. The Swiss Association announced that a reevaluation of the factor of motivation is both necessary and appropriate. The leaders of this project, Bruno & Osterloh (2002) provide convincing proof that motivation is an important success factor for businesses. Dongho (2006), the author of the article ñMotivation of employees ò, argues that concern for organizations and managers because motivation is the deciding factor in work performance and determines the success or failure of a company. If a company knows why its employees come to work and are productive, then the company can make sure that other workers will behave in the same way (Dongho, 2006). This strategy will lead to marketplace advantage over competitors. The world is rapidly moving toward a global economy system that is more favorable for international business. The shift toward a global economy means more firms go international. This shift has a certain effect on managers. They need to recognize that managing a multinational company is not the same as managing a domestic company. More and more firms are moving outside their domestic borders. This means globalization of business has a significant impact on Human Resource Management. The integration of European markets and North American markets, along with developments in the Asia-Pacific region, heightens this impact tremendously (Dowling, Welch & Schuler, 1999). Managers are forced to gain and sustain a competitive advantage. Therefore, it is essential for multinational companies like Barclays Bank of Ghana to have an effective Human Resource Management and a greater degree of involvement in their

employees. However, motivating people is easier said than done. As the old proverb ñYou can lead a horse to water, but you canôt make him drinkò illustrates, motivation is not something that can be commanded (Frey & Osterloh, 2002). Managers needs to have a good understanding of what motivates different people, which factors influence their level of motivation and what steps can be taken to enhance motivation or keep it at a satisfying level (Molander, 1996). Latham (2007) distinguishes motivation as a core competency of leadership and gives examples of companies where the term motivation plays an important role; leaders at Microsoft are considered to create an environment where the best employees can perform their very best work. The strategy at Manulife, a global financial services company, includes a focus on employee commitment (Latham, 2007). Furthermore, the article ñEmployee motivation is our strategy to success!ò by Dongho (2006), tells us that the American internet company eBay has grown significantly every year and the factor contributing to this success is the empowerment and delegation of power to the companyôs 2,400 employees. The highly motivated employees have served millions of customers and increased the profit with $129 million in recent year (Dongho, 2006). These examples emphasize the importance of motivated workers.

1.1 THE PROBLEM STATEMENT

For most employees, work fills the primary part of the day. It is also a subject people talk about on a regular basis, but despite this, the question: What motivates people to work is hardly ever asked. According to the article ñMotivation: Why people climb mountainsò in International Journal of Manpower (1997), we are more likely to wonder why people climb mountains than to question the motivational basis of their work. People are motivated by different things; this study aims to identify various factors which influence motivation. Globalization has a significant impact on companies; therefore, Multinational Corporation like Barclays Bank need to be aware of what motivates its employees in

order to gain competitive advantage. Morley and Collings (2004) points out that human resource management is important for multinational corporations. People choose to work in a company depending on what the organization has to offer to the individual, which the study by Moy and Lee (2002) supports. Motivation is complex and individual, qualitative research help to examine how things look from different points and to better understand the issue. Furnham et al (2009) study revealed that personality and demographic variables can have a significant influence on work motivation. Furnham et al. (2009) also explain that theorists have provided a number of sources that influence work motivation, but individual differences have not been deliberated. Therefore, this study also examined motivation from individual differences. Having worked in Barclays Bank for four years, the perception is that the moral of staff is low. This is evident in lack of enthusiasm and passion towards work, low attendance to programs such as staff durbars, staff and family games and end of year parties organized by the bank. Many of the employees are leaving to other banks. The author of the article, ñWhat mo 40 years of motivation surveysò, states that motiva businesses today. The question to ask therefore is: does management of Barclays Bank of Ghana recognize what motivates employees in order to improve productivity and ensure the success of the company? Is management of the bank aware of the motivational factors that employees consider most important in order to implement programs and polices to address the issue? Are the employees of the bank themselves aware of the factors of motivation that are most important to them? Is management of the Bank doing enough to motivate staff? Do demographic changes in the workplace, technological development and globalization, express the need to carry on and determine what motivates employees to perform well? It is against these bases that the research is being conducted.

1.2 OBJECTIVES OF THE STUDY

The main objective of the study is to explore employee motivation in Barclays Bank of Ghana but specifically the study aimed at the following:

1. To identify the factors that motivates employees of Barclays Bank of Ghana.
2. To establish which of the motivational factors are most important to the employees,
3. To find out if Management is doing enough to motivate staff

1.3 RESEARCH QUESTIONS

The major question for the research is what motivates employees in Barclays of Ghana to work but specifically the research has the following questions:

1. What are the factors that motivate employees of Barclays Bank?
2. What is the order in which these factors can be ranked in terms of importance to the employees?
3. Is management of Barclays Bank doing enough to motivate their employees?

1.4 SIGNIFICANCE OF THE STUDY

This study is relevant since the researcher would use the findings as a basis to recommend motivational factors that are of importance to employee of Barclays Bank of Ghana which could be factored into decision making regarding employee motivation. The relevant information obtained will also augment results of preceding researches conducted in the same field and will serve as a basis for further researches.

1.5 SCOPE OF THE STUDY

Since Barclays Bank has most of its branches located in Accra and Tema even though it has branches in all the regions in Ghana, the study will be restricted to Accra and Tema branches. Secondly the researcher resides in Accra and therefore finds it easier to collect

data in these locations for the research. The location chosen will also reduce cost and time involved in collecting data because the researcher has only sixteen weeks to conduct this study.

1.6 LIMITATIONS OF THE STUDY

The researcher wished to extend this study to cover other banks in Ghana. However, he was constrained by time, materials, and financial resources. To this effect, the study will be limited only to the Barclays Bank of Ghana. Effort to achieve a 100% retrieval of questionnaires administered proved unsuccessful. Out of a total of 150 questionnaires administered, 110 representing 73% of the total number were retrieved. The researcher would have wished to collect enough data so that a general opinion could be formed, however the time constraint would not allow this. Therefore the research results and findings cannot be generalized but management of Barclays will have an idea of the issues surrounding staff motivation in the bank.

1.7 BRIEF METHODOLOGY

ñOur assumptions, interests, and purposes (Taylor & Bogdan, 1998, p.3). In order to answer the research questions, the researcher administered questionnaires to employees of Barclays Bank of Ghana. Each view of the participants is unique and valuable for the study. The researcher ôs choice of method is qualitative research since this type of research enables the researcher to make investigations about motivation; therefore, it is most appropriate for this dissertation. Qualitative methodology refers to research that produces descriptive data, that is people own written or spoken words (Taylor & Bogdan, 1998). Taylor and Bogdan (1998) state that the goal of qualitative research is to make sure that theory fits the data and to examine how things look from different points.

