

Employee Motivation and Factors Influencing the Performance

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Acknowledgement

Before I start with the report, I will like to express my thanks to many people without whom the report would not have been possible. My first gratefulness goes to my teacher and guide David Mwaurawho helped and encouraged me. I know him since Degree foundation with his lovely smile, patient, kindness and hard working who was helping every student. Indeed, without his rich instructions, this research would have not been completed.

My second thanks goes to KFC employees and staff and their respected Manager (John Matwa) my respondents from KFC who answered the survey within the short period of time.

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**TENDAM: **

My last vote of thanks goes to my father friends and family without whose support I would never have reached this place.

Chapter 1: Introduction

1.1 Background

Motivation is defined as the set of values which arouses, directs and maintains human behavior to attain certain goal. Understanding motivation is the process of understanding what instigates the desire to achieve one or the other goal, and once instigated what are the factors that sustain and fuel the desire to pursue that goal despite all kinds of difficulties encountered on the way.

In the current competitive time, each organization wants to excel over the other organization. For the organization does not only need the latest technology, capital investment, and advanced research, but also the human resource. In fact it can be said that human resource is the biggest asset of a company(Abbah, 2014). Therefore it is very important for an organization to focus their attention on this aspect of the resource its management will decide the performance of the employees, thereby deciding the performance of the organization itself. It has also been argued that the relationship between labour management and performance of organization is quite evident in the success of each and every successful organization

The rightly motivated employees can take the organizations to the new level. The competition has been increasing every day and along with that is increasing the need to attract and retain the good employees(Abbah,2014). This is only possible if a good and

positive relationship is established and maintained between the employers (Abbah, 2014). The only way to ensure the employees are retained and are able to perform their best is to ensure that they are motivated(Abbah, 2014). The responsibility of ensuring that the work is done in the right way by the employees falls on the shoulder of the managers of the company. For the same, the managers need to ensure that right employees are recruited for the project and those employees are rightly motivated to perform the job well.

A lot of research has been done on the various motivational factors that affect the performance of the employees. This paper is an attempt to understand what are the various motivational factors that influence the performance of the employees and how they impact the performance. This will help in knowing how to maintain the employee morale and will further help in improving the performance of the employees. These factors are also responsible in the acquisition of new talent. Hence the motivation of the employees is the keystone for acquisition and retaining of the talent in an organization.

1.2 Significance of the Study

Research has indicated that the motivated employees contribute more to the success of the project than the less motivated employees (Sundheim 2013). Moreover, motivation of the employees is also affected by the resources available to them. Different employees react in a different manner to same motivation. Most important motivation factor is considered as the compensation for the job, but there are other factors as well which influence the motivation. Thus it is important to understand the factors that influence the performance of the employees.

In order to achieve this, questionnaire has been prepared for the employees, and this questionnaire has been circulated among the employees. The questionnaire tries to understand the employees' viewpoint regarding the employee viewpoint. The literature review has been used to develop the questionnaire. The brand like KFC is selected because it represents the hospitality industry where the employees are more likely to be in direct contact with the customers (Hossain and Hossain 2012). Also motivation is doubly important in the fast-food chains like KFC because there is a fierce competition. Also the behavior of the employees can make or break the customers' perception.

There are many kinds of motivational factors. First and foremost is the financial motivation which comes in the form of the compensation, bonuses, performance linked incentive etc. Sundheim 2013). The second kind of motivation is the organizational motivation which involves the recognization of the effort of the individual through awards and promotions. Another form of the motivation is the job satisfaction which comes when employees learn and grow in the job(Abbah, 2014).

1.3 Statement of Problems

The statement of the Problem for the project is to critically analyze the key contemporary factors that influence employee motivation in order to achieve better performance.

1.4 Purpose and Objectives

This study will help in understanding the major motivation factors which influence the performance of the employees. This is the finally help in understanding what kind of policies shall be formulated in order to motivate the employee. Economic growth, quality performance and profit are the major goals of an organization. In order to achieve these

goals, it is important for the employees to give their best, and to ensure that it is necessary for them to be motivated. This paper tries to list out the major motivation factor for the employees with the help of a questionnaire. A study is made in what motivates employees to go beyond the best—whether only compensation can be the sufficient motivation or other factors also influence their performance.

Thus aim of the study is to list out the motivation factor and their influence on the employee's performance. The objectives of the study are listed as below:

- i) List out the various motivation factors.
- ii) To realize what kind of policies the employees expect from the management of



The research tries to answer the following research questions:

- i) Is compensation a sufficient motivation factor?
- ii) What are the other factors which affect the performance of the employees?
- iii) What kind of expectation do the employees have from their employers beyond the usual compensation structure?

1.6 Dissertation Structure

The dissertation has six chapters. The first chapter is the Introduction chapter which explains the topic of the research and why the topic has been selected. The Introduction also lists out the various objectives and research question the dissertation will try to answer in due course of study.

The second chapter is about the literature review where the various theories of motivation have been analyzed. Furthermore, the chapter analyzes the reward system as a subject and lists out various methods of motivation as indicated in the literature. This chapter will include the study of the books, journals, articles etc. to develop the required framework needed for formulation of the questionnaire.

Chapter Three explains the research methodology followed and the reason for selection of the methodology. The chapter also throws on the target respondents and the way questionnaire was administered.

Chapter Four involves data analysis and findings wherein the chapter explains the findings from the questionnaire. This section builds up on the literature review and the survey findings to answer the research questions.

Conclusion part presents the conclusion of the research in concise statement and presents the critical analysis that was introduced in the introduction part. The final answer of each research question is presented in this section. Also presented are the recommendations that need to be implemented in order to ensure the maximum motivation for the employees which in turn will guarantee the better performance.

Chapter 2: Literature Review(4000)

2.1 Introduction

The focus of this chapter is on analyzing the various literature available on the subject of motivation. It is expected that presence of such literature will provide the much needed framework for the development of the questionnaire and for framing the questions in the right manner. The chapter starts with the definition of motivation and looks into the various theories associated with motivation. The last sections of the chapter looks into the various financial and non-financial rewards which can be utilized to improve the motivation among the employees.

2.2 What is Motivation?

Many scholars have given different definitions for the word "motivation". Merriam-Webster defines motivation as the "a force or influence that cause someone to do something". Dictionary also defines that motivating someone means art and the process of giving someone a reason to do something. The word "motivation" is derived from the Latin word Moevere, which means "to move" (Ramlall, 2004).

Greenberg and Baron(2008) divided this influencing force into three parts: the first force or the arousal which influences the individual to take a particular path, the second force that directs the choices and behavior of the individual and the third part that convinces

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¹ Merriam-Webster.com. Dictionary Meaning of Motivation. Retrieved from: http://www.merriam-webster.com/dictionary/motivation

them to maintain the same behavior throughout the course of the path. This is the definition we used in the beginning of the Introduction, i.e. motivation is defined as the set of values which arouses, directs and maintains human behavior to attain certain goal.

Strong & Hardner (2010) quotes Lindner in their paper who has also cited many scholars who explained motivation. Lidner explains three views: Kreitner who defined motivation as the psychological process that gives an individual a direction and a reason. Strong & Hardner (2010) further quote Higgins to define the motivation as the drive to meet an unsatisfied need.

