

Contribution of Motivational Management to Employee Performance

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Abstract

The relationship between motivation and performance is a universal concern and is often talked about but many organizations do not make concrete efforts to study it in detail. These organizations blindly apply the popular motivational theories without findings and instigators which would be the result of an intensive study on motivation. In today's hyper-competitive marketplace, understanding what fosters and forwards employee motivation and thus organizational performance is critical. Motivation is about stimulating people to action and to achieve a desired task. For organizations of all sorts to be efficient and successful, enough of every person's drives must be stimulated and satisfied to ensure effective performance. There is more emphasizes on excellent management as a major contributor to personal effectiveness, group efficiency and business success. The concept of motivational management was there in practice since the age of slavery; however, its motivation was as a result of fear, suffering and intimidation. Today, managers have at their disposal managing instruments by which they can stimulate latent efforts and performance of their teams. The research set out to investigate the contribution of motivational management to employee performance in the Vehicle Body Building industry. Dodi Autotech (K) Limited and Two M Autotech (K) Limited were identified for the study. The researcher first reviewed the relevant literature on motivation, the role of management in motivation and in particular motivational management as a factor of motivation. Questionnaires were used to collect information from the organization's employees. The researcher interviewed the senior managers and also spent a day in the organizations' premises observing the workers as they worked and interacted with one another. This was to gather information on behaviour and attitudes at work and towards work in the organizations. The data collected was entered and analyzed on the SPSS software, after which it was presented and interpreted using a combination of tables, bar charts and continuous prose. The Chi-square test of association was used in testing the hypothesis of the study. The result showed that employees in the two organizations of study were to a very large extent influenced to perform by a combination of intrinsic and extrinsic motivational factors applied through management initiatives. The research found the following motivational variables to have significantly influenced employee retention in both organizations; challenging/interesting work; awareness of the relationship between work, organization goals and priorities; performance progress review; performance discussions and rewards for good performance. Motivational management can influence the workplace behaviour and attitudes both positively and negatively. The researcher intends to create awareness on the importance of designing and maintaining an environment that is stress free and an environment that is conducive for optimum employee performance. The research was then concluded by indicating areas of improvement and recommending management methods that enhance the employee motivation that leads to increased employee performance.

Key Words: Motivational Management, People Management, Working Conditions, Work Environment, Team Management, Employee Performance

Introduction

Dubravin (April 24, 2011) points out that motivational management has been around for quite some time since the age when slavery thrived though it proved its inefficiency because it was a process management that did everything to suppress initiative and creativity. According to Dessler (2008), performance pay cannot replace good management.

Performance pay is supposed to motivate workers but more often than not lack of motivation is not always the culprit (Ibid). Bukusi (1997) stresses that sound management can turn an ailing business into a profit making outfit, whilst a thriving business can be ruined by poor management practices. It has often been said that employees rarely quit companies and that instead, employees quit their managers or supervisors by leaving the company (Shedd, December 30, 2010). Developing good motivational management is beneficial to both the organization and its employees and as Dubravin (April 24, 2011) puts it; the management style depends on the manager's personality and is only influenced by the organization structure not defined by it. According to Weihrich and Koontz (2001), to say that managers motivate their subordinates is to say that they do those things which they hope will satisfy the subordinates' drives and desires and induce the subordinates to act in a desired manner. The harsh economic times in Kenya and the rest of the world have not improved the situation for skills attraction and retention of talented employees in organizations.

Globalization of the economies has increased human resource mobility and organizations are looking for ways to retain talent, improve employee performance, improve their corporate image and also achieve corporate goals. Weihrich and Koontz (2001) as well as Appleby (1998) agree that the organization is an open system that operates within and interacts with both domestic and international environments. Studies on motivation indicate that managers do not motivate employees by giving them higher wages, more benefits or new status symbols (Marchington & Wilkinson, 2003). Employees are motivated by their own inherent need to succeed at challenging tasks (ibid). Kressler (2003) observed that motivation is a fundamental attitude, which is in turn initiated by desires and 'motive'. Dessler (2008) points out that you can do everything else right as a manager – lay brilliant plans, draw clear organization charts, set up modern assembly lines, and use sophisticated accounting controls – but still fail by hiring the wrong people or by not motivating the subordinates. Motivation strategies aim to create a working environment and to develop policies and practices that will provide for higher levels of performance from employees (Armstrong, 2009). The right conditions for motivational management to work include fair pay and conditions, comfortable and safe working environment; opportunities for employees to socialize and make friends, clearly defined work responsibilities and goals, education and training opportunities, as well as career opportunities (ibid).

Weihrich and Koontz (2001) agree that through the function of leading, managers help people see that they can satisfy their own needs and utilize their potential while at the same time contributing to the aims of the enterprise. The target groups in this research are involved in the production of vehicle bodies and have to deliver within specific timelines to meet the customers' needs. The nature of work in Dodi Autotech Kenya Limited and Two M Autotech (K) Limited is mostly based on projects from other motor dealers in Kenya. Schwalbe (2007) argues that people determine the success and failure of an organization and projects and that managing human resources effectively is one of the responsibility for motivation falls on the senior leadership, the direct manager and the individual employee. Most organizations in Kenya offer incentive programs that are institutionalized and this does not work for everyone considering the different needs and desires for each individual worker. With the current stagnating economic conditions in Kenya managements have to look beyond the tried and tested methods of motivation. To retain valuable employees, senior managements need to have a good understanding of what is most important to their employees, to know and to take advantage of human and motivation factors. The young generation (fondly referred to as Generation Y) who are over ambitious and overindulge in social activities cannot be managed or led as our predecessors did.

It is fortunate though that managers have at their disposal management instruments by which they can stimulate latent efforts and performance of their teams and they are also responsible for providing an environment conducive to performance. Management literature is replete with actual case studies of what does and what does not motivate people. In spite of numerous researches, basic as well as applied, the subject of motivation is not clearly understood and more often than not is poorly practiced. To understand motivation, one must understand human nature itself as this is the prerequisite to effective employee motivation in the workplace and therefore effective management and leadership. Motivation is a skill which can and must be learnt as it is essential for any business to survive and succeed. There is need for further research on motivation based on management as a performance driver and my concern is to investigate whether, managers' leadership and management roles contribute to employee performance. It is hoped that the study will benefit organizations, managers in organizations, employees, trade unions and researchers. The study will provide an insight on how to improve employee performance and retain talent within the organizations.

It will also help organizations to enhance their corporate image as good employers through promotion of good human resource practices. It will enable managers to identify, understand and implement strategies to motivate employees all year round in order to achieve optimal business results. The employees will be able to identify other factors that motivate them more once their financial needs are met. This will enhance their morale, their performance and ultimately their job satisfaction. The study will sensitize the unions in their efforts to advocate for workers' rights. It will provide them with a practical approach and guidelines in dealing with issues relating to motivation and alternatives to pay increases. It will enlighten the researcher and other future researchers on the importance and relevance of good management to individual employee performance and the overall organization performance.