1.8 ORGANIZATION OF THE STUDY

The work was arranged chapter by chapter as follows. Chapter one comprised, the background to the study, the statement of the problem, the objectives/ aims of the study and the relevance of the study. It also examined the research questions and the limitations of the study. The second chapter was devoted to the review of related literature and researches related to motivation. The third chapter consisted of the methodology. The fourth chapter dealt with the results and analysis of the research, whilst the final chapter presented the summary of the findings, conclusions and recommendations.

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CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This section provided a review of the literature used to analyze the study. The goal is to give a substantial framework for understanding motivation and why it is vital in the

working environment. A definition of the word motivation has been presented and theoretical models such as Need theories of Motivation, and concepts have also been illustrated.

2.1 MOTIVATION DEFINED

Motivation is a complex concept and can, therefore, be defined in several ways. Latham (2007) writes that ñThe term motivation is derived from the Latin word for movement, move. Bjerklund (2001) on the other hand points out that òMotivation can be described as the need or drive that incites a person to some action or behavior. The verb, motivate, means to provide reasons for something. Motivation according to Cambridge advanced learnerôs dictionary (1996), defines motivation as, ó the willingness to exert effort to achieve goals conditioned by the efforts and abilities of the individual. Stoner and Freeman (1989), also defines the definition of motivation as, ó the willingness to exert effort to achieve goals conditioned by the efforts and abilities of the individual. Stoner and Freeman (1989), also states that motivation is the cause, channel and sustain behavior. Motivation with reference to public speaking is defined as communicating to an internal force that actuates a behavioral pattern, thought process, action or reaction. Negative forces or positive forces can act as actuators. Therefore the difference between what needs to be done and what is not being done can be closed using motivation. As indicated in the introduction, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals. This definition has been adopted for the purpose of this study. Motivation is important in everything we do, especially at the work place. If we do not feel driven to do our job then the work will not be successfully accomplished. We need to be able to wake up in the morning feeling happy about going to work, yet every individual does not experience this feeling. Humans are motivated to work by different things; it can be everything from money to a flexible

schedule; our life situation and external circumstances are the main decisive factors. This indicates that motivation is extremely personal; even if two individuals are exposed to the same situation they would still react in various ways and be motivated by totally different factors. Lundberg et al (2009) study of work motivation on seasonal workers supports the theory that motivation varies between employees. Let us picture a business situation where the goal is to increase the sales profit with five percent. Employees would react differently to this goal; one might think that the goal is too high; another person might pass it as too low, even though they are both competent in delivering the goal. Both employees are motivated on a different scale; the first person may think that the goal is unrealistic and wants to lower it, whereas the other person thinks that the difficulty is low compared to what is achievable and it is not enough. The beliefs and opinions of an individual change with time as well as the motivation factors. For an employee to experience motivation there has to be certain rewards, meaning that the employee must feel that his/or her work is meaningful and leads to reaching the goals of the company. The combination of motivation and needs will influence action (Kessler, 2003).

2.2 EARLIER VIEWS OF MOTIVATION

Backer (1998), writing on scientific management, touched on the contributions of Frederick Taylor. Frederick Taylor is the person who is most often associated with the system labeled scientific management, and indeed, he was the originator of this set of concepts. According to Sullivan (1987), Taylor's work not only represented the beginning of the managerial era in industrial production but also signaled the end of the craft era in the United States. According to Hirschhorn (1984), Taylor's work highlights the relationship between rationalization in general and labor-control methods in particular. In Taylor's (1911) book, The Principles of Scientific Management, he discussed what he called a struggle for control of production between management and labor. To control

production, he developed methods for the measure and design of machining methods as part of a general plan for increasing the planning functions of management. Taylor's fundamental concept and guiding principle was to design a production system that would involve both men and machines and that would be as efficient as a well-designed, well-oiled machine (Hughes, 1989). Time studies were used to allow management to take control of the operations, thereby controlling production methods, and, by default, production. This system required that management should take a more active role in the factory and, through engineers and salaried foremen, takes greater control over operations. Skilled craftsmen and foremen had to give up their power (Hirschhorn, 1984).Taylor developed his principles of management while a machinist and foreman at the Midvale Steel Company of Philadelphia. Taylor was bothered by, what was called at the time, "worker soldiering." (Worker soldiering refers to the practice of purposely stalling or slowing down work by the workers.) Taylor believed that the objective of workers when they stalled was to keep "their employers ignorant of how fast work can be done ò H u g h e s (1989). Taylor began his assault on "worker soldiering" by doing time studies of workers while they were undertaking their production activity. Taylor timed the workers' actions with a stopwatch. However, he did not time the entire job; instead, he broke down complex sequences of motions into what he labeled the elementary ones. He then timed the elementary actions as were performed by the workers he considered to be efficient in their movements. Having timed and analyzed the movements, he combined these elementary motions into a new set of complex motions that he insisted should be used by all workers. These calculations determined the piecework rate with bonuses paid for better rates and penalties taken for slower work. Taylor did not limit his method to the worker--he organized the redesign of the entire factory by removing control over operations from foremen and placing this control in a centralized planning department to

be staffed with engineers. The planning department prepared detailed instructions about the machines and methods to be used and how long the job should take. Using sets of instruction cards (route slips) and reports, the planning department was able to produce an overall picture of the flow of parts in the plant--this activity was the beginning of formalized routing and scheduling in the factory.

Effects of Scientific Management

The immediate result of scientific management, according to Drucker (1967b) was a drastic cut in the cost of manufactured goods (1/10 to 1/20 of the previous manufactured cost). This allowed goods to be purchased by more people. Also, scientific management allowed the raising of wages (even while the cost of the product was dropping).This movement also caused a shift in the factories from unskilled laborer, usually paid at a subsistence wage, to machine operator, who was more highly paid. A full version of Taylorism spread only slowly through the factory. As late as 1914 Robert Hoxie Hirschhorn (1984), wrote that "no single shop was found which could be said to represent fully and faithfully the Taylor system as presented in the treatise on shop management." Taylor had lasting influence through his development of traditional manufacturing practices. In machine shops, for example, owners began to devise routing slips, inventory tracking methods, and an entire range of techniques for organizing production. These new techniques were inspired by the work of Taylor and the principles of scientific management. Taylorôs role in the history of indu debated today. In industrial circles, he represented the transition from 19th century to 20th century manufacturing techniques. He was one of the first industrial managers who perceived "the interrelated character of the new manufacturing systems and the need for a disciplined, comprehension change if the manufacturer and the industrial sector were to

attain the optimum results" (Nelson, 1980, p. 199). Few plants introduced his complete system but thousands of plants introduced elements of scientific management: time study methods; new machine tool practices; methods for managing tools, materials, machines, supervisors, and workers; and formal planning departments. Scientific management became more widespread after World War I as professional managers moved into high management positions. The formation of bureaucratic organizations with middle management positions changed the role of the shop foreman and reduced his power. By the 1920s, big business executives were promoting the new factory management system and, by the late 1920s, the nationôs most of this "humanized" scientific management. Perhaps the most important legacy of Taylor and scientific management is the discipline that grew out of this field: industrial engineering. Industrial engineers today are still taught the methods of scientific management including time and motion studies, job-tasks analysis, wage-incentive determination, and detailed production planning. With respect to the field of operation research and management, "Taylorôs work ha operations research. His contributions, great as they were intrinsically, were even more valuable in revealing the merit of creating elements of organization whose object was not the performance of operations, but their analysis: It is difficult to overemphasize the importance of this first basic step: the formation of organizations for research on operations...his work led to better decisions than those which were possible, and in most cases, necessary before" George (1968).

