UNIVERSITY OF CAPE COAST

MOTIVATIONAL TECHNIQUES IN INDUSTRIAL ORGANIZATIONS:

A CASE STUDY OF GHACEM, TAKORADI

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CASE STUDY OF GHACEM, TAKORADI

BY

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DEVELOPMENT

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: …………………………. Date:………………………

Name:……………………………………………………………………………….

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: …………………………. Date:………………………

Name:……………………………………………………………………………

ABSTRACT

Motivational measures are important ingredients in the success of organizations. However, determining which measures are relevant and which are not is not an easy task despite the profusion of theories and research findings. This study set out to examine the motivational techniques in use by GHACEM Limited, one of the more successful companies in Takoradi and a pioneer member of the Ghana Club 100. Using a random sample of 110 employees of the company as respondents, the study examined the most important goals in their lives and the extent of goals. Satisfied goals represent a successful motivational measures. The basis of the analysis was a conceptual framework derived from the needs theories of Abraham Maslow, Alderfer and Hertzberg. The study found that GHACEM employers' most important goals were provision of staff welfare, good working conditions, job security and opportunities for training and promotion.

The lowest ranked goals were opportunity to earn high salary, recognition for good work, challenging job achievement, personal freedom on the job and respect in society. Employee personal goals were matched with the extent to which they were satisfied by the organisation. The top five satisfied goals were provision of staff welfare, followed by co-operation with colleagues; challenging job achievement, opportunity to earn high salary and clear job description.

It is thus concluded that GHACEM uses a mix of techniques to motivate staff including self-actualisation measures which are important in industry where machine maintenance is of prior importance.

ACKNOWLEDGEMENTS

DEDICATION

To my late mother, Ms. Nana Williams. May God grant her eternal rest.

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CHAPTER ONE

INTRODUCTION

Background to the study

Motivation is the basic ingredient that drives individuals to work to the best of their abilities. As such most industrial organisations spend time and effort to motivate their staff so as to perform tasks that are required to achieve optimum production levels. Managers cannot avoid a concern with the behavioural requirements of an organisation. In addition to the necessity to acquire financial and physical resources every organisation needs people in order to function. Katz and Kahn (1966) posited that organisations have three major requirements in this regard. First, people must be attracted to join the organisation and remain in it. Second, people must perform the tasks for which they are hired and must do so in a dependable manner. Finally, people must go beyond this dependable role performance and engage in some form of creative, spontaneous and innovative behaviour at work. Thus, for an organisation to be effective, it must come to grips with the motivational problems of stimulating both the decision to participate and the decision to produce at work (March and Simon, 1958). An industrial organisation such as Ghana Cement Works Limited, must theoretically, be faced with just such a dilemma.

The work environment contains some environmental health hazards including the handling of chemicals, the presence of noxious fumes and gases, heat, noise, and some discomfort. The employees at the plant are senior and junior staff of four departments; finance and administration (managers, accountants, auditors, etc.) sales, marketing and general service. The employees include some 15 expatriate staff from Norway. As a multinational company, GHACEM Limited is considered as a first- class employer in the Sekondi/Takoradi area and was recently ranked 9th in the Ghana 100 top companies in the country, (Daily Graphic, Dec. 14, 2001).

The study area

The Ghana Cement Works, Takoradi established in 1967, August 30th, as a joint venture between the Ghana Government and A/S Norway Cement Export Limited is no exception. The company operates two plants at Takoradi and Tema. The Takoradi factory is the larger one producing in excess of 500,000 tones of cement per annum with staff strength of over 1,500 employees. The production of cement is a four-stage manufacturing process. It involves (a) crushing and grinding of raw material (Gypsum, slice, iron, oxide, and magnesium etc.), (b) the blending of the material in the correct proportions, (c) burning the prepared mix in a kiln and (d) grinding the burned product known as cement clinker together with some 50% of lime. The final stage produces the fine powder known as cement. Interestingly, only the fourth stage is done in Ghana. GHACEM imports clinker directly from Norway to its private pier at Takoradi harbour. This together with

imported Gypsum is ground into a fine powder in mills into finished cement which is then pumped into storage silos from which it is drawn for packaging in paper bags or dispatched in bulk containers (GHACEM Limited, 1999).

The major work then at GHACEM is thus the unloading of clinker and Gypsum from ships, technical control of instrumentation that ensures the perfect grinding of clinker mix, packaging of cement, quality control measures, maintenance works, loading of articulators, vehicle security and the administrative and financial backups that is essential in all work organisations. An organogram of GHACEM looks like Figure 3.

Statement of the problem

GHACEM has an immense need to keep its workers happy and satisfied to control turnover rate and to perform the varied and complex tasks that are necessary to ensure the production of high quality cement. The process of cement production is full of occupational hazards and the business environment in developing countries, especially in Africa South of the Sahara is uncertain and risky. Yet GHACEM is a consistently first class employer and corporate entity. GHACEM thus could be doing something right in achieving the proper organisational behavior conducive to its operations that makes it an efficient company in spite of technical and environmental difficulties.

This study set out to comprehend the basic techniques that GHACEM employs to motivate its staff and the theoretical and empirical bases that underly such techniques.

Objectives of the study

The study aimed to generally identify and analyze the motivational techniques used by GHACEM Takoradi to achieve first class employer status. Specifically the study attempted to:

- determine the conditions of service of GHACEM staff.

- identify the personal goals of employees.

- assess the extent to which employee goals are satisfied by the organisation

- give suggestions and recommendations for enhancing the work environment.

Research questions

- What conditions of service prevail in GHACEM?

- What are the personal goals of employees?

- Does GHACEM satisfy employees' goals?

Significance of the study

It will provide insight into the motivational theories that are relevant to industrial organisations similar to GHACEM and therefore could be applicable to such organisations. GHACEM's management will be able to utilize the findings to juggle incentives to control organisational behaviour. It will also determine the kind of needs Ghanaian workforce exhibit and how the country as a whole can take advantage of this, in well-crafted policy formulations. The management of

GHACEM will be in best position possible to offer incentives to control organisational behaviour.

Organisation of the study

The study is organized as follows: Chapter one provides the background to the study. It engages with the issue of motivation in organisations and sets out the rationale and the problem as well as the objectives, research questions and the justification for the study. Chapter two reviews the theoretical and empirical literature on motivation and its implication for management of organisations. Chapter three presents the processes and design of the study and how it was carried out. It provides insight into how a sample were selected, the different instruments utilized and how data were collected and analyzed. Chapter four presents the findings that emerged from the study in response to the research questions. Finally chapter five summarizes the findings, makes conclusions and recommends policy measures to industry managers.

CHAPTER TWO

REVIEW OF LITERATURE

Introduction

This chapter reviews the theoretical and empirical literature on the study of motivation in organisations. It deals with the nature and role of motivation, managerial approaches to motivation, theories of motivation and the empirical literature on motivation.

The nature and role of motivation in organisation

Managers cannot avoid a concern with the behavioral requirement of an organisation (Steers & Porter, 1983). In addition to the necessity to acquire financial and physical resource, every organisation needs people in order to function. Katz & Kahn (1966) have posited that organisations have three behavioral requirements in this regard (1) People must be attracted not only to join the organisation but also to remain in it (2) People must perform the tasks for which they are hired and must do so in a dependable manner (3) People must go beyond this dependable role performance and engage in some form of creative spontaneous and innovative behavior at work (Katz, 1964; Katz & Elihu, 1966). In other words for an organisation to be effective it must come to grips with the motivational problem of stimulating both the decision to participate and the

decision to produce at work (Cascio, 1992). Motivation as a concept represents a highly complex phenomenon that affects and is affected by a multitude of factors in the organisation milieu. The term motivation was originally derived from the Latin word movere, which means to move (Steers & Porter, 1983). A brief selection of representational definitions indicates how the term has been used: The contemporary (immediate) influence direction, vigour and persistence of action (Atkinson, 1964).

- How behavior gets started, is energized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organism while all this is going on. (Jones, 1955)

- A process governing choices made by persons or lower organisms among alternative forms of voluntary activity (Vroom, 1964).

These definitions appear to have three common denominators, which may be used to characterize the phenomenon of motivation. That is when motivation is discussed we are concerned with (1) what energizes human behavior (2) what direction channels such behavior and (3) how this behavior is maintained or sustained. This behavior is a conceptualization that points to energetic forces within individuals that drive them to behave in certain ways and to environmental forces that often trigger these drives.

Secondly, there is the notion of goal orientation on the part of individuals; their behavior is directed towards something. Thirdly, this way views motivation as having a system orientation, that give considers those forces in the individual and in their surrounding environment, that give feedback to the individual either

to reinforce the intensity of their drive and the direction of their energy or to dissuade them from their courses of action and redirect their efforts (Steers and Porter; 1983).

Managerial approaches to motivation

Complex organisations have existed for several hundred years but managerial attention to the role of motivation in such organisation is a recent phenomenon. Before the industrial revolution the main form of motivation took the form of the fear of punishment; physical, financial and social (Steers & Porter, 1983). However as the manufacturing processes became more complex, large scale factories emerged which destroyed many of the social and exchange relationships, which had existed under the home industry of small manufacturing. The traditional patterns of behavior of workers were replaced by a more tenuous relationship between employees and their company. Thus the industrial revolution was not only a revolution in a production sense but also in a social sense. The genesis of this social revolution can be traced to several factors. First the increased capital necessary for factory operation required a high degree of efficiency in order to maintain an adequate return on investment. This meant that an organisation had to have an efficient work force. Second, the sheer scale of these new operations increased the degree of personalization in superior-subordinate relationship necessitating new forms of supervising people. These new social forces brought about the need for a fairly well defined philosophy of

management. Good workers were seen as pursuing their own best economic self-interest. This has been termed the traditional model of motivation.

The traditional model

This model is best characterized by the work of Frederick W. Taylor and his associates in the scientific management school. This approach saw scientific management as an economic boon to the worker as well as to management. Taylor saw the problem of inefficient production as a problem primarily with management not workers. It was management responsibility to find suitable people for a job and then to train them in the most efficient method for their work. With workers having been this well-trained, managements next responsibility was to install a wage incentive system whereby workers could maximize their income by doing exactly what management told them to do and doing it as regularly as possible. Thus in theory, scientific management represented a joint venture of management and workers to the mutual benefit of both. If production problems arose, they could be solved either by altering the technology of the job or by modifying the wage incentive program. This approach to motivation rested on several basic contemporary assumptions about the nature of human beings. Workers were viewed as being typically lazy, often dishonest, aimless, dull and most importantly, mercenary. To get them into factories and to keep them there, an organisation had to pay a decent wage, thus outbidding alternate forms of livelihood (e.g. farming). To get workers to produce, tasks were to be simple and repetitive; output controls were to be extremely carefully set and workers were to

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be paid bonuses for beating their quotas. The manager's major task was thus seen as closely supervising workers to ensure that they met their production quotas and adhered to company rules. In short the underlying motivational assumption of the traditional model was that for a price, workers would tolerate the routinized, highly fractionated jobs of the factory. In application, several problems arose. Although output was increasing, their wages were not proportionate. Simultaneously fear of work sincerely arose. As factories became more efficient fellow workers were needed to do the job and layoffs and terminatations because commonplace. As such, organisations, begun to re-examine the simplicity of their motivational assumptions.

Human relations model

One such revisionist approach to motivation at work is the human relation model. Mayo (1933, 1935) Roethlisberger and Dickson (1939) argued that it was necessary to consider the whole person on the job. They pointed out that increased routinization of tasks brought about by the industrial revolution had served to drastically reduce the possibilities of finding satisfaction in the task itself. Bendix (1956) best summarized the evolution in managerial thinking by noting the unresponsiveness and confusion that resulted from ill-treating workers. The solution, the human relations' approach, was characterized by a strong social emphasis. It was argued that management had a responsibility to make employees feel useful and important in the job, to provide recognition and generally to facilitate the satisfaction of workers social needs. Motivational strategies that

emerged were several. First, management felt it has a new responsibility to make workers feel important. Second, many organisations attempted to open up vertical communication channels so employees get the opportunity to have their opinions heard by management. Third, workers were increasingly allowed to make routine decisions concerning their own jobs. Finally as managers began to realize the existence of informal groups with their own norms and role prescriptions, greater attention was paid to employing group incentive system. Underlying all these developments was the presumed necessity of viewing motivation as largely a social process. However as pointed out by Miner (1965) the basic goal remained the same as it had been under the traditional model; that is both strategies aimed at securing employee compliance with managerial authority.

Human resource model

More recently the human relations model has been challenged not only for been an oversimplified and incomplete statement of human behavior at work but also for being as manipulative as the traditional model. A new theory has been proposed known under various titles including, Complex Man. The human resource model generally views humans as being motivated by complex inter-related factors (such as money, need for affiliation, need for achievement, desire for meaningful work). It is assumed that different employees often seek quite different goals in a job and have a diversity of talent to offer. Under this conceptualization employees are looked upon as reservoirs of potential talent and

management responsibility to learn how best to tap such resources (Steers & Porter, 1983).