Shah and Gardner(2008) maintain that the motivation is goal-related as it is the drive to recognize and act to meet a certain goal despite all the difficulties on the way. Shah and Gardner(2008) use Phares and Chaplin as the base to explain the motivation as the force that convinces an individual to choose one goal over the other.

Thus motivation is the psychological process that makes a person select and work for a particular goal. This process decides the kind of behavior an individual exhibits over the course of the goal-achievement.

Employee is a person who works for the wages. International Labour Organization(ILO)² defines the employee as someone who receives some kind of remuneration for the work

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² International Labour Organization. Current Framework (Definition of Employee). Retrieved from: http://www.ilo.org/global/statistics-and-databases/statistics-overview-and-topics/status-in-employment/current-guidelines/lang--en/index.htm

they render in private or public organizations. Employee is the foundation stone of an organization. Employee motivation is the zeal and the creativity that employees carry to fulfill the goals of the organization. It is the process which makes an employee select the organizational goals and work towards those goals despite the trying conditions. Thus motivated employees means that they are willing to face any kind of challenges in order to fulfill the organizational goals.

The next question that arises in the mind is what is the need for the motivated employees? The motivated employees ensure that they give their best to the organizational goals. These employees are more productive and prove their 100% in helping the organization achieve its goals (Linder, 1998). Moreover, a company's success is dependent upon its capability to recruit and retain the talented employees. Sims(2007) explains that the success of an organization is not only dependent upon the quantitative and rational approach of the organization, but is also governed by the motivation and the contribution of the employees. Thus major advantages of employee motivation are as listed below:

- i) Improve the employee efficiency: A motivated employee is willing to make the use of his abilities and learn more to achieve a goal. This results in reduced cost of operation and increased employee efficiency, which in turn increases the organization's efficiency.
- ii) Utilization of Human Resources: Humans are the biggest resource and asset of an organization. Like all resources, the Human Resource also needs to be optimized for the best performance. Employee motivation ensures that the human resources are best utilized.

- iii) Achievement of Organizational Goals: Employee motivation ensures that the goals of employees and organization are aligned and hence it leads to the fulfillment of the organizational goals.
- iv) Controls Employee Attrition: Many scholars have discussed the need of a stable workforce and controlling the employee attrition. Employee motivation ensures that the employees are willing to work in the company for the long-term (Abbah, 2014).

Researchers have argued that the unmotivated employees add as little efforts in their jobs as possible thereby giving the low quality work. Also, the unmotivated employees avoid the workplace and tend to exit the organization at the earliest possible opportunity. Thus we can safely conclude that it is necessary for the employees to be motivated for the success of the organization (Rego, Sousa, Marques, & e Curha, 2012).

Employee motivation is one of the roles of Human Resource Management team. Human Resource Management team of the organization is responsible for recruiting training and retaining the talent. Considering the same in mind, employee motivation is considered as one of the leading responsibility of the human resource management department.

There are many types of motivation factors that motivate the employees to perform their best. Lauby(2005) quotes Lee Iocca in her book to explain how to motivate employees: "When I must criticize somebody, I do it orally, but when I praise somebody, I put it in writing." The following sections introduce the different kind of employee motivation theories and try to explain the different factors which motivate the employees.

2.3 Motivation Theories

Herzberg's Two Factor Theory

Herzberg's Two Factor theory is quite a well-known theory. As per the theory explained by Herzberg(2010) the job satisfaction of an employee is dependent upon the two factors: motivators and the hygiene factors. Motivators are the intrinsic factors which help in providing satisfaction to the employees whereas the hygiene factors are the extrinsic factors which give rise to the dissatisfaction among the employees.

The major intrinsic factors or motivators that lead to employees' satisfaction include factors like achievement, reorganization of the work, the challenging work, and the growth and advancement in the field. The factors which contribute to the employee dissatisfaction are company policy, relationship with boss and supervisor, poor work condition, lower salary, poor peer relations, and the non-security of the job.

Motivators

- Challenges in work
- Achievement in work
- Recognization of Work
- Growth and Advancement opportunities

Hygiene Factors

- Company Policies
- Poor Relation with Boss, Supervisor, or Peers
- Poor Working Conditions
- Lower Salary
- Non-security of job.

Figure 1: Herzberg's Theory (Herzberg, 2010)

Maslow's weed PromidEssayCorp 5

Maslow's theory builds up on the "Two-factor theory". Maslow defined that there are five kind of needs of an individual and these needs are arranged in hierarchical order. This needs that the needs of an individual arises and need be satisfied in the lowest to the highest order(Maslow, 2013)).

This means that the needs to be fulfilled in the same order. In order to motivate an employee, one needs to know where they stand on the pyramid to actually understand their needs. Following are the major needs listed by Maslow in his need pyramid:

i) Physiological needs are the lowest most needs in the pyramid. These include the basic needs like food, water and shelter. According to Maslow, the salary

- provided by an organization should be sufficient to meet these basic needs of the employee (Maslow,2013).
- ii) Second level is occupied by the safety needs. The safety needs encompasses the freedom from the threats or any kind of harms. These needs comes after the physiological needs of an individual. In terms of an organization this could mean health insurance, fire protection etc.
- iii) The third level of the pyramid is occupied by social needs that involves the need to interact and be accepted by the peers and seniors. These can be reinforced through various organizational events like picnics, office parties and team building activities(Maslow, 2013).
- iv) Esteem is the fourth level of the pyramid. This includes the need to for eorganization in an organization. This is reinforced by the ceremonies like award giving functions (Maslow, 2013)
- v) The top most level of the pyramid is occupied with the need for selfactualization or the need to realize one's full potential at a workplace(Maslow,

1943).



Maslow's theory holds a great significance in the human resource management and the employee motivation. The target of the human resource management is to ensure that the employees reach the level of self-actualization as that is the level when the employees give their best to the organization and the assigned job. In order to ensure that the employees are working at the self-actualized level, the human resource manager needs to take care of the lower levels of the pyramid. Thus following needs to be offered to the employee before expecting the self-actualized performance:

 Financial Compensation: this will help in satisfying the first need of food, shelter and water.

- ii) A safe working place: The HR executive needs to ensure that the workplace is safe and proper safety measures are taken in order to assure the health and safety of the employees.
- iii) Work Life Balance: The HR manager needs to ensure that there is a balance between the work and personal life of the employees(Maslow, 2013).
- iv) Reward and Appreciation: Proper reward and appreciation can help in ensuring that the employees get this need of theirs fulfilled.
- v) Challenging work as per the ability of the employee: In order to reach the top of the pyramid, the employees should be given responsibility in such a manner that they can grow vertically as well as in the field of their choice (Maslow, 2013).

Each level needs to be satisfied first before reaching the next level. Thus the managers should make sure that they understand the level where the employees are at before deciding on the one of the above measures. For example, an employee which is not getting suitable compensation will not care much about the reward and appreciation. Without proper appreciation, one might not be very conducive to the challenges of the work(Maslow, 2013).

Thus Maslow's theory is quite helpful in understanding what motivates the employees.