Reaction to "Taylorism"

Taylor's methods and his views of the worker met with resistance from labor. Taylor believed that the success of his methods depended on management controlling and

replacing the craft knowledge held by workers with a systematized method of production. However, workers did not accept Taylor's methods readily. In fact, as Taylor himself wrote, his attempt to redesign the work process "immediately started a war which as time went on grew more and more bitter" Lasch, (1987), Despite the fact that Taylor's complete system was never fully implemented, he still had the most effect on the relations between management and labor in manufacturing organizations. Taylorism changed the relations between management and labor by changing the position of labor in the firm. Unorganized and unskilled workers bore much of the brunt of the advance of scientific management in the factory (Haber, 1964).The new system demanded that workers produced at higher speeds and with increased subordination to management. Skilled labor was replaced by cheap, easily trained and replaceable workers who came predominately from the so-called new immigrants (Ramirez, 1978). This deskilled labor was then disposable to management. "The state of the labor market therefore gave businessmen and efficiency experts the necessary maneuvering space to introduce new methods of work and production and new wage structures and to select the workers who were most readily willing to adapt to them or, to put it in the common business jargon of the time, to perform 'the weeding out of the less efficient workmen.' In addition, welfare experts and personnel managers could more freely put into operation programs designed to adjust their work force, stabilize their labor relations, and boost the productivity of their enterprises" (Ramirez, 1978). In addition to the response methods, his goals and methods drew criticism from politicians, industrialists, and humanists. Dos Passos, a prominent American writer of this period, recognized that Taylorôs methods led to deskilling of work. Also, he questioned the value that Taylor placed on abundance and the need for it in American society. "more steel rails more bicycles more spools of thread more armor plate for battleships more bedpans more

barbed wire more needles more lightning rods more ball bearings more dollar bills Dos Passos (1936). Other critics of Taylor differed with his view that the interests of workers were identical to those of managers. These critics held Taylor responsible for a subjugation of workers to a kind of industrial slavery.

"Taylorism" and Organized Labour.

In manufacturing, the efficiency movement caused an increase in output per unit of labor, between 1907 and 1915, of 33 percent a year, compared to an annual average increase of 9.9 percent between 1900 and 1907 (Ramirez, 1978). In addition, this "process of rationalization" of the workplace had an anti-working class character. Through the scientific management methods, workers were treated as machines, devalued, and paid less money for their efforts. A consequence of this treatment of workers was the rise of the unions and increased strikes and unrest among workers. One of the most famous strikes was against U.S. Steel in 1909, when more than 3,500 unorganized, mass production workers revolted against the inhuman working conditions produced by that company's efficiency drive which included a new mass production line and a piece rate system that resulted in speed-ups and a reduction in take home pay for most workers. Interestingly, later, the principles of scientific management were accepted by organized labor who considered Taylor's principles a means for protecting jobs and controlling members (Sullivan, 1987). Using these principles, increased specialization in production enabled the unions to emphasize job control and worker rights in the shop floor. "This mass production model of shop-floor control depends on two key assumptions: a job is a precisely defined series of tasks; and seniority is the criterion for the allocation of jobs" Sullivan (1987). As industrial unions took root across the United States, wage and job

security provisions were established through collective bargaining by using sharply defined job tasks.

Contributions of Elton Mayo

The work of Elton Mayo is famously known as ñHawthorne Experiment behavioral experiments at the Hawthorne Works of the American Western Electric Company in Chicago. He made some illumination experiments, introduced breaks in between the work performance and also introduced refreshments during the pauses. On the basis of this he drew the conclusions that motivation was a very complex subject. It was not only about pay, work condition and morale but also included psychological and social factors. Although this research has been criticized from many angles, the central conclusions drawn were:

- People are motivated by more than pay and conditions.
- The need for recognition and a sense of belonging are very important.
- Attitudes towards work are strongly influenced by the group.

2.3 MOTIVATIONAL THEORIES

Motivational theories are made up of two categories, the process theories and the content or need theories. Process theory is a commonly used form of scientific research study in which events or occurrences are said to be the result of certain input states leading to a certain outcome (output) state, following a set process.

2.3.1 PROCESS THEORIES OF MOTIVATION

Process theory holds that if an outcome is to be duplicated, so too must the process which originally created it, and that there are certain constant necessary conditions for the outcome to be reached. When the phrase is used in connection with human motivation, process theory attempts to explain the mechanism by which human needs changes. Some of the theories that fall in this category are expectancy theory, equity theory, and goal setting

Expectancy Theory

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Expectancy Theory proposes that a person will decide to behave or act in a certain way because they are motivated to select a specific behavior over other behaviors due to what they expect the result of that selected behavior will be. In essence, the motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in making the decision of how to behave. Expectancy theory is about the mental processes regarding choice, or choosing. It explains the processes that an individual undergoes to make choices. In the study of organizational behavior, expectancy theory is a motivation theory first proposed by Victor Vroom of the Yale School of Management."This theory emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients. Victor H. Vroom (1964) defines motivation as a process governing choices among alternative forms of voluntary activities, a process controlled by the individual. The individual makes choices based on estimates of how well the expected results of a given behavior are going to match up with or eventually lead to the desired results

expectancy that a certain effort will lead to the intended performance, the instrumentality of this performance to achieving a certain result, and the desirability of this result for the individual, known as valence.

Equity Theory

Equity theory attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Equity theory is considered as one of the justice theories. It was first developed in 1963 by John Stacey Adams, a workplace and behavioral psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization.

Goal setting Theory

Goal setting involves establishing specific, measurable and time-targeted objectives .Goal setting features as a major component of personal development literature. Goals perceived as realistic are more effective in changing behavior. Work on the theory of goal-setting suggests that it's an effective tool for making progress by ensuring that participants in a group with a common goal are clearly aware of what is expected from them if an objective is to be achieved[. On a personal level, setting goals is a process that allows people to specify their work towards their own objectives ï most commonly with financial or career-based goals provide a sense of direction and purpose"

(Goldstein, 1994, p. 96). "Goal setting capitalize on the human brain's amazing powers: Our brains are problem-solving, goal-achieving machines." For the purpose of this study emphasis will be given to the content or need theory rather than the process theories briefly discussed above.