Theories of motivation

Theories of motivation, according to Mullins (1996) are usually divided into two contrasting approaches. Content theories and process theories, Content theories attempt to explain those specific things which actually motivate the individual at work and are concerned with identifying peoples needs and their relative strengths and the goals they pursue in order to satisfy these needs. Content theories thus emphasize on what motivates. Process theories on the other hand attempt to identify a relationship among the dynamic variables that make up motivation. They are concerned more with how behaviour is started, directed and sustained. Process theories place emphasis on the actual process of motivation.

The major content theories of motivation include

- Maslow's hierarchy of needs model

- Adelfer's modified need hierarchy model; and

- Herzberg's two-factor theory

Theories concerned with processes include

Vrooms' expectancy theory

Adams' equity theory and

Lockes' goal-setting theory

Maslow's (1954) basic proposition is that people are wanting beings, they always want more and what they want depend on what they already have. He

suggests that human needs are arranged in a series of two levels, in a hierarchy of importance. The hierarchy range from physiological needs, through safety needs, love needs and esteem needs to the need for self-actualization at the highest level. Physiological needs include the satisfaction of hunger and thirst, the need for oxygen etc. It also includes sleep, sensory measures; activity material behavior. Safety needs include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness. Love needs, also referred to as social needs, include affection, sense of belonging, social activities, friendships and both giving and receiving love. Esteem needs or ego needs refers to the need for both self-respect and the esteem of other. Self-respect involves the desire for confidence, strength, independence and freedom and achievement. Esteem of others involves reputation or prestige, status, recognition, attention and appreciation. Self-actualization need is the development and realization of one's full potential and this may take forms widely varied from one individual to another.

Once a lower need has been satisfied it no longer acts as a strong motivator. The need of the next higher level in the hierarchy then demands satisfaction and becomes the motivating influence. Only unsatisfied needs motivate a person and a satisfied need is no longer a motivator. Based on Maslow's theory, once lower level needs have been satisfied (say at the physiological and safety levels) giving more of the same does not provide motivation. Therefore to provide motivation for a change in behaviour, attention must be directed to the next higher level of need. The need hierarchy model is

said to provide a useful model for the evaluation of motivation at work (Steers and Porter, 1982, 1991).

Adelfer (1972) modified Maslow's model by condensing the five levels into only three levels based on the core needs of existence, relatedness and growth. Adelfer's ERG theory defined existence needs in terms of physiological and safety needs of a material nature. Relatedness was defined in terms of relationships to the social environment and covers love or belonging, affiliation, and meaningful interpersonal relationships of a safety or esteem nature. Growth needs are concerned with development of potential and cover self-esteem and self-actualization. Like Maslow, Adelfer suggests that individuals progress through the hierarchy from existence needs to relatedness needs to growth needs as lower level needs become satisfied. However Adelfer suggests these needs are more a continuum than hierarchical levels (Mullins, 1996).

Herzberg (1966) took the view that human beings live at two levels, physical and the physiological and conceptualized two sets of needs: the psychological need as an animal to avoid pain and the need as a human to grow physiologically. His two- factor theory, also known as the hygiene theory of motivation indicate that several factors led persistently to employee satisfaction; which often led persistently to dissatisfaction. The satisfiers were called motivators and the dissatisfiers, hygiene factors.

Satisfying factors included such variables as achievement, recognition, the work itself, responsibility, advancement and growth. Conversely dissatisfaction (Hygiene factors) are largely extrinsic, non-job related factors such as company

policies, salary, co-worker relations and supervisory style. Herzberg argued that eliminating the causes of dissatisfaction would not result in a state of satisfaction but in a neutral state. Satisfaction (and motivation) would occur only as a result of the use of motivators. The implications of Herzbergs model of employee motivation are clear. Motivation can be increased through basic changes in the nature of an employee's job or job enrichment. Jobs that should be redesigned to allow for increased challenge and responsibility, opportunities for advancement and personal growth and recognition. Vroom (1964) focused attention on individual behaviour of individuals with the object of explaining the process involved. This was the first of process orientation in explaining motivation at worse. Vroom's (1964) expectancy theory, also known as VIE (Valence – Instrumentality-Expectancy) was based on the proposition that motivated behaviour is a product of two key variables: the valence of an outcome for the individual and the expectancy that a particular act will be followed by a predictable outcome. Valence is the anticipated satisfaction from an outcome. This distinguishes it from the value of the outcome, which is the actual satisfaction obtained. Expectancy is a belief that a particular act will be followed by a particular outcome. The product of valence and expectancy is the force which pressures or motivates an individual to perform an act.

Related to the workplace, the rewards that individuals would find attractive, that is, have high valence for them, may be intrinsic or extrinsic. Valence or job satisfaction thus affected the main variables of supervision, the work group, job content, wages, promotion, hours of work etc. Vroom (1964)

states that peoples reports of their satisfaction with their jobs are directly related to the extent to which their jobs provide them with rewarding outcomes, as conceptualized by these variables. In practical terms managers who wish to make use of the ideas embodied in the expectancy theory will need to consider employee values and preferences, how they can be rewarded and how the rewards can be tied to performance (Cole, 2002).

Other process theories include equity theory and goal-setting theory. Adams (1964) suggests that people in similar work compare themselves with others doing similar work in similar circumstances and judge whether they are being fairly treated by comparison. This is the basis of equity theory. If employees' thought that they were being treated equitability, their work effort will be enhanced; if they thought they were being unfairly treated in relation to other comparable employees, then their effort declined. Locke (1976) put forward a theory of motivation based on goal setting theory, which suggests that, the goal that an individual aims for is the motivator rather than the satisfaction of attaining it. All theories however are just theories until they receive empirical support.

Empirical literature in motivation

Motivation theories may be grouped under content theories (need hierarchy) models or process theories.

Hall & Nougaim (1968) undertook an examination of Maslow's need hierarchy theory in an organisational setting. This was a longitudinal study, over a five-year period of 49 young managers in the American Telephone and

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Telegraph Company to test the developmental changes aspect of the theory. The top four levels of Maslows hierarchy was used, with physiological needs excluded. Lengthy interviews were conducted each year with the managers. One part of the study involved an analysis for each year of a comparison between the satisfaction score for a need with the strength score for the next higher level need. A positive relationship was found between need strength and need satisfaction but this was of a low statistical significance. Hall & Nougaim (1968) suggest the results indicate needs changed more because of a developing career concern than because of the strength of need satisfaction. The study appears to provide only very limited support for the developmental theory of Maslow. Lawler and Suttle (1972) undertook a similar study on 187 managers in two organisations. They used different samples and somewhat different methods of analysis from Hall & Nougaim (1968). Again although some positive relationship was found, there were few findings of statistical significance. According to Wahba & Bridwell (1976) reviews of the need hierarchy models suggest little clear or consistent support for the theory and raise doubts about the validity of the classification of human needs. However Maslow himself is reported as recognizing the limitation of his theory and did not imply that it should command widespread empirical support. Mullins (1996) avers that Maslow did not intend that the need hierarchy be applied to the work situation but it still remains popular as a theory of motivation at work and despite criticisms and doubts about its limitations the theory has had a significant impact on management approaches to motivation and the design of organisations to meet individual needs. It serves as a convenient

framework for viewing the different needs and expectations that people have, where they are in the hierarchy and the different motivators that may be applied to people at different levels and the model provides a useful base for the evaluation of motivation at work.

Adelfer (1972) suggests that lower-level needs do not have to be satisfied before a higher-level need emerges as a motivating influence. Results from empirical studies, however do not support the idea that lower level-needs decrease in strength as they are satisfied, Mullins (1996).

Herzberg (1974) original study consisted of interviews with 203 accountants and engineers from different industries in Pittsbrugg in the USA. He used the critical incident method whereby subjects were asked to relate times when they felt exceptionally good or bad about their present job or any previous job. They were asked to give reasons and a description of the sequence of events giving rise to that feeling. Responses to the interviews were reported as consistent and revealing two different sets of factors affecting motivation and work. One set, if absent cause dissatisfaction and they related to the job context, were concerned with job environment and extrinsic to the job itself. These were labelled hygiene factors and served to prevent dissatisfaction while another set served to motivate the individual to superior effort and performance. These factors related to the job content of the work itself and were labeled 'motivators' or growth factors. The strength of these factors will affect feelings of satisfaction or no satisfaction but not dissatisfaction. Herzberg regarded hygienic factors as necessary to avoid unpleasantness at work and to deny unfair treatment. Thus

managers should not deny proper treatment at work. The motivators related to what people are allowed to do at work. Since the original study the theory has been replicated many times with different types of workers including scientists, engineers, technicians, professional workers, nurses, food handlers assemblers and maintenance staff. Results from these studies are reported by Mullins (1996) as consistent with the original findings. House & Wigdor (1967) however are reported by Mullins (1996) as drawing attention, after a review of research, to the influence of individual differences. A given factor may be the cause of job satisfaction for one person but job dissatisfaction for another and vice versa and within the sample of people a given factor can be the source of both satisfaction and dissatisfaction. They conclude that the two-factor theory is an over simplification of the sources of satisfaction and job satisfaction. Criticism of Herzerberg's theory has centered around its limited application to manual workers and its methodology. It is claimed that the theory applies least to people with largely unskilled jobs or whose work are uninteresting, repetitive and monotonous and limited in scope and yet these are the people who present management with the biggest problem of motivation. Some workers do not seem greatly interested in the job content of their work or with the motivators or growth factors. Goldthorpe (1968) studied manual workers on assembly line and other factory work and found a group of workers who adopted an instrumental orientation to the job. The workers' primary concern was with economic interests, pay and security rather than with the nature of the work or the satisfaction of social needs. Their earnings were well in excess of the average manual wage and work was

seen as a means to an end and a means of earning money through which to satisfy outside demands and interests. Weaver (1988) also contends that such theories of motivation have little meaning for hourly workers in the hotel and restaurant industry where the work of cooks, dishwashers, waiting or housekeeping staff do not change much and there is little feeling of attachment to particular companies. Weaver (1988) concludes that where there is little pleasure in the work itself or the job offers little opportunity for career advancement, personal challenge or growth, people work for their pay cheque and are best motivated by direct cash rewards for above-average productivity. However studies by Blackburn and Mann (1979) suggest that not all manual workers share an instrumental orientation to work. From a sample of 1000 workers in relatively low-skilled jobs, they found a variety of work orientations. These included primary concerns for outdoor or indoor work, autonomy, intrinsic aspects, worthiness of the job, work colleagues, working conditions hours of work and promotion, as well as economic rewards.

Herzberg (1974) has also been criticized on account of his methodology. Mullins (1996) reports claims that the critical incident method and the description of events growing rise to good or bad feeling, influences the results. People, it is suggested, are more likely to attribute satisfying incidents at work (motivators) as a favorable reflection of their own performance and the dissatisfying incidents (hygiene factors) to external influences and the efforts of other people. Besides descriptions from the respondents had to be interpreted by the interviewers, which gives rise to the difficulty of distinguishing clearly between the different dimensions and to the risk of possible interviewer bias.

Herzberg theory has drawn attention to the importance of job design in order to bring about job enrichment. He emphasized the importance of the quality of work life and advocated the restructuring of jobs to give greater emphasis to the motivating factors at work, to make jobs more interesting and to satisfy higher level needs process theories of motivation.

Process theories of motivation

The major approaches and leading writers in process theory formulation, which all attempt to identify the relationships among the dynamic variables which make up motivation include Vroom (1964) Porter & Lawler (1968), Adams (1965) and Lock (1968).

Galbraith and Cummings (1967) who studied 32 workers in a firm manufacturing heavy equipment have tested Vroom's theory. Productivity figures were compared with measures of job-related (second-level) outcomes such as pay, fringe benefits, promotion, style of supervision and popularity with co-workers. The results suggested insignificant support for the model as a whole. They did, however, indicate a marked interaction between valence and instrumentality in the case of support and consideration from supervisors, and high performance. Where workers wanted support from their supervisors, and believed this would be achieved by good performance, the workers had a high level of productivity.

Porter & Lawler (1968) whose model goes beyond motivational force and consider performance as a whole, developed Vroom's Expectancy/Valence theory. They point out that effort expended (motivational force) does not lead

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directly to performance. It is mediated by individual abilities and traits and by the person's role perception. They also introduce rewards as an intervening variable. Porter & Lawler see motivation, satisfaction and performance as separate variables and attempt to explain the complex relationships among them. According to Mullins (1996) most researchers from the human relations approach tended to assume that job satisfaction lead to improved performance but Porter and Lawler suggest that satisfaction is an effect rather than a cause of performance and that it is performance that leads to job satisfaction.

Porter & Lawler (1986) conducted an investigation of their model, which involved 563 questionnaires from managers of seven different industrial and governmental organisations. The main focus of the study was on pay as an outcome. The questionnaires obtained measures from the managers for a number of variables such as value of reward, effort-reward probability, role perceptions, perceived equitable rewards and satisfaction. Information on the managers' effort and performance was obtained from their superiors. The results indicated that where pay is concerned value of reward and perceived effort-reward portability do combine to influence effort. Those managers who believed pay to be closely related to performance outcome received a higher effort and performance rating from their superiors. Those who perceived little relationship between pay and performance had lower ratings for effort and performance. Their study also suggested that the relationship between performance and satisfaction with their pay held good only for those mangers whose performance was related directly to their actual pay.