Vroom's Theory

Vroom's Theory offers an expectancy theory to explain the motivation of the employees or any other individual. It means that a person associates some kind of expectation from the

action. This anticipation of the reward of the action is what motivates them. This anticipation is further influenced by the probability of the result.

In terms of Mathematical equation, this can be written as

Motivation= Valence x Expectancy. (Koontz, 2010)

Here valence is the how much the individual prefer the outcome, i.e. individual's strength related to the individual. This strength may be negative or positive, but the strength of this negative or positive strength decides the motivation of the employees.

Expectancy is the probability of the result to be achieved, i.e. it represents the probability that the individual will receive the expected results through the action.

Motivation of an employee is the combination of these two series. It can be changed by either boosting the expectancy of the desired outcome by communication or previous experience, or it can be increased by aligning the goals of the individuals with the organization, thereby increasing the valence factor of the above equation (Koontz, 2010).

Taylor's Theory of Motivation

Taylor's theory of the motivation was one of the earliest theory of the motivation which built on the fact that economic reward is the biggest motivator for an employee. Taylor argued that it is possible to divide each job in such a way that the performance of the employees is optimum(Taylor, 2015). In order to ensure that the employees give their best,

the differential rate system can be followed so that the employees are suitably motivated to perform.

While it is true that Taylor's theory is correct to some extent, but the theory considers humans as automaton and assumes that financial reward is alone sufficient even if the work get monotonous after sometime (Taylor, 2015)).

Theory of Equity

Theory of Equity was given by Stacey Adams in 1965. Adam defined efforts put in by the employees as the inputs and the reward of the action as the output(Mukherjee, 2009).

This theory believes that the "people are motivated to seek the social equity of the rewards." This means that the each job gives some kind of reward: these rewards include the remuneration offered, bonus, social relationships, reorganization etc. When the employees believe that the rewards that they are receiving are advantageous or at least equal to the rewards offered in the industry, the chances of the motivation are more. Adam's Equity theory suggests that individuals compare the rewards with the friends and the family members to gauge whether it is suitable for the efforts they have put in or not.

When the people feel that they were not treated fairly or were not rewarded sufficiently, the employees tend to be demotivated(Mukherjee, 2009).

Fifty Fifty Theory

This theory of motivation was given by John Adair who argued that the fifty percent of the employee motivation comes from within, while the rest fifty percent of the motivation is dependent upon the work and the work environment(Adair, 2009). This rule does not mean

to define percentage distribution of internal and external motivation factor, but instead it means to imply that motivation is the sum of internal and external factors. Solely organization cannot motivate the person, neither can internal motivation factors be sustained for a long time.

This theory clearly explains the biggest challenge to the human resource management as a subject. This theory clearly indicates that it is not necessary all the efforts and even best of everything will be able to motivate the employees, because each employee has their own set of problems. These problems along with the organizational measures define whether the employee will be motivated or not.(Adair, 2009)

2.4 <u>Performance management</u>

In order to notivate the employees, it is important to have the right kind of performance management system—the kind of system which is transparent and is considered fair by the employees. The biggest concern with the performance management system is that managers and employees should consider it seriously and adhere to the system while evaluating the performance or making the goals (Sundheim 2013).

The idea behind the performance management is to start from the current performance and upgrade it using the feedback from the seniors in order to give the best to the customers. Performance management is aimed at customer satisfaction and increase in the efficiency of the employees (Cokins 2009, 9).

In order to truly implement the performance management, both the manager and employees should be clear about the duties and responsibilities towards the customers and

organization. That is, the details of the tasks that form the part of the job description within the organization should be clear. Once one is aware about the tasks one is required to finish, one can go ahead in assessing and improving the performance.

Performance Parameters

Performance management system is quite a complex system that needs to be specially taken into account as it decides the motivation of the employees (Anthony& Govindarajan. 2007, 462). As explained above, Performance Management involves the measurement of the performance of the employees by measuring the output delivered by them. This can be measured directly by measuring the output as in case of sales, or might need an indirect measurement so as to ensure that the customer gets the best services. It is important to measure the performance in an accurate manner as this information is not only helpful for employees, but it also helps the management in bringing in deciding the right course of action.

Initial financial management systems included conventional measures of organization based on the finance and the accounts. But from then the system has evolved to encompass the complicated field of performance management (Hossain and Hossain 2012). Following are the advantages of using financial system as performance measurement technique:

- These methods allow to measure the financial performance and compare it with the initially set up objectives.
- ii) These measures allow the better redistribution of the financial resources.

iii) The financial review provides concrete number as the success is gauged through these measures. These concrete numbers can go a long way in motivating the employees (Hossain and Hossain 2012).

But despite this they suffer from the disadvantage of being only cost based, and do not offer sufficient motivation for the employees. Keeping this in mind, the financial specialist finetuned the above system to give the following performance management system:

a) Activity Based Cost: Activity based costing, or the ABC costing, is a method aimed at understanding the activities, processes, services, and products of a business. The original accounting practice includes two kind of costs: variable and the fixed cost. The ABC method breaks down the work into each process and assign separate cost to them. The purpose of ABC is to highlight the area where the actions of managers can result in more profit. The ABC costing helps in analyzing the areas which can be improved in order to ensure the optimum use of resources, including the human and the capital resources (Kaplan & Atkinson, 2015).

The Activity Based Costing helps the organization in determining the actual cost associated with each product and service produced by the organization. This further helps in identifying the costs that do not add value to the system and thereby can be a big help in cost optimization(Kaplan & Atkinson, 2015).

The biggest disadvantage of ABC system is that it can be costly for the organization with smaller jobs.

b) Economic Value Added: Economic value is the true profit of the company once the accounting distortions are removed from the system. It can be defined as the net operating profit minus the opportunity cost of the capital investment.

i.e., EVA= Profit-Opportunity cost of the investment.

EVA gives an idea of the value created by the organization for the shareholders and is more or less the measure of the economic performance of the organization(Venanzi, 2011).

beyond the financial performance. A balance scorecard normally includes performance measures for financial performance, customer satisfaction, innovation and learning, and internal processes. These processes may be directly or indirectly measured in order to gauge the true success of the company. The measure of the customer satisfaction can be done by measuring the number of complaints raised by the customers, or by measuring the score given by the customers. Innovation and Learning measurement can involve the measurement of new products/ideas developed over the due course of time. The balance score card believes that the success of the company is the product of all the activities rather than the financial performance itself(Venanzi, 2011).

There are many other ways as well to measure the performance of the organization but these are the most talked about and the most famous ways.

2.5 Reward System for Employees

As discussed above, rewards are quite important for the employee motivation (Sundheim 2013). In order to distribute these rewards fairly and without any bias, a reward system needs to be established in each organization. This system comprises of policies incorporated within an organization, processes and practices it follows in order to reward its employees as per their performance, skills and competence, and the market worth of the reward offered. Most of the time, an organization have separate reward philosophy, strategies and policies.

The reward system is mainly responsible for providing and maintaining the pay, bonuses and other form of rewards. These rewards can be financial rewards like change in fixed and variable play or non-financial kind of rewards like recognization, praise, promotion etc. (Armstrong 2014).