2.3.2 CONTENT/NEED THEORIES OF MOTIVATION

Content theories on motivation attempts to identify what things motivate people. Content theories explain the specific factors that motivate people. They explain what drives human behavior. Most contemporary theories recognize that motivation begins with individual needs. Needs are deficiencies that energize or trigger behaviors to satisfy those needs. At some point in your life, you might have a strong need for food and shelter. At other times, your social needs may be unfulfilled. Unfulfilled needs create a tension that makes you want to find ways to reduce or satisfy those needs. The stronger your needs, the more motivated you are to satisfy them. Conversely, a satisfied need does not motivate. This part of the study , will look at five content theories of motivation that dominate organizational thinking today, Maslow's hierarchy of needs, Herzberg's two factor theory, McClelland's theory of achievement, power, and affiliation needs, Alderfer's ERG theory and Paul Lawrence four factor theory.

Maslow Hierarchy of Need Theory

The hierarchy of needs is one of the first theories about work motivation by Abraham Maslow. However, Maslow was not the first person who tried to address the issue of motivation, other thinkers such as Sigmund Freud and Carl Jung also did a lot of research on the topic (Kessler, 2003). According to Maslow there are five human needs: physiological, safety, belongingness and love, self-esteem, and self actualization needs. After introducing his classical theory about the five different human needs he created his

well known model which he called the hierarchy of needs. At the bottom of the pyramid Maslow placed the physiological needs and at the very top of the pyramid he placed the self actualization needs (Molander, 1989). In order for a human to reach the summit of the pyramid all of the five needs have to be fulfilled starting with the physiological needs at the bottom. Once the ñlower needsò have been satisfied they no longer motivate and the human does no longer strive to satisfy these needs. In order for a human to reach the summit of the pyramid all of the five needs have to be fulfilled starting with the physiological needs at the bottom. Once the ñlower needsò have been satisfied they no longer motivate and the human does no longer strive to satisfy these needs. After satisfying the ñlower needsò the human will new needs that have emerged and that have to be fulfilled. The new needs further up the pyramid are self-esteem and self- actualization where Maslow argues that there is no end once you reach this level (Molander, 1989). The five human needs will be shortly explained below, and the starting point in the hierarchy is the basic needs, also called physiological needs. The physiological needs represent the most important needs for human survival, and that is food and water (Maslow, 1970). What should be kept in mind is that these needs have to be fulfilled first, before other needs can emerge and be satisfied. The following part describes an example; if a person is hungry and does not have enough food or water, other needs will not be important, he will only want to eat and drink. When the basic needs are fulfilled, the person will then try to satisfy other needs (Maslow, 1970). After the basic needs have been satisfied new needs will emerge. These new needs are called safety needs which refer to security, stability and protection (Maslow, 1970). As in the previous example with the physiological needs, new needs have now taken over since the former needs have already been fulfilled (Maslow, 1970). A person might now have the desire to have a good job with good working conditions,

salary and retirement plan rather than an urge for food and water (Adair, 2006). Once the safety needs have been gratified there is no longer something to fulfill and just like with the physiological needs, new needs are being developed after the fulfillment of the safety needs and the process repeats itself (Maslow, 1970). The third type of need is the belongingness and love needs. After fulfilling the basic needs and safety needs, humans start to feel lonely and our desire will be to seek for love and affection from others. This could for example be that we want to be part of a group of friends, colleagues and family (Maslow, 1970). A person that once was hungry and looking for safety will no longer be motivated to fulfill those needs since they have already been accomplished. The new motivation that will dominate the once hungry person will be love and affection from others (Maslow, 1970). When you have satisfied your physiological, safety and belongingness and love needs a fourth need arises. Maslow called this fourth need, esteem need, or self-esteem (Maslow, 1970). According to Maslow the self-esteem needs can be divided into two groups. In the first group we find factors such as desire for strength, achievement, confidence and independence. In the second group of esteem needs we find desire for reputation, respect, dominance and to be more important to other people (Maslow, 1970). Finally, Maslow named the top of the pyramid self-actualization need. The self-actualization need is fulfilment, namely, to the tendency for him to become actualized in what he is potentially (Maslow, 1970 p. 46). By this Maslow meant that humans perform things they are capable of doing, for example an artist paints pictures and becomes self- fulfilled since he does what he knows best (Maslow, 1970). One of the problems with M is often misunderstood. The theory specifies that once a human need has been satisfied other needs will emerge. This situation can be misinterpreted as if the previous needs will disappear and new needs will take its place. However, this is not the case, instead Maslow

meant that a human can have several needs but some needs will dominate and be more important. For example, when a human experience hunger or thirst this need will dominate over other needs, but once that need has been satisfied it will not disappear (Pinder, 1984). Maslow also points out that every individual is different and can experience needs in other order than the pyramid suggests, hence, the theory was not meant to be universal. Another concern about the theory is that not every individual is aware of his or her needs. Maslow says that if the needs are identified then there are ways to take action and motivate people, yet if individuals are not conscious about their needs it is difficult to take action and try to motivate people, yet if individuals are not conscious about their needs it is not as simple and uncomplicated as we may think. Finally, the theory has been very popular in understanding organizational behavior, still the theory do not have much scientific evidence (Pinder, 1984).

Frederick Herzberg Two Factor Theory

After Maslow introduced his Five-factor model of human needs, many other similar models have been created; one of those models is - Herzberg's two-factor theory. Herzberg decided to test his theory through interviews with engineers and accountants in different organizations (Pinder, 1984). The employees were asked to think about a situation where they felt extra good or extra bad about their work, and they were also asked to describe the surrounding when the situation occurred and finally the consequences of this incident. The total sample was 203 employees, and once the sample was collected Herzberg analyzed the data. Herzberg could observe specific patterns and the analysis resulted in a classification of two groups of human factors; the motivators and the hygiene factors (Pinder, 1984). This model is more related to the motivation to work. The characteristics of hygiene needs are; supervision, interpersonal relations, physical working conditions and salary and among the motivational needs we find factors

such as responsibility, achievement, recognition and self- actualization (Herzberg et al, 1959). Herzberg called the motivators satisfiers. Through interviews, Herzberg discovered that achievement was a great satisfier among the employees, meaning when employees were able to successfully complete a task. Another factor which proved to be important for the respondents was to have an interesting and varied work (Pinder, 1984). Finally, these satisfiers were important to the respondents because they were related to individual growth and development. The other category, hygiene factors, was identified as dissatisfiers. Here, Herzberg found that poor working conditions and a miserable relationship with the supervisor were the main dissatisfiers among the employees. Herzberg concluded that the motivators were mainly related to the work itself, and hygiene factors were associated with the working environment (Pinder, 1984). Herzberg differentiated between two types of individuals which he called hygiene seekers and motivator seekers (Pugh, 1997). The people whom Herzberg referred to as hygiene seekers, were the ones who only stayed satisfied and motivated if they were rewarded with something such as salary for performed work (Pugh, 1997). Herzberg said that satisfying the hygiene needs will not result in higher job performance it will only help to prevent job dissatisfaction (Herzberg et al, 1959). The motivator seekers are people that actually find satisfaction and motivation in the performance of their work. When the motivational needs (responsibility, achievement, recognition and self- actualization) are well satisfied this will result in higher work performance and job satisfaction (Landy et al, 2004). To briefly summarize Herzbergôs t
compared to Maslow who introduced us to
motivators are connected to self-actualization and hygiene needs are linked to the job surrounding. The Motivator-Hygiene theory has similariti
where Maslow also identified recognition and self-actualization needs along with safety

needs such as working conditions and salary. Table 2.1 shows how Maslowôs needs and Herzbergôs are connected to each other.