People Management

The management process has evolved since the age of slavery and according to Graham and Bennett (1998); human resource management emerged from personnel management which, in Britain itself developed from the activities of "industrial welfare workers" in the latter half of the nineteenth century. Human resource management emphasizes the fact that people employed in a company are resources which are at least as important as financial or material resources and must be given careful and expert attention (ibid). Cole (2007) points out that in earlier decades it was the customer or supplier who often had to suffer in order to meet the requirements of the workforce. He further stresses that rigidity in job and employment structures meant that line managers could not deploy employees to the best production advantage. In terms of relationship, Cole (2007) states that managers' relations with their workforce were based as much upon fear of upsetting them as upon respect for their skills and know-how. Management applies to all the managers at all organizational levels and it is concerned with productivity which implies effectiveness and efficiency (Wehrich & Koontz, 2001). This shift of focus calls for a different role for personnel/human resource practitioners but always one which endeavors to procure, deploy, train and motivate people in the service of their organization (Cole, 2007).

Human Resource Management

Wehrich and Koontz (2001), argue that human resource management implies an approach which recognizes that employees are only one group among several such as customers and shareholders who have a claim on the resource of the organization. However, organizations must appreciate the ethical dimensions of human resources management and managers will only motivate their subordinates by doing those things which they hope will satisfy the subordinates' drives and desires and induce the subordinates to act in a desired manner (ibid). Armstrong (2009) reiterates that HRM (human resources management) must exercise social responsibility – it must be concerned with the interests (well-being) of employees and act ethically with regard to the needs of people in the organization and the community. Graham and Bennett (1998), point out employees will not submit passively to manipulation or dictatorial control by management but more and more expect and demand some influence in the way they are employed. Researches carried out in the behavioral sciences show that an appropriate response by management will benefit the company and as Graham and Bennett (1998) recommend, personnel management techniques in for example appraisal, training, and job evaluation that can be successfully applied with the consent and support of the employees.

Performance Goal Setting

The Goal theory developed by Latham and Locke (1979) highlights four mechanisms that connect goals to performance outcomes. They direct attention to priorities, they challenge people to bring their knowledge and skills to bear to increase their chances of success and the more challenging the goal, the more people will draw on their full repertoire of skills (ibid). Armstrong (2009) agrees that this theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed. According to Nzuve (1999), setting and communicating the team's objectives, providing scope for individuals to take greater responsibility and encouraging ideas and allowing subordinates the responsibility of implementing them provides a challenge for the team members. Armstrong (2009) while looking at motivation as a goal directed behaviour; points out that people are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants. Motivating other people is about getting them to move in the direction you want them to go in order to achieve a result (ibid).

Performance Management and Feedback

Nzuve (1999) highlights motivational functions in performance feedback. The manager should hold regular meetings to monitor and counsel on an individual's progress towards targets and explaining the organization's results and achievements (ibid). Weiss and Hartle (1997) perceives performance management as a process for establishing a shared understanding about what is to be achieved and how it is to be achieved and an approach at managing people that increases the probability of achieving success. Armstrong (2009) in highlighting the concerns of performance management states that performance management is concerned with enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do) skills (expected to have) and behaviours (expected to be). A performance appraisal system is important to any organizational work performance because it determines the organizational success or failure (Nyaoga, Simeon & Magutu, April 7, 2010). Managers design an environment for performance when they see that verifiable goals are set, strategies are developed and communicated, and plans to achieve objectives are made (Wehrich & Koontz, 2001). They create an effective environment when they make sure that control tools, information and approaches furnish people with the feedback knowledge they must have for effective motivation (ibid). Performance feedback creates opportunities for learning and the energy so critical for a culture of thriving (Gretchen & Christine, Jan/Feb 2012). By resolving feelings of uncertainty, feedback keeps people's work-related activities focused on personal and organizational goals and the quicker and more direct the feedback is the more useful it is (ibid). According to Nyaoga, Simeon & Magutu (April 7, 2010) employees should be appraised at least once a year as this will contribute to increased employee efficiency, productivity and morale. The appraisal process offers a valuable opportunity to focus on work activities and goals as well as identify and correct existing problems and to encourage better performance (ibid).

Working Conditions

According to Nicholson (1998), motivation falls into two categories: the extrinsic represented by cash, holidays, material goodies and working conditions and the intrinsic comprising of a friendly company, a sense of purpose and achievement, the feeling that you know what's going on and that you are competent at your job. As Armstrong (2009) puts it, it is the intrinsic motivators that are concerned with the 'quality of working life' that are likely to have a deeper and longer-term effect because they are inherent in individuals and their work and not imposed from outside in such forms as incentive pay. Intrinsic motivation is not created by external incentives and can take the form of motivation by the work itself when individuals feel that their work is important, interesting and challenging and provides them with a reasonable degree of autonomy, opportunities to achieve and advance; scope to use and develop their skills and abilities (ibid). Managers are responsible for providing an environment that is conducive to performance but we must note however, that individuals themselves are also responsible for self-motivation Wehrich and Koontz (2001).

Work Environment

Motivation strategies aim to create a working environment and to develop policies and practices that will provide for higher levels of performance from employees (Armstrong, 2009). An enabling, supportive and inspirational work environment creates experiences that impact on engagement by influencing how people regard their roles and carry them out (ibid). Managers motivate by providing an environment that induces organization members to contribute (Wehrich & Koontz, 2001). Armstrong (2009) observes that an enabling environment will create the conditions that encourage high performance and effective discretionary behaviour. This is generally concerned with developing a culture that encourages positive attitudes to work, promoting interest and excitement in the jobs people do and reducing stress (ibid). Managing requires the creation and maintenance of an environment in which individuals work together in groups toward the accomplishment of common objectives (Cole, 2004). A manager can do much to sharpen motives by establishing an environment favourable to certain drives (ibid). Armstrong (2009) describes an inspirational environment as where the organization has a clear vision and a set of integrated values that are 'embedded, collective, measured and managed'. Heathfield (www.about.com) in her article 'how managers motivate employees' observes that management matters most in motivation. She further points out that, "no matter what climate the organization provides to support your ability to motivate your employees, you can within the perimeters of your areas of responsibility, and even beyond, if you choose to extend your reach, create an environment to motivate employees". According to Armstrong (2009) a supportive environment is one in which proper attention is paid to achieving a satisfactory work-life balance.

This is where emotional demands are not excessive, attention is paid to provide healthy and safe working conditions, job security is a major consideration and personal growth needs are taken into consideration (ibid).

Team Management

Team working is the most recent manifestation of job re-design and involves a group of multi-capable workers who switch between tasks, organize and allocate work and are responsible for all aspects of production, including quality (Marchington & Wilkinson, 2003). High performance work teams operate without supervision and have wide-ranging responsibilities for production and maintenance (ibid). Graham and Bennett (1998) say that within a team there will be a high degree of group cohesion, much interaction, and mutual support and shared perceptions of issues. Team members will be willing to interchange roles, share workloads and generally help each other out (ibid). Cole (2004) observes that since ideal conditions are rarely present, managers have to build their teams from amongst people they have, and encourage a greater degree of role flexibility. He further points out that a manager can benefit from understanding the distinctions between roles and making an assessment of the role-strengths of his own staff. Weihrich and Koontz (2001) agrees that many things can be identified that might obstruct performance and many constructive ideas can be drawn from the experience and knowledge of subordinates. Knowing what to expect, as well as what not to expect, from colleagues enables the manager to head-off potential tensions or even group breakdown (Cole, 2004). Nzuve (1999) asserts the need to create an atmosphere of approval and co-operation. You also need to ensure that the subordinates understand the importance of their contribution to the team's objectives and the functions of the organization (Ibid). Individual interests must be subdued to the group interest and if this can be done, morale will be high (Appleby, 1998). If morale is good, team spirit should be good as this arises where all members of the group know every member is working to achieve the group goals and obeys internal authority (ibid).

