

MOTIVATION AND EMPLOYEE PERFORMANCE

A CASE STUDY OF DANGOTE CEMENT PLC, NIGERIA

BY

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**A RESEARCH DISSERTATION PRESENTED TO THE COLLEGE OF ECONOMICS AND
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DECLARATION

I **OGUNSUYI TEMITOPE ADEWUMI** declare that this report is my original work and has not been presented to any institution of higher learning or for any academic award.

SIGNATURE



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DATE:

12/06/2015

APPROVAL

This research report is submitted for examination with my approval as a University Supervisor.

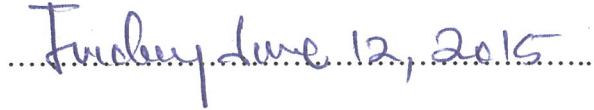
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DEDICATION

I dedicate this research to the glory of God.

ACKNOWLEDGMENT

In a very special way, I would like to thank His Excellency **AMBASSADOR CORNELIOUS OMOLADE OLUWATERU**, The High Commissioner of the Federal Republic of Nigeria to Uganda and also the Former Deputy Governor, Ondo State who single handedly sponsored my education and my gratitude also goes to my sister, his lovely wife Her Excellency **MRS. BOSEDE OLAYEMI OLUWATERU** for impacting in me, and also for their parental care and guidance, during the course of my schooling in Kampala, Uganda.

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ABSTRACT

The purpose of this study was to establish the relationship between motivation and employee performance of Dangote cement plc. However, the specific objectives of the study were; to establish what motivates employees to perform in Dangote cement Plc, to examine the level of performance at Dangote cement Plc, and to determine the relationship between employee performance and motivation at Dangote cement Plc.

The study findings indicated that the motivational system used in Dangote cement Plc. were in effective and unsatisfactory, the level of employees performance was found to be inadequate and a significant positive relationship exists between motivation and employee performance. It was recommended that the management of Dangote cement Plc. should design an effective motivational system which aims at improving the level of employees' performance; management should appreciate the findings on the relationship between employees' performance and motivation in other to ensure its continued production as a competitive industry in Nigeria.

LIST OF ABBREVIATIONS

COSO	Committee of Sponsoring Organization
KIU	Kampala International University
PLC	Public Limited Company

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CHAPTER ONE

1.0 Introduction

This chapter presents the background of the study, problem statement, purpose of the study, objectives of the study, research questions, scope, and significance of the study, and conceptual frame work of the research.

1.1 Background of the study

Motivation is the most important matter for every organization public or a private sector. For the success of any organization, motivation plays an important role. All organization encounter the matter of motivation whether they are in the public or private sector (Chintallo & Mahadeo, 2013). According to Chaudhary & Sharma (2012) basically, the word motivation is derived from “Motive”. This means; needs, wants, and the desires of the persons. “Employees motivation means the process in which the organization inspires employee with the shape of rewards, bonus etc. for achieving the organizational goals.

According to McCormick and Tiffelin (1979), motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers. Intrinsic motivation on the other hand are those rewards that can be termed „psychological motivations“ and examples are opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. An intrinsically motivated individual, according to Ajila (1997) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. And an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need, which the individual would have to perceive a possibility of satisfying

through some reward. If the reward is intrinsic to the job, such desire or motivation is intrinsic. But, if the reward is described as external to the job, the motivation is described as extrinsic.

Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. So we can say that human resources are the very important or most competitive assets of any organization that cannot be exchangeable. Human resources or human assets mean the workers or the employee of any organization. So motivation is the main factor that affects human resources of the organization. The organization should be motivating their employees for the best performance or for achieving the organizational goals. In fact motivation is the best tool for best performance. Today there are many discussions about motivation and the relationship of employee's efficiency and the organizational efficiencies. Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities (Azar and Shafighi, 2013). Attractive Salaries or pays also a Valuable tool and play an important role to increase employee's performance and also increase the productivity of an organization (MUOGBO U.S, 2013).

According to Iqbal *et al.* (2012), Employee's motivation and their ability collectively participate into employee's performance and in their difficult tasks given by the manger are to purposely get maximum productivity. Now a day's researcher have more concerned with increase productivity, perfection and working ability. Employee's needs and wants having more important in research history.

Employees play important role in the customer perception about the company. Company spend huge amount of money to gain customer loyalty but they forget the Employees motivation. Customers interact with the employees and also carry the company's image in their mind through the behavior and attitude. So company should be moving their attention toward the employee motivation. Now the era of globalization companies face competition in the market, if company could not successfully motivate their employee. Company didn't exist in competitive environment of business (Ahmad, 2012).

Employees are motivated in many ways as discussed earlier but this study will focus on only three which are; salary, incentives, and benefits. Salary is the remuneration paid to the clerical

and personnel employed on monthly or annual basis. (Hill, 1998). Fredrick Taylor believed that the use of salary as a motivation linked to various objectives would offer the best motivation for performance. In this commentary, salary was the primary motivator and workers would be motivated by obtaining the highest possible salaries and wages. (Boddy, 2005). However, one of the traps many managers fall into is thinking that employees are motivated by only money. Although, salary is important as a motivator, it is not the only reward that people seek and that managers can use. Salaries cause conflicts and high labour turnover if not well administered. (Decenzo and Robbins 2001).

Obajana Cement Plant (OCP) is Dangote's first green field project with two lines built to international standards deploying latest technology to produce 5 MTPA. It is one of the largest private sector investments in Nigeria outside the oil sector. This maiden project was engineered by best in class associates from world over and was commissioned in 2008 against all odds. In 2011, OCP has commissioned Line 3 with 5 MTPA capacities. It achieved 100% production, shipping additional 5 MTPA in to the Nigerian market. Obajana is supplied with high-quality limestone from quarry with an estimated reserve of about 100 years.

Obajana is powered by a gas pipeline that delivers gas for its three production lines as well as its 135MW power plant. As a back-up, the plant uses low-pour fuel oil for its kilns and diesel for its power plant.

Work will soon commence to build another 3 million tonne production line by the end of 2014. At 13 million tonnes, the expanded facility will be one of the largest in the world.

Dangote Cement Plc (DCP) is Nigeria's largest cement manufacturer with ambitious plans to expand into 14 other African countries. A fully integrated quarry-to-depot producer, the Group has production capacity of about 19 million tonnes a year in Nigeria. At 10mt, its Obajana plant in Kogi state is the largest in Sub-Saharan Africa. The recently opened 6mt Ibese plant is less than 100km from Lagos, in the fast-growing South West of Nigeria. The Group's Gboko plant, in Benue state, is expected to be upgraded from 3mt to 4mt in early 2013.

Dangote Cement is investing more than \$4bn to expand its production and import capacity to around 50 million tonnes a year by the end of 2015. The investment will increase capacity in

Nigeria to at least 32mt, with new capacity being added at Ibese and Obajana, and a new factory being planned for Calabar, in Cross River state.

The Group's African operations will include factories in Senegal, South Africa, Cameroon, Gabon, Benin, Ethiopia, Tanzania, Zambia and the Republic of Congo. Import and bagging facilities are planned for countries including Ghana, Sierra Leone, Liberia, Cote d'Ivoire and Togo.