Table 2.1 Connection between Maslow and Herzberg Theories

Maslow Hierarchy of Needs	Herzberg Two factor theory
Self actualization Esteem needs	Motivators
Social needs Safety needs Physiological needs	Hygiene factors

(Source: researcherôs own analysis)

After Herzberg introduced his two factor theory, several researchers attempted to test and understand the theory. The results appeared to be very mixed, where some studies criticized the theory and other supported it (Pinder, 1984). Critics argued that the interviewees in Herzbergôs study did not w their own successful actions, and blamed negative feelings, hygiene factors, on situations which did not lie within their control such as working conditions. These arguments questioned the validity of the theory. Behavior research is problematic to evaluate since, as stated above, the interviewees can describe situations to make them look better. Supporters claim that the theory was not tested in the right way with appropriate instruments and that the critics did not l (Pinder, 1984). Maslowôs theory has been criticized b summarized by Wahba and Bridwel in their review (1973). After studying several investigations regarding that it is a paradox that the findings theory is so widely accepted although so little empirical evidence exist. Researchers could not find enough evidence to support that there are only five need categories or that these categories are ordered in a hierarchy (pp. 514-517). A solid study done in 14 countries by

Haire, Chiselli and Porter, found out that the only managers that ordered their needs according to Maslowôs theory were U.S. nat in Hofstede, 1984, p. 396), therefore Hofstede defined the theory as ethnocentric. He has further argued that the value choice presented in Need Hier own value-choice that is based on U.S. middle-class values of mid-twentieth (Hofstede, 1984, p. 396). On the other hand, needs is practica still argued to be valid especially in developing countries (Alija, 1997, cited in Latham and Pinder, 2005, p. 488).

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McClellandôs Theory of Needs

One of the motivation theories that ignore needs is McClellandôs Theory of Needs. He has i affiliation, power and achievement. Affiliation is defined as a desire for friendly and close personal relationships while the need of power is to make others behave in a way as they would not otherwise behaved. It refers desire to influence, coach, teach and encourage others. The most attention has given to the need of achievement. McClelland states that motivation and performance vary according to accomplish something difficult (McClelland, 1961). The needs as well as their intensity depend on oneôs life experience and there have all three needs at the same time. H generalized evaluation of motivation and makes it less appropriate for studying employee motivation within organizational boundaries that is the aim of this paper.

Alderfer ERG Theory

Another theory that also ignored idea of hierarchy of human needs is ERG theory by Alderfer (1972). In reaction to Maslowôs t

employee motivation where he, similar to McClelland, states that people have only three core needs: existence (E), relatedness (R) and growth (G). Unlike from Maslowôs similar to McClellandôs Theory needs in ER not require pre fulfillment of E and G do not require pre satisfaction of R, vice versa all of them must be satisfied simultaneously for effective motivation. Existence needs refer physical well-being and are similar with Maslowôs safety). Relatedness needs refer to social and external esteem - need for family, friends, and satisfactory relationships with colleagues and therefore are similar to belongingness and esteem needs proposed by Maslow. Growth needs are internal esteem and self-actualization that are similar to Maslowôs higher However, as Pfeffer states much of the research on ERG theory conducted by Alderfer himself yielded mixed results (Pfeffer 1982, cited in Latham 2007, p. 36) that makes it less reliable and therefore it is not chosen as the research framework. However, it should be underlined that identification of importance of job characteristics by Herzberg and ignorance of the hierarchical order of human needs by McClelland and Alderfer has indeed been big steps forward.

Paul Lawrence Four factor Theory

The fifth choice of need theory is Lawrenceôs nature which is factor a follow up theory to Maslowôs hierarchy According to Lawrence there are four factors that influence human choices also known as drives; the drive to acquire, the drive to bond, the drive to learn and the drive to defend. The four human drives will be further explained below. The basic question in this theory is: ñwhat drives (Berggren et al 2009, p.24) Lawrence è also points out that every human have several drives but that all drives cannot be satisfied every time. The first factor, the drive to acquire, specifies that humans drive to improve status by

acquiring experiences. This is a very common feature of human nature. An example of this is that humans compete with each other in various ways. In the working place employees may compete about different positions within the company which will lead to higher status and salary. Employees will also try to acquire rewards for their accomplished work in order to gain recognition (Berggren et al., 2009). Next, the drive to bond is the desire to create relationship with others, and is completed when the bond is mutual and shared. Employees who are working together in groups have the advantage of better managing environmental threats in the organization. Moreover, Lawrence explained the third factor, the drive to learn as: ñHumans have an innate their curiosity, to know, to comprehend, to believe, to appreciate, to develop understandings or representations of their environment and of themselves through a reflective process (Berggren et al., 2009, p. 25). This means that humans have a willingness to learn and to understand our environment so that they know how things work. Employees who have a job where there is an opportunity to develop knowledge within their field experiences it as a satisfying work. Finally, the fourth factor is the drive to defend which means that humans try to protect themselves against any harm that relates to their own beliefs and experiences. Lawrence argues that humans have prepared skills, such as caution and rationalization, to tackle any threat that may appear. Conflicts and other rivalry among co-workers can occur as threats in an organization and employees will then drive to defend themselves (Berggren et al., 2009). Unlike Ma hierarchy of needs, the four factor theory is universal and independent and each factor is connected with each other.

2.4 MOTIVATIONAL CONCEPTS

In order to understand the results from the research question, ñWhat motiv to workò, two concepts will be presented;

of this part is to interpret the behavior of employees, why are they motivated by certain factors? An employee can be motivated by personal factors such as a sense of progress and the feeling of having a meaningful work. On the other hand, employees can also be motivated extrinsically based on self- interest, which means that they perform mainly because they receive a salary for the work.

Intrinsic Motivation

Intrinsic motivation occurs when the human performs for his or her own sake, instead for social rewards (Pinder, 1984). Björklund (2001) writes in her book Work Motivation-studies of its Determinants and Outcomes that intrinsic motivation is about ñ e n g a g i n g i n t a s k f o r i t s (p.28). Intrinsic motivation is also about creative thinking, and increased performance meaning that if a person is intrinsically motivated he or she can, not only increase the performance but also the job satisfaction. Thomas (2002) talks about four different types of intrinsic rewards: sense of meaningfulness, sense of choice, sense of competence and sense of progress. A sense of meaningfulness is when you put all of your emotions and feelings into a certain task that makes you excised and gives you the feeling that the task is worth your time and energy (Thomas, 2002). A sense of choice is about having the opportunity to make your own decisions and to choose task activities that you find useful to perform. Moreover, a sense of competence involves the feeling that you are performing your chosen task in a way that it is making progress and that the work with the chosen task is going well (Thomas, 2002). The fourth intrinsic reward, a sense of progress, involves the excitement and feeling that you are on the right track. When you feel that the work with the chosen task is moving forward and you accomplish something on your way, you get the feeling that it was worth all your time and energy (Thomas, 2002).