This reward system is one of the most important motivational tools offered by the organizations. The structure and the implementation of the reward system is responsible for encouraging or discouraging the employees in different areas. If the employees understand that they are going to be rewarded for certain activity, as per Vroom's theory, their motivation of performing that job is stronger. Thus this reward system provides a perfect way to motivate the employees. Whether it be a simple sales activity, or the complex process of innovation, the reward system can help in fostering the creativity of the employees(Armstrong, 2014).

Reward systems are necessary because they give preference to service over self-interest.

Each person sees the reward system and set their own personal goals to achieve the reward

for the necessary action. Thus the reward system provides the framework for the employees to perform and set goals.

Purpose of Reward

Reward system is a very important part of an organization as it helps in deciding the motivation of the employees. The reward system not only help in improving the performance of the employees, but it also provides the goals to the employees to reach one or the other level(Armstrong, 2014). Like all the other human resource activities, the right implementation of the rewards is important in attracting and retaining the talent in an organization. The reward system also determines the amount of effort that would be put in by the employees in order to enhance the capabilities of the organization. A rightly designed and administered, reward system can improve the performance of an organization, whereas an incorrectly designed and administered reward systems can lead to the steady deterioration of an organization (Milne, 2007).

Each company is in competition with other companies in similar or the other businesses for recruitment and retention of the best talent. The candidates decide their choice of the company in terms of various benefits offered to them, and reward system is one such benefit that influences the decisions of the employees. Hence it becomes necessary for the managers to guarantee a reward structure that is equivalent to the market rate. An effective reward system is necessary to ensure that the right candidates prefer an organization over its competition(Armstrong, 2014).

Reward system can also be developed in manner to promote other practices. For example, managers can design reward systems to diminish absenteeism by linking bonuses to levels

of attendance(Milne, 2007). This strategy is especially effective in the areas where job content is lower and working conditions are not up to the mark. In such cases, absenteeism will be a common issue. Linking the attendance with bonus can be one way of improving the attendance. These rewards might not necessarily be financial. The rewards could be as simple as extra days of paid leave for an ideal or near-perfect attendance.

The efficiency and the performance of the Company's can be enhanced through the employees' performance that in turn can be improved and directed by an effective reward system.

Financial Reward

There are many ways to reward an employee. The most common way selected is the financial reward. These financial rewards can be of many types. Some of these rewards directly provide the employee with cash. Such rewards include bonuses based on performance of the employees as per the budget, quality or other standards is one way of offering immediate financial incentive(Armstrong, 2014).

The rewards by bonuses are one of the most popular way adopted by companies to bolster their employees to complete a project or activity in the stipulated time period(Armstrong, 2014).

Another kind of financial reward is the financial compensation. These rewards include the increase in compensation offered as the reward for the performance. Unlike the bonus, this increase in the compensation is more permanent(Armstrong, 2014).

Another kind of financial reward is offered through the Sales contests. These contests are short term incentive programs that offers incentive in lieu of a precise purpose like ensuring increase in sales in of slow moving products or getting new customers. These kind of sales contest can be an effective motivational tool, but the management need to ensure that the design of the sales contest is such that it provides all the employees a fair and equal opportunity to win. The reward offered for these contests should be sufficient to give the necessary excitement to the employees (Havaldar & Cavale 2007, 18).

A different kind of compensation system is followed for the high level executives of most of companies. Their compensation is mostlylinked to the performance of the company directly. Most of the senior level executives have two components in their salary. First one is the base salary which is the fixed amount that they are paid, and the second portion is the variable incentive which is decided as a product of the employee and the company's performance. These incentives are some predefined percentage of the profits earned by the company (Havaldar & Cavale 2007).

Apart from the salary and bonuses, stocks are also offered as the financial compensation in many of the companies. This option includes the issue of the stocks directly in the name of the management, or allowing the companies to purchase the stock at a predetermined fixed price. The idea behind this is that once the managers have the stocks, they have a self-interest in the increasing value of the stock and hence are more pliable to performance associated with the company (Griffin 2015, 456 - 457).

Nonfinancial Reward

Apart from financial rewards, non-financial rewards also go a long way in improving the employees' performance especially in the organization with the positive culture. These rewards can include the recognition for the work, or the opportunities for learning and development(Wilson, 2003).

Recognition of the work means the appreciation of performance of an employee by the organization in front of others. It is a way of expressing thanks for the outstanding performance of the employee within the organization. Recognition has two major goals. It not only motivates the employee to continue doing their best, but it also motivates the team to do the same to get the same kind of recognition.

Many of the company prefer to combine the recognition with the celebration of an achievement of a major goal as this ensures the message is conveyed to a wider audience. Recognition can be informal in terms of verbal pat on back or it can be formal in terms of the written words and official awards. The recognition has been known as the most cost-effective way to improve the performance of the employees, but if the recognition is not followed by suitable compensation or the rewards, the value of this recognition fades. (Wilson 2003, 330)

Another method of non-financial reward is the constructive criticism in the form of feedback. This feedback helps the employees in the growth and development as they are told about how they can perform better. This feedback also gives a sense of belonging to the employees. But only once-a year discussion will not provide excellent result. What is needed is the regular discussion between the employees and management.

Offering sufficient opportunities for growth and development is another way to motivate employees. This can either be ensured by giving the training and education opportunities to the employees. Another way of achieving this is by moving the employees through a diversity of jobs, departments or functions. The process, also known as job rotation is especially beneficial for the employees who have been working in the same function for a long time and a challenge to stimulate them. This therefore creates an enabling environment for greater motivation and performance within the organization (Wilson, 2003).

2.6 Conclusion

As clearly seen from above, motivation of employees is the result of the companies policy as well. Although the personal and intrinsic motivation is essential for good performance employees, right kind of policies and reward can help in shaping up the employee motivation. Thus it is essential for the companies to take these motivational factors into account while making the policies.

Chapter 3: Research Methodology

3.1 Introduction

Different people have tried to define research. One of the most suitable definition has been provided by Ethridge (2010) who explains research as "the systematic approach to obtaining and confirming new and reliable knowledge." Research is not a day's job, but it is a process that starts from a problem and looks into the way to resolve the problem. Most of the time, the research does not end; it gives way to another research or another area of exploration.

The process of the research can be divided into the following sections:

- i) Conceptual Phase is the thinking stage the topic for the research and background of the research is developed.
- ii) Empirical phase is the action phase where the actual research is carried out.
- iii) Interpretive phase is the phase where the meaning of the results is analyzed.
- iv) Communication phase is the phase where the results and reports are communicated to the readers (Brink & Van der Walt 2006, 50).

As already highlighted in the first chapter of the introduction, the aim of this research is to critically analyze the various motivation factors and the impact they have on the performance of an employees. The purpose is to suggest the suitable ways to motivate employees at the workplace.

The research would help in understanding what the different motivation factors are and how they vary from service industry to manufacturing industry.

This chapter reviews the research approach and methodology used for the research. The first part of the chapter explains the motivation and the methodology followed for the research, while the second part of the chapter focuses on the right method to develop the questionnaire for the research purpose.

