

THE IMPACT OF MOTIVATION ON PRODUCTIVITY:

**A CASE STUDY OF NEW VISION PRINTING AND
PUBLISHING CO. LTD.**

BY

MUSA ABDUL

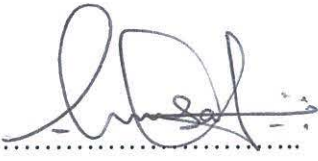
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**A PROJECT REPORT SUBMITTED TO KAMPALA INTERNATIONAL
UNIVERSITY IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE AWARD OF A BACHELORS DEGREE IN
INTERNATIONAL BUSINESS**

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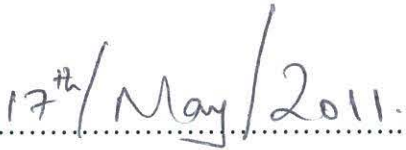
DECLARATION

I **Musa Abdul**, hereby declare that this is my original work and has never been submitted for an award of a Degree in this university or any other institution of higher learning.

Signature.....

MUSA ABDUL

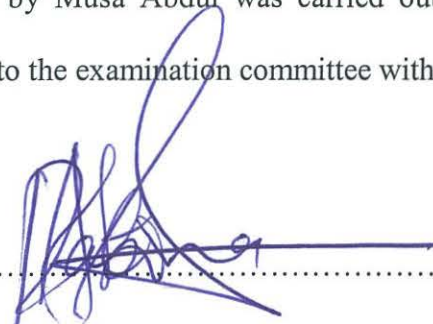
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Date.....

APPROVAL

This report by Musa Abdul was carried out under my supervision and it is now ready for submission to the examination committee with my approval as supervisor.

Signed.....

A handwritten signature in blue ink, appearing to be 'Abiria Patricia', written over a dotted line.

MS. ABIRIA PATRICIA

(SUPERVISOR)

Date.....

17th May 2011

DEDICATION

This piece of work is dedicated to my entire family. In particular to my darling mother Ms. Renaat Danielsén, my uncles Mr. Jamal Haza & Mr. Rajab Tinka. You gave me life and birthed in me the desire to be industrious and creative. To my brothers, (Gunn, Abaas, Mugisha). To my friends (Emmanuel, Mohammed, Hashim, Wanda) among others. Thank you for all the selfless love you have always showed me, you make my world a better place

ACKNOWLEDGEMENT

Many thanks indeed to my supervisor (MS. Abiria Patricia) for the valuable untiring support, advice and technical knowledge offered to me in the due course of carrying out this study. Am entirely grateful and may the good Lord reward her in abundance.

Exceptional thanks to my darling mother Ms. Renaat Danielsen, my uncles Mr. Jamal Haza & Mr. Rajab Tinka for the financial, material and moral support offered to me as I carried out the study. Without you my dears, it would have been an uphill task to accomplish this study.

My brothers (Mugisha, Abaas, Gunn) You have contributed to my growth in so many ways. Thank you for the “Yes we can” attitude. You constantly challenge my thinking and this has inspired me to be better and work towards realizing my true God-intended potential.

My friends at campus; Sentamu Emmanuel, Semashinge Mohammad, Luko Wanda Sarah, Umar. Hashim Coroan, Salwa Ahmad, Leila Magala, Bruno Kayongo e.t.c..Thanks for being there for me whenever I sought your help. How can I forget the social and entertaining atmosphere we have together? Once again for Umar .W, for a reason I will keep to myself, am honestly grateful, otherwise I would not complete this research on time. May the Almighty reward you wholesomely

Above all to THE ALMIGHTY ALLAH, where would I be without you my Lord? All praise, glory and honor to you, AMIN.

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ABSTRACT

The researcher explored the topic impact of motivation on productivity in a business setting with an aim of establishing the relationship between the variables. The objectives of the study were; to identify the various forms of motivation, to establish factors affecting productivity in the company and lastly to identify the relationship between motivation and productivity.

The research was based on the review of literature relating to the study variables using secondary data from previous reports, journal articles, text books and the internet. Primary data from New vision sales' team was also used. The data was analyzed through comparing and contrasting different literature. It was found that there is a positive relationship between motivation and productivity. In case of mismanagement of motivation tools/ techniques, productivity dwindles.

Conclusions were made whereby it was recommended that there is need to continuously improve and manage motivation tools at the work place so as to improve productivity.

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CHAPTER ONE

1.0 INTRODUCTION.

This chapter presents the background, the statement of the problem, research objectives, purpose of the study, research questions, significance of the study, conceptual framework, and scope of the study and an outlined structure of the report.