A study by Graen (1969) into the factors contributing to job satisfaction and performance provided results that were generally supportive of expectancy theory. A total of 169 women were engaged in part-time temporary clerical tasks in a simulated work organisation. One group of workers received verbal recognition directly related to their prior performance. A second group received a pay increase in the hope that they would do much better. The third group received no special treatment. Questionnaires were used to obtain measures of the different variables of the theory, and details of job satisfaction and performance. In general, intrinsic rewards (that is recognition) were found to contribute substantially more to job satisfaction and performance than did the extrinsic rewards (pay etc).

Numerous studies aimed at testing expectancy models, appear to suggest general support for the theory, though, according to Mullins (1996) they also highlight difficulties with some of the concepts involved and with methodology. Mullins (1996) concludes that there are many variables, which affect behaviour at work, and problems can arise in attempting to include a large number of variables.

Porter & Lawler (1968) did emphasize that the expectancy theory model applies only to behaviours under the voluntary control of the individual and the two general types of choices over which individuals have voluntary content of work performance in organisations are:

- The amount of effort and energy expended; and

- The manner in which they go about performing their work.

Goal-setting theory is based mainly on the work of Locke (1968). The basic premise of goal theory is that people's goals or intentions play an important part in determining behavior. Locke accepts the importance of perceived value as indicated in expectancy theories of motivation and suggests that these values give rise to the experience of emotions and desires that people strive to achieve goals in order to satisfy their emotions and desires. Goals thus guide people's responses and actions. Goals direct work behaviour and performance. The combination of goal difficulty and the extent of the person's commitment to achieving the goal regulate the level of effort expended. Miner (1980) and Mullins (1996) report most research studies as providing evidence suggesting strong support for the theory and its effect on motivation. Locke subsequently pointed out that goal setting is more appropriately viewed as motivational technique rather than as a formal theory of motivation directly to performance.

Work and motivation

Work is important in the lives of individuals for several reasons. First this is the notion of reciprocity or exchange. Each worker receive some form of reward in exchange his/her services. These rewards may be primarily extrinsic or purely intrinsic such as the personal satisfaction that comes form providing the service. In each case emphasis is placed on certain personal expectations concerning the type and amount of reward he/she deserve. Secondly, work has social functions. The workplaces provide opportunities for meeting new people and developing friendship.

Thirdly, a person's job is often a source of status or rank in society at large. Fourthly and as an aspect of concern to the study of motivation, is the personal meaning that work has for the individual.

A theory of work motivation should ideally account for variables about the individual, job and the work environment. Unfortunately such a totally unifying theory does not exist at this time. The need theories while not ignoring job-related and work environment variables are primarily individual theories of motivation What is clear is that if managers truly want to improve performance they must take an active role in managing motivational process at work.

CHAPTER THREE

METHODOLOGY

Introduction

This section explains how the research project was executed. It details how the sample was derived, data collected and analyzed.

Conceptual framework

This study takes off on the proposition that human needs represent the primary driving… force behind employee behaviour in organisations. Thus in the context of developing countries where economic uncertainty, poverty and hunger and sheer survival is a reality need hierarchy theories in general and Maslow,Adelfer, and Herzberg in particular provide some of the pertinent variables to be taken into consideration in any study of motivation. Part of the appeal of Maslow's need hierarchy theory despite criticism, is that it provides both a theory of human motives by classifying basic human needs in a hierarchy and a theory of human motivation that relates these needs to general behaviour (Steers & Porter, 1982). As a theory of motives on needs Maslow proposed that basic needs are structured in a hierarchy prepotency and probability of appearance. The hierarchy of needs is illustrated Figure 1.
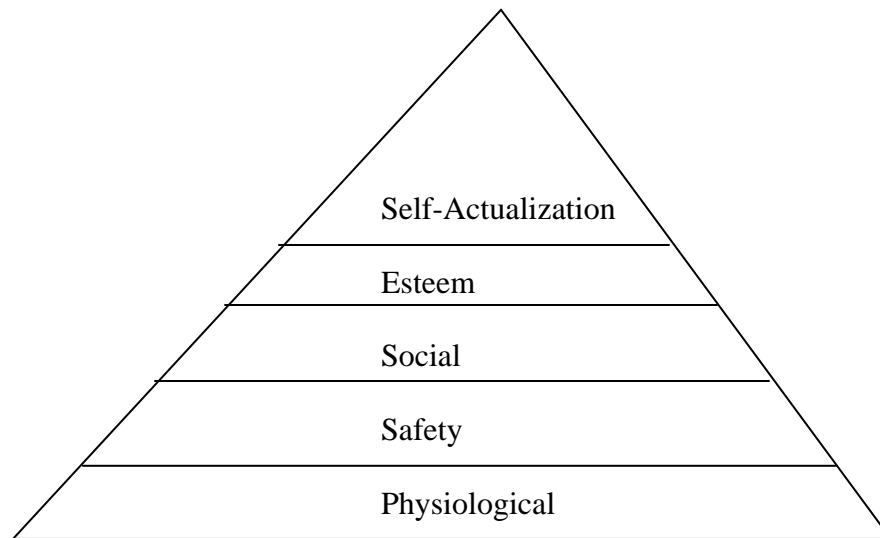
Figure 1: Maslow's Hierarchy of needs

Source: Maslow (1954)

As a theory of motivation Maslow, utilized the two concepts of deprivation and gratification to provide the dynamic forces that linked needs to general behaviour. He postulated that deprivation or dissatisfaction of a need of high prepotency will lead to the domination of this need over the organism's personality. Following the satisfaction of a dominating need, the second element of the dynamic force in the theory will take place. Relative gratification of a given need submerges it and activates the next higher need in the hierarchy. The activated need then dominates and organizes the individual's personality and capacities so that instead of the individual being security-conscious he now become safety obsessed. The process of deprivation, domination, gratification activation and continues until the physiological, safety, social and esteem (ego) needs have all been gratified and the self-actualization need has been activated. Maslow's five needs has been condensed by Adelfer (1972) into three needs:

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existence, relatedness, growth and ERG. The two theories fit into Herzberg two-factor theory as in Figure 2.

Maslow	Adelfer	Herzberg
Physiological		
Safety	Existence	Hygiene
Social	Relatedness	
Esteem		
Self-actualization	Growth	Motivators

Figure 2: Relationship between needs theories

 Source: Mullins (1996)

The interrelationship of the three theories thus provides a framework within which to comprehend human motivation and behavior. Thus ultimately the two-factor theory or Hygiene – motivator theory of Herzberg consistently explain work behavior in terms of manifest needs. Hygiene factors (now variables) include satisfaction/dissatisfaction with pay, security (long term consultant) coworkers, working conditions, company policy, work schedule supervisors. Motivators include responsibility, growth, challenge, stimulation, independence, variety, achievement, control and interesting work. This study of motivation will engage with the following organisational factors as variables (pay working conditions, cafeteria (physiological) safe working conditions, company benefits, job security (safety) cohesive work group, friendly supervision, professional associations (social) social recognition, job title, status, feedback (esteem) and

challenges, opportunities, sense of achievement, advancement in the organisation (self-actualization).

Research design

The study is a descriptive survey of prevailing working conditions of GHACEM Ltd., Takoradi and how it influences motivation to work. It thus deals with the perception of GHACEM employees of the ability of the organisation to meet their expressed needs.

Population and sampling design

The GHACEM Limited, Takoradi has a staff population of about 1,500. To ensure representativeness it was necessary to select elements from both junior and senior staff, management staff and line workers, male and female staff who are all distributed amongst four general departments; finance and administration (managers, accountants, auditors, etc); production and storage (professionals, engineers, technicians, chemists, maintenance officers, etc); sales and marketing and general services. For the population of the various strata, the 20% sampling size formula recommended by Kirk (1995) was applied to all identified strata. Thus stratified sampling was used. The research went out of its way to target female employees and the very lowest levels of junior staff ranks. .

Methods of data collection

Both primary and secondary sources were accessed. Internal GHACEM documents were consulted to determine   the level of commitment to staff welfare and motivation.   Key informants in the persons of the Human Resource Manager, The Administrative Officer and the local union representative were interviewed to obtain their viewpoints on motivational measures. Selected respondents were served with questionnaires designed to elicit indications of personal goals and needs and how far these are requited within the GHACEM organisation.

Method of data analysis

The data collected were edited, coded and summarized using frequencies, percentages and cross tabulation was used to examine association between variables. The information gathered from interviews was used to provide confirmations and refutation of some of the findings of the main survey.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the major findings that emerged from the study. If focuses on the background of respondents, their personal goals, the organisational goals and the extent to which personal goals are matched by organisational goals which embodies the motivational techniques at work.

Background of respondents

The sample of 110 respondents consisted of 21 females and 89 males. Females thus constituted only 19.1% of respondents, a reflection of the low number of women in the entire workforce as shown in Table 1.

Table 1: Age distribution of respondents

Age	No.	%
20-29	22	20.0
30-39	35	31.8
40-49	43	39.1
50-59	10	9.1
Total	110	100.0

Source: Field Data, 2003

The majority (39.1%) respondents were aged between 40-49 with 31.8% in the 30-39 age groups. The younger age group of 20-29 had 20% of respondents and the fifty and over age group only 9.1%. There was thus large number of respondents (0.9%) aged between and 30 and 49, which may be considered a normal portion of an economically active workforce.

Education

An industrial organisation needs a variety of skills and competence and this is reflected in the education level attained by employees. Respondents in the study came to the job with various levels of education as revealed in Figure 3.
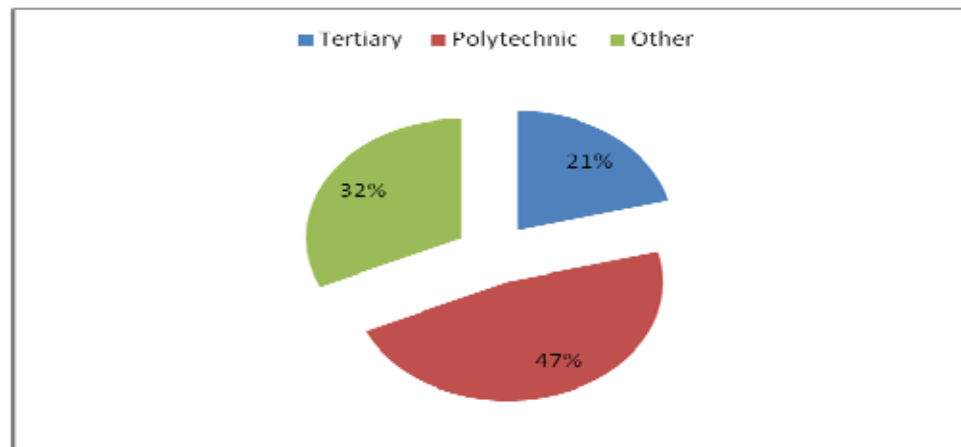
Figure 3: Level of education

Source: Field Data, 2003

Most respondents (47.3%) had polytechnic education, which is an indication of the technical nature of job tasks at GHACEM. Over 30% had other qualifications such as secondary, post-secondary vocational and apprenticeships while 20.9% had University level qualifications. Thus majority (68.2%) of the

respondents had high levels of education and would be reasonably expected to be competent at their occupations. The psychological disposition of employees towards their job and organisation is often affected by non-job situations such as prevails in the external environmental of the home. For example, the number of people who depend on employees for their livelihood and the ability of employees to meet the commitment are important in determining motivational needs. Figure 4 shows the number of dependents of the GHACEM Respondents.
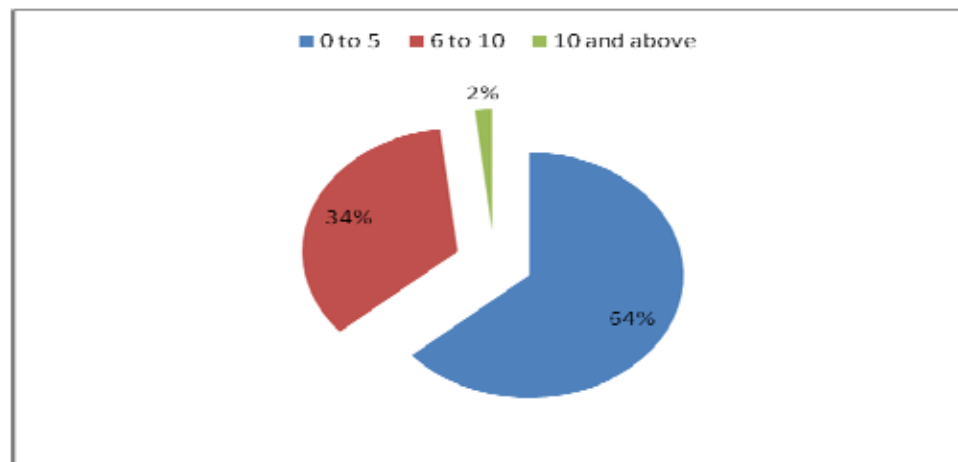
Figure 4: Numbe of dependents

Source: Field Data, 2003

Over 60% of respondents had up to five dependents, with 34.5% having between six to ten dependents. Only 1.8% had ten or more dependents.