3.2 Motivation of Research

Every research has its motivation that makes the researcher select that particular subject. The motivation for this research came from a recent paper in the International Journal of Managerial Studies and Research. This paper by Maduka and Okafar (2014) studies the impact of motivation on productivity. The paper analyzes the different kinds of incentives offers to motivate employees in manufacturing firms and measures the effectiveness of the same by measuring the impact on the productivity of the employees. This prompted the selection of the current topic and a quest to understand what are the various methods of motivating the employees and if these methods are different in each industry.

3.3Methodology

There are many ways to conduct a research depending upon the various features of the research.

i) Analytical versus Descriptive research: Kothari(2013) explains that the descriptive research includes the different kinds of surveys and fact-finding enquiries, whereas the analytic research focuses on the use of existing facts and information available in the market to draw upon the conclusion. In the case of this research, the required data about the motivation factors will be collected

- with the help of questionnaires and hence the research will follow the descriptive research model.
- ii) Quantitative versus qualitative research: Quantitative research is based on measurement of quantity or amount while qualitative research is associated with the phenomenon related to quality or kind. When the research is used for a lesser-known and complex topic, then qualitative methods are mostly preferred. These qualitative methods like in-depth interviews, focus groups or observation. On the other hand, the quantitative research uses and develops the mathematical models, theories and hypotheses to establish the required connection between the empirical observation and mathematical expressions.

As seen above, there are multiple methods and approaches which can be used to conduct a research. Henr of the method of research suffers from its own set of pros and cons, and therefore, it is better to use a mix of the methods to ensure better results. The research will be a mix of two as the initial data will be collected by descriptive means and the research finally will use the quantity as the way to confirm the hypothesis.

The research has been framed in such a manner that it can determine the various motivation factors that influence the performance of the employees. The questionnaire was forwarded to the various employees from service and manufacturing industry and the information thus obtained was used in establishing the various motivation factors for the employees.

3.4 Population and Sample

A total of 80 respondents were provided with the survey. 80 of these were the employees from KFC. The respondents were randomly selected using the convenience

sampling method.

The study scope mainly focuses on the huge variety of employees from lower to higher ranking. Attempt was made to send the questionnaire to at least 15 of the high ranking officials.

The research involved examination of five major needs as per the Maslow's pyramid. These motivational factors included the financial compensations, rewards, appreciation, job security, personal growth and development, and the workplace HR policies. The questionnaire has been divided into four parts. The section 1 asks questions to the respondents related to general information. This section included information like age, gender, race, years of service, department employed and current job type.

The section 2 and 3 lists the various motivation factors and asks the employees to mark them if they act as the motivation factor for them or not. The section 4 is related to the various factors which causes dissatisfaction among the employees. Section 5 is the open ended question which asks employees to list another factors or thoughts they would like to share. All the sections except one and five requires agreement and disagreement of the respondents on different questions. A five-point scale ranging from strongly disagree, disagree, neutral, agree, strongly agree has been opted to obtain information from the employees. The series of statements in the questionnaire were not disturbed in order to avoid any confusion on the part of the employees.

3.5 Research Design

This research includes informal investigation of the mental, physical and emotional state of employees in order to understand what motivates them. This will assist in isolating the

most motivating factors of the motivation and help the HR managers in designing the policy keeping that in mind. Better motivation means improved efficiency of the employees and hence better performance of the company. This can help in designing the policies and rewards in such a manner that the employees are motivated and reach the stage of self-actualization.

Instrumentation

Instrument is the term used by the researchers for the measurement devices like survey, questionnaire, test etc. that is used to measure the data for the research. Instrumentation is the whole process through the instrument is developed, tested and then delivered to the sample size in order to gather the data for the research.

The two methods were considered for the research about the motivational factors in different employees. ESSAYCOID

a) Interviews: Interviews provide the direct contact between the interviewer and the interviewee and help the interviewer in gauging how well the employee understands the company's rules and policies. The interview can throw light on various practices followed by the companies of the individual and can throw light on how effective these practices are in motivating the employees.

The biggest disadvantage of the interviews is that it is a time consuming process and hence is not favored by the respondents. Many of the respondents in the current research were strangers and had busy work schedule. Interview in such a scenario would have been a difficult procedure. Hence, interview was not selected as the means of the data collection.

b) **Self-assessment questionnaires:** Questionnaire is another research instrument that is widely used and accepted for data gathering in human sciences. The use of questionnaire can be credited toHorace Mann who used the questionnaire in 1847 as a research instrument.

Self-Assessment questionnaire involves distributing a carefully prepared questionnaire and analyzing the answer submitted by the subjects. The questionnaire can look into the various factors of motivation and their effectiveness as per the employees.

The biggest disadvantage of the self-assessmentquestionnaires is that sometimes, the subjects may deny the truth either because of the recent work pressure that has influenced their decision orbecause they want to present themselves in a favorable or unfavorable light.

Krosnick & Presser (2010) also note that many a times the questionnaire have ambiguously-worded questions which makes subject oscillate between different answers. Despite these challenges, there are number of advantages of the questionnaire as well. The biggest advantage is that the administering, scoring and interpretation of these questionnaires is easy and require less timing and investment as compared to any other method. Moreover they can be administered to a huge group (80 respondents in our case) simultaneously.

Moreover, since all the individuals answer the same question, the data obtained is more comparable and can be easily handled.

Due to the above advantages and its ease of use, in the course of this research, the main instrument used in this research was the self-administered questionnaire that is attached as Annexure 1 of the report. The following section takes a look at the step taken while creating the questionnaire.

Questionnaire

Questionnaire might be the most economical and feasible means of the research, but certain factors need to be understood before preparing and administering a questionnaire.

The following portion takes look at the process of developing and administering the questionnaire. The disadvantage of the questionnaire is that they can be poorly designed.

Thus it is important to follow the principle and steps while constructing the questionnaire.

The steps followed should be such that they aim towards creating an accurate, reliable and valid instrument that evaluates a particular aspect of the human behavior (Krosnick & Presser, 2010). In the case of this research, the questionnaire needed to cover all the major portion of different motivation factors so as to help the employees in identifying the right factors that motivate their performance.

This research uses the steps for making the questionnaires mentioned by Krosnick & Presser (2010) as the starting point. The following table explains the step for preparation of the questionnaire.

Table 1: Steps in the Construction of Questionnaire

| Step 1 | Specify the object of the questionnaire |
|---------|---|
| Step 2 | Define the object in operational terms |
| Step 3 | Design the questionnaire |
| Step 4 | Test questionnaire |
| Step 5 | Apply for item and factor analysis |
| Step 6 | Item analysis |
| Step 7 | Factor analysis |
| Step 8 | Reliability |
| Step 9 | EssayCorp |
| Step 10 | Determine norms |
| Step 11 | Standardize |
| Step 12 | Revision |

The first and the basic step of every questionnaire is to state the objective or the purpose of the questionnaire. This will help in achieving the clarity while developing the question.

The primary and secondary objective of the questionnaire is listed below:

i) This questionnaire is the self-assessment questionnaire designed to identify the factors that motivate the employees of different industries. The questionnaire is

circulated among different employees of KFC where the requirement of the joining is at least schooling and hence the questionnaire is directed towards the educated employees, mainly the higher and the middle level employees. The information provided by the employees will help in understanding the focus of the HR policies.