1.1 BACKGROUND.

Employee motivation has become a central problem for leaders and managers all over the world yet lack of empirical research on this motivation is evident (Kuratko, 1997). This is because unmotivated employees often spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given opportunity and their productivity is low. Management sets targets and strategies for achieving them, provide resources including all materials and operational costs and expect the desired results. Compliance may follow but not necessarily commitment (Rabey, 2001).

With the launching of the East African Common market, firms are under heavy pressure to set goals in the name of high production targets so as meet demands of the regional market. Goal directedness, perceived needs and desires of regional firms as well as sustaining actions of individual employees in the new environment (wider regional market) determines the need for motivation (Locke, 1997).

Locally, a case in point is the New vision Printing and Publishing company limited which started business in March 1986. As it continues to grow into a multimedia business, company salesmen have predetermined production targets to meet every month and the

company has invested heavily in sales' manpower to ensure that they deliver the expected production targets and quality with a professional team (New vision annual report, 2008). However, quite often they fail to meet these targets which bring in motivation as a technique to improve their performance levels. Management ought to note that motivation comes from employees' thoughts, beliefs, ambitions and goals. Hence management's interest in motivation studies so as to provide them an insight into why people perform at work as they do, and as a result provide managers with techniques to improve workers' productivity.

1.2 STATEMENT OF THE PROBLEM.

Previously, research has been done on motivation by many scholars (Maslow, 1954; Vroom, 1964; Hertzberg, 1959; Rowley, 1996) but the behavior as to why employees do not perform at their best has been comparatively un-researched in Uganda. For instance, management of the New Vision has attempted several incentive programs such as commission-pay to improve employee performance but still this has not worked for everyone in the company yet the company is founded on strength of its workers' performance. The company demands results without which it's likely not to survive. Managing motivation is probably a requirement for productivity yet little local research is available to guide management. Hence this research attempts to contribute to address the problem.

1.3 PURPOSE OF THE STUDY.

To critically analyze and evaluate the relationship between motivation and productivity of employees in the company

1.4 OBJECTIVES OF THE STUDY.

- i. To identify the various forms of motivation.
- ii. To establish factors affecting productivity in the company.
- iii. To identify the relationship between motivation and productivity.

1.5 RESEARCH QUESTIONS.

- i. What are the various forms of motivation?
- ii. What are the factors affecting productivity in the company?
- iii. What is the relationship between motivation and productivity in the workplace?

1.6 SCOPE OF THE STUDY.

Subject scope: The study will focus on tackling motivation as an independent variable and its relationship with productivity as a dependent variable.

Time scope: The research project will be conducted for five months from September to February.

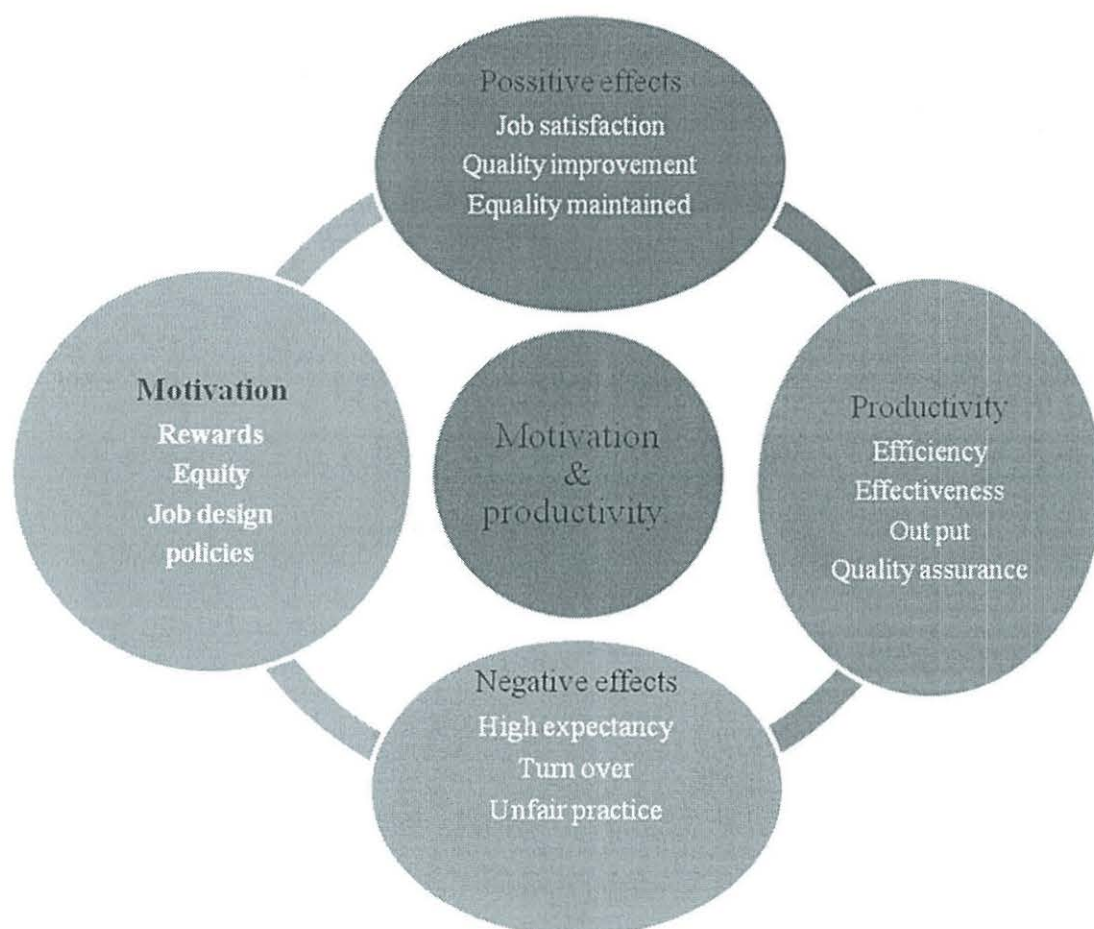
Geographical scope: The study will centre on the work and geographical environment of the new vision advertising department.