Ghana is known for the large family sizes as a result of the fertility rate and extended family system (GLSS2000). Large family sizes are considered normal. Thus while the size of dependents may not be remarkable, it is a strong measure of the demands that weigh on the average employee and the need for a strong financial situation.

Rank/position

The GHACEM workforce is made up of three distinct groups: Management staff, Senior Staff and Junior Staff. The respondents in this survey consist of 14 management staff, 22 senior staff and 41 junior staff as displayed in Figure 5.
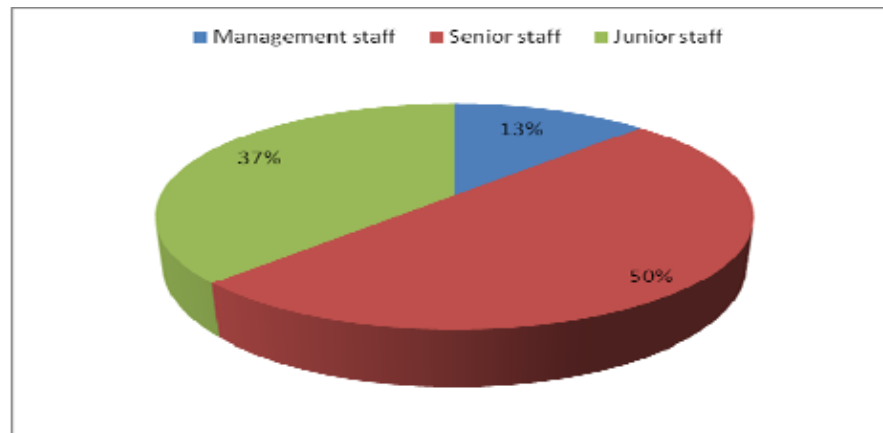
Figure 5: Rank/position of respondents

Source: Field Data, 2003

Senior staff constitutes the majority of respondents with implications for motivational measures in general, as will be discussed later. The staff of 110 belongs to 4 separate departments, each with special roles in the production and sale of the cement product. These departments are (1) Administration (2) Accounts/Finance sale Dept. (3) Operations/ Production and (4) Procurement as outlined in Table 2.

Table 2: Distribution of respondents among departments

Department	No.	%
HRM/Admin	15	13.6
Acc/Fin/Sales	23	20.9
Operations/production	69	62.7
Procurement	3	2.7
Total	110	100.0

Source: Field Data, 2003

Approximately 14% of respondents represented the Administration and 20.9% came from the financial sections. The majority (63%) came from the critical operations and production department, with procurement the department that acquires all the input made up of some 2.7% of all respondents.

Respondents' personal goals

Respondents were asked thirteen questions about what they considered important factors in a job. Each of the questions described a job characteristic which respondents were asked to rank as (1) most important (2) very importance (3) not (4) of little importance (5) of very little importance.

Staff welfare is the concern expressed by organisation for the total contentment of the employees to ensure freedom from distraction so that the person can concentrate on the job. Provision of staff welfare that is demand-driven thus, should serve as good motivation for according to Maslow (1954) it will ensure the gratification of physiological needs such as for food, recreation

and other basic survival things such as housing etc. The extent to which, staff regards the provision of welfare items is revealed in Figure 6.
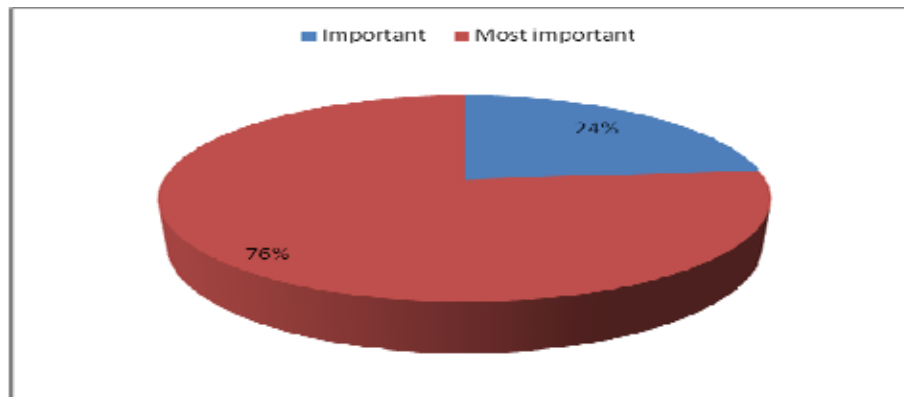
Figure 6: Perception of need for providing staff welfare

Source: Field Data, 2003

Over seventy-six percent of respondents consider staff welfare as most important with 23.6% perceiving it as important. Clearly all the staff value the provision of staff welfare as basic to their working life.

Another job characteristic of relevance is physiological or survival needs of employees translate to personal instrumental goals relating to better pay, pleasant working conditions and the availability of housing and cafeteria facilities or staff welfare. The extent to which pay or salaries are important is revealed in Table 3.

Majority of the respondents (99.2%) regarded the opportunity to earn high salary as important, and to 46.4% of them most important. Some 1.8% were not sure. No one saw it as of little importance. Clearly the ability to earn high salary which is instrumental in satisfying many personal needs was a source of motivation for respondents.

Table 3: Opportunity to earn high salary

Response	No.	%
Most important	51	46.4
Important	47	51.8
Not sure	2	1.8
Total	110	100.

Source: Field Data, 2003

Other job characteristics that reflect survival needs include the provision of staff welfare and good working conditions. Staff welfare is important in employee expectations.
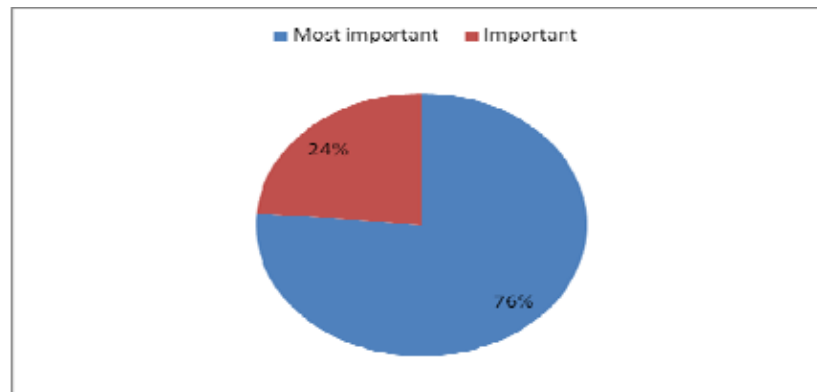
Figure 7: Provision for staff welfare

Source: Field Data, 2003

Over 76% of respondents viewed staff welfare as most important making a 100% total for 'important' responses. No one denied its importance. Welfare issues were thus of great concern as was good working conditions as implied in Table 4.

Table 4: Good working condition

Response	No.	%
Most important	83	75.5
Important	26	23.6
Not sure	1	9
Total	110	100.0

Source: Field Data, 2003

Again the majority (99.15) respondents were most concerned for their working conditions. A total of 75.5% regarded working conditions as most important. Less than one percent of them disagreed by not being sure. Safe working conditions and proviso of welfare benefits are also important to the safety needs of employees. Safety is second in the hierarchy of needs and besides safe job characteristics and welfare benefits include job security which ensures the contained ability to earn all the forgoing benefits. On job security employees' personal goals were clear as revealed in Figure 8.
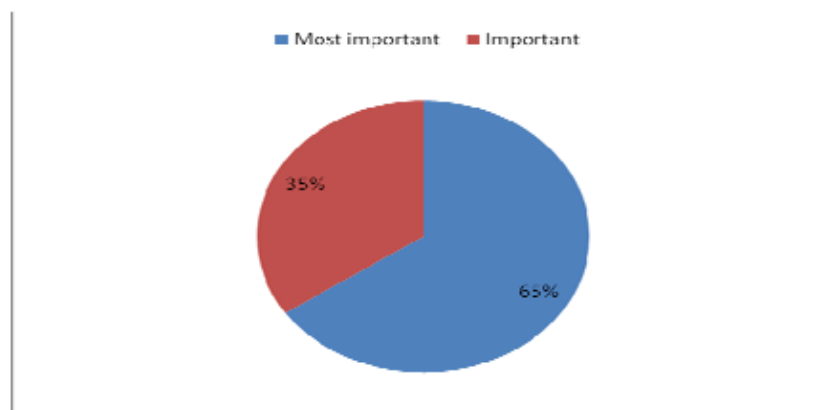
Figure 8: Job security

Source: Field Data, 2003

Job security was thus well valued with 65.5% of respondents regarding its presence as most important to them. No one saw it as of any consequence to them. Job security provides safety, security, stability and protection.

Maslow regards social needs as important drive in human which need for gratification stimulates motivation. Social needs encapsulated in job characteristics are reflected in personal goals relating to cohesive work groups, friendly supervision and professional association. These are all reflected in co-operation with work colleagues and the extent to this was valued is revealed in Table 5.

Table 5: Co-operation with Colleagues

Response	No.	%
Most importance	62	56.4
Important	46	41.8
Not sure	2	1.8
Total	110	100.0

Source: Field Data, 2003

Over 56% of the respondents valued greatly co-operation with colleagues, with 41.8 regarding it as an important goal. Just 1.8% were not sure. Social goals offered affection as belongings and were thus much valued among the respondents.

At the fourth level of the hierarchy of needs is the esteem of others. Esteem is implicit in social recognition, high status job, and from the feedback

from the job. These factors helped accrue to individuals, self-esteem, self-respect, prestige and status and the extent to which it is desired is revealed in Table 6.

Table 6: Clear job description/responsibility

Response	No	%
Most important	32	29.1
Important	69	62.7
Not sure	9	8.2
Total	110	100.0

Source: Field Data, 2003

Even though the majority (91. 8%) perceived social respect as an important goal only 29. 1% thought it most important. And 8.2% were not sure of its importance. Respect in society is a reflection of the need for esteem. This is not so universal. Along with a responsibility must come the recognition for good work which is a motivator according to Maslow (1966) Adelfer (1966) and Herzberg (1966) Figure 9 reveals how this goal is important to respondents.
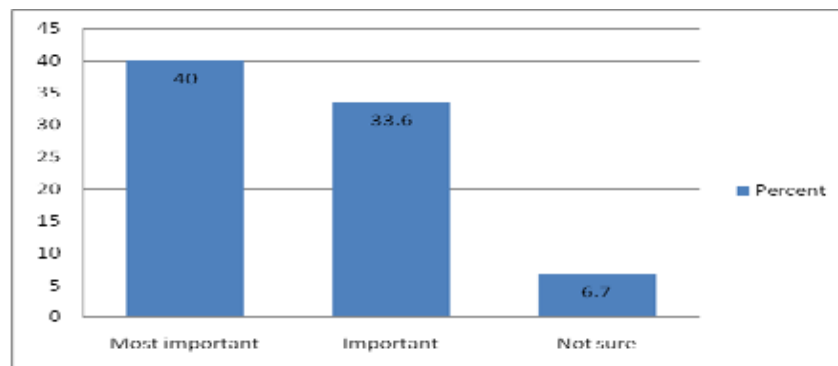
Figure 9: Recognition for good work

Source: Field Data, 2003

While most respondents valued recognition by their work efforts only 40.0% regarded it as an important goal. Over 6% were not even sure of it as a desirable goal.

The last need that Maslow identifies is that of self actualization which is also recognised by most theorists of motivation. Self actualization is reflected in challenging jobs, opportunities for creativity, achievement in work and advancement in the organisation. It fosters personal growth advancement and creativity (Steers and porter, 1991). The extent to which self-actualisation variables is important as a personal goal is revealed in Figure 10.
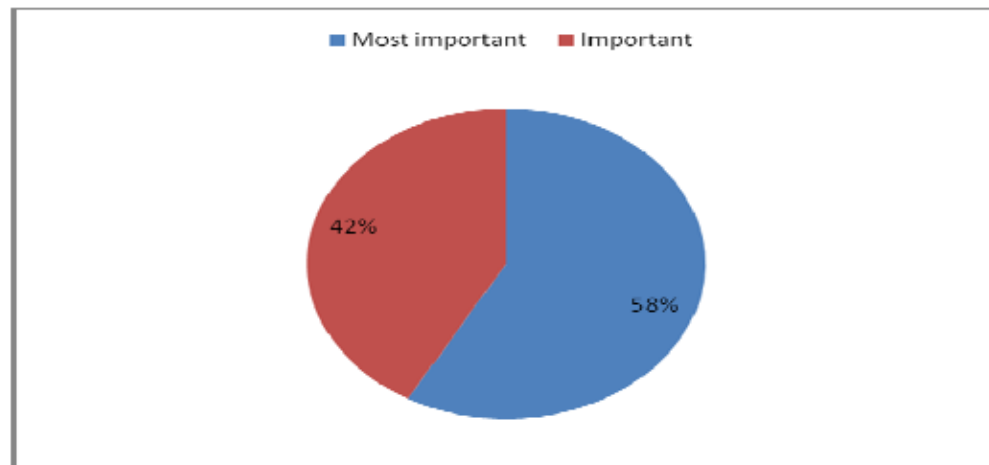
Figure 10: Full utilization of skills

Source: Field Data, 2003

Clearly everyone is concerned that their skills be fully utilized. And this would be especially the case if the job is challenging and reflects achievement as Figure 10.