This Theory was chosen for this study simply because "employee motivation is one of many mechanisms used in organization to address the performance of an employee"

Another way used to monitor employee performance is Performance Appraisal. by performance appraisal we can monitor quality of performance of an employee. We monitor performance by using these broader performance management systems that links:

1. Organization objective
2. Day by day performance
3. Professional development
4. Rewards and incentives.

In simple words we said that appraisal is the assessment in individual performance in a systematic way, performance can be measured in such factors e.g. job knowledge, quality and quantity of output, leadership abilities, supervision, dependency, cooperation, judgment, and versatility. Performance cannot depend on past performance of employee.

There are various theories that linked motivation to performance. The Vroom's expectancy theory states that an individual tends to act in a certain way on the basis of the expectation that the act will be followed by a given outcome and according to the attractiveness of that outcome. It entails three variables and among them is performance reward linkage. The degree at which the individual believes that performance at a particular level will lead to the attainment of a desired outcome. Attractiveness is the importance that the individual places on the potential compensation that can be achieved in the job. . (Decenzo and Robbins 2001).

According to the equity theory, workers are motivated if they are being compensated in accordance with their perceived contribution to the organization. Equity theory suggests that

compensation should be equitable or in proportion to the employees contribution. (Madura and Decenzo, 1998)

1.2 Statement of the Problem

Employee performance is assessing whether a person executes their job duties and responsibilities well. Many companies asses employee's performance on annual or quarterly bases in order to define certain areas that needs improvement. Performance is a critical factor in an organizational success.

Finding ways to motivate employees has long been an issue with managers. It doesn't matter much for which company a person works, employees can often find it hard to get motivated for a job after being employed at the same company for more than a few months. Perhaps it is because there's a sense of repetition in the day-to-day job duties or maybe another underlying factor. To tackle employee motivation, one needs to figure out how to motivate people.

Often an employee knows how to perform correctly, the process is good, and all resources are available, but for one reason or another, chooses not to do so, which normally means it is a motivational issue. While many jobs have problems that are inherent to the position, it is the problems that are inherent to the person that normally cause us to lose focus from our main task of getting results. These motivational problems could arrive from family pressures, personality conflicts, a lack of understanding on how the behavior affects other people or process, etc.

1.3 Purpose of the study

The purpose of this study was to identify what motivates employees to perform.

1.4 Specific objectives

The objectives to be investigated in this study included;

- i. To establish what motivates employees to perform at Dangote cement plc.
- ii. To examine the level of employee performance at Dangote cement plc.
- iii. To determine the relationship between employee performance and motivation at Dangote cement plc.

1.5 Research questions

This study was intending to answer the following questions.

- i. What is the effect of salary on employee performance in Dangote cement plc?
- ii. What impact do benefits have on employee performance in Dangote cement plc?
- iii. What effects do incentives have on employee performance in Dangote cement plc?

1.6 Scope of the study

1.6.1 Geographical scope

The study was carried out in Obajana, Kogi State, Nigeria. Purposive sampling was used to select Nigeria for the study since it has the largest cement factory in Africa in which compensation and motivation practices take place. In Kogi State, Dangote cement Plc was selected as the study location. This is because Dangote cement Plc was once on papers that employees were almost striking due to poor motivational practices. The organization is also well known to the researcher who has faced motivation problem with them in the past.

1.6.2 Content scope

The study was motivation and employee performance. This study focused on prevailing situation in Dangote cement plc. and also to act as the springboard to the way forward to having a sound motivational system.

1.7 Significance of the study

The study will enrich the researcher's knowledge on the variables under study and help the researcher fulfill the requirements that lead to the award of the degree of Bachelor of Arts in Economics at Kampala international university.

Findings will also be available for reference by academician, researchers who seek to conduct further research in any of their variable under this study.

1.8 Conceptual framework

INDEPENDENT VARIABLES

DEPENDENT VARIABLE

MOTIVATION

PERFORMANCE

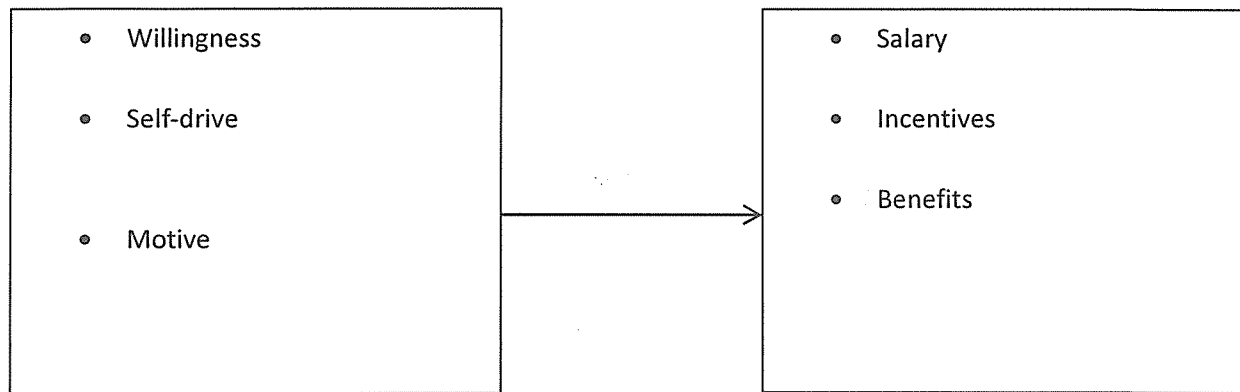


Figure 1: Conceptual frame work

In this conceptual frame work, performance was characterized by salary, benefits and incentives while motivation was characterized by willingness to work, motive and self-drive.

Financially, employees can be motivated using salaries which are administered monthly.

Salary will make employees to have an inner drive which will make them to work harder for the organization.

Incentives which are elements payment linked to the working performance of an individual have a great impact on the employee's willingness to work. When incentives are administered, employees will see the sense of working since they are like a "pull" mechanisms for them.

Employees mainly receive benefits as a way of imparting in them the motive to work. They receive benefits such as medical care, security, company cars to mention a few and this will energize and direct them to work.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter was about reviewing related literature on motivation and employee performance. It focused on the impact of incentives, salary, and benefits on employees' motivation. The researcher cited various related literature to the topic from different sources and show how the literature is linking motivation and employee performance.

2.1 Motivation Theories

The most influential motivation theories are classified broadly in 3 ways:

1. Instrumentality: 'carrot and stick' or 'the law of effect'
2. Content: focuses on the needs that motivate us to take action and
3. Process: focuses on the process of motivation, including how it is influenced by, for example, expectations, goal setting, perceptions of equity and attribution.

1. Instrumentality Theory

Motivation is driven by rewards and punishments or 'carrots and sticks'. It has its origins in the writings of Taylor (1911), and is based on reinforcing or 'conditioning' (Skinner, 1974) behavior through rewards.

2. Content Theories

Focuses on the content of motivation, or the needs that motivate us to take action and achieve goals that satisfy these needs. Content theories include:

Maslow's Hierarchy of Needs: our behavior and actions are driven by a 'hierarchy' of needs where lower level needs, such as survival, must be satisfied before we are motivated to meet higher level needs, such as 'feeling connected' and self-actualization.

Alderfer's ERG Theory: uses empirical research to modify Maslow's hierarchy of needs to: Existence, Relatedness and Growth ('ERG'). Alderfer's needs can be operating at the same time, rather than in a hierarchy. Where higher level e.g. self-actualization needs are frustrated, we seek out greater satisfaction of a lower level need e.g. financial security, to compensate.