1.7 SIGNIFICANCE OF THE STUDY.

- i. The study will help widen the academic debate on motivation and productivity.

- ii. It will enhance development of the economy as companies will increase productivity in case they make good use of employee incentive programs highlighted in the study.
- iii. It will complement the existing data and facilitate human resource professionals in further research as regards motivation and productivity.
- iv. It will enable management appreciate the relevance of particular incentive systems in enhancing productivity.

1.8 CONCEPTUAL FRAME WORK



Source: Developed after lecture notes of Human Resource Management by Ms. Abiria Patricia,
KIU:

1.9 OUTLINE STRUCTURE OF THE REPORT.

Chapter one: This presents the background, the problem statement, purpose of the study, objectives of the project report, research questions, scope of the study, significance and outline structure of the report.

Chapter two: This entails the literature review in respect to motivation and its relationship to productivity.

Chapter three: This includes research methodology which entails the type of information required, source of data, data collection method and how findings are processed.

Chapter four: This includes interpretation and discussion of findings.

Chapter five: This includes conclusions, recommendations and areas suggested for further research.

CHAPTER TWO: LITERATURE REVIEW

2.0 INTRODUCTION

This chapter presents the conceptualization and operation of two study variables; motivation and productivity. It also portrays the views of various scholars and researchers in regard to the study variables.

2.1 MOTIVATION

2.1.1 DEFINITION OF MOTIVATION

According to Janssen (1999), work motivation is defined as “the degree to which a person wants to work well in his or her job in order to achieve intrinsic satisfaction”. Further still, referring to Hindus(1984), motivation is a “values-based psycho-biologically stimulus-driven inner urge that activates and guides human behavior in response to self, other, and environment, supporting intrinsic satisfaction and leading to intentional fulfillment of basic human drives, perceived needs and desired goals”.

Motivation is an urge determined by goal directedness, human volition or freewill, perceived needs and desires, sustaining the actions of individuals in relation to themselves and to the environment (Locke, 1997). More still, motivation relates to internal factors that impel work and external factors that act as an inducement to work (Locke & Lotham, 2004). Internal factors relate to how good employees try and how long they can maintain their effort. External factors include the work environment, organizational structure and culture.

According to Deci & Ryan (1985), motivation is an incentive to act by means of a self determinative choice that is related to expression of one's sense of personal power and autonomy. However, Nicholson (1995) says, "motivation refers to a dynamic, internal state resulting from the independent and joint influences of personal and situational factors. It is an individual state affected by the continuous interplay of personal, social and organizational factors".

2.1.2 VARIOUS FORMS OF MOTIVATION.

i. Extrinsic motivation.

This is the type of motivation where by individuals feel driven by something outside of work itself such as promised rewards or incentives in form of commission-pay, promotion. It occurs when employee needs are satisfied majorly through monetary compensation (Osterloh,2002).

ii. Intrinsic motivation.

This is where by employees seek enjoyment, interest, satisfaction of curiosity, self expression or personal challenge in work. Workers are aiming at fulfilling innate psychological needs rather than material needs (Ryan & Deci, 2000).