For the past time there is some doubt as to having a challenging job or high job achievement. Only 37.3% regarded it as a most important goal with 52.7% viewing it as important.

Table 7: Challenging job achievement

Response	No.	%
Most important	41	37.3
Important	58	52.7
Not important	1	0.9
Not sure	10	9.1
Total	110	100.0

Source: Field Data, 2003

However, some 1% said it is not important, with 9.1% not sure of its importance. Thus 10% of respondents did not have high regard for challenging job achievements as a goal. Inherent in the regard for achievement and challenging jobs is personal freedom on the job which offers autonomy in decision-making affecting the job task. The extent to which this factor is important to respondents is revealed in Figure 11.
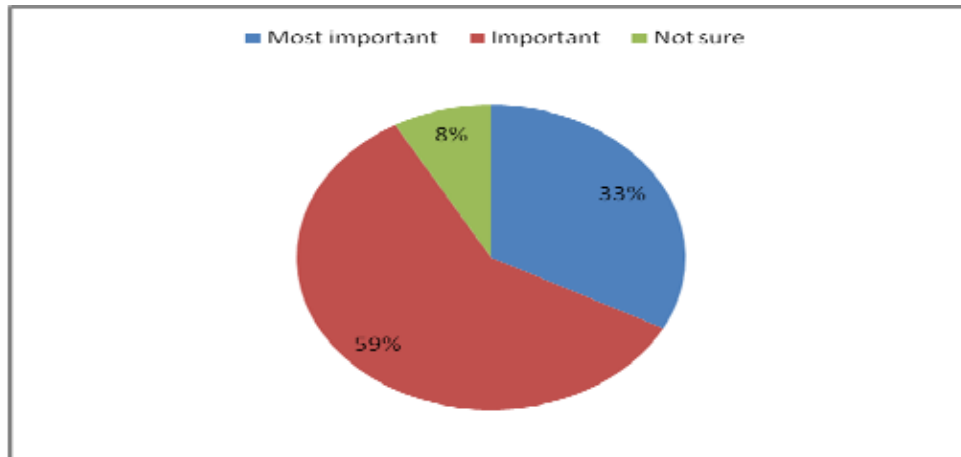
Figure 11: Personal freedom on the job

Source: Field Data, 2003

Again only 32.7% saw personal freedom on the job as most important and 8.2% were not sure of it as a goal. However the majority 59.1% regarded it as important. A final personal goal which may be instrumental in satisfying all other goals and needs in a general way is opportunity for training and for promotion. The extents to which these goals are desirable are depicted in Figure 12.
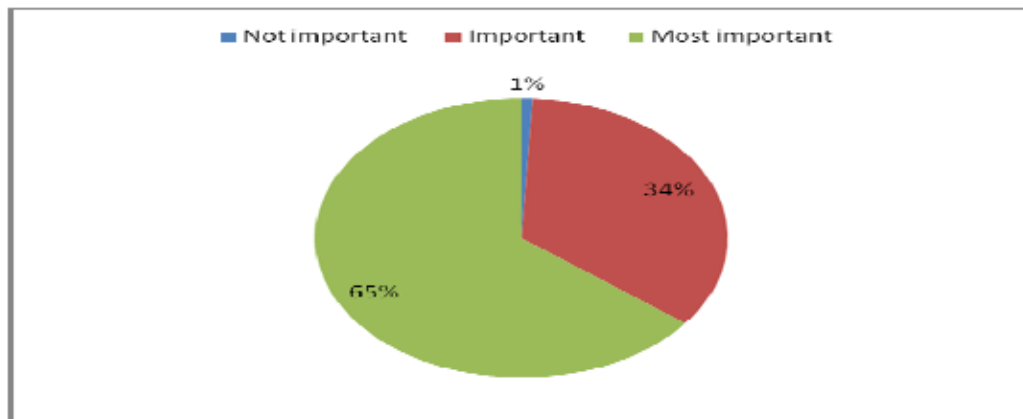
Figure 12: Good opportunities for training

Source: Field Data, 2003

Majority of the respondents saw this goal as important with some 64 % regarding it as most important. Less than 1% saw it as not important. This confirms the instrumental value of training at workplaces. With training comes the opportunity for promotion which may be regarded as a separate goal by itself. The extent to which promotion is important to respondents is revealed in Figure 13.
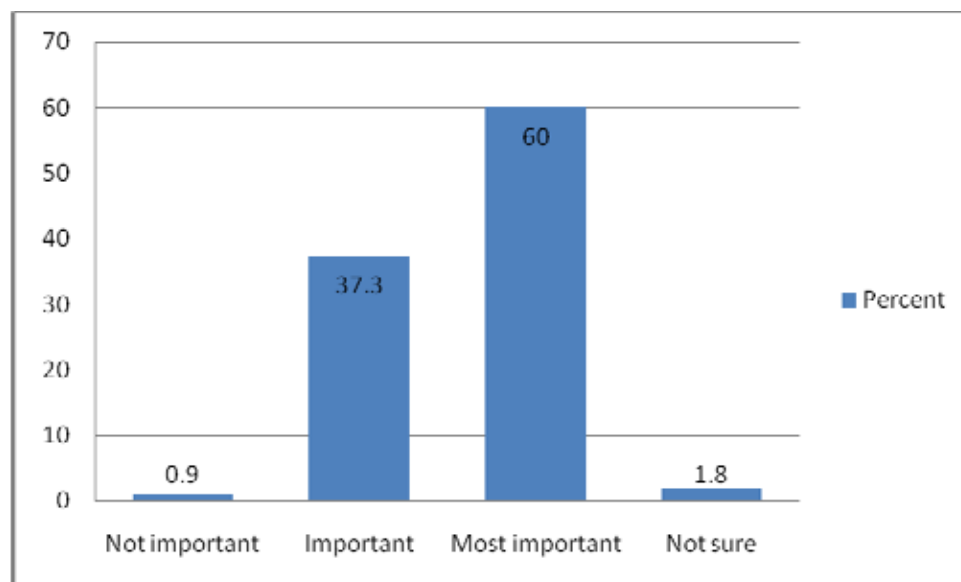
Figure 13: Opportunity for promotion

Source: Field Data, 2003

Clearly the opportunity for promotion is important to a larger number of persons (97.3%) then not (2.7%). Promotion is thus a desired goal for many.

It has been recognized that many studies of this kind suffer from the phenomena of response set (Mullins, 1996). Where there is a tendency for respondents to be predisposed to all answer questions in a certain way, such an avoiding extremes or perhaps looking only on the bright side. It is thus advisable,

according to (Mullins, 1996) to attach only little value to the details of the percentages themselves and to concrete upon the rank order in which goals are placed as done in Table 8.

Table 8: Rank order of respondents most importance personal goals

Goals	% Most important (n=110	% little or no importance/not sure
• Provision of staff welfare	75.4	0.0
• Good working conditions	75.8	0.9
• Job Security	65.5	0.0
• Good opportunity for training	64.5	0.9
• Opportunity for promotion	60.0	2.7
• Full utilization of skills	58.2	0.0
• Cooperation with colleagues	56.4	1.8
• Clear description of duties and responsibilities	51.8	5.5
• Opportunity to earn high salary	46.4	1.8
• Recognition for good work	40.0	6.4
• Challenging job/achievement	37.3	10.0
• Personal freedom on the job	32.7	8.2
• Respect in society	29.1	8.2

Source: Field Data, 2003

The highest ranking goals relate to concerns of survival and safety. The first three positions were taken by provision of staff welfare (76.4%) at number

one, Good working conditions (75.5%) at the second position and job security (65.5%) at the third. These are issues that deal with survival and safety. Of the eight job characteristics that more than fifty percent of respondents considered most important. Good opportunities for training ranked fourth (64.5%) opportunities for promotion ranked fifth (60.0%) full utilization of skills ranked sixth (58.2%), cooperation with colleagues ranked seventh (56.2%), and clear description of duties and responsibilities ranked eight (51.8%).

Thus with the exception of full utilization of skills, it is clear that in evaluation of what is important to them in a job, respondents lay much more emphasis upon the context of their work that upon the features of the job itself.

In relation to Maslow's hierarchy of needs physiological and safety concerns ranked high over self-actualization needs (full utilization of skill) and social needs (cooperation with colleagues. Fewer than fifty percent of respondents lay emphasis on esteem factors (recognition for good work (40.0); respect in society (29.1) and other self-actualization variables (challenging job/achievement (37.3%). The opportunity to earn a high salary may be reflected in all needs but at ninth place seems de-emphasized as a goal on its own.

It is thus discernable that respondents have shown a disposition to goals that reflects all levels in the hierarchy. How the organisation (GHACEM) responds to these goals in order to stimulate motivation in the focus of the next section.

The extent to which personal goals are met by GHACEM

Following the group of questions about factors which respondents considered important in a job were a similar group of thirteen question asking how satisfied respondents were categorized as (1) very satisfied (2) satisfied (3) Uncertain (4) dissatisfied (5) very dissatisfied.

Organisational factors concerning physiological needs are related to pay, working conditions and welfare benefits. GHACEM, according to the key informant, the Human Resource manager, provides a mix of benefits that include, in his words, "good salary good condition of service, membership of union, access to loans, housing, cafeteria, transportation and bonuses". The extent to which these incentives met with the satisfaction of the respondents is indicated in the Table 9.

Table 9: Opportunities to earn high salary

Response	No.	%
Very dissatisfied	6	5.5
Dissatisfied	23	20.9
Uncertain	46	41.8
Satisfied	33	30.0
Very satisfied	2	1.8
Total	110	100.0

Source: Field Data, 2003

Remarkably majority of respondents (41.8%) were neither satisfied nor dissatisfied. Compared with the 26.4 who were dissatisfied one way or the other and 31.8% who were satisfied. Clearly GHACEM's salary inducements does not meet with universal satisfaction only 1.5% are very satisfied with it while 5.5% are very dissatisfied. These figures do not however rule out GHACEM salary structure as a motivational measure. Another desirable goal of respondents relating to physiological needs is provision of staff welfare as already mentioned. Respondent's satisfaction level is depicted in Table 10.

Table 10: Provision of staff welfare

Respondent	No.	%
Very dissatisfied	1	.9
Dissatisfied	15	13.6
Uncertain	14	12.7
Satisfied	69	62.7
Very satisfied	11	10.0
Total	110	100.0

Source: Field Data, 2003

Clearly more people are satisfied than not. Over 62% of respondents were satisfied with another 10% claiming very satisfied. Only 13.6% were dissatisfied. What is remarkable are the very low figures for uncertainty and dissatisfied. It may be inferred that the provision of staff welfare has high approval ratings, which given the observation that the provision of good staff welfare is the number

one personal goal of respondents and a reflection of physiological and safety needs. Another much highlighted personal goal is for good working conditions. Good working condition reflects factors of safety, security and protection. The extent to which GHACEM attempt to satisfy this goal is revealed in Table 11.

Table 11: Provision of good working conditions

Respondent	No.	%
Very dissatisfied	1	.9
Dissatisfied	16	14.5
Uncertain	24	21.8
Satisfied	65	59.1
Very satisfied	4	3.6
Total	110	100.0

Source: Field Data, 2003

The results of GHACEM's efforts to providing good working conditions meet with the similar approval of staff welfare. Again over 62% are satisfied, while just over 14% are not. The number of those unsure of themselves are also as low as 24 (29.8%) clearly GHACEM is meeting success at gratifying needs associated with conditions of service. Thus with the exception of high salaries, which are related to other organisations in the country, GHACEM seems to be satisfying the physiological and safety concerns of their employees by developing good working conditions and staff welfare.

Another well-desired goal (3rd in ranking) is that of job security which is a reflection of Maslow Safety need. Satisfaction levels of employees as depicted in the Figure 14 express the extent to which GHACEM develops job security.
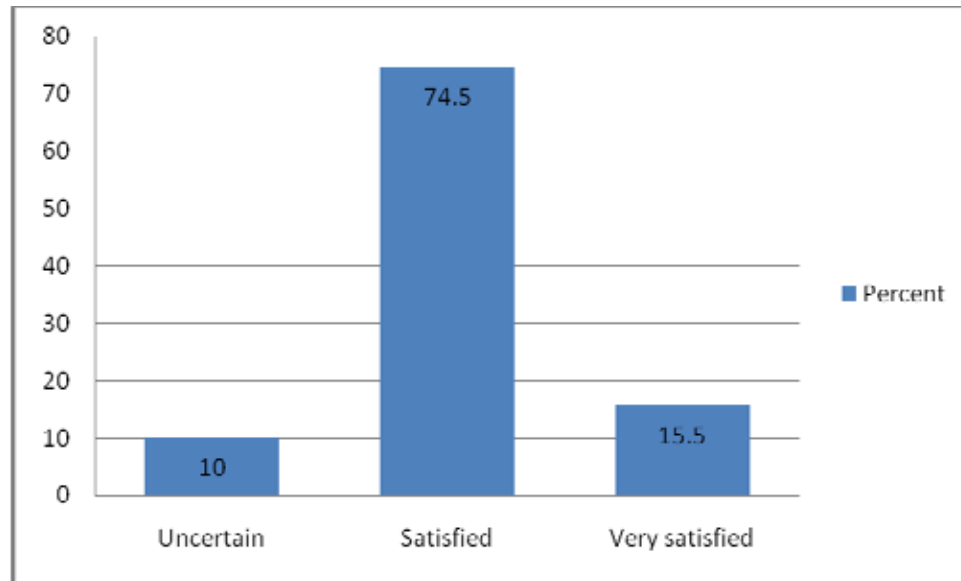
Figure 14: Job security

Source: Field Data, 2003

There is real universal satisfaction with job security at GHACEM. Over 82 (74.5%) of respondents claimed to be satisfied and 17(15.5%) of them were very satisfied, given a 90.0% satisfaction level. No one was dissatisfied but 10% were unsure. Thus safety, existence and hygiene motivator needs of Maslow, Adelfer and Herzberg seem to have received some concern here. Training ranked fourth as an important personal goal. The extent to which GHACEM has met this goal is depicted in Table 12.