Herzberg's Motivators & Hygiene Theory: two groups of factors affect motivation at work. Intrinsic 'motivators' (relate to Maslow's higher needs) such as achievement and recognition can positively influence motivation, while extrinsic 'hygiene factors' (relate to Maslow's lower needs) such as pay and working conditions can negatively impact motivation if they are not satisfactory. Hygiene factors do not motivate, but can negatively affect motivation if they are absent. Motivators improve motivation but do not eliminate dissatisfaction.

Steers and Porter's Theory: translates Maslow's needs into 'workplace needs' e.g. pay and working conditions at the base of the hierarchy, through to challenge, creativity and career advancement at the top.

Stum: translates Maslow's hierarchy of needs into 5 levels of workforce needs presented in a 'Performance Pyramid'. Stum also developed the concept a 'social contract' between employer and employee to improve employee commitment and retention.

McClelland's Theory: we are motivated by three forces Achievement, Power and Affiliation. The intensity of each varies by individual and one will tend to dominate.

The following theories explain manager's attitudes towards people, which in turn influence how they will try to motivate employees. These theories include:

McGregor's Theory X & Y: a manager's style reflects their attitudes to people and about human behavior / nature. It is either: 'X' negative, needing coercion to work, or 'Y' positive, that work is a natural state and that people are self-controlling.

The theory can also be related to Maslow: 'X' indicates where lower order needs are influencing motivation and 'Y' reflects motivation by higher order needs.

Ouchi's Theory Z: builds on McGregor and suggests a Japanese style of motivation (X & Y being viewed as applicable to American organizations) that emphasizes trust, a less hierarchical and bureaucratic structure and high levels of worker involvement.

3. Process Theories

Process theories focus on the process of motivation. They try to identify the variables that influence motivation, the relationship between them and how their design can be improved in order to improve motivation.

Process theories include; Equity, Goal and Attribution Theories.

Goal Theory

Locke's Goal Theory: based on the premise that people use goals to satisfy their needs and desires. A person's effort will be influenced by how difficult is it to achieve the goals and how committed they are to meeting the emotional need or desire. People perform better if they have quantified goals, deadlines, challenging goals and measurable targets.

Equity Theory

Adams' Equity Theory: focuses on how fairly people feel they are being treated compared to others.

Attribution Theory

Is one of the newer motivation theories and is heavily linked to studies of perception and theories such as Locus of Control. It describes the process we undertake to attribute characteristics to people based on their behavior. The theory suggests that we perceive behavior to be determined by either internal or external forces.

2.2. Definition and history of Employee and Motivation

The history of motivational thought reflects the considerable influence of philosophers and physiologists. For example, the concept of free will as proposed by Aristotle and others was a

widely accepted philosophical position until it was generally rejected in favor of determinism. Determinism, as the term is used by psychologists, holds that every behavior has some antecedent cause. One antecedent to which particular behaviors are often attributed is motivation. Thus, if one sees a woman hurriedly eating a sandwich while continually glancing at her watch, one might infer that she is late for an appointment rather than that she is ravenously hungry. Regardless of the eventual explanation that would allow us to understand her behavior, we do not assume that she is behaving randomly. Rather, we assume some motive is causing her to behave as she does.

Aristotle's belief that the mind is at birth a blank slate upon which experience writes was the basis for studying the effects of learning on behavior. The 17th-century philosopher René Descartes proposed the concept of mind-body dualism, which implied that human behavior could be understood as resulting from both a free, rational soul and from automatic, non-rational processes of the body. His proposition that non rational, mechanistic processes of the body could motivate behavior under some circumstances led to the development of the concept of instinct and provided a counterpoint to Aristotle's emphasis on learning as the most important concept in the control of behavior. Today, the mechanistic component of Descartes's dualism can be seen as the distant forerunner of the study of genetic components of motivation, while his other view of rational choices can be regarded as a precursor of modern cognitive approaches to motivation

British empiricist philosophers, as exemplified by John Locke, also contributed to the development of modern motivational theory. Locke's emphasis on the importance of sensory experience can be understood as underlying the modern focus on external stimulation as motivating.

Psychologists study motivational forces to help explain observed changes in behavior that occur in an individual. Thus, for example, the observation that a person is increasingly likely to open the refrigerator door to look for food as the number of hours since the last meal increases can be understood by invoking the concept of motivation. As the above example suggests, motivation is not typically measured directly but rather inferred as the result of behavioral changes in reaction to internal or external stimuli. It is also important to understand that motivation is primarily a performance variable. That is, the effects of changes in motivation are often temporary. An

individual, highly motivated to perform a particular task because of a motivational change, may later show little interest for that task as a result of further change in motivation.

Motivation has been studied in a variety of ways. For instance, it has been analyzed at the physiological level using electrical and chemical stimulation of the brain, the recording of electrical brain-wave activity with the electroencephalograph, and lesion techniques, where a portion of the brain (usually of a laboratory animal) is destroyed and subsequent changes in motivation are noted. Physiological studies performed primarily on animals other than humans have demonstrated the importance of certain brain structures in the control of basic motives such as hunger, thirst, sex, aggression, and fear.

Motivation may also be analyzed at the individual psychological level. Such analyses attempt to understand why people act in particular ways and seek to draw general conclusions from individual cases. Through studies of individuals, for example, it has been found that both men and women proceed through a series of identifiable stages of arousal during behaviors leading to and culminating in sexual intercourse. The finding may be applied to people in general.

Motivation of an individual is also influenced by the presence of other people. Social psychologists have been active in discovering how the presence of others in a given situation influences motivation. For example, students and teachers behave in predictable ways in the classroom. Those behaviors are often quite different, however, from the way students and teachers behave outside the classroom. Studies of conformity, obedience, and helping behaviors (which benefit others without reward) are three areas in this field that have received considerable attention.

2.1.1 Employee

An employee is a person hired by another person (an employer) to perform a job. A worker is considered an employee if the employer controls what work will be done and how it will be done. What is important is that the company has the right to control and manage the details of how and when the work is performed.

The employer compensates the employee for his work, either through a specific wage or salary. This relationship between the employee and employer is established by a written or understood contract.

Employees are on the company payroll, and the employer withholds federal and state taxes, Social Security, and Medicare. Employees are provided with unemployment and workers' compensation insurance. Employees may be offered benefits like paid sick leave, vacation, health insurance, or other retirement plan participation.

2.1.2 Employee Motivation

Employee motivation is the psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence. The design of an employee's job can have a significant impact on their job motivation. Job design includes designing jobs that create both a challenging and interesting task for the employee and is effective and efficient for getting the job done.

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment). Employee motivation can sometimes be particularly problematic for small businesses. The owner has often spent years building a company hands-on and therefore finds it difficult to delegate meaningful responsibilities to others. But entrepreneurs should be mindful of such pitfalls: the effects of low employee motivation on small businesses can be harmful. Such problems include complacency, disinterest, and even widespread discouragement. Such attitudes can cumulate into crises.

Motivating employees can be a manager's biggest challenge. Employee motivation is a key to the overall effectiveness of an organization. An understanding of the applied psychology within a workplace, also known as organizational behavior, can help achieve a highly motivated workforce.

2.2 The Relationship between Salary and Benefits

Base salary is what you see on your paycheck. It is the amount per hour or per year that you are paid for performing your job. Base salary does not include any bonuses, benefits or perks associated with the job. It increases with raises or adjustments, but remains the yearly or hourly wage paid. Base salary is typically the number you say when people ask you how much you make -- what you are paid.

Benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organization, that is, for doing their job. Some benefits, such as unemployment and worker's compensation, are federally required. (Worker's compensation is really a worker's right, rather than a benefit.)