2.1.3 THEORIES OF MOTIVATION

There are various scholars who have put down important literature on motivation and the theories below can act as guidelines for managers in their attempt to motivate employees;

- i. *McGregor (1960)* made a major contribution to the study of work motivation with his *Theory X* and *Theory Y* rationale. McGregor suggested that traditional managements operate their organizations according to *Theory X* - that people hate work, are driven and threatened with punishment to get them to work towards organizational objectives, they like security, lack ambition, prefer to be directed and avoid responsibility (McGregor, 1987).

Theory Y postulates that people don't inherently dislike work; they don't have to be forced or threatened, they can be self-directed, they seek and accept responsibility. Creativity and ingenuity are held to be widely distributed among the population and commitment to objectives is a function of the rewards associated with them, such as, satisfying their egos and development needs. (McGregor,1987). Traditionally, Taylor postulates management by *Theory X* whereas, as Nicholson (1995) postulates, by employing *Theory Y* in modern organizations, "workers have the potential for development, the capacity for assuming responsibility and the readiness to work for organizational goals".

- ii. *Maslow (1954)'s hierarchy of needs theory*. Maslow's arguments have helped managers understand employee empowerment by explaining that employees have different levels of needs that drive their behaviors at different times. From the point of motivation, Maslow proposes that human needs are organized in a hierarchy and that people are motivated by unsatisfied needs. Thus, humans direct their actions toward fulfilling those unmet needs. However, higher needs could motivate only after lower needs are satisfied. Maslow's "needs hierarchy" has five

sets of needs: physiological needs, safety needs, love needs, esteem needs, and self-actualization needs. Physiological needs are at the bottom and are basically needs that sustain life such as food, shelter, health services and clothing while safety needs are concerned with protection from danger and any threats to the deprivation of basic needs.

Social needs mainly include love, affection and belonging. These needs are satisfied by acceptance into a certain meaningful group of individuals. Further still, esteem needs relate to independence, being recognized and having status.

Self actualization needs: This is the highest level in the hierarchy and entails need for a worker to reach full potential.

- iii. *Herzberg(1959)'s motivation-hygiene theory.* He divided employee motivation into two factors: motivation factors and hygiene factors. The motivation-hygiene theory explains that motivation factors, which are related to job-satisfaction, are different from hygiene factors, which are related to job dissatisfaction. Herzberg gives a mixed verdict to the needs of employee participation. Although he sees the positive effect of employee participation, he believes it is confined to ends, not goals. *Herzberg (1959)* emphasizes that, “although there is no room for individual participation in the setting of goals, it is certainly possible that the ways in which these goals are to be reached can be left to the judgment of individuals”.

- iv. *Vroom (1964)'s expectancy model of motivation.* This explains that an individual will choose among alternative behaviors by considering which behavior will lead to the most desirable outcome. Motivation is conceptualized as the product of expectancy, instrumentality, and valence. Expectancy is analogous to measures such as perceived feasibility and self-efficacy used in other models predicting entrepreneurial intentions. Armstrong (1984) complemented this theory by emphasizing that people are motivated if they achieve a certain goal they intend and especially if they attach great value to that goal.

2.2 PRODUCTIVITY

2.2.1 Definition.

Productivity refers to the ratio of what is produced by an operation of process to what is required to produce it or simply the ratio of actual output to input over a period of time (Slack, 2001). More still, productivity is defined as a measurement of production with the ratio of output to input as physical units (Prokopenko, 1987).

On the other hand as discussed by Kuepers (1998) and Johnston and Jones (2004), productivity is often seen as a complex and wider area which includes utilization, efficiency, effectiveness, quality and other performance dimensions. Further still, according to the Grönroos and Ojasalo (2004) productivity is related to how effectively inputs are transformed into outputs for the service provider and for its customers.

2.2.2 FACTORS THAT AFFECT PRODUCTIVITY

Top management commitment and involvement. This could support or fail a productivity improvement project, for instance, Shetty (1982) presents evidence for assigning responsibility for productivity problems to top management. He concluded that management attitudes and practices have a serious impact on productivity.

According to Skinner(1986), attention has to be put on productivity planning. His paradox was based on the efforts of organizations attempting productivity projects and placing tremendous effort in implementing productivity projects. He points to a piece-meal unplanned approach to improving productivity as a likely cause for not realizing significant long term results.

McClelland (1986) says productivity is affected by how workers view themselves, the type of job they perform and the environment in which work is performed. Employees without proper direction in the workplace develop resentment which leads to poor employee relationship and productivity.

Resource sharing (Congor & Kanungo, 1988), they argue that, “delegating or resource sharing is only one set of conditions that may be (but not necessarily) enable or empower subordinates”. This gives an implication that resource sharing with employees arouses their morale hence boosting their productivity.

According to David (1996) and Pickworth (1994), numerous factor inputs influence productivity. The inputs presented include; capital, facilities, materials,

staff, training, forecasting, customers, technology and quality. The level or amount of these factors that an organization invests in its operations will determine productivity.