There are three different kinds of the approaches that can be used to construct a questionnaire: analytic, empirical and the sequential-system approach. As indicated in the previous sections, this research uses the analytic approach to develop the questionnaire, that is that the items for the questionnaire were derived from the literature review.

Designing a questionnaire is not a simple task as many things need to be taken into account before designing the questionnaire. The following considerations must be taken care of while designing the questionnaire:

- The questionnaire should be designed as per the objective of the questionnaire. The questions should be developed that they help in achieving the objectives.
- The questionnaire should take into account the experience of the sample population.
- Another step is to identify the method of administering the questionnaire. It can be sent via physical mail, in person or through the Email.
- The questionnaire should be designed in such a way that it is neat, attractive and concise. Care should be taken that the questions are clear and easily understandable. Also, the ambiguous questions should be avoided.

- It is equally important to select the right kind of question format for the
 questionnaire. There are mainly two kinds of the question formats that are used in
 making the questionnaires:
- (i) Unstructured questions: Unstructured questions are the open ended question where the respondents give unconstrained answers. There are no categorical response options in such questions (Schnetler et al, 1989). Although the respondents can explain their points better via such questions, these open ended questions are difficult to analyze. Moreover, the questionnaire tend to be too long if these questions are used.
- (ii) Structured questions: The structured questions include closed questions with the fixed ranges of answers and specific types of the responses. The especial can select their choice of answer from the list. These questions are less time consuming and easy to analyze as compared to the open ended questions..

Design Selected for the Current Research

The current survey involves a mix of closed ended and open ended question. The survey is limited to the employees.

As explained above, a self-administered questionnaire can be great help in obtaining responses from the respondents. The questionnaire is kept small and includes pages only in the current research. The first page gave the brief introduction to the research and the topic. The second page starts with the general information about the respondent including the industry, post, experience in industry etc. Next part focuses on Maslow's pyramid and how important the employees deem it to be. The questions focus on how the respondents

select to join and stay in an organization. The next part questions with the same factor, but with the view to analyze how much these factors affect the performance of the employees. The next part analyzes the dissatisfaction factors as explained in Herzberg's theory. The last section is the open-ended question section where the employees are allowed to write other motivational factors and add their opinions. The employees were assured about the confidentiality of their views.

Non-probability convenience sampling procedure was used for the purpose. The researcher visited the different locations and circulated the questionnaire among employees. No special consideration was made except for the KFC should be within the geographical limit. Attempt has been made to collect the answers from the respondents of different shifts. This ensured getting the inputs from the employees who work in the outlet early in the morning or late at hight where the chances of disgruntlement are more.

3.6 Limitation of the Research

Since the research is conducted via questionnaire, the research suffers from the limitation of authenticity of replies. It is possible that some replies might have been fabricated to show the organization in the good light.

Also since the questionnaire was filled before the researchers, there is a strong possibility of answers being fabricated to appeal to the researchers.

3.7 Conclusion

The above chapter looked into various methods of research and identified the major research options available. Each of the option is diagnosed with regards to the existing

research and the final method selected is identified. The methodology also discusses the steps that are taken to develop the questionnaire for the research.



Chapter 4: Data Analysis and Findings

4.1 Introduction

The following chapter presents the data analysis and the findings of the questionnaire administered during the course of the research. These analysis and the findings are based on the previous discussion done during the literature review and is further built upon the responses received for the questionnaire.

4.2 Profile of the Respondents: Employees

The questionnaire was circulated among 80 respondents. Out of the total 80 responses received, 15 responses were from the senior management, while rest were from the junior and middle management. There was no response from the executive staff as the survey

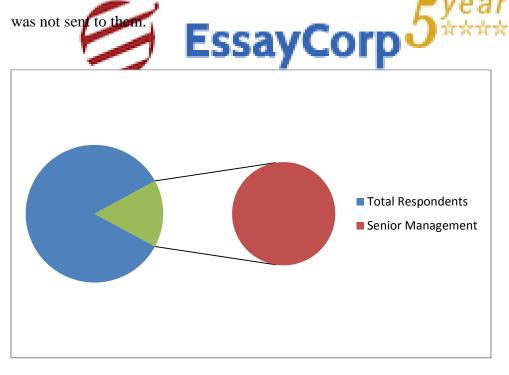


Figure 3: Graph showing senior management respondents from KFC (Original Analysis)

Out of the total respondents, 43 were females while only 37 were males. The ratio represents the healthy mix of males and females and is perfect for analyzing the reasons for stress as each of the gender forms almost half of the respondents.

4.3 Motivation Factor for Recruitment and Retaining the Talent

Recruitment

The study of motivation factors while joining a new company show some insightful result.

The following graph shows the percentage of people who consider the mentioned reason as the motivation factor while selecting the company during the recruitment process.

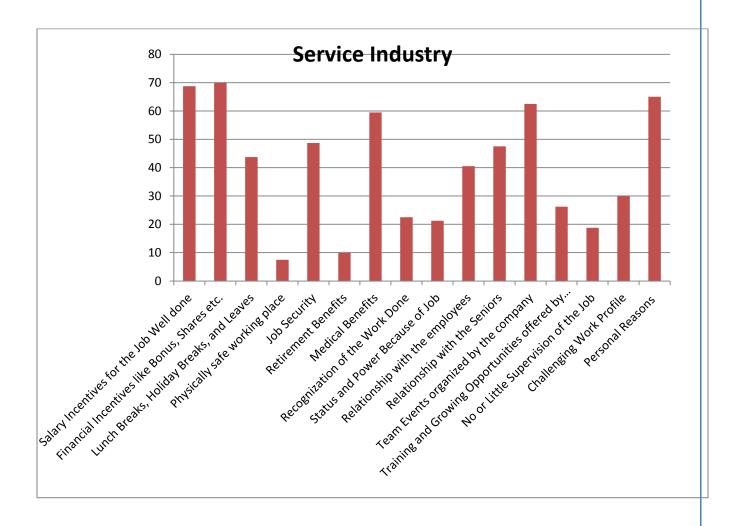


Figure 4: Motivators Affecting Employees' Decision During Recruitment Process(Original Analysis)

- i) In KFC, the biggest motivator while joining the company are the financial factors like salary and incentives. These are followed by the company policies over holidays, medical benefits and the job security.
- ii) The employees have also cited personal reasons as the major motivator for joining the job.
- they do consider team-building activities as the motivator. This clearly represents the short-term nature of the job. Most of the employees join KFC during their college life or in between their breaks. Hence retirement benefits are not considered at all. On the other hand, team building activities allow the employees to enjoy the working environment and that is why many of the

Retaining the employees

The following graph indicates the factors that people consider as motivators in their performance and working in a company.

mployees consider that as an important factor.