A picture emerges for all levels of satisfaction and dissatisfaction. Thirty (27.3%) of respondents claimed to be satisfied with the amount of training but

41.8% did not share that view. These included 31.8% dissatisfied and 10.0% very dissatisfied. Another 30.9% were not sure of their satisfaction. Clearly GHACEM training regime did not meet the general approval of employees.

Table 12: Good opportunities for training

Response	No.	%
Very dissatisfied	11	10.0
Dissatisfied	35	31.8
Uncertain	34	30.9
Satisfied	30	27.3
Total	110	100.0

Source: Field Data, 2003

These may be explained by the HRM key informant assertion that people come to the job already qualified- and uncertain that just sufficient hands on training was done before one got-down to the job. No planned training based on future identified need was done to merit training that result in rewards. Most positions were already oversubscribed. Linked with training and rewards is opportunity for promotion. The promotion regime approval rating/level is portrayed in Table 13.

Table 13: Opportunities for promotion

Response	No.	%
Very Dissatisfied	7	6.7
Dissatisfied	25	22.7
Uncertain	43	39.1
Satisfied	32	29.1
Very satisfied	3	2.7
Total	100	100.0

Source: Field Data, 2003

There is a close resemblance to responses relating to satisfaction with training. Over 29% of respondents were somewhat dissatisfied compared to 31.8% who were satisfied. The balance was held by the 39.1% who were neither satisfied nor dissatisfied and were uncertain about it. There seems to be a correction between opportunities for training and opportunities of promotion.

Full utilization of skills

Over 58% of respondents choose the full realization of skills as a most important goal, placing it on the sixth rank in order of acceptable goals. Full utilization of skills is a feature of the job characteristic which ensures that competence and position coincide. The extent to which this goal is met by GHACEM and appreciated by respondent is depicted in Table 14.

Table 14: Full utilization of skills

Response	No.	%
Very dissatisfied	2	1.8
Dissatisfied	9	8.2
Uncertain	27	24.5
Satisfied	64	58.2
Very satisfied	8	7.3
Total	110	100.0

Source: Field Data, 2003

Over 58% of respondents were satisfied and another 7.3% were very satisfied. A minority of 10% were somewhat dissatisfied. However a good portion (24.5%) was uncertain of their view. Full utilization of skills implies a motivation measure that addresses self-actualization, Growth and motivator needs of employers (Mullins, 1996) c-operation with colleagues.

Co-operation with Colleagues ranked sixth place in order of goal preferences and chosen as a mot important goal by over 56% of respondents. This goal reflects a social need, according to Maslow and on need for relatedness by Adelfer. Herzberg, however regards social needs a mere hygiene factor whose absence serves as dissatisfaction. The extent to which these claims are valid may by gleaned in Table 15 which depicts the level of satisfaction of respondents with their ability to cooperation with colleagues.

Table 15: Co-operation with colleagues

Response	No.	%
Uncertain	51	0.9
Satisfied	58	52.7
Very satisfied	51	46.4
Total	110	100.0

Source: Field Data, 2003

Fully 99.1% respondents were satisfied with the cooperation with their colleagues as provided for in the job context. No one claimed dissatisfaction. GHACEM thus seems to have provided an environment that addressed the social and related needs of its employees and ensured its presence. A potential dissatisfaction thus, seems negated.

Clear description of duties and responsibilities

This feature of the job is ranked at 8th position as most important by just over 50% of respondents. The extent to which their goal is perceived as addressed by the GHACEM organisation is revealed in Table 16.

Again more respondents are satisfied (68.2%) than not satisfied (5.4%) and some 26% of respondents are not sure either way. Thus for those who consider a clear description of job duties and responsibilities as an important goal, the majority seems satisfied that the human need it reflects are addressed by GHACEM. This need related to esteem and self actualization as well as growth and of some persons are motivators of present.

Table 16: Clear description of duties and responsibilities

Response	No.	%
Very dissatisfied	1	0.9
Dissatisfied	5	4.5
Uncertain	29	26.4
Satisfied	72	65.5
Very satisfied	3	2.7
Total	110	100.0

Source: Field Data, 2003

Opportunity to earn high salary

The opportunity to earn high salary is often regarded as reflecting all shades of human needs for its instrumentality in addressing physiological, safety, social, esteem and self actualization and growth concerns. Its availability implies a recognition of competence on eligibility in some qualifying criteria it is thus not inappropriate that the majority of respondents appear to be ambivalent about both its value as a goal and their appreciation of its satisfaction.

Recognition on the job

Most people do not shun recognition for good work done but as a personal goal in the work situation only 40% is much less than half of respondents choose it as a most important goal. The desire for recognition relates to social, esteem and growth needs of some people and the extent to which the need is met serves as

motivator. Table 17 gives an indication of how GHACEM attempts at providing recognition of good work is received by respondents.

Table 17: Recognition for good work

Response	No.	%
Very dissatisfied	2	1.8
Dissatisfied	12	10.9
Uncertain	27	24.5
Satisfied	60	54.5
Very satisfied	9	8.2
Total	110	100.0

Source: Field Data, 2003

Of the respondents who consider recognition as a worthwhile personal goal over 62% were somewhat satisfied with GHACEM's attempt to reward them. Only 2.7% were somewhat dissatisfied. And 24.5% were neither satisfied nor dissatisfied. Clearly the majority of respondents who valued realization of growth and self-actualization needs were satisfied.

Challenging job/achievement

A challenging job task and high achievement rates were values as a most important personal goal by 37.3% of respondents. These respondents needed to satisfy the large to perform to resolve difficulties and solve problems. The extent to which this urge was satisfied by the GHACEM work environment is depicted in Table 18.

Table 18: Challenging job/achievement

Response	No.	%
Very dissatisfied	3	2.7
Dissatisfied	6	5.5
Uncertain	22	20.0
Satisfied	72	65.5
Very satisfied	7	6.4
Total	110	100.0

Source: Field Data, 2003

Over 60% of those who considered challenging jobs and high achievement as an important personal goal were satisfied unlike the 8.2% who were not satisfied and the 20% who could not make up their minds. Either way GHACEM could be noted as meeting this need in its employees, which Herzberg considers as a motivator in work organisation.

Personal freedom on the job

Autonomy at the workplace is much sought for by some persons. Our sample of respondents put it a low 12th rank in order of personal goals, with only 32.7% regarding personal freedom on the job as most important. Autonomy at job tasks is mostly the preserve of persons who treasure creativity and ability. Of those who treasure personal freedom on the job, not all were satisfied as portrayed in Table 19.

Table 19: Personal freedom on the job

Response	No.	%
Very dissatisfied	6	5.4
Dissatisfied	25	22.7
Uncertain	32	29.1
Satisfied	44	40.0
Very satisfied	3	2.7
Total	110	100.0

Source: Field Data, 2003

Over 27% of respondents were not satisfied and this figure together with the 29.1% of those who were neither satisfied nor dissatisfied gives indication that the exercise of individual work control over job tasks was supervised to some extent.

Respect in society

Work is important in the lives of individuals for several reasons. Steers and Porter (1983) cite several social functions and mention the job as a source of status or rank in society at large. Respondents however did not regard it as an important personal goal, being the lowest ranked with only 29.1% perceiving is as most important. The extent to which such a low emphasis it met by the GHACEM organisational set up is displayed in Table 20.

Table 20: Respect in society

Response	No.	%
Dissatisfied	1	.9
Uncertain	16	14.5
Satisfied	85	77.3
Very satisfied	8	7.3
Total	110	100.0

Source: Field Data, 2003

Interestingly over 84% of respondents are satisfied with the respect they receive in society. Less than 1% are dissatisfied and only 14.5% are not so sure. Thus the position of the personal goal of achieving respect in society may be done it being taken for granted as a result of the organisational image of GHACEM itself.

Satisfaction of personal goals by GHACEM

Following the group of questions about factors which respondents considered important in a job a similar group of questions asking how satisfied respondents were with the same items in the GHACEM organisation? Table 33 shows the thirteen questions ranked by percentages of all respondents regarding themselves as very satisfied or satisfied. Middle column gives an indication of those who were neither satisfied nor dissatisfied and the column shows percentages of those considering themselves dissatisfied or very dissatisfied.

In general terms respondents expressed high levels of satisfaction with cooperation with colleagues, (99.1%) their job security (90.0%) their status in society (84.6), their welfare 972.75) and the challenge and achievement inherent in their job (71.9%).

Table 21: Respondents goals satisfaction

Motivational issue	% satisfied	% not satisfied
• Cooperation with colleagues	99.1	1.0
• Job security	90.0	0.0
• Respect in society	84.6	1.0
• Staff welfare	72.7	14.5
• Challenging job/achievement	71.9	8.2
• Personal freedom on job	69.1	6.4
• Clear job description	68.2	3.4
• Full utilization of skills	65.5	10.0
• Good working conditions	62.7	15.4
• Opportunities promotion	62.7	12.7
• Opportunities to earn high salary	31.8	9.1
• Good opportunities for training	27.3	41.8
• Recognition for good work	23.8	40.4

Source: Field Data, 2003

However apart from job security and welfare, those items rated relating low in importance in the table of respondents' personal goals. On the other hand,

opportunities for training, opportunities for promotion, good working conditions and full utilization of skills were rated as being of much greater importance in the same Table (Table 21) but are shown in Table 21 to score low as sources of satisfaction and high as sources of dissatisfaction.

This consideration of these comparisons does not necessarily indicate clear areas of dissatisfaction in the company. It is unlikely that an item which is not rated as being of the greatest importance to an individual would be considered as a major source of dissatisfaction by the same individual. For example personal freedom on the job was ranked last but one (12th) in the table of goals and scores as an item with which respondents are generally satisfied (6th with 69th.1%) satisfaction rate). However an item such as promotion which is rated high on the scale of importance in terms of personal goals is likely to be a high source of dissatisfaction if sufficient opportunities are not seen to be provided by the organisation.

Herzberg (1963) distinguished between maintenance (or hygiene) and motivating factors in the work situation. He suggests that items like security, salary, welfare do not actually motivate people to perform well no matter how much attention an organisation pays to them. On the other hand, if these factors are neglected, their absence is likely to prove dissatisfaction. Thus, these hygiene or maintenance factors do not positively influence motivation but they may influence it negatively if they are not adequately catered for. In other words their presence do not produce job satisfaction. Though their absence may well produce job dissatisfaction. Clearly GHACEM Human Resource Officers, aware of the

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possibility have made sure of the provision of good staff welfare, good working conditions and job security to deter a major source of dissatisfaction through their absence.

Herzberg regards factors such as challenges, recognition, and advancement as being motivators. Unlike hygiene factors, these do positively influence the motivation of people to perform well when they are present. Their absence need not necessarily produce dissatisfaction although if they are not provided it is unlikely that people will give of their best.

Using Table 22 it can be concluded that in GHACEM, welfare training salary and promotion are major obstacles to high levels of motivation. In Herzberg's terms, serving either as sources of active dissatisfaction (welfare, salary) or limiting motivation levels (promotion, training).

As personal goals the provision of staff welfare, good opportunities for training, opportunities for promotion and to earn high salary are important and rank high in order of preference. With regard to high salary, however, the position is 9th, which implies de-emphasise of the goals' importance. These personal goals are highly satisfied in the case of staff welfare (rank 1) promotion (11) salary (10) and training (9). The satisfaction of these goals negates potential dissatisfaction and provides the neutral state of motivation, satisfaction and performance which are necessary. Herzberg (1967) strong commitment to the job. Herzberg's motivating factors of promotion (satisfaction rank 8) recognition for good work (6) and challenging in job and achievement (5) imply an effort on the part of

GHACEM to meet the motivation needs necessary for the good performance inherent in individual organisational work.

In sum we can see an attempt by GHACEM to limit the dissatisfiers and promote the motivators in the work situation, as per the two-factor theory of Herzberg. Malsow's needs of physiological, safety, social, and esteem for hygiene factors and self-actualization for motivating factors feed into this two- factor theory of hygiene- motivator.

The foregoing has been a descriptive analysis if the differing needs and their gratification by individuals. However it is possible to comprehend the group influences at play by cross-tabulating with rank/positions as the ensuing discussion shows.