Autonomy

Nzuve (1999) stresses the importance of the managers practicing general supervision rather than close detailed supervision of employees so that the manager devotes more time to supervisory activities, planning work and special tasks rather than in doing production work. According to Marchington and Wilkinson, (2003), autonomy gives employees some discretion and control over job related decisions. It builds a sense of responsibility on workers when workers set their own goals and pursue plans to achieve them (ibid). Nicholson (1997) says you need to allow people maximum scope to vary methods, sequence and pace of work. It is necessary for you to remove as many controls as possible while making sure that everyone knows who is responsible for achieving the defined targets or meeting standards (ibid). Adair (2003) argues that you should never tell people what to do and they will surprise you with their ingenuity. Gretchen and Christine (Jan/Feb 2012) agree to these observations by stating that employees at every level are energized by the ability to make decisions that affect their work. They further state that empowering employees in this way gives them a greater sense of control, more say in how things are done and more opportunities for learning (ibid). Armstrong (2009) points out that managers and team leaders often have considerable discretion over how jobs are designed, how they allocate work and how much they delegate and provide autonomy. Chambers (2004) in his book "My Way or the Highway: Micromanagement Survival Guide" illustrates how micromanagement interferes with performance and productivity resulting in huge costs – hidden, direct and indirect to both the individuals and the organizations. Mureithi (2012) concurs with this illustration and points out that no matter what the micromanagers motives are for their conduct, the potential effects of micromanagement include creation of resentment and damage of trust in both 'vertical' and 'horizontal' relationships in an organization; interference with existing team work and inhibition of future teamwork in both vertical relationships and the disengagement of employees. King'ori (2012) further points out that employee empowerment works best when the employees in question have the capacity to undertake tasks and make decisions. The organization must therefore ensure that these employees are well trained and they have the right skills to do so (ibid).

Delegation

As the old classical management idea put it, 'authority should be commensurate with responsibility' (Armstrong, 2009). Bukusi (1997) states that every member of staff should have proportionate authority and power to be an effective contributor towards goals. Empower the people and control the process (ibid). Cole (2004) concurs with this statement and says that as in delegation, empowerment can be implemented at a number of different levels, ranging from relatively simple to routine matters to involvement in policy making.

Adair (2003) points out that if your subordinates are fully involved in the decisions that affect their work, they will be committed to carrying them out. He further says that you cannot lead without winning their commitment. Try to delegate as much as possible and you will never have so much authority as when you begin to give it away (ibid).

Communication

Keyton (2011) observes that it should be obvious that organizations cannot exist without communication. For an organization to exist, communication must occur with all stakeholder groups (ibid). Graham and Bennett (1998) argue that communications have an importance which goes beyond the transmission and reception of information. As Cole (2007) puts it, communication is a two way process, a mutual interchange of ideas, feelings and opinions. The form which communication takes (or of course whether communication takes place at all) can profoundly affect the attitudes of the employees and the degree to which they understand and support management policies (Graham & Bennett, 1998). Thus in organizations provision needs to be made for upwards as well as for downwards communication (ibid). Armstrong (2009) concurs with this observation and stresses that employees need opportunity to communicate upwards their comments and reactions to what is proposed will happen or what is actually happening in matters that affect them. Gretchen and Christine (Jan/Feb 2012) argue that doing your job in an information vacuum is tedious and uninspiring.

People can contribute more effectively when they understand how their work fits with the organization's mission and strategy (ibid). Many industrial disputes originate in a failure of communication – misunderstanding by the employees of the intentions of management or vice versa or a misinterpretation of company policy (Graham & Bennett, 1998). Cole (2007) emphasizes the importance of keeping employees informed about general matters affecting their work role as it contributes to increased understanding of management's actions, reduces misunderstandings arising from day-to-day activities and improves trust between employers and employees. A strategy for employee communication will deal with what information the organization wants to give to employees and how it wants to provide it (Armstrong, 2009). Employee communication as a vital part of change management programmes, increases commitment and generates trust (ibid). Providing advance notice regarding layoffs, and interpersonal sensitivity in terms of the manager's demeanor during layoffs can help mitigate the otherwise negative effects (Dessler, 2008). King'ori (2012) concurs with this statement and also emphasizes that it is important that the manager shares the relevant information with the employees without being stingy with it as this provides the employee with the bigger picture thus helping him make the right decisions.

Leadership

The ability to lead is one of the keys to being an effective manager; as Wehrich and Koontz (2001) puts it and also undertaking the other essentials of managing has an important bearing on ensuring that a manager will be an effective leader. The leader's principal role is to influence the group towards the achievement of group goals and it is the task of the leader to gain the groups commitment to these goals (Cole, 2007). Muindi and Wangara (April 13, 2010) in their study on the factors influencing leadership effectiveness observe that without effective leadership, the process of creating an environment that is positive for fostering relationships and conducive to effective production would falter and the organization would suffer loss either monetary, personnel or production.

Gretchen and Christine (Jan/Feb 2012) suggest that what organizations require are leaders who are open to empowering employees and who set the tone. Managers through the function of leading help people to see that they can satisfy their own needs and utilize their potential and at the same time contribute to the aims of an enterprise (Wehrich & Koontz, 2001). Cole (2007) looks at leadership as a dynamic process at work in a group whereby one individual over a particular period of time and in a particular organizational context influences the other group members to commit themselves freely to the achievement of group tasks or goals.

What a manager must do of course is to use those motivators which will lead people to perform effectively for the enterprise that employs them (Wehrich & Koontz, 2001). According to Graham and Bennett (1998), leadership is the ability of a person to influence the thoughts and behaviour of others. Adair (2003) says that effective leadership is about understanding and the sharing of a common purpose and that part of the strategic leadership is building a sense of team-work in which line managers and staff specialists, white collar worker, all feel equally valued by you and by each other (ibid). Wehrich and Koontz (2001) emphasize that leading has to predominantly do with the interpersonal aspect of managing.

According to Dessler (2008), a manager should lead by example – “walk the talk” – make sure your behaviours and decisions are consistent with the vision you espouse. Cole (2004) points out that even though management involves achieving enterprise objectives and that this is important, the concept of individual dignity means that people must be treated with respect no matter what their position is in the organization. Adair (2007) commenting on recognition and appreciation says that the recognition of the value or worth of the employees’ contribution is especially important to them particularly if it comes from those whose opinions they respect.