Prominent examples of benefits are insurance (medical, life, dental, disability, unemployment and worker's compensation), vacation pay, holiday pay, and maternity leave, contribution to retirement (pension pay), profit sharing, stock options, and bonuses. (Some people would consider profit sharing, stock options and bonuses as forms of compensation.)

You might also think of benefits as company-paid and employee-paid. While the company usually pays for most types of benefits (holiday pay, vacation pay, etc.), some benefits, such as medical insurance, are often paid, at least in part, by employees because of the high costs of medical insurance.

2.3 The Relationship between Benefits and Motivation

Benefits are elements of remuneration given in addition to the various forms of cash pay. They also include items that are not strictly remuneration i.e. annual holidays (Annstrong,2006).According to Cockmar 1998,benefits are those extras provided by an employer to or for the benefit of an employee and which are not in the form of wages, salaries and other time-related payments. Thus the adopted definition for benefits is that they are those monetary and non-monetary rewards given to the employees during and post-employment period which are connected with employment but not to the employees' contribution to the organization (Rao 2001).

One of the need and objective of extending benefits to employees is to boost their morale and motivate them to work (Rao 2001)

According to Larson 1998, some common benefits and perks that employees appreciate and look for in jobs nowadays that motivate them are flexibility, career advancement, convenience, job related perks and recognition.

Flexibility: Inspired by the needs of working mothers, job flexibility has become a priority for everyone. To balance work and life issues, men and women look for flexible time, work-at-home.

Schedules, job sharing and more vacation time overall. While time off in a small organization may be difficult to accommodate, there are some easy ways to appease employees who crave more personal time. Take a hint from Quadrant software in Mansfield; Mass. The Company reduces hours in the summer when employees appreciate time off the most. "It's a good benefit anywhere but particularly here in New England, where the weather is good in the summertime". Says Gary Langston, Quadrants founder and president." It's a very good benefit that has been very beneficial for us keeping people."(Kumar, 1999).

Career advancement is the best incentive to offer ambitious people. Meek 2000 says that people want to feel that their job is challenging and that they are part of a winning team. While a small company may not have a vertical ladder in place for employees to climb, delegating responsibility to employees as the company grows is an important way for them to develop in career Langton says that when greater opportunities are presented in a company, they have to be filled internally with people who are in similar jobs and who can grow in those jobs. (Kumar, 1999).

Convenience according to the data released by economist Barry Bluestone and Stephen Ross; Americans are working harder and longer than they used to do. I-Tours worked in 1995 topped 1980 (about 49.5 hours a week compared to 1989 when workers logged 1950 hours). Because there is less personal time, employees appreciate any effort from the boss to simplify their lives on the other end.

Consider Wilton Conner, owner of Wilton Conner Packaging Inc. in Charlotte and the assistance he provides his workers. Realizing that staff members are wiped after a day's work, he invites them to bring some of the household's dirty work to office. The onsite laundry service will wash, dry and fold the staff's garments all for the price of the soap. In addition, the company keeps an in house repairman in case and employee's home finds itself with leaky roof or toilet clog.

Conner says that both the laundry and repair service are benefits that employees appreciate and, at the same time, they help the company keep absentee rates down by eliminating the need to stay home waiting for service person to arrive. He says, "Our best investment is our people, and the programs that we have put together have brought us to having virtually no turnover."

Job related perks are small ways to build camaraderie between a company and its employees through privileges that are job specific. For instance, music memorabilia shop I-Tot Topic, based in Pomona, Calif; reimburse its part-time work staff for tickets to rock concerts, events which most of the sub-20, music-minded, retail staff attend anyway. Orval Madden CEO told Inc. magazine in November 1997 article that he's not just compensating his employees for having good time: rather the jaunts provide an opportunity for the company to conduct some valuable market research. To qualify for the reimbursement, employees must return with a report on the fashions that the band and the fans were wearing, along with some merchandise ideas (Hackett 1996)

Recognition research conducted by Gerald Graham, dean of the W. Frank Barton School of business at Wichita State University, found that 63 percent of American workers ranked a "pat on the back" as a meaningful incentive. The simplest-and often cheapest-benefit of them all is recognition. One-minute praising and recognition for a job-well done is important to keeping employees performing above par. (Hackett 1996)

While some companies provide that satisfaction through formal "Employee of the month" awards, other firms acknowledge greatness more casually. Take for instance the folklore Surroundings the "Golden Banana award" at Hewlett-Packard. According to the book "101 Ways to Rewards Employees" by Bob Nelson, the tradition began when an engineer burst into his manager's office in Palo Alto to announce that he'd just found the solution to a problem the group had been grappling with for weeks Quick to acknowledge his accomplishment, the

manager picked up the first item on his desk and presented it to the employee: a banana from his lunch. The employee was initially puzzled, but over time the Golden Banana Award became one of the most prestigious honors bestowed on an inventive employee (Kumar, 1999).

2.4 The Effects of Salary on Employee Motivation.

Salary is the remuneration paid to the clerical and managerial personnel employed on monthly or annual basis. (Rao, 2001) Salary is also the pay calculated at an annual or monthly rate rather than hourly (Ivancevich, 2001). The working definition adopted for salary is that salary is the money paid to the managerial personnel and employees on monthly or annual basis.

The objectives of motivation function are to create a system of rewards that is equitable to the employer and employee alike. The desired outcome is an employee who is attracted to the work and motivated to do a good job for the employer. Patton 1999 suggests that in motivation there are criteria for effectiveness and one of them is salary providing i.e. pay should motivate effective and productive work (Ivancevich, 2001) According to Rao 2001, the need for a sound salary administration is that most of the employees satisfaction and motivation are based on pay. The main objective of salary administration is to motivate employees to perform efficiently and lively in the organization.

In motivating employees, most of the focus has been on money. From Aristotle through Frederick W. Taylor, the “Father of scientific management theory”, philosophers, scientists, industrial engineers and managers believed that salary (money) was the only thing that motivates. Beginning with the 1930’s, sociologists, psychologists and other FIRM’S theorists theorized that all kinds of cognitive and a cognitive process also affect the relationship between pay and motivation. (Ivancevich, 2001)

Social comparison theories suggest that motivation is greatly influenced by how fairly an Employee feels he/she is being paid. According to Homan’s distributive justice/exchange theory and Adam’s equity theory; a major determinant of an employee’s productivity and satisfaction arises from the degree of equity that an employee perceives in the workplace in comparison with other (Ivancevich, 2001)

Salary in itself has no intrinsic meaning but it acquires significant motivating power because it comes to symbolize so many intangible goals. As noted by Goldthorpe et al 1968, from their research into the affluent worker', pay is the dominant factor in the choice of employer and considering of pay seem most powerfully in binding a people to their present job.(Arm strong 2006)

Money therefore provides positive motivation in the right circumstances, not only because people need money but also it serves as a highly tangible means of recognition. It can also be argued that money may be an important factor in attracting people to organizations and is one of the factors that will influence their retention. (Armstrong, 2006)

However, badly designed and pay systems can de-motivate employees. Jacques 1961 emphasized the need for such systems to be perceived as fair and equitable i.e., the reward should be clearly related to effort or level of responsibility and people should not receive less salary than they deserve compared with their fellow workers. Jacques called this the 'felt-fair' principle.