Banard (1968) argues that the essential executive function to maintain a dynamic equilibrium between the needs of the organization and those of employees has a direct impact on productivity. This gives an implication that failure to create a balance between needs of either party will lead to adverse effects on productivity.

2.2.3 WAYS OF IMPROVING PRODUCTIVITY.

Job rotation. This entails employees being switched from one task to another after a particular period of time with an intention of breaking monotony of performing the same task over time. According to Glueck (1988), this can help employees acquire more skills to use in production. The expertise required for the various tasks challenges employees to cope with flexibility required to produce efficiently and effectively in any job assigned to them.

Provide quality equipment, tools, and clothing. According to Clark (2009), when employees work with well-maintained tools and equipment they are more productive and less frustrated. This helps to avoid standstills in the production process due to technical breakdown of equipment.

Training and development. This enhances the skills and competences required to accomplish the job effectively (Locke, 1984). More still, training schemes increase the employees' general knowledge and understanding of total working

environment which are of key influence to productivity. Training and education programs adopted should be in line with the strategic vision of the organization in order to give workers a sense of direction.

Ensuring effective leadership and teamwork at the workplace. According to Sullivan (1991), the leadership paradigm calls for leaders to question whether the current structures at work facilitate or hinder effective performance and productivity, make timely decisions, cultivate a healthy working environment in which staff are highly motivated and committed to perform at their best.

Adopting performance management systems. These can be introduced in order to monitor the performance of implemented transformational activities in the organization. In this, strategic initiatives can be broken into clearly defined accountabilities and responsibilities and then integrated into the performance objective of all employees who are responsible for turning them into actions (Rogers and Byham, 1994). Employees in the organization need to know what their responsibilities are, how their performance is to be evaluated and how their performance will be monitored against a predetermined set of goals.

Effective communication. According to Carr (1992), in order to ensure productivity increase communication should be in form of an internal network, which should be a two-way flow and output-oriented, in that staff should know what is expected of them; and input-oriented, in that staff should have a say in how their working environment of productivity, product, service quality, and

operational efficiency is organized. Effective information flow will certainly facilitate increase in productivity.

Labor institutions. According to Hall and Joskie (2001), labor associations encourage innovations among employees, solve problems of employees relating to welfare through collective bargaining and joint consultations. This ignites workers morale and subsequently improves their productivity.

2.3 RELATIONSHIP BETWEEN MOTIVATION AND PRODUCTIVITY

Motivation plays a part in enhancing employee productivity and forms the basis for identifying work environment factors (Smithers & Walker, 2000). Further still, Laufer & Moore (1983) advocated for use of financial incentive programs to improve labor productivity, thereby reinforcing motivation as a driving force that leads to productivity.

Lipold (2002) says employee benefit programs have a positive moderating effect on firm productivity. But because, benefits are always provided as a group-based reward system, free-rider problems tend to limit incentive effects regardless of the fact that cooperation and working harder would benefit them all.

According to Armstrong (2000), there is a correlation between motivation and productivity as employees expect welfare services from the organization as a result of what they achieved for the organization in terms of output, product value and efficiency. On the contrary, when workers fail to meet expected production targets, they cannot expect motivators in form of welfare services.

2.4 CONCLUSION

The inspirational motivation factors and theories assist in further clarifying to management how to handle employee behavior so as to meet the predetermined production targets. Motivation should be considered as a vital aid to productivity (Conger, 1991).

CHAPTER THREE: METHODOLOGY

3.0 Introduction.

This section presents methods used in this project work. It discusses the research design adopted, population size and sample size, sampling procedure and design, methods of data collection, measurements and data analysis.

3.1 RESEARCH DESIGN

In this project work, the researcher used a cross sectional and longitudinal design. In this, an analysis was made to cut across employees working conditions, welfare and fringe benefits at work and how they influence productivity to enable realization of set organizational goals.

3.2 POPULATION AND SAMPLE SIZE

The researcher based his study on the five sales' teams of the New Vision Printing and Publishing Company Limited with a population of 300 salesmen. A sample of 200 salespeople was randomly chosen from the various sales' teams to accomplish the study. Various characteristics of this sample were estimated to achieve good representativeness of the population under study.

3.3 SAMPLING DESIGN AND PROCEDURE

The researcher selected a sample of 200 salesmen using the simple random sampling technique. In this case, each unit in the population of the 300 salespeople of The New vision had an equal chance of being selected.