Wehrich and Koontz (2001) state that the central task of the manager, is to reconcile the differences in approach; timing and effort or interest and to harmonize individual goals with a view to contributing to organizational goals. As Armstrong (2009) puts it, leadership strategy should concentrate on what line managers have to do as leaders in order to play their vital and immediate part in increasing the levels of engagement.

Employee Performance

When people are treated with care, shown trust, listened to and encouraged to do better, they reciprocate by being responsible and productive (Nyaoga, Simeon & Magutu, April 7, 2010). In linking human resource management with individual employee performance, Armstrong (2009) says that the factors that affect the level of individual performance are motivation, ability and opportunity to participate. In the same vein he states that the link between human resources management and the organizational performance has three propositions; HR practices can make a direct impact on employee characteristics such as engagement, commitment, motivation and skill; if employees have these characteristics it is probable that organizational performance in terms of productivity, quality and the delivery of high levels of customer service will improve; if such aspects of organizational performance improve, the financial results achieved by an organization will improve. Armstrong (2009) perceives performance as a function of ability and motivation, thus job performance = f {(ability) (motivation)}. Vroom in his theory of expectancy suggested that people needed both ability and motivation to perform well and that if either ability or motivation is zero, there will be no effective performance.

Marchington and Wilkinson (2003) agree that employees need the necessary skills and the tools materials to do a good job and without these, having highly motivated employees does not necessarily equate with good job performance. Motivated and skilled employees who have had inadequate training and are provided with inappropriate raw materials are also unlikely to do a job to the required standard (ibid). Wehrich and Koontz (2001) agree that performance is a function of ability, the perception of the task required and effort. Effort is influenced by the value of rewards and the perceived effort-reward probability hence performance accomplishment is in turn related to rewards and satisfaction (ibid). Armstrong (2009) asserts that motivation is only likely when a clearly perceived and usable relationship exists between performance and outcome and the outcome is seen as a means of satisfying needs. Vroom focused especially on those factors involved in stimulating an individual to put effort into something, since this is the basis of motivation (ibid). Cole (2004) indicates that management can achieve high performance when employees see their membership of a work group to be ‘supportive’, that is to say when they experience a sense of personal worth and importance from belonging to it. High producing managers and supervisors tend to foster just such relationships with and within their groups (ibid).

The process theories of motivation offer an opportunity to understand and reflect on the dynamic contextual and individual factors, which constitute the ‘bundle of expectations’, which in turn influences workplace behaviour (International Management Journals, 2004 – 2012). Lindner (June 1998), observes that understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results. The Hawthorne Study, he argues began the human relations approach to management, whereby the needs and motivation of the employees became the primary focus of managers. Armstrong (2009) observes that employee engagement takes place when people at work are interested in and positive even excited about their jobs and are prepared to go the extra mile to get them done to the best of their ability.

Bevan S, Barber L, and Robinson D. (1997) consider an engaged employee as someone ‘who is aware of business context and works closely with colleagues to improve performance within the job for the benefit of the organization’. Graham and Bennett (1998) further state that everyone who has control over others shares in human resource management and that is not a function which the individual manager can avoid and leave to specialists.

As Schwalbe (2007) puts it, people determine the success and failure of an organization and managing human resources effectively is one of the toughest challenges for managers. Graham and Bennett (1998) argues that the purpose of human resource management is to ensure that the employees of a company are used in such a way that the employer benefits from their abilities and the employees benefit through both material and psychological rewards from their work. Armstrong (2009) in commenting on the commitment-oriented nature of human resources management says that one of the aims of human resources management is to promote commitment – the strength of an individual’s identification with, and involvement in, a particular organization.

Critique of Past Studies/Empirical Review

The literature available concentrates on old motivational theories that do not provide a blue print for practical application but are routinely drawn on to understand what makes people ‘tick’ to successfully manage and control individual behaviour (International Management Journals, 2004 – 2012). Wehrich and Koontz (2001), agree that it is one thing to know motivation theory, kinds of motivating factors and the nature of a system of motivation but another thing altogether to be able to apply this knowledge to people and situations. In spite of enormous research, basic as well as applied, the subject of motivation is not clearly understood and more often than not is poorly practiced. Schwalbe (2007) observes that psychologists, managers, coworkers, teachers, parents and most people in general still struggle to understand what motivates people or why they do what they do. There are quite a number of motivation theories but no single theory can be applied on its own and as Armstrong (2009) points out, the motivation theories are complimentary to one another.

The most significant of these theories are those concerned with expectancy, goal setting and equity, which are classified as process or cognitive theories (ibid). Maslow’s concept of a hierarchy of needs has been subjected to considerable research and little evidence was found to support his theory that human needs form a hierarchy (Wehrich & Koontz). Armstrong (2009) concurs that the hierarchy of needs has been criticized for its apparent rigidity as different people may have different priorities and it is difficult to accept that needs progress steadily up the hierarchy. In fact Maslow himself expressed doubts about the validity of a strictly ordered hierarchy (ibid). Graham and Bennett (1998) consider Maslow’s theory as widely accepted, easy to understand and can be used to explain much, but not all behaviour at work. Osterloh and Frey (July 2010) in the journal *Does pay for performance really motivate employees* point out that work valued by the employee for its own sake or by fulfilling personal or social norms is often indispensable.

Robert Blake and Jane Mouton (1964) devised a useful managerial grid for identifying and classifying managerial styles, but it does not tell us why a manager falls into one part and or another part of the grid (Wehrich & Koontz). Chris Argyris a behavioural scientist believed that individuals should be given the opportunity to feel that they have a high degree of control over setting their own goals and over defining the paths to these goals (Armstrong, 2009). Schwalbe (2007) poses two questions regarding the uniqueness of individual motivation; why do some people require no external motivation whatsoever to produce high-quality work while others require significant external motivation to perform routine tasks? Why can’t you get someone who is extremely productive at work to do simple tasks at home? Humankind will continue to try to answer these types of questions (ibid). Employees in management roles can learn to inspire and motivate employees. Eiser (July 2011) says a distinctive feature of a social psychological approach to motivation is a concern with how incentives and deterrents are interpreted by those to whom they are offered. Lindner (June 1998) maintains that the key to motivating employees is to know what motivates them and then designing a motivation program based on those needs. Nyaoga, Simeon and Magutu (April 7, 2010) in their thesis on the Effectiveness of performance appraisal systems in private universities in Kenya – An assessment of Kabarak University performance appraisal system observed that change in behaviour cannot be brought about in human beings through punishment or negative reinforcement but only through positive reinforcement.

Influencing they said would involve providing encouragement and reinforcing success so that the person take more initiative and is able to experiment with new ideas (ibid). Muindi and Wangara (April 13, 2010), in their study on *The effectiveness of Trade Union Leadership and the Factors Influencing the Leadership Effectiveness*, point out that effective leaders today cannot lead as their predecessors once did because a new type of leadership; servant leadership is defining how leaders manage their subordinates. They emphasize that as a servant first, the leader ensures that others greatest needs are being met and bears the self-awareness to realize that his or her own “healing” is the motivation for leadership.