Doubt have been cast by Hertzberg et el 1957 on the effectiveness of salary because, they claimed, while lack of salary can cause dissatisfaction, its provision does not result in lasting motivation. (Armstrong, 2006)

Employees who are motivated by salary are those whose expectations that that they will receive a financial reward for intrinsic interest-people who just work for money could find their tasks less pleasurable and may not therefore do them so well. Salary also increases fixed costs of sales because pay costs are not fixed with sales results. (Armstrong, 2006)

2.5 The effect of Incentives on Employee Motivation

Incentive is an element of payment linked to the working performance of an individual or group as a result of prior arrangements. (Torrington and Hall, 1998) An incentive is also a scheme i.e. bonus scheme that is linked to company profitability and it is aimed at motivating employees to contribute maximally to achieve company goals (Allan 2000) The working definition adopted for incentive is that incentives are extras given to the employees after working and has special arrangement.

Incentives reduce turnover among high performers. They act as motivators for high performers to stay with an organization when they are rewarded more generously than poor performers. This enables the high performers to be motivated by being rewarded for extra work and interest (Hellriegel, Jackson and Slocum, 2002)

The job manager is to provide information, resources and personal motivation workers need in order work. This means that managers cannot avoid the creative use of incentives. Incentives necessarily ubiquitous in any firm, since without the motivation they provide, there would be little hope of getting the vast majority of workers to make the needed extra effort. (MKenzie and R_Lee, 1998)

Employees derive an inner drive and willingness to work from incentives. However, when they become part and parcel of the firm's policy structure, they act as a means of communicating the firm's mission and most valued goals and objectives. Incentives, in effect tell workers of what they are supposed to do (Boody 2005)

Incentives usually motivate managers to set goals for the employees. This is because incentives are the monetary and non —monetary ways managers use to incite action within firms, namely work and cooperation. They are what breathe life into any system of "management by objectives" Each employee in the firm will be motivated to work towards achieving the goals set in order to earn an incentive.(Torrington and Laura,1998)

Incentives have been found to be important for more mundane, everyday business reasons. Tying compensation to some objective measure of firm performance can cause the affected worker's productivity to rise substantially. As would be expected, appropriately structured incentive pay can increase a firm's rate to return and stock price, as well as income of the affected workers because they had been motivated and therefore worked harder for their benefit and for the firm (Boody, 2005).

Most managers use incentives to motivate employees but however, this is not always the case. Incentives can encourage workers to do extra tasks in order to earn them but often the workers tasks are not profitable for the firm because they could not be in line with set goals. They also de-motivate workers when an extraordinary effort on the part of a worker produces poor results c

beyond the worker's control. Incentives can send a signal that workers get paid more just to do what is expected. (Boody 2005)

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter was about research methodology. It dealt with the description of the methods that was applied in carrying out the research study. It was organized under the following sections; research design, research site, population, sampling techniques, research instruments, data collection procedures and data analysis.

3.1 Research Design

A cross sectional survey was used in the course of study. Both qualitative and quantitative data was gathered in order to establish the relationship between the independent and dependent variables, so as to examine employees' motivation in Dangote Cement Plc and therefore account for the performance levels.

3.2 Study Population

The study population employed 111 employees of Dangote cement Plc.

3.3 Sampling Size and Technique

Simple random technique was used during the study for selecting employees. This is because of its advantage like minimization of biased results and it is convenient to the researcher given the time available. Purposive sampling was also used to select only respondents for the researcher to attain the purpose of the study.

Table 1. 1 below shows the distribution of the sample size to be interviewed.

DEPARTMENT	EMPLOYEES	MANAGERS	GENDER
Engineering Department	20	5	25 Males
Finance Department	10	5	10 Males 5 Females
Human Resource Department	8	2	5 Males 5 Females
IT Department	10	3	9 Males 4 Females
Marketing Department	12	2	8 Males 6 Females
Sales Department	10	4	8 Males 6 Female
Transport Department	15	5	20 Males

Source: Researcher May 2015

Total sample size of 80 respondents was selected for the study.

3.4 Instruments for Data Collection

Data regarding this study was collected using the self-administered questionnaires, interview guides and observation because of its advantages which includes among others; quick data collection, and easy to explain respondents questions they do not understand. Relevant documents regarding compensation and motivation will be analyzed as stated.

3.4.1. Questionnaire

Data was collected through self - administered questionnaire (SAQ). In the endeavors to diagnose the research problem and gather relevant data to answer the research questions under investigation, the researcher used a set of questionnaires with open ended and closed ended questions. The closed questionnaires were incorporated in this study in order to facilitate easy statistical data entry and analysis. The open ended are meant to probe for more information from respondents.

3.5 Data Management and Analysis

3.5.1 Data process

The collected data was subjected to editing to eliminate errors. For the purposes of accuracy the researcher organized well-answered questionnaire.

The data was presented in tabular form, and bar graphs with frequencies and percentages for classifications of responses, easier analysis and visual impression. The researcher used statistical package for social sciences (SPSS) to analyze the relationship between the variables under study.

3.6 limitations of the study

- I. Extraneous variables which was beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.
2. Instrumentation: The research instruments on resource availability and utilization are not standardized. Therefore a validity and reliability test will be done to produce a credible measurement of the research variables.
3. Testing: The use of research assistants can bring about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants was oriented and briefed on the procedures to be done in data collection.
4. Attrition/Mortality: Not all questionnaires maybe returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness,

hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher deserves more respondents by exceeding the minimum sample size. The respondents will be reminded not to leave any item in the questionnaires unanswered and was closely followed up as to the date of retrieval.

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Chapter Over View

This chapter presents empirical findings in reference to research objectives in chapter one. These findings were obtained from both primary and secondary sources. They were presented and analyzed using frequency tables, percentages (graphs) and finally SPSS was used to establish a relationship between the variables.

4.1 Empirical Findings

Table 4.1. 1 : Gender of respondents

Gender	Received	
	Frequency (f)	Percentage (%)
Male	52	65
Female	28	35
Total	80	100

Source: Researcher May, 2015

According to Table 4.2.1 above, 65% of the respondents were males, while 35% were female. The respondents were mainly males implying that; probably male staff comprises a bigger percentage of the human resource at Dangote cement Plc.

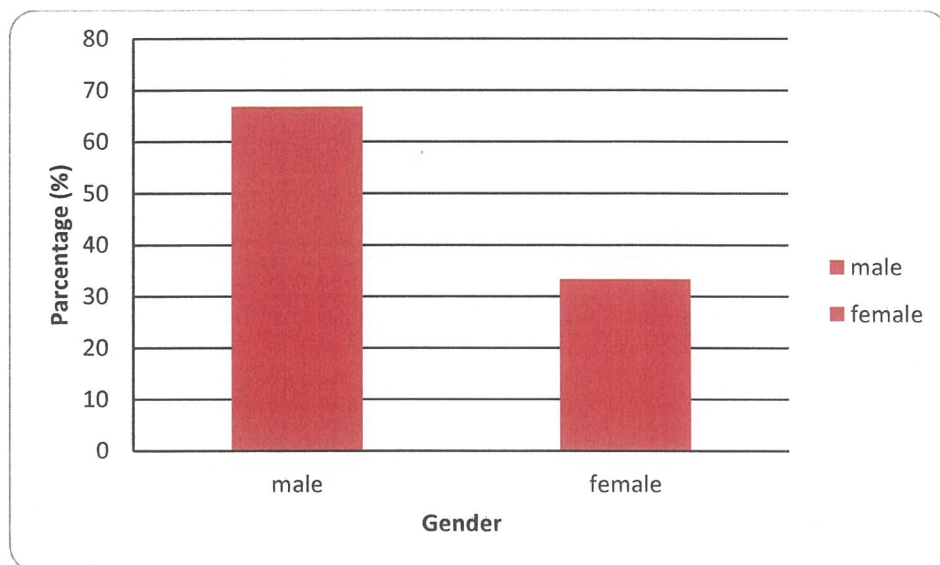


Figure 4.1. 1: *Gender of respondents*

Table 4.1. 2: **Marital status of respondents**

Status	Frequencies	Percentage (%)
Single	26	32.5
Married	54	67.5
Divorced/separated	-	-
Total	80	100

Source: *Researcher May, 2015*

Table 4.1.2 indicates that 67.5% of the respondents were married and 32.5% were single. The respondents were mainly married. This implies that, employee motivation in Dangote cement Plc. mainly influence married staff and thus the organizational performance is highly influenced by married staff compared to single and divorced/separated.