Table 22: Rank and opportunity to earn high salary

Rank	Opportunity to Earn High Salary						Total	
	Most Important	%	Important	%	Not Sure	%	Count	%
Management Staff	14	12.7	0	0	0	0	14	12.7
Senior Staff	37	33.6	16	14.5	2	1.8	55	50.0
Junior Staff	0	0	41	37.3	0	0	41	37.3
Total	51	46.4	57	51.8	2	1.8	110	100

Source: Field Data, 2003

Majority of the respondents (51.8%) regarded the opportunity to earn high salary as important and this percentage is made up of senior staff (14.5%) and junior staff (37.3%).

But on the contrary, out of the respondents, all the management staff (12.7%) was very important and 33.6% of the senior staff also agreed to the fact that it was very important making a total of 46.4%. Very few senior staff (1.8%) were not sure. None of them saw it as of less importance. Clearly the ability to earn high salary, which is instrumental in salary tisfying, many personal needs was a source of motivation for respondents.

Table 23: Rank and provision for staff welfare

Rank	Provision for staff welfare				Total	
	Most important	%	Important	%	Total	%
Management Staff	14	12.7	0	0	14	12.7
Senior staff	55	50.0	0	0	55	50.0
Junior staff	15	13.6	26	23.6	41	37.3
Total	84	76.4	26	23.6	110	100

Source: Field Data, 2003

Thus, proving Abraham Maslows and the other needs there is relevant to any organisation that if any organisation should be able to be effectual than its workers need to be paid well to enable them meet their needs and intend give out

their best to the organisation. Other job characteristics that reflect survival needs include the provision of staff welfare and good working conditions. Staff welfare's importance in employee expectations.

Over 76.4% of respondents viewed staff welfare as most important with 23.6%, junior staff admitting its importance. No one denied its importance welfare issues were thus of great concern as was good working conditions as implied in Table 24.

Table 24: Rank and good working conditions

Rank	Good working conditions				Total	
	Most important	%	Important	%	Count	%
Management Staff	14	12.7	0	0	14	12.7
Senior staff	55	50.0	0	0	55	50.0
Junior staff	15	13.6	26	23.6	41	37.3
Total	84	76.4	26	23.6	110	100

Source: Field Data, 2003

Again majority of respondents made up of all management staff (12.7%) all senior staff (50.0%) and 13.6% of junior staff totaling 76.4%were most concerned for their working conditions. The remaining 23.6% of the junior staff regarded it as important. In view this none felt it was not of necessity to work in favorable conditions. Safe work conditions and provision of welfare benefits are

very important to the safety needs of employees. Safety is second in the hierarchy of needs and beside safe job characteristics and welfare benefits includes job security which ensures the contained ability to earn all the foregoing benefits. On job security employee's personal goals were clear as revealed in Table 25.

Table 25: Rank and job security

Rank	Job Security				Total	
	Most important	%	Important	%	Count	%
Management Staff	14	12.7	0	0	14	12.7
Senior staff	55	50.0	0	0	55	50.0
Junior staff	3	2.7	38	34.5	41	37.3
Total	72	65.5	38	34.5	110	100

Source: Field Data, 2003

Job security was thus valued with 65.5% of the respondents regarding its presence as most important out of which only 2.7% of junior staff agreed. The remaining 34.5% junior staff saw it as important. No one regarded it as irrelevant. Job security provides safety, stability and protection.

Maslow regards social needs as important drive in human, which need for gratification stimulates motivation. Social needs encapsulated in job characteristics are reflected in personal goals relating to cohesive work groups, friendly supervision professional association. These are all reflected in co-

operation with colleagues on the work place and the extent to which this was valued is revealed in Table 26.

Table 26: Rank and co-operation with colleagues

Rank	Co-operation with Colleagues						Total	
	Most Important	%	Important	%	Not Sure	%	Count	%
Management Staff	14	12.7	0	0	0	0	14	12.7
Senior staff	48	43.6	7	6.4	0	0	55	50.0
Junior staff	0	0	39	35.5	2	1.8	41	37.3
Total	62	56.4	46	41.8	2	1.8	110	100

Source: Field Data, 2003

Over 56.4% of respondents made up of all management staff (12.7%) and senior staff of 43.6% valued greatly co-operation with colleagues, few senior staff of 6.4% and majority of junior staff regarding it as important. Whilst the few 1.8% junior staff were not sure of its relevance. Social goals offered affection and belonging and were thus, much valued by respondents.

At the fourth level of the hierarchy of needs is the esteem of others. Esteem is implicit in social recognition, high status job and from feedback from the job. This factor helped accrue to individuals' self-esteem, self-respect, prestige and status and the extent to which it is desired is revealed in Table 27.

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Table 27: Rank and respect in society

Rank	Respect in society						Total	
	Most important	%	Important	%	Not sure	%	Count	%
Management Staff	14	12.7	0	0	0	0	14	12.7
Senior staff	1.8	16.4	37	33.6	0	0	55	50.0
Junior staff	0	0	32	29.1	9	8.2	41	37.3
Total	32	29.1	69	62.7	9	8.2	110	100

Source: Field Data, 2003

Even though the majority respondents (62.7%) mainly senior staff (33.6%) and junior staff (29.1%)perceived social respect as an important goal, all the management staff (12.7%) and some (16.4%)senior staff thought it most necessary. The few (8.2%) junior staff were not sure of its importance.

Respect in society as reflections of the need for esteem it is not so universal. Along with a responsibility must come to the recognition for good work which is a motivator decoding to Maslow (1966) Adelfer (1972) and Herzberg (1963). Table 30 reveals how this goal is important to respondents.

While all management staff (12.7%) and senior staff of (27.3%) valued recognition for good work as very essential, majority of the respondents from the junior staff (30.9%) and (22.7%) of senior staff viewed it as essential whilst some (6.4%) of junior staff were not sure of its essence.

Table 28: Rank and recognition for good work

Rank	Recognition for good work						Total	
	Most Important	%	Important	%	Not sure	%	Count	%
Management Staff	14	12.7	0	0	0	0	14	12.7
Senior Staff	30	27.3	25	22.7	0	0	55	50.0
Junior Staff	0	0	34	30.9	7	6.4	41	37.3
Total	44	40.0	59	53.6	7	6.4	110	100

Source: Field Data, 2003

The last need that Maslow identifies is that of self-actualization which is also recognized by most theorists of motivation.

Self-actualization is reflected in challenging jobs, opportunities for creativity, achievement in work and advancement and creativity (steers and Porter, 1991). The extent to which self-actualization variables are important as a personal goal is shown in Table 28.

Clearly everyone is concerned that their skill be fully utilized. Even though the management staff and senior staff fancied it as most desirable goal the junior staff saw it as desirable. This would be especially the case if the job is challenging and reflects achievement as Table 29 shows.

Table 29: Rank and full utilization of skill

Rank	Full utilization of skill				Total	
	Most important	%	important	%	Count	%
Management Staff	14	12.7	0	0	14	12.7
Senior staff	55	50.0	0	0	55	50.0
Junior staff	0	0	41	37.3	41	37.3
Total	69	62.7	41	37.3	110	100

Source: Field Data, 2003

Again only 32.7% saw personal freedom on the job as most important with all management staff accepting this fact and no junior staff in agreement to this fact. Out of the 50%, senior staff respondents, 21.8% agreed to it as important and 8.2% were not sure of its relevance the rest forming part of the 32.7% who said it was mot desirable. All the junior staff agreed that it was relevant.

Table 30: Rank and personal freedom on the Job

Rank	Personal freedom on the Job						Total	
	Most important	%	Important	%	Not sure	%	Count	%
Management Staff	14	12.7	0	0	0	0	14	12.7
Senior Staff	22	20.0	24	21.8	9	8.2	55	50.0
Junior Staff	0	0	41	37.3	0	0	41	37.3
Total	36	32.7	65	59.1	9	8.2	110	100

Source: Field Data, 2003

A final personal goal, which may be instrumental in satisfying all other goals and needs in a general way, is opportunity for training and for promotion. The extent to which these goals are depicted in Table 31.

Table 31: Rank and good opportunities for training

Rank	Good opportunities for training						Total	
	Most Important	%	Important	%	Not Sure	%	Count	%
Management Staff	13	11.8	0	0	1	0.9	14	12.7
Senior Staff	55	50.0	0	0	0	0	55	50.0
Junior Staff	3	2.7	38		0	0	41	37.3
Total	71	64.5	38	34.5	1	0.9	110	100

Source: Field Data, 2003

Majority of the respondents saw this goal as most important made up of all senior staff, 0.9% less of management staff 12.7% said it was not important and 2.7% of junior staff with the rest of the junior staff agreeing of its desirability. This confirms the instrumental value of training at workplaces. With training comes the opportunity for promotion, which may be regarded as separate goal on its own. The extent to which it is important to respondents is revealed in the Table 32.

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Table 32: Position and opportunities to earn high salary

Position	Opportunities to Earn High Salary										Total	
	Very dissatisfied	%	Dissatisfied	%	Uncertain	%	Satisfied	%	Very satisfied	%	Count	%
Management Staff	6	55	8	73	-	-	-	-	-	-	14	12.7
Senior staff	-	-	15	13.6	40	36.4	-	-	-	-	55	50.0
Junior staff	-	-	-	-	6	55	33	30.0	2	1.8	41	37.3
Total	6	55	23	20.9	46	41.8	33	30.0	2	1.8	110	100

Source: Field Data, 20003

Remarkably all the management staff respondents were very dissatisfied (5.5%) or dissatisfied (13.6%) with this item.

Also this senior staff was very dissatisfied (13.6%) or was uncertain (36.4%) of it. But on the other hand majority of junior staff were satisfied (30.0%), (1.8%) were very satisfied and (5.5%) were uncertain about opportunities to earn high salary.   These figures do not however rule out GHACEM salary structure as a motivational measure.

Another desirable goal of respondents relating to physiological needs is provision of staff welfare as already mentioned. Respondents satisfaction level is depicted in Table 33.

Clearly all-junior staffs are either very satisfied (10.0%) or satisfied (27.3%) but on the contrary all management staff were mostly dissatisfied (11.8%) with only (0.9%) proving very dissatisfied. For the senior staff (35.5%) felt satisfied with (123.7%) uncertain and (1.8%) dissatisfied about provision of staff welfare in GHACEM.

What is remarkable is that all management staff and few senior staff of (((27.3%) are dissatisfied or uncertain and this can be attributed to their level of need satisfaction depicted by Abraham Mashlow in his need-hierarchy theory. Whilst the (72.7%) made up of senior staff and junior staff are satisfied.

Table 33: Position and provision of staff welfare

Position	Provision of staff welfare										Total	
	Very Dissatisfied	%	Dissatisfied	%	Uncertain	%	Satisfied	%	Very satisfied	%	Count	%
Management Staff	1	0.9	13	11.8	-	-	-	-	-	-	14	12.7
Senior staff	-	-	2	1.8	14	12.7	39	35.5	-	-	55	50.0
Junior Staff	-	-	-	-	-	-	30	27.3	11	10.0	41	37.3
Total	1	0.9	15	13.6	14	12.7	69	62.7	11	10.0	110	100

Source: Field Data, 2003

Notwithstanding, it may be inferred that the provision of staff welfare has high approval ratings which gives the observation that the provision of good staff welfare is the number one personal goal of respondents and a reflection of physiological and safety needs.

Another much highlighted personal goal is good working conditions. Good working conditions reflect factors of safety, security and protection. The extent to which GHACEM attempts to satisfy this goal is revealed in Table 45.

The results of GHACEM'S effort to provide good working condition meet with the similar approval of staff welfare.

Again, (62.7%) of respondents within the senior staff and the junior staff are satisfied about the provision of good working condition. Whilst the remaining senior staff are uncertain or dissatisfied with all management staff unsatisfied. Generally GHACEM, besides it rank and file, is meeting success at gratifying needs associated with conditions of service.

Table 34: Position and provision of good working conditions

Position	Provision of good working conditions										Total	
	Very dissatisfied	%	Dissatisfied	%	Uncertain	%	Satisfied	%	Very Satisfied	%	Count	%
Management Staff	1	0.9	13	11.8	-	-	-	-	-	-	14	12.7
Senior staff	-	-	3	2.7	24	21.8	28	25.5	-	-	55	50.0
Junior staff	-	-	-	-	-	-	37	33.6	4	3.6	41	37.3
Total	1	0.9	16	14.5	24	21.8	65	59.1	4	3.6	110	100

Source; Field Data, 2003

Thus with the exception of high salaries which are related to other organisations in the country, GHACEM seems to be satisfying the physiological and safety concerns their employee especially the senior and junior staff by developing good working conditions and staff welfare.

Another well desired goal (3rd) in ranking is that of job security which is a reflection in Maslow's safety need, satisfaction levels of employees as shown in Table 34 expresses the extent to which CHACEM develops job security.

Table 35: Position and good opportunities for training

Position	Good opportunities for training								Total	
	Very dissatisfied	%	Dissatisfied	%	Uncertain	%	Satisfied	%	Count	%
Management										
Staff	11	10.0	3	2.7	-	-	-	-	14	12.7
Senior staff	-	-	32	29.1	23	20.9	-	-	55	50.0
Junior staff	-	-	-	-	11	10.0	30	27.3	41	37.3
Total	11	10.0	35	31.8	34	30.9	30	27.3	110	100

Source: Field Data, 2003

A picture emerges for all levels of satisfaction and dissatisfaction. Out of the respondents, (27.3%) of the junior staff claimed to be satisfied with the amount of training. Where as (30.9%) within the senior staff and the (10%) of the remaining junior were unsure.