Extrinsic motivation

Extrinsic motivation is based on external factors such as self- interest and the pleasure of making profits (Nelson et al., 2006). Extrinsic and intrinsic motivation is one and another opposite which means that extrinsic motivation is a behavior that is performed just for the money and not for the pleasure of doing it. People that are extrinsically motivated do not actually get motivated from the work itself. They expect to receive some rewards after having performed a certain task or else they will not feel pleased (Gagne et al, 2005). Table 2.2 illustrates how intrinsic and extrinsic motivation is connected to Maslowôs hierarchy of needs.

Table 2.2 How Extrinsic and Intrinsic needs connects Maslowôs hierarchy of needs

Motivational Factors	**Maslowô Hierarchy of needs**	**Motivational Concepts**
Job security Salary working condition company benefit	Physiological Security Social	Extrinsic needs
Opportunity for growth Responsibility Achievement recognition	Self esteem Self actualization	Intrinsic needs

Source Nelson et al(2006)

2.5 MOTIVATIONAL FACTORS

Wiley (1997) describes the first surveys about motivation. The surveys included different motivational factors such as appreciation, having an interesting work, high salary, and it is evident that these factors changes from time to time depending on the circumstances. The following part will give more information about the results from the motivation surveys. The Labour Relations Institute of New York conducted the first surveys in 1946 and the surveys focused on motivational factors. Employees were asked to rank ten job reward factors. The survey was divided into four different years. In 1946 the employees ranked ñappreciationò as most important. At the top of the list in 1980 was the factor ñdisciplineò. In 1986, a similar study was sent out to ñinteresting workò and at the present study ñpe highlights the importance of good wages (Wiley, 1997). By comparing the employees´ factor rankings, it is noticeable that the motivational factors vary during the years. Therefore, it is of interest to conduct future studies about the factors which motivates employees. Table 2.3 illustrates the most and least important motivational factors of the surveys in 1946-1992.

Table 2.3 Most and least important motivational factors of a survey in 1946-1992.

	FACTORS	
Years	Most important	Least important
1946	Appreciation	Discipline
1980	Interesting work	Discipline
1986	Interesting work	Personal problems
1992	Good wages	Personal problems
	Future studies	Future studies

(Source: Wiley, 1997)

When comparing these surveys, you must have in mind that the employees came from different

environments and circumstances, a fact which has significantly impacted the result. The workers´ values changed over these years due to changes in industries and economies. A survey conducted today would most probably show a different result in motivational factors among employees (Wiley, 1997). The article, ñ is also valuable to analyze the responses by subgroups (e.g. age, gender, employment status) to find out if there are any variations. Employees at different organizational levels may have diverse motivational values. The following part will introduce the reader to a couple of factors which have different importance to employees and which have been studied by former researchers. The focus is mainly on money as a motivator since there has been numerous studies about this complex issue.

Creative and challenging work

A two year study by Kaye and Jordan-Evans (2000) Employees are motivated by challenging work where they have the opportunity to be creative, but also to be able to contribute with something meaningful to the company as well as to the society. Having a creative and challenging work is connected in the way that the employee has some influence on tasks and schedules within the organization. Woodruffe (2006) writes in his article that employees enjoy the feeling of being challenged, even if it means to struggle with a demanding task.

High salary

Money as a motivator has been a well studied topic by a large number of researchers. The factor is often seen as a symbol of success (Tang and Kim, 2002), and also associated with comfort and security (Engelberg and Sjöberg, 2006). It is commonly known that managers use money as a strategy to attract and retain employees, since it is evident that money can have a great impact on employees´ performance Employeesô attitudes towar

income and employment status. Tang and Kim (2002) describe the importance the eye of the beholderò (p.443), mean important to all people. The Hay Group conducted a study with half a million employees from hundreds of companies, which reported that payment was the least important motivational factor among fifty factors at work (Kaye and Evans, 2003). A later study by Engelberg and Sjöberg (2006) imply that non money-oriented employees are more able to deal with failure and demanding tasks, whereas money-oriented employees are less concerned with social network and integration. Rynes, Gerhart and Minette (2004) criticize former studies where researchers imply that compensation is not an effective motivator. Instead, Rynes et al. (2004) lay out that there is a gap between what people say and do regarding payment because of social norms. Respondents in a survey may select challenging work as the best motivator because they see it as a contribution to the society. Here, the authors mean that people tend to say that money is less important, however, the reality is actually the opposite. Researchers have tried to deal with this ñgapò by examining how employees ô their salary (Rynes et al., 2004). One technique which was used over a 30-year period by researchers was to ask 50 000 job applicants to choose which factor is most important. The results showed that pay was ranked rather low. However, when the respondents once again were asked to rank the same factors but for someone else with the same age and education, pay was placed at first place for both men and women (Rynes et al., 2004). Furthermore, another study by Tang, Tillery, Lazarevski and Arocas (2004) examines the love of money among small business owners in the Republic of Macedonia. In recent years the country has experienced rapid changes in agriculture and tourism. The results showed that the business owners valued money highly and that money was a sign of success (Tang et al., 2004). Most companies offer some kind of performance bonus, also known as: incentive compensation (Liu, Combs, Ketchen and Ireland, 2007).This type of performance related compensation is a well studied practice

within human resource management where over 30 studies have revealed a positive motivational connection between performance and compensation (Liu et al., 2007). However, a study on 43 employees from hospitals in Singapore shows that the majority of interviewees (60%) emphasize non-monetary rewards, hence, intrinsic motivation (Cheng and Robertson, 2006). To summarize the discussion about money as a motivator; there is substantial evidence that pay is important and can be a powerful tool for managers when motivating employees. Despite the self-evident result, the importance of money seems to be underreported by employees. One reason for this, as explained in the article by Rynes et al. (2004), might be due to social norms where there is an unwritten rule or belief that other things are more important than having a high salary. Especially in the service sector, factors such as contribution and acknowledgement seem to be more important, as the study by Cheng and Robertson (2006) reveal. A theoretical explanation why hierarchy of needs. Money can satisfy a lot of needs in the pyramid, from basic needs such as food and water, to even improve oneôs possibility to retire early (Rynes et al., 2004). In addition, there are other important factors as well, but it is of value to recognize that high wages do qualify among the top factors.