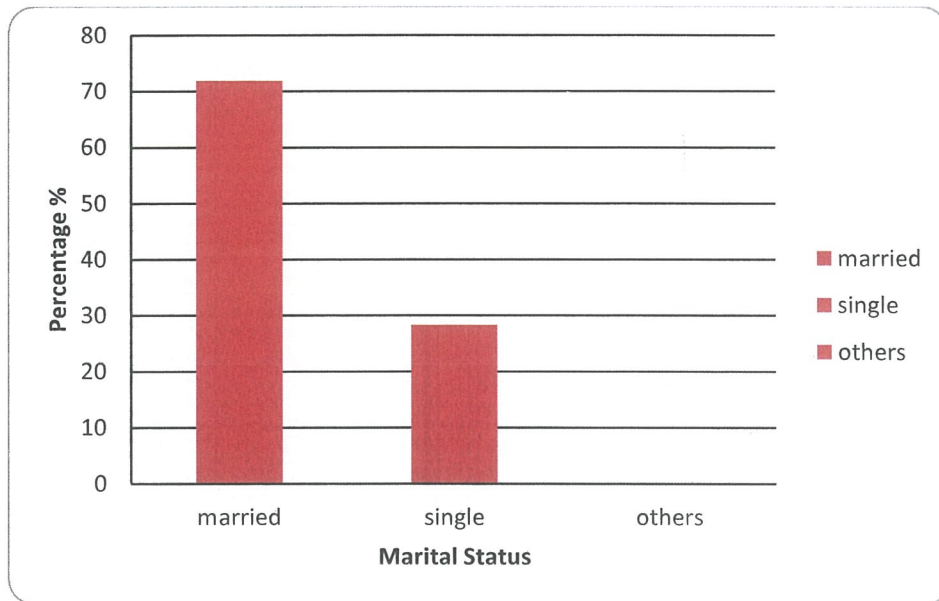


Figure 4.1. 2: Marital status of respondents

Table 4.1. 3: Age of respondents

Age (years)	Frequencies	Percentage (%)
21-30	20	25
31-40	35	44
41-50	25	31
Above 50	-	-
Total	80	100

Source: Researcher May, 2015

According to Table 4.1.3 above 25% of the respondents were between the ages 21-30, 44% were between the ages of 31-40, 31% were between the age of 41-50 and none of the respondents were above the age of 50. Findings indicate that majority were in the age group of 31-40 years. This implies that respondents of this age group mainly contribute to the performance of Dangote cement Plc. influenced by the employee motivation.

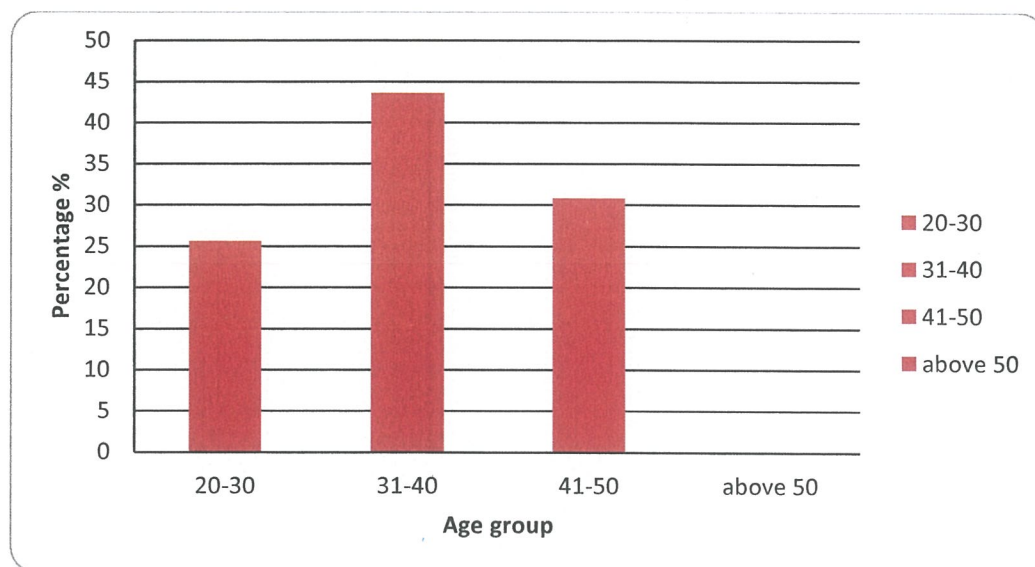


Figure 4.1. 3: Age of respondents

Table 4.1. 4: Education level

Level	Frequencies	Percentage (%)
Certificate	9	11.3
Diploma	28	35
Degree	32	40
Master's degree	11	13.7
Professional	-	-
Others	-	-
Total	80	100

Source: Researcher May, 2015

Findings in Table 4.1.4 above show that 11.3% of the respondents held certificates, 35% diploma, 40% degree and 13.7% Postgraduate. Majority were degree holders indicating that in Dangote cement plc. Performance is mainly influenced by an educated staff, thus they can easily evaluate the effectiveness of employees motivation used in the organization.

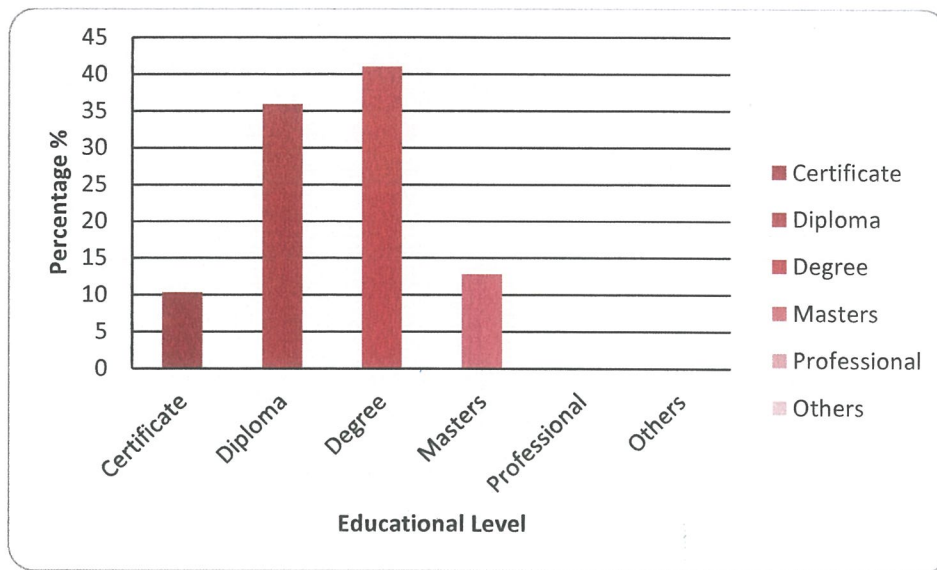


Figure 4.1. 4: *Education level of respondents*

Table 4.1. 5: *Length of service*

Length of service (years)	Frequencies	Percentage (%)
1 year below	10	12.5
1-3	30	37.5
4-6	32	40
Above 7 years	8	10
Total	80	100

Source: Researcher May, 2015

Findings in Table 4.1.5 above show that 12.5% of the respondents served for 1 year and below, 37.5% 1-3 years, 40% 4-6 years and 10% above 7 years. Majority served for 4-6 years indicating that Dangote cement Plc. is managed by experienced staff.