Limbe (IHRManagement journal, July – August 2012), observes that the Generation Y have a twisted notion of what success is in the name of being ambitious and they overindulge in social activities that lead to old-age related medical problems like high blood pressure, ulcers and sometimes even death. Muindi and Wangara (April 13, 2010), agree with this observation and state that leadership today is about listening and guiding subordinates not scaring them into following direction but serving their needs so they are willing and capable to achieve corporate goals. Accel-team development (www.accel-team) in their journal on Application of employee motivation theory to the workplace advocates persuasion as opposed to coercion. Managers have a better chance of success if they use persuasion rather than coercion as the former builds morale, initiative and motivation, whilst the latter quite effectively kills such qualities.

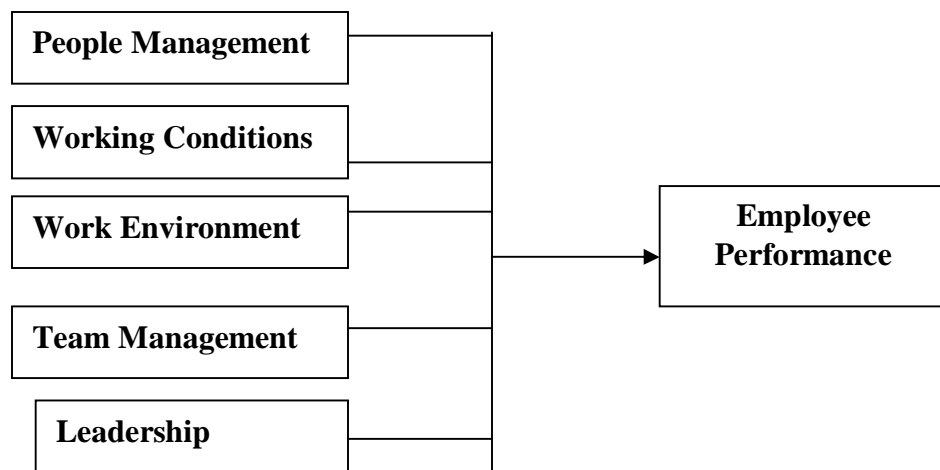
Summary

The most significant factor, that the manager controls, is his or her relationship with each employee. The second most important factor in a manager’s ability to motivate employees is creating a work environment and organizational culture that fosters employee motivation and engagement. Many top managers assume that the key to motivation is the proper use of the available motivational “tools”. This is making an enormous assumption that some magical tool actually exists that will motivate an individual. Motivation is a process, not the end result of a task and is not catered to an individual because of their experience or position. Research has shown that even the lowliest employees have needs for esteem and self-actualization. Motivation is an equally important responsibility of management and it translates directly into productivity and team effectiveness. A basic understanding of the motivational theory will help anyone who has to work or live with other people to understand themselves and others. It is often difficult to find and keep qualified people and managing human resources effectively is one of the toughest challenges for managers. Developing a motivational management technique is beneficial to both the organization and its employees because it provides a stress free environment that is conducive to high performance. People working together with energy and enthusiasm are far more effective and productive than a group lacking that spark because of job dissatisfaction or boredom. It is also necessary for the manager to ensure that the employees have the required skills, tools and materials to do the job as highly motivated employees without skills do not necessarily equate to job performance.

Motivating factors definitely do not exist in a vacuum. Employee engagement, commitment and performance can only be improved by increasing positive managerial behavior and reducing negative managerial behaviour. We must remember that everyone prefers to work with people they like and respect, and it is important to treat others with respect, regardless of their title or position. Managers serve as models for their teams and for the organization and they must lead and motivate by example.

Conceptual Framework

Motivational Management



Independent Variables

Dependent Variable

Theoretical Frame Work

This study seeks to draw its theoretical frame work from motivation theories by Abraham Maslow (1954), Fredrick Hertzberg (1957) and Douglas McGregor (1960).

Maslow's Hierarchy of Needs

According to Abraham Maslow's hierarchy of needs, people have an internal motive that pushes them to act. The hierarchy begins with the lowest needs and ascends to the highest needs. The basic human needs according to Maslow are physiological needs, safety needs, love needs, esteem needs and self-actualization needs. Physiological needs include the need for food, water, shelter, sexual satisfaction and avoidance of pain. The safety needs emerge once these needs are satisfied.

Safety needs include the desire for protection against danger, threat and deprivation. In an industrial setting, desire for security takes the form of quest for economic security. Social needs include the need for belonging, association, acceptance by peers as well as giving and receiving love and friendship. The need for love and belonging involve interaction with other people to feel part of the group and this can be provided by opportunities to satisfy these social needs through membership of clubs and association. Esteem needs consists of both self-esteem and the esteem of others – people want esteem in terms of their standards and the standards of others. Respect from others leads to self respect. Satisfaction of these needs gives an individual self-confidence, competence and achievement. It gives the feeling of worth, capability and strength. The needs relating to the esteem of others include the need for status, recognition, appreciation, importance and prestige. Self-actualization is the highest level of needs and the persons need to achieve the best of what he/she can be. This is realization of one's potentialities, and the need for self-fulfillment. Meeting this need gives the individual a feeling of accomplishment and attainment. These needs can be satisfied through athletics, sports, politics, academics, religion and hobbies.

Hertzberg's Motivation (Hygiene) Theory

Hertzberg's motivation (hygiene) theory concentrates more on the factors which lead to job satisfaction or dissatisfaction. Factors that lead to job satisfaction are called satisfiers or motivators because they elicit positive feelings towards the job and provide personal satisfaction. Satisfiers relate to the content and nature of the job and describe the employee's relationship to what he/she does. These include achievement, the nature of work itself (challenging work provides job satisfaction) and advancement and responsibility. Satisfiers motivate the employee to greater productivity. The Dissatisfiers (hygiene factors) describe the relationship of the employee to the context of the environment in which he performs his job. These are those elements within a working environment which help generate negative feelings towards the job and do not induce people towards greater effort. Dissatisfiers include uncomfortable work conditions, company policy and administration, technical supervision, salary, interpersonal relations, the superiors, subordinates and peers.

McGregor's X and Y Theory

McGregor studied the main concern of the management in an industrial concern and distinguished between the concern with production known as theory X and the concern with people which he called theory Y. Theory X emphasizes the need for management to organize the productive enterprise in order to achieve economic goals. To do this, the workers behaviour must be modified so that it can meet organizational needs by directing, motivating and controlling behaviour. The theory assumed that people dislike work and would avoid it if possible. People must therefore be coerced, controlled, directed and threatened with punishment in order to get them to work towards organizational goals. The theory also assumed that the average person prefers to be directed and wants to avoid responsibility, has little ambition and desires security above all. Theory Y takes the view that it essential for the management to encourage workers to achieve their own goals best by directing their own efforts towards the objectives of the organization.

According to this theory all people are capable of development and of taking responsibility while having the willingness to contribute to organizational goals. The theory assumed eternal control and the threat of punishment are not the only means of bring about effort towards organizational objectives. Man will exercise self-direction and self-control in an effort to achieve objectives to which she/he is committed.