Individual growth and development

According to Kaye and Evans (2003), growth, learning and development are among the top reasons why employees remain in their current working place. It is essential for companies to provide training and coaching for their employees in order to help them to develop within their field. Job rotation may be a tool to provide new interesting assignments.

Good relationship with supervisor and colleagues

Job satisfaction also involves establishing healthy relationships with colleagues where everyone is part of a group or team. Humans have the need to feel connected, successful work teams can help to fulfill this need (Kaye and Evans, 2003). Previous survey based research

about factors of motivation has also been made in different Malaysian organizations in the year of 2004, where participants were asked to rank ten factors (Islam and Ismail, 2008). The respondents were selected from 96 various organizations and a total number of 505 employees participated in the study. The organizations included in the research were national companies such as: airlines, banks, manufacturing companies, and telecommunication (Islam and Ismail, 2008). The survey showed that high wages was the most important motivator at work. The survey by the Labour Relations Institute of New York in 1992 illustrated the same result, money as the top ranked factor. The a Malaysian perspectiveò, concludes that and Ismail (2008) emphasize that their research will serve as a guideline in developing management programs. Furthermore, another article by Jackson and Bak (1998) addresses the issue of motivating Chinese employees. increased significantly since 1979; however, China still has some problems with productivity and failures of foreign joint ventures. Jackson and Bak (1998) argue that many of these issues have to do with unmotivated employees. workers: Employee motivation, reviews that Western e techniques and theories of motivation may not be applicable in China, and offers, therefore, practical implications for motivating Chinese workers. According to Jackson and Bak (1998), it is important to understand why Western theories do not work in China, by looking into Chinese culture and values. Moreover, Manolopoulos (2008) writes in his article about the relationship between motivation and performance in public sector organizations in Greece. The research was a questionnaire based survey which included three state-owned organizations, and a total of 454 questionnaires were analyzed. The study contained three research questions: ñ (1) To what extent public org extrinsic and intrinsic incentives to work in their interests?, (2) Which type of motivation has

a positive impact on organizationôs perfor
concerning the motivators that public m
(Manolopoulos, 2008, p.64). Manolopoulos (2008) stress the importance for managers to realize how motivation influences performance, and the author also emphasizes that there has been limited research on employee motivation in the public sector. One of the purposes with the study was to identify extrinsic and intrinsic incentives in public organizations, and the results showed that employees working in public sector corporations in Greece are extrinsically motivated through wages and job security. Finally, the results also indicate that intrinsic motivation becomes more and more important (Manolopoulos, 2008). The article by Linz (2004), discusses employee motivation with consideration of gender and generational differences. Data is collected through questionnaires with 1200 Russian workers from manufacturing industries and schools. The participants raked 11 motivators in terms of importance. The purpose of the study by Linz (2004) was to examine whether motivation varies by age and gender, which will lead to a contribution for managers to better understand the expectations of reward and to improve the productivity. The younger participants accounted for 43%, and the majority of respondents participating in the study were women (62%). The motivational factors which were most important in this study were pay and good relationship with co-workers. One difference noted between men and women, was that the women had only few years of education and had worked longer in the current company. The women also earned less than their male co-workers (Linz, 2004). The results from the research imply that women are less concerned about pay, but more satisfied with the knowledge that they contribute with something meaningful to the organization. Another aspect of the results shows that younger workers do not care if they make a contribution to the company. On average, the results from the survey by Linz (2004) revealed that both men and women ranked motivational factors rather similar, and that age did not show any significant difference.

However, another study by Kooij, Lange and Jansen (2008) state that older workers are intrinsically motivated compared to younger employees. Kooij et al. (2008) also argue that the importance of task variety decreases over time and is replaced by job security. A qualitative study by Bent and Freathy (1997), examined motivation among employees in the retail sector. Respondents from small retail businesses were asked to rank five factors in order of importance. Though, the majority of respondents were females, the study did not reveal any remarkable differences between male and female views (Bent and Freathy, 1997). The factors which motivated staff in the retail sector were connected to the work of dealing with people. Retail businesses lack opportunity for advancement and promotion because of the small size of the industry. Instead, responsibility is an important motivator for employees in this sector (Bent and Freathy, 1997). Moreover, another qualitative study by White and Mackenzie-Davey (2003) reveal that pay is considered to be a dissatisfier at work, instead the respondents emphasized that feeling valued is more important than compensation.

2.6 SUMMARY OF THE LITERATURE REVIEW

This chapter reviewed the various definitions of motivation. It also reviewed earlier views of motivation by discussing the effect of scientific management, ÕTaylorism ôand organized labour and then the contributions of Elton Mayo. The chapter further reviewed the process theories of motivation specifically expectancy theory, equity theory and the goal setting theory. It also discussed the need or content theories of motivatio Frederick Herzberg two factor theory, A theory. The chapter concluded with a review of motivational concepts and motivational factors that are of relevance to the study.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter provided a description of the organization being studied and its history .It also look at the approach used in conducting the study. The design of the study, target population as well as the techniques utilized in selection of the sample was also explained in this chapter. Further, the data gathering tool and procedure were also described. Finally the sources of data and data analysis techniques are also explained in this chapter.

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3.1 RESEARCH DESIGN

The research involved a case study; an in depth study of a particular situation rather than a sweeping statistical survey. The method is used to narrow down a very broad field of research into one easily researchable. The case study research design provides much more detailed information than what is available through other methods. It also allowed the researcher to present data collected from multiple methods.

3.2 POPULATION OF THE STUDY

The first step in the sample selection is to define the population which we want sampled (Burns, 2000). In conducting a research, the researcher would like to get information from persons or group to whom they intend to generalize their findings. The persons from whom information could be collected form the population of the study. For the purpose of this research the population was all employees of Barclays bank of Ghana. Barclays Bank has operated in Ghana for ninety four years. It is a wholly owned subsidiary of Barclays PLC. Its vision is to become the best bank in Ghana making lives much easier for its customers, employees and other stakeholders Barclays bank of Ghana has extensive retail and commercial banking network in the country, comprising of 74 branches, 7 agencies,

10 premier life centers, 2 premier suites, 135 ATMs in all the regional capitals and major towns in Ghana and has over I500 employees. Barclays offers a wide range of commercial retail and treasury products and services targeted particularly at business and corporate clients, while extending personal products and services to retail customers. Barclays Ghana also offers local business banking products and services to SMEs and indigenous businesses.