4.2 Motivation of Employees

The study's first objective was to establish what motivates employees to perform in Dangote cement Plc. In other for this objective to be achieved, respondents were asked if the organization had a sound, fair, logical and equitable motivation system, what factors would motivate them if properly administered and finally, they were asked if support from other staffs could motivate them to work. The results of these questions were summarized below.

Table 4.2. 1: Responses on whether the organization has a sound, fair, logical and equitable motivation system

Response	Frequencies	Percentage (%)
Strongly agree	18	22.5
Agree	20	25
Not sure	10	12.5
Disagree	28	35
Strongly disagree	4	5
Total	80	100

Source: Researcher May, 2015

Results in Table 4.2.1 above show that 22.5% of the respondents strongly agreed that the organization has sound, fair, logical and equitable motivation system, 25% agreed, 12.5% were not sure, 35% disagreed and 5% strongly disagreed. Majority of the respondents were in disagreement and this implies that there are inefficient motivational system at Dangote cement Plc.

Table 4.2. 2: Responses on whether there is Proper or good pay that can compel you to work harder

Response	Frequencies	Percentage (%)
Strongly agree	6	7.5
Agree	16	20
Not sure	12	15
Disagree	20	25
Strongly disagree	26	32.5
Total	80	100

Source: Researcher May, 2015

Results in Table 4.2.2 above show that 7.5% of the respondents strongly agreed that, there is proper or good pay that can compel you to work harder, 20% agreed, 15% were not sure, 25% disagreed and 32.5% strongly disagreed. Majority of the respondents disagreed and this implies that there is no Proper or good pay that can compel you to work harder.

Table 4.2. 3: Responses on whether Benefits can motivate you to work when extended

Response	Frequencies	Percentage (%)
Strongly agree	45	56.3
Agree	28	35
Not sure	2	2.5
Disagree	4	5
Strongly disagree	1	1.25
Total	80	100

Source: Researcher May, 2015

Results in Table 4.2.3 above indicate that 56.3% of the respondents strongly agreed that benefit can motivate them to work harder when extended, 35% agreed, 2.5% were not sure, 5% disagreed and 1.25% strongly disagreed. Majority of the respondents agreed and this implies that benefit can motivate employees to work when extended at Dangote cement Plc.

Table 4.2. 4: Responses on whether the management is interested in motivating the employees

Response	Frequencies	Percentage (%)
Strongly agree	24	30
Agree	10	12.5
Not sure	8	10
Disagree	30	37.5
Strongly disagree	8	10
Total	80	100

Source: Researcher May, 2015

Results in Table 4.2.4 above show that 30% of the respondents agreed that the management is interested in motivating the employees, 12.5% agreed, 10% were not sure, 37.5% disagreed and 10% strongly disagreed. Majority of the respondents disagreed. This means that the management is not interested in motivating the employees at Dangote cement Plc.

Table 4.2. 5: Responses on whether there is reasonable periodical increase in salary

Response	Frequencies	Percentage (%)
Strongly agree	16	20
Agree	4	5
Not sure	6	7.5
Disagree	24	30
Strongly disagree	30	37.5
Total	80	100

Source: Researcher May, 2015

Results in Table 4.2.5 above indicate that 20% of the respondents strongly agreed that there is reasonable periodical increase in salary, 5% agreed, 7.5% were not sure, 30% disagreed and 37.5% strongly disagreed. Majority of the respondents disagreed; this implies that there is no reasonable periodical increase in salary at Dangote cement Plc.

Table 4.2. 6: Responses on whether performance appraisal activities are helpful to get you motivated

Response	Frequencies	Percentage (%)
Strongly agree	36	45
Agree	30	37.5
Not sure	4	5
Disagree	6	7.5
Strongly disagree	4	5
Total	80	100

Source: Researcher May, 2015

Results in Table 4.2.6 above depict that 45% of the respondents strongly agreed that performance appraisal activities are helpful to get motivated, 37.5% agreed, 5% were not sure, 7.5% disagreed, 5% strongly disagreed. Majority of the respondents agreed, this indicates that performance appraisal activities are helpful to get motivated.

Table 4.2. 7: Responses on whether there are effective promotional opportunities

Response	Frequencies	Percentage (%)
Strongly agree	16	20
Agree	18	22.5
Not sure	6	7.5
Disagree	22	27.5
Strongly disagree	18	22.5
Total	80	100

Source: Researcher May, 2015

Results in Table 4.2.7 above indicate that 20% of the respondents strongly agreed that there are effective promotional opportunities, 22.5% agreed, 7.5% were not sure, 27.5% disagreed and 22.5% strongly disagreed. Majority of the respondents disagreed; this implies that there is no effective promotional opportunities at Dangote cement Plc.

Table 4.2. 8: Responses on whether support from the other staff members is helpful to get motivated

Response	Frequencies	Percentage (%)
Strongly agree	34	42.5
Agree	22	27.5
Not sure	4	5
Disagree	8	10
Strongly disagree	12	15
Total	80	100

Source: Researcher May, 2015

Results in Table 4.2.8 above depict that 42.5% of the respondents strongly agreed that supports from the other staff members are helpful to get motivated, 27.5% agreed, 5% were not sure, 10% disagreed, 15% strongly disagreed. Majority of the respondents agreed, this indicates that supports from the other staff members are helpful to get motivated.

4.3 Level of Performance in Dangote Cement Plc.

The second objective of the researcher was to examine the level of performance at Dangote Cement Plc. The respondents were asked if the organization organizational policies motivate employees for achieving its aims and objectives and they were finally asked if there is evaluation and discussion of employees' performance annually by the management. Outcomes of these questions were presented below.

Table 4.3. 1: Responses on whether the organizational policies motivates employees for achieving its aims and objectives

Response	Frequencies	Percentage (%)
Strongly agree	8	10
Agree	20	25
Not sure	6	7.5
Disagree	26	32.5
Strongly disagree	20	25
Total	80	100

Source: Researcher May, 2015

Results in Table 4.3.1 above show that 10% of the respondents strongly agree that the organizational policies motivates employees for achieving its aims and objectives, 25% agreed, 7.5% were not sure, 32.5% disagreed and 25% strongly disagreed. Majority of the respondents disagreed; this implies that the organizational policies do not motivate employees for achieving its aims and objectives.

Table 4.3. 2: Responses on whether the employees are now in a better position to serve clients more efficiently

Response	Frequencies	Percentage (%)
Strongly agree	8	10
Agree	24	30
Not sure	6	7.5
Disagree	30	37.5
Strongly disagree	12	15
Total	80	100

Source: Researcher May, 2015

Results in Table 4.3.2 above indicate that 10% of the respondents strongly agreed that the employees are now in a better position to serve clients more efficiently and effectively, 30% agreed, 7.5% were not sure, 37.5% disagreed and 15% strongly disagreed. Majority of the respondents disagreed implying that the employees are not in a better position to serve clients more efficiently and effectively.