3.4 METHODS OF DATA COLLECTION

The research study was based on several methodological approaches in data collection. It involved reading and recording of information from different secondary data sources. To find reliable and valid data, I also chose to obtain some of it from salesmen of The New vision printing and publishing company limited (primary data collection) using questionnaires. This helped me test the hypotheses which consist of gathering information on this group of employees in order to discover what motivates them to work harder.

3.5 MEASUREMENT OF VARIABLES

- i. **Motivation:** This was measured in a way that, the researcher broke it down into three sub-variables (Financial rewards, material rewards and needs). For each sub-variable, respondents were requested to give their degree of agreement or disagreement on how these sub-variables were dealt with at work; whereby (5) was strongly agree and (1) was strongly disagree.

- ii. **Productivity:** This was also split into three sub-variables (Output, efficiency and product value). Still, respondents were asked to give their level of agreement or disagreement in relation to the sub-variables in question. In this case still, strongly agree was (5) and strongly disagree was accorded (1).

3.6 DATA ANALYSIS

Having collected the different data from primary and secondary sources, it was edited and analyzed fully to get the conclusions on the study. The study involved constant comparison not only between new material and the previous data, but also between data collected from salesmen of New Vision and themes emerging from our literature review. A critical review of the available literature was undertaken for purposes of identifying the information gap upon which recommendations were made.

CHAPTER FOUR: RESULTS AND DISCUSSION OF FINDINGS.

4.0 INTRODUCTION

This chapter highlights the results and discussion of findings. Various analytical techniques were used by a researcher to provide a way of drawing inferences from the results.

4.1 DEMOGRAPHIC DATA PRESENTATION AND ANALYSIS.

The research portrayed that on average, most respondents belonged to the TV section of the New Vision Advertising department (2). On average, majority respondents were salesmen (2), that is to say 48 out of 50 respondents were salesmen.

Table 1: Respondents number of years working for New vision.

	Frequency	Percentage.
Less than a year	14	28%
1-5 years	33	66%
6-10 years	3	6%
Above 11 years	0	0%
Total.	50	100%

The table above shows that 66% of the respondents have worked for New vision for 1-5 years (2) while 28% have worked for the organization for less than a year. This information was sought to know how much respondents know about the organization and

its activities. Further still, 72% of the respondents were in the age bracket of 21-30 years.

This age group constituted majority respondents; on an average scale (2).

Table 2: Gender distribution of respondents.

Gender.	Frequency.	Percentage.
Male.	33	66%
Female.	17	34%
Total.	50	100%

Source: Field survey, 2010.

The table above shows that 66% of the respondents were male (with an average rating of 1.34) while 34% of respondents were female.

4.2 VARIOUS FORMS OF MOTIVATION.

Using a scale of 5 (strongly agree) to 1 (strongly disagree) respondents were presented with statements on the various approaches to motivation (Financial rewards, material rewards and needs) and asked to rate how the company handled motivation and how it affected their desire to continue working.

i. Financial rewards.

	Mean
Our company offers other financial rewards in addition to salary.	5
I feel empowered to work harder by these financial rewards.	4
Financial rewards are offered on merit to hardworking employees.	4

With an average rating of 5, the study revealed that New vision offers financial rewards in addition to salary. Respondents strongly agreed to this and more so, they agreed that they were empowered to work harder by these financial incentives. Referring to the reviewed literature, takes us back to Osterloh (2002) who states that employees are majorly motivated to work harder through monetary compensation.

ii. Material rewards.

	Mean
The company offers material rewards for work well done.	4
Material rewards are a good motivator.	4
The material rewards are offered on merit.	3

A mean of 4 indicates that majority respondents agreed that New vision offers material rewards for work well done. Further still, an average rating of 4 implies most respondents agreed that material rewards were a good motivator to them. Referring to the literature reviewed, this is in line with Herzberg (1959) in which he stated that workers are satisfied and most productive when their jobs are rich in the material motivating factors.

iii. Needs.

	Mean
Company incentive programs help in meeting our needs.	4
The desire to meet my needs empowers me to work harder.	4
After meeting my needs, I feel satisfied not to work any longer.	1

With an average rank of 4, most respondents agreed that incentive programs provided by New vision helped employees to meet their needs. In addition to this, an average rank of 4 implied that the desire of individual employees to meet their needs empowered them to work harder. This coincides with Maslow (1954) in his hierarchy of needs where he states that, as basic needs are met, energy is released for satisfaction of higher needs.