3.3 SAMPLING PROCEDURES

According to Saunders et al. (2009) there are different sampling techniques which can be divided into two groups; random and non random. Random sampling is a sampling procedure in which each member of the population has an equal and independent chance of being included in the sample. For example where every individual in the study is given the chance to be selected, then the sample is a random one and not biased. The techniques commonly used to select representative samples are simple random sampling, stratified random sampling and systematic sampling. Non random sampling techniques are forms of sampling used by social researches which do not require randomization. These are accidental sampling, quota sampling, judgmental/purposive sampling and snowball sampling. For the purpose of this thesis judgmental or purposive sampling was adopted. In judgmental or purposive sampling, the selection of the sample is based on the judgment of the researcher that those selected are the key individuals who can give the information required for the study. For this thesis the researcher sampled 11 branches of Barclays Bank of Ghana. 150 respondents representing 10% of the total population of employees of the bank from 11 branches were sampled. All the branches were located in Accra and Tema because of proximity and the time horizon for the study. 110

representing 73% of the questionnaire were retrieved. The distribution is in the table below

Table 3.1 Branches of Barclays Bank and Number of Respondents

NAME OF BRANCH	NUMBER OF RESPONDENTS
SPINTEX MAIN	12
ACCRA MAIL	7
MOTORWAY EXTENTION	10
TESHIE NUNGUA	9
SPINTEX PREMIER LIFE	8
ABEKA LAPAZ	11
TEMA MAIN	13
TEMA FISHING HARBOUR	8
OSU	14
MAKOLA	10
GNPC	8
TOTAL	110

(Source: field data collected May 2011)

3.4 DATA COLLECTION PROCEDURES

Data collection is the way in which information is collected from the sample population. There are three principal data collection methods: interviewing, questionnaires and observation methods

Interviewing involves the collection of data through direct interaction between the researcher and the individual from which information is needed. There are two interview formats: structured and unstructured. Structured interview is formal and standardized. It

follows a pattern of questions. Unstructured interview is informal and highly individualized.

Questionnaire is a series of questions that are written down for people to answer. It could be answered by the person from whom information is sought or through an interpreter. it is an instrument for gathering data beyond the easy physical reach of the researcher. a questionnaire must be related to the research problem, questions and hypothesis for the research and must cover the objectives of the study. Answers to the questions must enable the researcher to find answers to the study. Questionnaire can be closed ended in which the questions permit only certain responses such as yes or no or choose from answers provided in the questionnaire or it can be open ended in which individuals can make any responses they wish in their own words. Observation in research is looking critically at things or events in order to provided some understanding of how people behave in real life situation. The researcher used questionnaire method to collect the data. This is to enable a faster way of collecting data from a large population and helped to reach respondents who are far away. The questions were structured and comprised both open and close ended questions.

3.5 SOURCES OF DATA

The research topic will determine what type of data is necessary for the study. There are two sources of data, secondary and primary data. Secondary sources are data that has already been collected. Saunders et al. (2009) distinguish three types of secondary data used in research; documentary, survey, and multiple sources. It is very common that researchers collect data from a variety of sources. Examples of documentary sources are: organization websites, journals, newspapers, and diaries, administrative and public records. Survey-based secondary data include government surveys, academic surveys,

and organization surveys. Multiple sources are mainly collected through government publications, industry statistics and reports (Saunders et al., 2009). Primary data is when you collect new data through observations, questionnaires and interviews. In order to answer the research question, primary data were collected through questionnaires, administered to employees of Barclays Bank of Ghana. The aim of this research is to explore what motivates employees in Barclays to work; therefore, new data was collected for this purpose. However, documentary secondary data such as articles and research papers also provided a useful source. Inspiration has been gained from previous research concerning the issue of motivation according to The article ò over 40 years of motivation surveysò has dissertation and has enabled the researcher to collect data for this study. Also, former survey based research by Islam and Ismail (2008) have given inspiration to the researcherôs ranking question.

3.6 PROBLEMS OF DATA COLLECTION

The problems encountered in the data collection were enormous. Many of the respondents were reluctant to volunteer information because they have signed the oath of secrecy and are not sure whether they are doing the right thing. Some also misplaced the questionnaires and the researcher had to administer new ones. Other staff collected questions and went on leave and so the questionnaires could not be retrieved. Again it was very difficult for the employees to avail themselves for the interview because of their busy schedule. The researcher had to interview the staff as they work and the response recorded.

CHAPTER FOUR

ANALYSIS, DISCUSIONS AND PRESENTATION OF RESULTS

4.0 INTRODUCTION

This chapter discussed the results which were obtained through administering of questionnaire to employees of Barclays Bank.. The analysis drawn from the results from the respondents contributed to answering the research questions.

The questionnaires administered gave a brief introduction regarding the purpose of the research. It then assured respondents of anonymity and the fact that the exercise was purely for academic purposes in pursuance of a commonwealth executive MBA degree awarded by KNUST. After the introduction, the respondents were asked to give information regarding their current role, length of employment with the bank and age range as specified in on the questionnaire. The purpose of the research is to explore what motivates staff of Barclays bank, rank the factors in the order of importance and also to find out whether management is doing enough to motivate staff. The study as indicated in the methodology takes a qualitative approach and not a quantitative approach. Sixteen questions both open ended and close ended were posed to the respondents in the same order. The questions and the responses gathered from respondents have been discussed appropriately in this chapter.

4.1EFFECTS OF DEMOGRAPHIC VARIABLES ON EMPLOYEE MOTIVATION

The sample consists of a total of one hundred and ten (110) respondents from eleven (11) branches of Barclays bank of Ghana. The branches are mainly selected from Accra and Tema. The respondents were of different employment status. Fifty seven (57) males and fifty three (53) females representing 52% males and 48% females participated in the

study. The ages of the respondents were between 20 -60 years. The goal was to get a fairly equal gender distribution as possible. These employees have between 1 to and over 26 years of work experience with the bank.

Table 4.1 Age Distribution of Respondents

Age Ranges	No of Respondents	Percentage (%)
20-30	33	30.0
31-40	61	55.5
41-50	11	10.0
51-60	5	4.5
Total	110	100

Source: field data May 2011

Table 4.1 and Fig. 4.1 summaries the age distrubution of respondents. 30% of the respondents were between the ages of 20 and 30 years,55.5% between 31 and 40 years,10% between 41-50years and 4.5% were between the age bracket of 51 and 60 years. It implies that a greater proportion of the employees of the bank are between the ages of 20 and 40 years. This age bracket represents 85,5% of the total respondents. Infering from this data the researher can state that respondent are largely youthful and with appropriate motivation their enegies could be channeled to the growth of the business.

Fig. 4.1 Age Distribution of Respondents

KNUST

Source: field Data May 2011

Table 4.2 and Fig. 4.2 below presents data on the length of employment of respondents in Barclays Bank.52% have worked in the bank between 0 and 5 years, 30% have served between 6 and 10years, 8.4% have served 11 and 15 years, 4.7% have worked between 16 and 20years, 3.8% have worked 21 and 25 years and 1.1% have worked 26 years and above. The data presented in table 4.2 indicates that a greater percentage of respondents have worked in the bank for less than six years. The recent branch expansion in 2007 might explain these results. This resource have already been trained by the bank .It would therefore be in the interest of the bank to motivate these new joiners so that they could be retained. This would reduce the cost of staff leaving the bank and having to recruit and retrain new staff. Again the recent voluntary exit package conducted in March 2011 could explain the low showing of employees with over 21 years work experience in this study.