Theory Y also assumed that where the rewards are appropriate, there will be commitment to objectives, the most significant being the satisfaction of self-fulfillment needs. The average human being according to this theory learns under proper conditions not only to accept but also to seek responsibility. In a work environment, the external factors of motivation are controlled by the management. These include salaries, working conditions, company policy and job content items e.g. recognition, advancement and responsibility. Employees react either positively or negatively to everything the manager does. Positive motivation rewards acceptable performance while negative motivation emphasizes punishment if performance is unacceptable or contrary to official policy. The three motivation theories confirm the researcher's findings that motivational management is critical if employees are to feel valued and be committed to achieving the organizational goals. Motivation is a process that has to be maintained through proper people management and employees need opportunity to achieve the higher levels of needs. Managers should be concerned with the employee's attitudes as the attitude of the worker determines the level of productivity. The theories also confirm that the average human being learns under proper conditions not only to accept but also to seek responsibility.

They also confirm the researcher's findings on the importance of work environment, working conditions, interpersonal relations, the organizational policies, content and nature of the job to employee motivation and performance.

Research Methodology

This is a quantitative research of a descriptive nature, which is aimed at determining the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population (Mugenda & Mugenda, 1999). The researcher attempts to describe such things as possible behaviour, attitudes, values (Mugenda & Mugenda, 1999) and characteristics of a particular individual or of a group (Kothari, 2004). The research attempts to describe or define motivational management techniques and how they contribute to employee performance. No single technique of motivational management is deemed to be the best and the research may or may not have the potential for drawing powerful conclusions.

The population of study was from the Vehicle Body Building industry targeting Dodi Autotech Kenya Limited, a company located in Nairobi's Industrial Area and Two M Autotech (K) Limited, located on Kangundo Road. The two organizations have a total of 235 employees. For each organization 30% of the population was sampled randomly using random numbers, where an appropriate number of subjects for each stratum were selected to achieve the desired representation from the various subgroups of the population and to gather sufficient details (Mugenda & Mugenda, 1999). The appropriate size of the accessible population for descriptive studies is 10%, however, the researcher sampled 30% to enable the researcher to achieve the desired representation from the various departments of the population and gather sufficient details (ibid).

The researcher concentrated on primary data collected by the use of questionnaires, interviews and observations. The questionnaires contained open and closed-ended questions to permit a greater depth of response and for economical use in terms of time and money (Mugenda & Mugenda, 1999). According to Mugenda and Mugenda (1999), interviews made it possible for the researcher to obtain data required to meet specific objectives of the study. The researcher used semi-structured interview for the department and section heads on management issues to save time. Cooper and Schindler (2008) argue that a face to face interview has the obvious benefit of being able to observe and record nonverbal as well as verbal behaviour. Cooper and Schindler (2008) points out that the versatility of observation makes it an indispensable primary source method and a supplement for other methods. The researcher also observed the workers as they went about their daily duties and made observations on their behaviour and recorded. This enabled the researcher to observe attitudes as employees worked, interacted with one another, their supervisors and the customers. A total of 72 questionnaires were distributed out of which a total of 50 questionnaires were completed and returned to the researcher. This was a response rate of 69% which is considered to be significant enough to provide a basis for valid and reliable analysis of the factors that establish that motivational management does indeed contribute to employee and organizational performance. The data collected was entered and analyzed using the SPSS software to enter and analyze the data. The data was then presented and interpreted using a combination of frequency tables, histograms and continuous prose.

Results and Discussions

People Management

The research sought to establish the influence of a number of motivational variables on people management in the organizations and Chi-square (χ^2) test of association was used in testing the hypothesis of this study with the acceptance region of 5% level of significance. We reject the null hypothesis when p-value < 0.05 (level of significance) and conclude that there is a statistical significance of association between variables in question. The results are as tabulated below.

Levels of Significance between People Management Variables

Motivational Variable	Dodi Autotech		Two M Auto Tech	
	χ^2 Value	P-value	χ^2 Value	P-value
Awareness of relationship between work and organizations goals and priorities	5.828	0.016	17.429	0.000
Feedback on performance	0.310	0.577	26.00	0.000
Performance progress review	16.931	0.001	7.381	0.000
Performance discussions with supervisor	21.793	0.000	17.429	0.000
Rewards for good performance	5.828	0.016	21.429	0.000
Satisfaction with recognition for good work	6.172	0.104	20.333	0.000

In Dodi Autotech (K) Limited awareness of the relationship between work and organizational goals and priorities had a chi-square value of 5.828 and an associated p-value of 0.016 while in Two M Auto Tech (K) Limited has a chi-square of 17.429 and an associated p-value of 0.000. From the statistical analysis above, there was strong evidence of an association between the awareness of the relationship between work, organization goals and priorities and people management. People management in Two M Auto Tech (K) Limited was significantly influenced by feedback on performance with a chi-square value of 26 and an associated p-value of 0.000. However, the variable in question had no significant influence in Dodi Autotech (K) Limited which has a chi-square value of 0.310 and an associated p-value of 0.577. Performance progress review had a chi-square value of 16.931 and an associated p-value of 0.001 in Dodi Autotech (K) Limited while in Two M Auto Tech (K) Limited, it had a chi-square value of 7.381 with an associated p-value of 0.000 both showing significant influence on people management. Performance discussions with the supervisor in Dodi Autotech (K) Limited had a chi-square value of 21.793 and an associated p-value of 0.000 while Two M Auto Tech (K) Limited had a chi-square value of 17.429 and an associated p-value of 0.000.

The result provided a strong evidence of an association between performance discussions with the supervisor and people management. Reward for good performance in Dodi Autotech (K) Limited has a chi-square value of 5.828 and an associated p-value of 0.016 while Two M Auto Tech (K) Limited has a chi-square value of 21.429 and an associated p-value of 0.000. This indicates a strong association between rewards for good performance and people management in both organizations. The results in the above table also show that satisfaction with recognition for good work had significant influence on people management in Two M Auto Tech (K) Limited with a chi-square value of 20.333 and an associated p-value of 0.000 without a corresponding statistical significance in Dodi Autotech (K) Limited with a chi-square value of 6.172 and an associated p-value of 0.104.

Working Conditions

Job Security and Work Distribution

Levels of Significance between Working Condition and Motivational Variables

Variable	Dodi Autotech		Two M Auto	
	χ^2 Value	P-value	χ^2 Value	P-value
Job security	5.828	0.016	6.00	0.05
Distribution of work	8.759	0.013	1.190	0.275

Job security significantly influenced working conditions in Dodi Autotech (K) Limited at a chi-square value of 5.828 and an associated p-value of 0.016 while at Two M Auto Tech (K) Limited the chi-square value was 6.00 and an associated p-value of 0.05. The result provides a strong evidence of an association between job security and the working conditions in the two organizations. Distribution of work significantly influenced the working conditions in Dodi Autotech (K) Limited at a chi-square value of 8.759 and an associated p-value of 0.000. The variable did not significantly influence working conditions in Two M Auto Tech (K) Limited with a chi-square value of 1.190 and an associated p-value of 0.275.