4.3 FACTORS AFFECTING PRODUCTIVITY.

Using a rating scale of 5 (strongly agree) to 1 (strongly disagree), respondents were presented with statements on areas relating to productivity (output, product value and efficiency). On each of the above sub-variables, they were requested to give their perception on they affected productivity.

i) *Output.*

	Mean
I have predetermined production targets to meet monthly.	5
My efforts enable the department meet the required output levels.	4
I usually meet production targets set ahead of me by management.	3

To a great extent (average rating 5), employees strongly agreed that they had predetermined production targets for every month. Hence, the desire to meet an assigned level of output to a particular employee impacts how much he or she commits to work. This is perpendicular to Slack (2001) in which he states that management's desired output levels influence the productivity of company employees. More to this, the research revealed that efforts of employees enabled the department meet presumed output levels (an average scale of 4).

ii). Product value.

	Mean
Physical inputs influence the value of company products.	4
The value of products I produce enable the company grow by way of accumulating more sales.	4
The value of products produced by me is satisfactory.	3

Referring to the average rating (4) shown in the table above, the research portrayed that physical inputs are of great influence to the value of products. Some of the physical inputs could be; machinery, raw materials and any other equipment. This is relates to what Clark (2009) states as seen in the reviewed literature that when employees work with well maintained equipment and tools, they are more productive and less frustrated. Therefore, the required product value affects how much productive employees are.

iii). Efficiency.

	Mean
The company delivers services of clients in time.	5
Efficient service delivery has enabled the company widen the customer base.	4
The company sets a time frame in which production targets need to be accomplished.	5

On average, most respondents strongly agreed (5) that New vision delivers services to its clients in time. This implies that efficiency affects company productivity because the company sets a time frame in which production targets need to be met. For instance, respondents agreed (4) that efficiency in service delivery enabled the company widen the customer base. Relating this to the literature reviewed, Johnston (2004) states that the more swift materials flow and services reach customers, the more productive the process becomes.

4.4 RELATIONSHIP BETWEEN MOTIVATION AND PRODUCTIVITY.

The study revealed a positive relationship between motivation and productivity ($r=0.48$). Employees expect welfare benefits from the organization as a result of what they achieved for the organization in terms of output, product value and efficiency. On the contrary, when workers fail to meet expected production targets, they cannot expect motivators in form of welfare services. The research conducted revealed a correlation between motivation and productivity as (0.48).

4.5 SUMMARY

The study showed that the primary form of motivation was perceived as extrinsic motivation. A case in point is the financial rewards that respondents strongly agreed (5) as a technique that induces them to work harder. This is in line with Osterloh (2002) who stated that employees are motivated to work harder majorly through monetary compensation. More so, material rewards are also portrayed an extrinsic form through which employees are motivated because they agreed (5) that its one means through which New Vision motivates them. However, on the contrary, reviewed literature showed that employees are at times motivated by intrinsic factors. This relates to where employees aim at fulfilling innate psychological needs rather than material needs (Ryan & Deci, 2000).

The study showed various factors affecting productivity. For instance, management commitment through setting production targets (output) to be met by employees (5).

More so, physical inputs also influence the value of products. This is in line with Shetty (1982) in which he states that management attitudes and practices have a serious impact on productivity. All in all, the study noted that, productivity in terms of output, product value and employee efficiency is greatly affected by the way workers are motivated.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.

5.0 INTRODUCTION:

This chapter presents a summary of findings in relation to the topic under study. It further highlights conclusions and areas suggested by the researcher for further study in relation to either motivation or productivity.

5.1 SUMMARY OF FINDINGS.

Respondents approached strongly agreed that the company offers them financial rewards in addition to salary (commission-pay). This empowers them to work harder as it serves as a tool of appreciation for hard work.

Respondents also moderately agreed to the view that material rewards were offered and these relatively induced them to work harder too. They were also relatively in agreement that material rewards were offered on merit to those who worked harder than others.

They strongly agreed that company incentive programs help them in meeting their needs. In addition, they also agreed that the desire to meet their needs empowers them to work harder.

Respondents agreed that the organization sets production targets for them. They also agreed that their efforts helped the department to meet required output levels. It was noted that physical inputs are of great impact on the value of products and that services of clients are delivered on time.

5.2 CONCLUSION

Motivation is in one way dependent on growth needs. It is an internal engine and its fruits often show up after a period of time. Upon the background that the ultimate reward in motivation is personal growth, the best way to motivate a worker is to give him challenging work which would give him responsibility to meet production targets. Motivation of human beings is so technical but as well important, hence successful management development must centre on theoretical and practical education about the sources of motivation and its susceptibility to various influences.

It has been noted that motivation is influenced by morale and attitude. Basing on the reviewed literature, under regular conditions employees tend to work below capacity but motivation serves as a catalyst to enable them work at their best. More still, motivation may be affected by the manager's management style because if a manager is not liked, employees are likely to function at a limited minimum.

Effective motivation of employees is directly associated with productivity. Workers who are content with their jobs, who feel challenged, who have the opportunity to fulfill their goals will not exhibit counter-productive behaviors at work. They will not abscond from work, they will be less inclined to change their jobs and most importantly they will produce at higher levels.