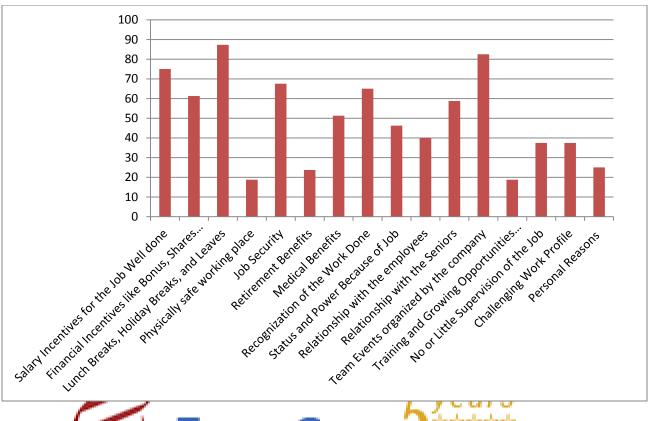


Figure 5: Mottyator Affecting Em, EySS Analye and Decided to be Retained in a Company (Original Analysis)

Following is observed from the graph:

- i) Although all the factors play role in motivating the employees in one or the other reason, some of the reasons are considered as more important.
- ii) As compared to the previous graph, personal reason does not play a very important role in motivating the employees performance as per them.
- iii) Similarly safe work place also does not get that much importance. This is probably because of the fact that the employees expect the safe working place. They are on the higher level of the Maslow's pyramid and hence are not worried about the safety of the working place. This might act as a

- dissatisfaction factor, but it does not add to the motivation of the employees. Besides, KFC is a reputed brand and safety is expected out of working there.
- iv) The team events play a big role here as well. The team outings are more the part of service industry culture and hence play an important role in motivating the employees as compared to the manufacturing industries' employees.
- Financial incentives and regular salaries also act as the dissatisfaction factors in the company.
- vi) Another factor of dissatisfaction is the break timings and the holiday plan of the company.

4.4 Dissatisfaction Factor

The following graph plots the agreement of the employees with respect to the various dissatisfaction factors asked in the questionnaire.

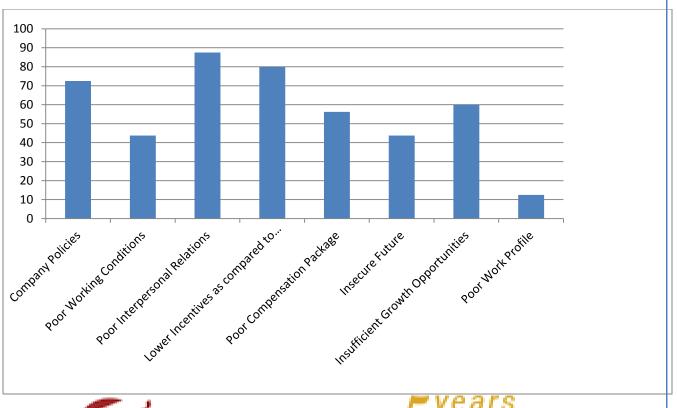


Figure 6: Graph Indicating Dissati Lact. Set 20 ft (IA (I) i D) HRHRH

The above graph indicates clearly that in KFC, employees feel more dissatisfaction with regards to the incentives rather than the basic compensation package. One of the major reason for this could be that variable component of the salary or the incentives are the more prominent part of the pay package in service industry.

Another factor which emerges as the major factor among the KFC's employees is the interpersonal relationship with 87.5% of respondents accepting them as one of the reasons for the dissatisfaction.

Growth opportunities and the company policies emerged as another major reasons both being supported by 50-70% of the respondents.

The above points clearly indicate that the dissatisfaction is not the result of one factor but is governed by culmination of the factors. The HR manager needs to take care of each of the point individually to weed out the reason for the dissatisfaction among the employees.

Open ended questions reflected the same reasons. No new motivators or non-motivators were discovered during the course of investigation of the 80 responses. In fact, most of the people left those areas blank or answered "As above".

4.5 Conclusion

The above chapter analyzed the responses provided by the employees. It is observed that most of the employees listed the reasons as mentioned in the questionnaire itself. The answers throw light on how right the motivation theories studied in the literature review were as most of the eason for satisfaction and dissatisfaction can be correlated with the literature review.

Chapter 5: Conclusion and Recommendation

5.1 Introduction

This chapter presents the findings of the research in summary form. The chapter aims at answering the research questions asked in the beginning and in making the final recommendation about the various motivation factors that need to be included in the policies to attain the successful employee motivation.

5.2 Answers to the Research Questions

The above analysis clearly indicated that the employees are indeed motivated to select a workplace as per the reasons indicated above. The reasons included in the questionnaire are not exhaustive, but covers majority of the reasons. Following answers for the research questions are concluded as per the above analysis:

- i) Is compensation a sufficient motivation factor? Compensation, either the fixed or as a bonus, is an important factor but other factors also plays an important role in motivating the employees. These factors changes from industry to industry but includes retirement benefits, job security, medical benefits along with the other kinds of appreciation.
- ii) What are the other factors which affect the performance of the employees?

 The other factors that affect the performance of the employees are the appreciation, work profile, growth opportunities, medical benefits, leave policy of the company etc.

iii) What kind of expectation do the employees have from their employers beyond the usual compensation structure?

The employees expect the friendly policies, sufficient holidays and leaves, growth opportunity, appreciation and team building activities.

Thus the questionnaire clearly gave us the various motivating factors that motivates the employees while and during the course of the job.

5.3 Future Scope of Research

The research is limited to only 80 employees. The same can be extended to other companies as well.

The research does not differentiate the responses of senior management from the junior and middle management. The research can be carried out to understand the change in factors with the change in the level in the company.

5.4 Recommendations

Following are the recommendation based on the analysis above:

- The company policies play an important role. It not only affects the performance of the employees during the course of the job, but also helps in attracting the new talent. Thus the policies should be designed keeping the interest of the employees in mind.
- ii) Financial compensation is indeed important factor in both recruitment and retaining of the employees. But beyond financial compensation, there are many other factors which affects the motivation of the employees.

5.5 Conclusion

It is important to alter the company policies in such a manner that they motivate the employees to give their best. That is the only way the company can ensure the retention of employees as well as the higher rate of customer satisfaction. Also, financial compensation is also one of the major motivating factors and should be competitive with the market scale to ensure the employee motivation.



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Annexure A

The purpose of this questionnaire is to investigate the motivation factors of employees and how to improve their performance. The coordination you provide will help us to reach this goal. Your participation is entirely voluntary and if you are not feeling comfortable to answer some of the questions, you can skip it. I ensure that your information and details will be kept confidential.