Job Motivating Factors

In response to the question about what motivates them most in working for their respective organizations, the respondents had at least something positive to say. In Dodi Autotech (K) Limited, the respondents indicated that they were motivated by the possibility of earning a salary, their family responsibilities and the desire to meet their basic needs. They also found their jobs interesting; there was recognition and appreciation for good performance and customer satisfaction. Some of the respondents felt that there was nothing motivating in their jobs, yet they still came to work everyday, an indication of desire to earn a living and the fear of not being able to meet their financial obligations.

Work Environment

The research sought to establish the influence of a number of motivational variables on work environment in the organizations and Chi-square (χ^2) test of association was used in testing the hypothesis of this study with the acceptance region of 5% level of significance. We reject the null hypothesis when p-value < 0.05 (level of significance) and conclude that there is a statistical significance of association between variables in question. The results are as tabulated below.

Levels of Significance between Work Environment and Motivational Variables

Variables	Dodi Autotech		Two M Autotech	
	χ^2 Value	P-value	χ^2 Value	P-value
Awareness in organization's management	7.759	0.005	8.857	0.012
Satisfaction in departmental decisions	2.793	0.095	7.714	0.021
Reward for innovativeness	24.897	0.000	8.000	0.018
Fair treatment	11.862	0.003	18.429	0.000
Challenging and exciting work	2.793	0.095	14.857	0.001
Provision of facilities, equipment, and tools	14.966	0.001	8.000	0.018

The results clearly indicate a strong influence of employees' awareness in organization management and work environment in both companies at a chi-square of 7.759 and p-value of 0.005 in Dodi Autotech (K) Limited and a respective chi-square value of 8.857 and p-value of 0.012 in Two Autotech Limited. Satisfaction in departmental decisions has a strong influence in employees work environment in Two M Auto Tech (K) Limited at a chi-square of 7.714 and p-value of 0.021 while in Dodi Autotech (K) Limited at a chi-square of 2.793 and an association p-value of 0.095, there was no corresponding influence on the work environment. There is a strong influence of reward for innovativeness on employees' work environment in both companies at a chi-square of 24.897, and p-values of 0.000 for Dodi Autotech (K) Limited and 8.00 and an associated p-value of 0.018 in Two M Auto Tech (K) Limited.

Fair treatment showed a significant influence on the work environment in both organizations with a chi-square value of 11.862 and p-value of 0.003 for Dodi Autotech (K) Limited while Two M Auto Tech (K) Limited had a chi-square value of 18.429 and an associated p-value of 0.000. Challenging and exciting work influenced the work environment in Two M Auto Tech (K) Limited at a chi-square value of 14.857 and an associated p-value of 0.001 without a corresponding significance in Dodi Autotech (K) Limited at a chi-square value of 2.793 and an associated p-value of 0.095. Provision of facilities, equipment and tools had significant influence over work environment in both organizations with a chi-square value of 14.966 with an associated p-value of 0.001 in Dodi Autotech (K) Limited and a chi-square value of 8.000 and a p-value of 0.018 in Two M Auto Tech (K) Limited.

Team Management

The study established that team work is preferred in both organizations, with 86% of the respondents in Dodi Autotech (K) Limited confirming this and a corresponding 81% in Two M Auto Tech (K) Limited.

There are still a number of respondents who preferred to work alone in both organizations accounting for 14% in Dodi Autotech (K) Limited and 19% in Two M Auto Tech (K) Limited.

Involvement in Decision-Making

The researcher sought to establish whether the respondents were satisfied with their involvement in decisions affecting their work. Their responses are tabulated below.

Involvement in Decision-making

Response	Dodi Autotech		Two M Autotech	
	Frequency	Percentage	Frequency	Percentage
Satisfied	10	34%	9	43%
Dissatisfied	19	66%	12	57%

The table shows majority of the employees in both organizations are dissatisfied with their involvement in decision-making. The results in the table above also indicate that Two M Auto Tech (K) Limited involves its employees more in their decision-making on matters that affect their work as compared to Dodi Autotech (K) Limited.

Problems with Work and Private Life Balance

Levels of Significance between Team Management and Problems with Work Life and Private Life Balance

Variable	Dodi Autotech		Two M Auto	
	χ^2 Value	P-value	χ^2 Value	P-value
Problems with Work and private life balance	13.517	0.001	10.572	0.005

The results clearly indicate that there is a strong influence of work and private life balance on team management in both companies at a chi-square value of 13.517 and p-value of 0.001 in Dodi Autotech (K) Limited and a chi-square value of 10.572 and p-value of 0.005 in Two M Auto Tech (K) Limited.

Leadership

Levels of Significance between Leadership and Motivational Variables

Variable	Dodi Autotech		Two M Auto	
	χ^2 Value	P-value	χ^2 Value	P-value
Communication of organization change	9.966	0.002	11.143	0.004
Recommendations to management	5.828	0.016	5.419	0.066
Leadership at work	12.483	0.002	8.000	0.018
Relationship with immediate supervisor	12.793	0.005	12.095	0.017
Satisfaction with organizational leadership	1.690	0.194	8.524	0.036

The results designate a strong influence of communication of organization changes in relation to leadership in both organization at a chi-square of 9.966 and p-value of 0.002 in Dodi Autotech and a chi-square of 11.143 and a p-value of 0.004. Recommendations to management have significant influence on leadership as illustrated in Dodi Autotech at a chi-square of 5.828 and a p-value of 0.016. On the other hand there is no significant influence of recommendations to management on leadership as illustrated in Two M Autotech at a chi-square value of 5.419 and p-value of 0.066.

Employees in both companies feel that they receive quality leadership needed for them to work effectively as shown from the results at chi-square value of 12.483, and p-value of 0.002 in Dodi Autotech (K) Limited and a chi-square value of 8.000 and a p-value of 0.018 in Two M Auto Tech (K) Limited respectively. Relationship with immediate supervisor has a great influence on the company leadership as demonstrated in the results from both companies at a chi-square of 12.793 and p-value of 0.005 in Dodi Autotech (K) Limited and chi-square of 12.095 and p-value of 0.017 in Two M Auto Tech (K) Limited. There is a vast influence of satisfaction with organization leadership on the as clearly shown from the results at a chi-square value of 8.524 and a p-value of 0.036 in Two M Auto Tech (K) Limited. On the other hand there is no influence of satisfaction with organizational leadership in Dodi Autotech at a chi-square of 1.690 and a p-value of 0.194.

Employee Performance

The research sought to establish the level of satisfaction with the motivational methods and the influence on employee performance in the organizations.