5.3 MANAGERIAL AND POLICY RECOMMENDATIONS.

Given the above conclusions, the researcher suggests the following managerial and policy recommendations for the betterment of the organization and its employees as well;

The organization should look beyond reward as what really drives people to succeed at their jobs. For example, companies should provide means of how rewards and recognition can be harnessed as an effective motivational tool. In order to reward employees in a way that will have maximum impact, the organization needs to create something tailored that will honor and delight each employee personally.

Management should ensure that employees have high autonomy, receive feedback about their performance and have an identifiable piece of work that requires skill variety. This will enable workers to experience feelings of happiness and therefore be intrinsically motivated to keep performing well.

Monitoring and evaluation of production activities. Organizations should develop simple but effective planning, monitoring and evaluation systems which can be integrated in the company's reporting structure. This will enable management to keep track of how productive its employees are.

Assigning highly specialized tasks. Companies should assign workers unique tasks to workers so as to challenge them to become more innovative in a bid to accomplish tasks. This will make employees experts in particular operations and in the end boost overall productivity.

Employee training. Organizations should train managers and employees at large so as to enhance leadership skills that can enable them to deal with the company's human resource issues in the most appropriate way that will enhance individual productivity.

5.4 AREAS FOR FURTHER RESEARCH.

Research has been done on motivation and productivity but there is still need to do further research in some crucial areas. Some of the areas that may have been researched but not fully exploited are;

- Employee training and productivity.
- Management styles and productivity.
- Motivation and employee turnover in SMEs.
- Teamwork and employee productivity.

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Human Resource Management, Lecture notes, by Ms. Abiria Patricia.

QUESTIONNAIRE

I am a student at Kampala International University pursuing a Bachelor of International Business and am conducting an academic research on "*Motivation and productivity*" as a requirement for the completion of my degree. I have chosen New Vision Printing and Publishing Company Ltd as my case study and particularly the Advertising department. Data given is strictly educational and will be treated with utmost confidentiality. Thanks for your cooperation.

A) DEMOGRAPHIC DATA.

Indicate your answer by ticking the appropriate alternative.

1. In which section of the advertising department do you work?

a) TV ☐ b) Radio ☐ c) Magazine ☐ d) Classified ☐

2. What is your position in the above mentioned section?

a) Manager ☐ b) Administrator ☐ c) Salesman ☐ d) Others ☐

3. How long have you worked for New vision?

a) Less than a year ☐ b) 1-5 years ☐ c) 6-10 years ☐ d) Above 11 years ☐

4. What is your age?

a) Under 20 yrs ☐ b) 21-30 yrs ☐ c) 31-40 yrs ☐ d) Above 40 yrs ☐

5. Gender

a) Male ☐ b) Female ☐

B) MOTIVATION

In sections B and C indicate the alternative responses and the number assigned to each response
i.e tick the box that best suits your opinion.

		Strongly Disagree	Disagree	Not sure	Agree	Strongly agree
FR 1	Our company offers other financial rewards in addition to salary.	1	2	3	4	5
FR 2	I feel empowered to work harder by these financial rewards.	1	2	3	4	5
FR 3	Financial rewards are offered on merit to hardworking employees.	1	2	3	4	5
MR 1	The company offers material rewards for work well done.	1	2	3	4	5
MR 2	Material rewards are a good motivator.	1	2	3	4	5
MR 3	The material rewards are offered on merit.	1	2	3	4	5
ND 1	Company incentive programs help in meeting our needs.	1	2	3	4	5
ND2	The desire to meet my needs empowers me to work harder.	1	2	3	4	5
ND 3	After meeting my needs, I feel satisfied not to work any longer.	1	2	3	4	5

C) EMPLOYEE PRODUCTIVITY

		Strongly disagree	Disagree	Not sure	Agree	Strongly agree
OP 1	I have predetermined production targets to meet monthly.	1	2	3	4	5
OP 2	I usually meet production targets set ahead of me by management.	1	2	3	4	5
OP 3	My efforts enable the department meet the required output levels.	1	2	3	4	5
PV 1	The value of products produced by me is satisfactory.	1	2	3	4	5
PV 2	Physical inputs influence the value of company products.	1	2	3	4	5
PV 3	The value of products I produce enables the company grow by way of accumulating more sales.	1	2	3	4	5
EF 1	The company delivers services of clients in time.	1	2	3	4	5
EF 2	Efficient service delivery has enabled the company widen the customer base.	1	2	3	4	5
EF 3	The company sets a time frame when production targets need to be accomplished.	1	2	3	4	5