Questionnaire for employees

Section 1: General Information

Senior Management

| Middle Management |
|-----------------------|
| Junior Management |
| Executive Staff |
| Others |

Section 2: Motivational Factors that influence the recruitment and the retention in an organization

Encircle the relevant number that indicates the extent you have been motivated to join an organization by the given reason

| | Essavo | orp 5 years | | | | | |
|----|------------------------------------|-------------|--------|---|------|----------|--|
| | | Agr | eement | | Disa | greement | |
| | Salary Incentives for the Job Well | | | | | | |
| 1. | done | 1 | 2 | 3 | 4 | 5 | |
| | Financial Incentives like Bonus, | | | | | | |
| 2. | Shares etc. | 1 | 2 | 3 | 4 | 5 | |
| | Lunch Breaks, Holiday Breaks, and | | | | | | |
| 3. | Leaves | 1 | 2 | 3 | 4 | 5 | |
| 4. | Physically safe working place | 1 | 2 | 3 | 4 | 5 | |
| 5. | Job Security | 1 | 2 | 3 | 4 | 5 | |

| 6. | Retirement Benefits | 1 | 2 | 3 | 4 | 5 |
|-----|---|-----|----|-------------|-----|---|
| 7. | Medical Benefits | 1 | 2 | 3 | 4 | 5 |
| 8. | Recognition of the Work Done | 1 | 2 | 3 | 4 | 5 |
| 9. | Status and Power Because of Job | 1 | 2 | 3 | 4 | 5 |
| 10. | Relationship with the employees | 1 | 2 | 3 | 4 | 5 |
| 11. | Relationship with the Seniors | 1 | 2 | 3 | 4 | 5 |
| | Team Events organized by the | | | | | |
| 12. | company | 1 | 2 | 3 | 4 | 5 |
| 13. | Training and Growing Opportunities offered by the Job | 'or | 25 | ' <i>ye</i> | ars | 5 |
| 14. | No or Little Supervision of the Job | 1 | 2 | 3 | 4 | 5 |
| 15. | Challenging Work Profile | 1 | 2 | 3 | 4 | 5 |
| 16. | Personal Reasons | 1 | 2 | 3 | 4 | 5 |

Section 3: Factors for Dissatisfaction In the Current Job

Encircle the relevant number that indicates the extent you have been dissatisfied in the current role because of t indicated reasons.

| | Agreement | | | Disa | greement |
|---------------------|-----------|---|---|------|----------|
| 1. Company Policies | 1 | 2 | 3 | 4 | 5 |

| 2. | Poor Working Conditions | 1 | 2 | 3 | 4 | 5 |
|----|-----------------------------------|---|---|---|---|---|
| 3. | Poor Interpersonal Relations | 1 | 2 | 3 | 4 | 5 |
| | Lower Incentives as compared to | | | | | |
| 4. | other peers in Industry | 1 | 2 | 3 | 4 | 5 |
| 5. | Poor Compensation Package | 1 | 2 | 3 | 4 | 5 |
| 6. | Insecure Future | 1 | 2 | 3 | 4 | 5 |
| 7. | Insufficient Growth Opportunities | 1 | 2 | 3 | 4 | 5 |
| 8. | Poor Work Profile | 1 | 2 | 3 | 4 | 5 |

| Section 4 | EssayCor | 5years |
|-------------------------|---------------------------|--------------------|
| Please answer the follo | owing question as per you | r past experience: |

| 1) | What are the three top factors you look for while selecting the new job in an organization? |
|----|--|
| | |
| 2) | What are the three factors which had influenced your decision to leave an organization in the past? |
| | |
| 3) | What are the three biggest motivators that motivates you to perform at your best in your current organization? |
| | |



Annexure-B

Tables of Result recorded during the course of the research

Table 2:Motivation Factors During Recruitment Process: KFC

| | Motivators during Recruitment Process | 1 | 2 | 3 | 4 | 5 |
|----|---|------------|---------------|------------|-----------------|----|
| 1 | Salary Incentives for the Job Well done | 35 | 20 | 10 | 10 | 5 |
| 2 | Financial Incentives like Bonus, Shares etc. | 40 | 16 | 10 | 14 | |
| 3 | Lunch Breaks, Holiday Breaks, and Leaves | 7 5 | V C 20 | 3 [| S _10 | 5 |
| 4 | Physically safe working place | 1 | 5 | 30 | 44 | |
| 5 | Job Security | 28 | 10 | 5 | 29 | 6 |
| 6 | Retirement Benefits | 5 | 3 | 30 | 30 | 12 |
| 7 | Medical Benefits | 29 | 18 | 5 | 20 | 7 |
| 8 | Recognization of the Work Done | 5 | 13 | 20 | 20 | 22 |
| 9 | Status and Power Because of Job | 10 | 7 | 3 | 31 | 29 |
| 10 | Relationship with the employees | 19 | 13 | 7 | 15 | 25 |
| 11 | Relationship with the Seniors | 28 | 10 | 17 | 13 | 12 |
| 12 | Team Events organized by the company | 40 | 10 | 10 | 7 | 13 |
| 13 | Training and Growing Opportunities offered by the Job | 12 | 9 | 29 | 30 | |

| 14 | No or Little Supervision of the Job | 3 | 12 | 17 | 19 | 29 |
|----|-------------------------------------|----|----|----|----|----|
| 15 | Challenging Work Profile | 9 | 15 | 38 | 10 | 8 |
| 16 | Personal Reasons | 47 | 5 | 10 | 10 | 8 |

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Table 3: Motivation Factors that Affect the Performance and Retaining in KFC

| | Motivation Factors that Affect the Performance and Retaining in Service Industry | 1 | 2 | 3 | 4 | 5 |
|----|--|------------|-------------|-------------|----|----|
| 1 | Salary Incentives for the Job Well done | 39 | 21 | 10 | 5 | 5 |
| 2 | Financial Incentives like Bonus, Shares etc. | 10 | 39 | 13 | 16 | 2 |
| 3 | Lunch Breaks, Holiday Breaks, and Leaves | 29 | 26 | 2 | 1 | 5 |
| 4 | Physically safe working place | 6 | 9 | 20 | 42 | 3 |
| 5 | Job Security | 25 | 29 | 15 | 10 | 1 |
| 6 | Retirement Benefits | 9 | 10 | 40 | 10 | 11 |
| 7 | Medical Benefits | 3 0 | <u>- 14</u> | - 14 | 14 | 11 |
| 8 | Recognition of the Work Done | 13 | 39 | 3 | 13 | 12 |
| 9 | Status and Power Because of Job | 24 | 13 | 3 | 20 | 20 |
| 10 | Relationship with the employees | 19 | 13 | 7 | 15 | 26 |
| 11 | Relationship with the Seniors | 18 | 29 | 10 | 15 | 8 |
| 12 | Team Events organized by the company | 39 | 27 | 3 | 2 | 9 |
| 13 | Training and Growing Opportunities offered by the Job | 5 | 10 | 38 | 24 | 3 |
| 14 | No or Little Supervision of the Job | 17 | 13 | 27 | 10 | 13 |
| 15 | Challenging Work Profile | 14 | 16 | 24 | 20 | 6 |
| 16 | Personal Reasons | 4 | 16 | 30 | 10 | 20 |

Table 4: Dissatisfaction Factors for KFC employees

| Service Industry | | | | | | | |
|---|----|-------|-------|----|------|--|--|
| Dissatisfaction Factors | 1 | 2 | 3 | 4 | 5 | | |
| Company Policies | 25 | 33 | 0 | 22 | | | |
| Poor Working Conditions | 16 | 15 | | 45 | 4 | | |
| Poor Interpersonal Relations | 50 | 20 | | 10 | | | |
| Lower Incentives as compared to other peers in Industry | 44 | 20 | 16 | | | | |
| Poor Compensation Package | 5 | 40 | 8 | 9 | 18 | | |
| Insecure Future | 0 | 35 | 23 | 20 | 2 | | |
| Insufficient Growth Opportunities | 12 | 36 | 19 | 13 | | | |
| Poor Work Profile | | 10.00 | . 174 | 35 | _ 35 | | |
| EssayCorp 5***** | | | | | | | |