But (41.8%) respondents from management and senior levels did not share these views. These included (31.8%) dissatisfied and (10%) very dissatisfied. Clearly GHACEM training regime did not meet the general approval of employees especially management staff and senior staff. These may be explained by the GRM key informant assertion that people come to the job already qualified and uncertain that just sufficient hands on training was done before one got-down to the job. No planned training based on future identified need was done to merit training that result in rewards.

Most positions were already over subscribed linked with training and rewards are the opportunity for promotion. The promotion regime approval rating is portrayed in Table 36.

Table 36: Position and opportunities for promotion

Position	Very dissatisfied	%	Dissatisfied	%	Uncertain	%	Satisfied	%	Very satisfied	%	Total Count	%
					Opportunities for promotion						Total	
Management												
Staff	7	6.4	7	6.4	-	-	-	-	-	-	14	12.7
Senior staff	-	-	18	16.4	37	33.6	-	-	-	-	55	50.0
Junior Staff	-	-	-	-	6	5.5	32	29.1	3	2.7	41	37.3
Total	7	6.4	25	22.7	43	39.1	32	29.1	3	2.7	110	100

Source: Field Data, 2003

There is a close resemblance to responses relating to satisfaction with training. Over (29.1%) of respondents from mostly management staff and senior staff were somewhat dissatisfied compared to (31.8%) from the junior level who claimed satisfied. The balance was held by the majority count of senior staff and few junior staff (39.1%) who were neither satisfied nor dissatisfied and were uncertain about it.

There seems to be connection between opportunities for training and opportunities for promotion.

Over (58%) of respondents accepted the full realization of skills as a very relevant goal, placing it on the 6th rank in order of acceptable goals. Full utilization of skills is a feature of job characteristic, which ensures that competence and position coincide. The level to which this goal is achieved by GHACEM and appreciated by respondents are tabulated and explained Table 39.

Table 37:   Position and full utilization of skills

Position	Full Utilization of skills										Total	
	Very dissatisfied	%	Dissatisfied	%	Uncertain	%	Satisfied	%	Very satisfied	%	Count	%
Management												
Staff	2	1.8	9	8.2	3	2.7	-	-	-	-	14	12.7
Senior staff	-	-	-	-	24	21.8	31	28.2	-	-	55	50.0
Junior staff	-	-	-	-	-	-	33	30.0	8	7.3	41	37.3
Total	2	1.8	9	8.2	27	24.5	64	58.2	8	7.3	110	100

 Source: Field Data, 2003

Over (58%) of respondents from senior staff and junior staff were satisfied and another (7.3%) all junior staff was very satisfied.

A minority of (10%) all at management level was somewhat dissatisfied. However a good portion of (24.5%) of senior staff including few management staff was uncertain of their view. Full utilization of skills implies a motivation measure that addresses self-actualization, growth and motivator needs of employers (Mullins, 1996).

Co-operation with colleagues ranked 6th place in goal preferences and chosen as a most important goal by over (56%) of respondents. This goal reflects a social need according to Maslow and on need for relatedness by Adelfer. Herzberg however, regarded social needs a mere hygiene factor whose absence serves as dissatisfaction. The extent to which these claims are valid may be gleaned in Table 38 which indicates the level of satisfaction of respondents with their ability to co-operation with colleagues in relation to rank.

Table 38: Position and clear description of duties and responsibilities

Position	Clear description of duties and responsibilities										Total	
	Very dissatisfied	%	Dissatisfied	%	Uncertain	%	Satisfied	%	Very satisfied	%	Count	%
Management Staff	1	0.9	5	4.5	8	7.3	-	-	-	-	14	12.7
Senior staff	-	-	-	-	21	19.1	34	30.9	-	-	55	50.0
Junior staff	-	-	-	-	-	-	38	34.5	3	2.7	41	37.3
Total	1	0.9	5	4.5	29	26.4	72	65.5	3	2.7	110	100

Source: Field Data, 2003

Again more respondents were satisfied (68.2%) than not. These are mainly within the senior and junior levels. Dissatisfied of 5.4% management staff and some (26%) comprising management staff and senior staff unsure of their stand. Thus for those who consider a clear description of job duties and responsibilities as an important goal. The majority seem satisfied that the human need. It reflects is addressed by GHGACEM. This need is related to esteem and self-actualization, as well as growth and for some persons are motivators of present.

The opportunity to earn high salary is often regarded as reflecting all shades of human needs for its instrumentality in addressing physiological, safety, social, esteem and self actualization and growth concerns. Its availability implies a recognition of competence on legibility in some qualifying criteria. It is thus, not inappropriate the majority of respondents appear to be ambivalent about its value as a goal and their appreciation of its satisfaction.

Most people do not shun recognition for good work done but as a personal goal in the work situation only (40%) which is less than half of respondents related it as most important goal. The desire for recognition relates to social, esteem and growth needs of some people and extent to which the need is met serves as a motivation.

Table 39 gives an indication of how GHACEM attempts to provide recognition of good work are received by respondents at different levels in the organisation.

Table 39: Position and recognition for good work

Position	Very dissatisfied	%	Dissatisfied	%	Uncertainty	%	Satisfied	%	Very satisfied	%	Count	%
					Recognition for Good Work						Total	
Management Staff	2	1.8	12	10.9	-	-	-	-	-	-	14	12.7
Senior staff	-	-	-	-	27	24.5	28	25.5	-	-	55	50.0
Junior staff	-	-	-	-	-	-	32	29.1	9	8.2	41	37.3
Total	2	1.8	12	10.9	27	24.5	60	54.6	9	8.2	110	100

Source: Field Data, 2003

Of the respondents who consider recognition as a worthwhile personal goal, over (62%) were somewhat satisfied with GHACEM's attempt to reward them. Only (12.7%) were somewhat dissatisfied and are with the management level. The (24.5% respondents left were neither satisfied nor dissatisfied. Clearly the majority of respondents who valued realization of growth and self-actualization needs were satisfied.

GHACEMS motivational measures

According to the Human Resource Officer, GHACEM'S main goals are to produce and distribute effectively quality cement. In this regard several incentives have been made available to staff. These include:

- Monthly incentive bonus

- Quarterly incentive bonus

- Annual incentive bonus

- Moderate staff dependent's scholarship

- Staff loans

- Production bonus

- Cement bonus (of cement bags)

- Study leave for staff development

- General staff development

- Staff housing canteen services

Apparently staff have access to welfare benefits not easily available elsewhere. This may account for the high level of satisfaction with staff welfare and condition of service (at ranks one and two of both personal goals and satisfaction levels). The satisfaction of these goals accounts for physiological, safety and esteem needs of Maslow as well as the hygiene factors of Herzberg. Interestingly, in the opinion of the HRM officers the main motivations among the workforce are:

- Job security

- Good remuneration

- Good incentive packages

- Good welfare packages

- Good medical facilities

- Staff training and development

- Sense of belonging

All of which go to reinforce the point that human resource personnel aim to satisfy Maslow needs as well as the hygiene factors of Herzberg as the main motivating techniques at their disposal.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarizes the major findings that emerged from the study on motivation at GHACEM. It draws conclusions and makes recommendations for GHACEM and other similar industrial organisations.

Summary

The Study essentially set out to find out the motivational techniques that GHACEM uses to influence behaviour appropriate to industrial production of cement. It drew a random sample of 110 employees of various categories and ranking and served them with questionnaires. Their responses were backed by informants from Human Resource Officers acting as key informants on behalf of the company.

It was determined by the HRM officer that the main motivation among the work force were.

- job security

- welfare packages & incentives

- good remuneration (salary)

This coincided with rank order of respondents most important personal goals, which they bring to the job. The top five goals included, provision of staff welfare, good working conditions, job security, good opportunities for training and opportunities for promotion. The lowest ranked personal goals were, opportunity to earn high salary, recognition for good work, challenging job/achievement, personal freedom on the job and respect in society.

Apparently the top five personal goals showed low emphasis upon the context of the job itself, which are represented at the lower levels. GHACEM respondents may be said to be more concerned with the instrumental aspects of the job such as training, promotion, job security and good working conditions.

Employee personal goals were then matched with the extent to which these goals were satisfied by the organisations. The top five satisfied goals were; provision of staff welfare, followed by co-operation with colleagues the next favoured was challenging job/ achievement then opportunity to earn high salary and finally clear job description of duties and responsibilities.

We see here satisfaction with salary and staff welfare but also self-actualization measures such as challenging job and clear job description. Also satisfied is cooperation with colleagues. The lowest satisfied goals were ranked in this order of preference. Recognition for good work as the highest, followed by personal freedom on the job, the next was full utilization of skills then followed opportunity for training and finally full utilization of skills.

It may be inferred that these last five goals are not instrumental goals- necessary for survival but available in sufficient degrees to satisfy the few who are concerned about self- actualization more than instrumental needs.

Conclusions

It may be concluded that GHACEM uses a mix of techniques to motivate its staff. These techniques are based on Maslow's hierarchy of needs as it feeds into Herzberg's two- factor theory. Some individuals do need the hygiene factors which lead not to dissatisfaction but a neutral state of motivation and performance. However, self-actualization measures such as growth, personal freedom on the job, challenging job and achievement act as motivation in an industrial setting where machine maintenance is of prime importance and success and ability are readily recognised.

Recommendations

It is recommended that in line with Herzberg's motivating factor, most job tasks in GHACEM be redesigned to enrich the job with factors that will lead to recognition, achievement and advancement which would then be rewarded accordingly.

Limitations

With such surveys it is not impossible that some employees in GHACEM would be sensitive to some question that would be raised in the interviewing

schedule and questionnaires and this would limit generalizations to the larger organisation to a certain extent.

Suggestion for further study

This research focused in a general way on motivating techniques in GHACEM. It did not address specific needs of specific individuals, task groups, ranks or departments. Future researches need to focus on one or all of these issues.

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APPENDICES

APPENDIX A

QUESTIONNAIRE FOR GHACEM EMPLOYEES

A. BACKGROUND OF THE RESPONDENTS

1. Sex: a. Male [   ]   b. Female [   ]

2. Age:

    a. 19 – 25

    b. 26 – 30

    c. 31 – 40

    d. 41 – 50

    e. 51+

3. Rank/position (state)………………………………………………

4. Section (state)…………………………………………………...

5. Length of stay:

    a. 0 – 5   b. 6 – 10   c. 11 – 15   d. 16+

6. Marital status:

    a.   Married   b. Single   c. Separated   d. Cohabiting

7. Number of dependents:

    a.   0 – 5   b. 6 – 10   c. 10+

8. Education level:

    a.   Tertiary

    b.   Polytechnic

    c.   Others (state:…………………………………………………..

B. PERSONAL GOALS

Please indicate the extent of importance of these goals in your life by
ticking the column that best coincides with your goals.

Goals	Most important	Important	Not sure	Not important	Not very important
Co-operation with colleagues					
Full utilization of skills					
Clear job description and responsibility					
Opportunities for promotion					
Good opportunities for training					
Opportunity to earn high salary					
Job security					
Challenging job/achievement					
Staff welfare					
Good working conditions					
Respect in society					
Recognition for good work					
Personal freedom on the job					

C. EXTENT TO WHICH PERSONAL GOALS ARE MET BY GHACEM:

Are you very satisfied, satisfied, not satisfied and very dissatisfied. Please

tick the appropriate column.

Personal goals	Very satisfied	Satisfied	Uncertain	Dissatisfied	Very dissatisfied
Co-operation with colleagues					
Full utilization of skills					
Clear job description and responsibility					
Opportunities for promotion					
Good opportunities for training					
Opportunity to earn high salary					
Job security					
Challenging job/achievement					
Staff welfare					
Good working conditions					
Respect in society					
Recognition for good work					
Personal freedom on the job					

D. SATISIFACTION LEVEL (Compared with other organisations such as

Mechanical Lloyd, BAT etc.

Satisfaction level	Very satisfied	Satisfied	Uncertain	Dissatisfied	Very dissatisfied
Salary					
Workload					
Conditions of service					
Supervision style					
Management style					

APPENDIX B

INTERVIEW SCHEDULE FOR HRM OFFICER

1. What are the main objectives of GHANACEM? …………………………..

    …………………………………………………………………………

2. Can you give an estimate of your production

    target?...

    ....

3. What is your present level of productivity

    a. High

    b. Moderate

    c. Low

4. Can you give an idea of how the GHACEM organisation is structured?

5. Please list the incentives available to staff. …………………………..

    …………………………………………………………………………

    …………………………………………………………………………

    …………………………………………………………………………

6. What welfare packages are available to which categories of

    staff?..

    ....

7. What is the role of union/staff associations in

    GHACEM?...

    ....

8. Is the union/staff association represented on management?...

....

9. What is your opinion is the main motivation driving your workforce (state):

a.

b.

c.

d.

e.

10. Any further comments? ……………………………………………………