Table 4.3. 3: Responses on whether effectiveness is measured through compensating employees

Response	Frequencies	Percentage (%)
Strongly agree	34	42.5
Agree	16	20
Not sure	10	12.5
Disagree	14	17.5
Strongly disagree	6	7.5
Total	80	100

Source: Researcher May, 2015

Results in Table 4.3.3 above depict that 42.5% of the respondents strongly agreed that effectiveness is measured through compensating employees, 20% agreed, 12.5% were not sure, 17.5% disagreed and 7.5% strongly disagreed. Majority of the respondents agreed. This implies that effectiveness at Dangote cement Plc. is measured through employees compensation.

Table 4.3. 4: Responses on whether the company is able to build customer satisfaction through quality products and services

Response	Frequencies	Percentage (%)
Strongly agree	6	7.5
Agree	18	22.5
Not sure	10	12.5
Disagree	30	37.5
Strongly disagree	16	20
Total	80	100

Source: Researcher May, 2015

Results in Table 4.3.4 above show that 7.5% of the respondents strongly agreed that the company is able to build customer satisfaction through quality products and services, 22.5% agreed, 12.5% were not sure, 37.5% disagreed and 20% strongly disagreed. Majority of the respondents disagreed. This implies that the company has not been able to build customer satisfaction through quality products and services.

Table 4.3. 5: Responses on whether performance of the company results from motivating employees by extending good pay, benefits and incentives

Response	Frequencies	Percentage (%)
Strongly agree	30	37.5
Agree	24	30
Not sure	14	17.5
Disagree	6	7.5
Strongly disagree	6	7.5
Total	80	100

Source: Researcher May, 2015

Results in Table 4.3.5 above show that 37.5% of the respondents strongly agreed that performance of the company results from motivating employees by giving them incentives, benefits and good pay, 30% agreed, 17.5% were not sure, 7.5% disagreed and 7.5% strongly disagreed. Majority of the respondents agreed. This implies that performance of the company results from motivating employees by giving them incentives, benefits and good pay.

Table 4.3. 6: Responses on whether there is evaluation and discussion of employees' performance annually by management

Response	Frequencies	Percentage (%)
Strongly agree	14	17.5
Agree	24	30
Not sure	6	7.5
Disagree	22	27.5
Strongly disagree	14	17.5
Total	80	100

Source: Researcher May, 2015

Results in Table 4.3.6 above indicate that 17.5% of the respondents strongly agreed that there is evaluation and discussion of employees' performance annually by management, 30% agreed, 7.5% were not sure, 27.5% disagreed and 17.5% strongly disagreed. Majority of the respondents agreed. This implies that there is evaluation and discussion of employees' performance annually by management at Dangote cement Plc.

4.4 Relationship between Motivation and Employee Performance

The third objective of this study was to determine the relationship between employee performance and motivation at Dangote cement Plc.

Table 4.4. 1: correlations

		Motivation	Employee Performance
Motivation	Pearson	1	.618**
Correlation	sig.(2-tailed)	80	.000
N			80
Employee performance	Pearson	.618**	1
Correlation	sig. (2-tailed)	.000	.
	N	80	80

Correlation significant at the 0.01 level (2-tailed).

The result in the Table above indicate a significant positive relationship between motivation and employee performance of Dangote cement Plc ($r=0.618$, p value $0.000 < 0.01$).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS OF FINDINGS

INTRODUCTION

This chapter presents the summary, conclusion and recommendations of the study findings and ends with areas of further research.

5.1 Summary of major findings.

5.1.1 Establishment of what Motivates Employees to Perform in Dangote cement Plc.

Findings indicated that salary has a great impact when it comes to motivation. Most respondents expresses that if Dangote Cement Plc. Had a fair and logical reward policy which could cater for their payments, then they would be motivated to work.

Employees are motivated through self-drive, willingness, and self-motive in Dangote cement Plc.

5.1.2 Examination of the Level of Performance in Dangote Cement Plc.

The findings revealed a low level of employee performance in Dangote cement Plc. Findings are in agreement with studies by Brown (1996) who argues that performance measures in organizations must focus attention on what makes, identifies and communicates the drivers of success, support organizations learning and provide a basis for assessment and reward. Furthermore, Dixon (1990) adds that appropriate performance measures are those which enable organizations to direct their actions towards achieving their strategic objectives. This is because according to him a firm's performance is central to the future well-being and prosperity of any enterprise.

5.1.3 Determination of the relationship between motivation and employee performance in Dangote cement Plc.

The results in the table above indicate a significant positive relationship between s motivation and employees performance of Dangote cement Plc. ($r = 0.618^{**}$, $P \text{ value} < 0.01$). These findings, relate well with previous studies by Coso (1992) who provided a criteria against which effectiveness of employee motivation can be assessed.

5.2 Conclusion

From the study findings, it is concluded that; the study findings indicated that the employee motivation policy used in Dangote cement Plc. were ineffective and unsatisfactory, the level of employees performance was found to be inadequate and a significant positive relationship between motivation and employees performance was established.

5.3 Recommendations

The management of Dangote cement Plc. should design effective way to improve their motivational system.

Dangote cement Plc. should endeavor to come up with a sound, fair, logical and equitable motivational system. The organization should realize that benefits must be administered to all employees and not selectively.

The management of Dangote cement Plc. should ensure that it strengthens strategies aimed at improving employees' performance in all categories of staff, and this should continuously be used to ensure that performance levels are satisfactory.

5.4 Areas for further research

The study did not exhaust all the dependent variables that influence employee motivation thus the need for other researchers to conduct an exhaustive study on variables under listed.

- a. Leadership style and organizational performance
- b. Organizational learning and organizational performance
- c. Consumer behavior and organizational performance

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APPENDIX 1

QUESTIONNAIRE TO STAFF

Dear respondent, this questionnaire is aimed at collecting information that will enable the establishment of the relationship between motivation and employee performance in Dangote cement Plc. This study is being conducted as a partial fulfillment of the requirement of degree of Bachelor of Arts in Economics course in Kampala International University. Answers provided will be treated with utmost sincerity and held for only academic purposes. Thus your names are not required. Many thanks for your profound contribution towards this study.

SECTION A: BIO - DATA

Please Tick your appropriate Choice

1. Age (Years): 21-30 ☐ 31 – 40 ☐ 41 – 50 ☐ Above 50 ☐

2. Gender: Male ☐ Female ☐

3. Marital Status

Single ☐ Married ☐ Divorced/Separated ☐

4. Level of Education

☐ Certificate ☐ Diploma ☐ Bachelor Degree ☐ Masters

☐ PhD ☐ Any other please specify

5. Lengths of service at Dangote cement Plc.

1 year below ☐ 1 – 3 years ☐ 4 – 6 years ☐ above 7 years ☐

Thank you

SECTION B: MOTIVATION ISSUES

In this section the researcher seeks to establish what motivates employees to perform in Dangote cement Plc. Please rank the response by;

5- Strongly agree

4- Agree

3- Not sure

2- Disagree

1- Strongly disagree

STATEMENT	RESPONSE
The organization has sound, fair, logical and equitable motivation system	
There is Proper or good pay that can compel you to work harder	
Benefits can motivate you to work when extended	
The management is interested in motivating the employees	
There is reasonable periodically increase in salary	
Performance appraisal activities are helpful to get motivated	
There is effective promotional opportunities	
Support from other staff members is helpful to get motivated	

Thank you