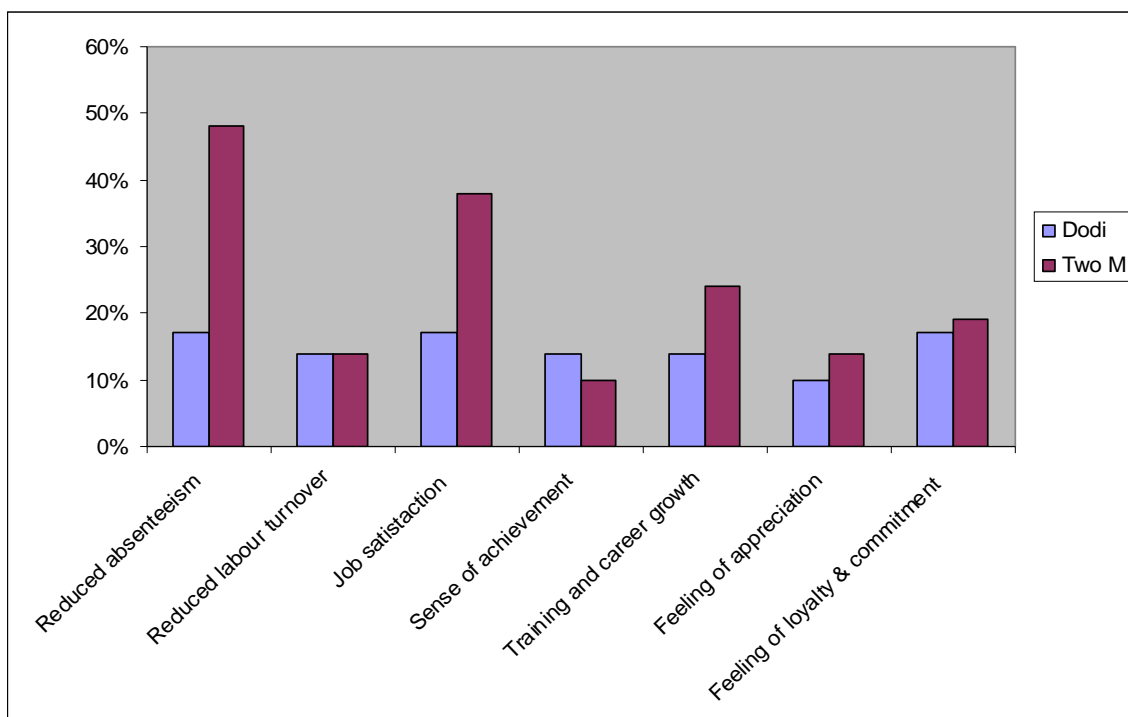
Levels of Significance between Motivational Methods and Employee Performance

Variable	Dodi Autotech		Two M Auto	
	χ^2 Value	P-value	χ^2 Value	P-value
Satisfaction with motivational method	15.655	0.004	21.476	0.000
Motivation methods and improved Performance	6.690	0.035	7.30	0.026

The chi-square value of the level of satisfaction with motivational methods in Dodi Autotech (K) Limited is 15.655 and a p-value of 0.004 and in Two M Auto Tech (K) Limited a chi-square value of 21.476 with a p-value of 0.000. We therefore reject the null hypothesis and conclude that there is a strong statistical significance of influence in the level of satisfaction with motivational methods on employees’ performance in both companies. Motivational methods had a strong influence on employees’ performance as shown from the results in both companies at a chi-square of 6.690 and p-value of 0.035 in Dodi Autotech (K) Limited and a chi- square of 7.300 and p-value of 0.026 in Two M Auto Tech (K) Limited

Performance Indicators

The respondents were required to indicate how the motivational methods had led to improved performance. Their observations are as presented in the figure below which illustrates reduced absenteeism as the highest performance indicator followed by job satisfaction and training and career growth. In Dodi Autotech (K) Limited the motivational methods led to reduced absenteeism, job satisfaction, and feelings of loyalty and commitment. There was reduced labour turnover in both organizations and a sense of achievement which was more pronounced in Dodi Autotech (K) Limited than in Two M Auto Tech (K) Limited. In Two M Auto Tech (K) Limited there was more training and career growth as well as job satisfaction compared to Dodi Autotech (K) Limited. Employees in both organizations show a feeling of appreciation. The motivational methods applied in both organizations seem to have a more positive impact on performance in Two M Auto Tech (K) Limited than in Dodi Autotech (K) Limited.



Performance Indicators

Reasons why Motivational Methods did not lead to Improved Performance

Some of the respondents in Dodi Autotech (K) Limited felt that the methods were not implemented and those that were there had no influence on performance because of the hostile management and harsh working conditions.

Others felt that the methods applied were not realistic while some thought that none of the methods had been applied. With low salaries, long unpaid working hours and lack of consultation on decisions affecting them affected their performance adversely. Respondents in Two M Auto Tech (K) Limited also felt that the methods applied were biased and not satisfactory. They thought their management was selfish and their management attitude towards them was hostile. They were not involved in decisions on issues affecting them. The management intimidated them and they worked under harsh working conditions.

Other Benefits for Increased Motivational Levels

The following were suggestions made by the employees from Dodi Autotech (K) Limited and Two M Auto Tech (K) Limited regarding other benefits that could increase the motivational levels in the organization which included; better working conditions, salary increment, provision of safety and protective gear, provision of refreshments, annual leave, skilled supervisors, medical care, pension, life insurance cover, job security, better employee relations, night transport for the night shift, loan facility, promotion, house allowance, and sponsorship for further studies. Some of these suggestions constitute the basic entitlement as per the labour laws. In the absence of human resource policies the workers have been denied their entitlements under the employment Act and the occupational health and safety Act.

Observation

The researcher spent a day in each of the two organizations observing the workers interaction with one another as well as with the supervisors and team leaders. In Two M Auto Tech (K) Limited, the workers were respectful and the team spirit was evident. However, they seemed to be more intimidated by the management than their co-workers or immediate supervisor. It was not easy to get information from the respondents because of the fear of being victimized. In Dodi Autotech (K) Limited, the employees had good relations and interacted well. There was team spirit amongst them and it was evident that they respected their managers. They showed enthusiasm in their work and were helpful to the customers. There was rapport between the top management and the employees which made it easier for the research to gather information for this research. They were punctual in reporting to work and were not time conscious when it was time to break for the day. The staff in both organizations was kept busy throughout and hardly had time for refreshments. The researcher also noted that the staff members were not wearing any protective clothing as they carried out the various tasks in the production areas.

Interviews

The managers pointed out that there was need for the management to provide its staff with the relevant basic inputs for them to do their jobs well and complete their projects on time. Provision of proper tools, safety gear and equipment or subsidizing the purchase of protecting clothing was a basic right for the staff working in the production unit. The managers used recognition as a motivation technique for jobs well done. This was determined by customer satisfaction through repeat jobs. The company had not experienced any major changes recently. Information is shared depending on the nature of the information and it is done verbally. The company operates an open door policy at all levels. The managers felt micromanaged by the senior management. There is a general feeling that they have the responsibility without the authority to execute their duties and feel their hands are tied on matters related to their staff, a fact that makes them feel helpless and inadequate.

Recommendation

As a manager your people should want to work with you because they feel comfortable, not because they were assigned to be under your supervision. Some of the personnel mistakes you don't want to make while managing are to hire the wrong person for the job; experience high turnover, have your people not doing their best, waste time with useless interviews, have your company taken to court because of discriminatory actions, have your company sued under occupational health and safety laws for unsafe practices, have some employees think their salaries are unfair and inequitable relative to others in the organization, allow a lack of training to undermine your department's effectiveness, or commit any unfair labor practices. The following can be used to improve motivational management at the workplace.

Human Resource Policies

The absence of human resources policies in an organization encourages unfair labour practices. Human resources policies refer to the principles and guidelines of conduct which formulate, redefine and break into detail and decide the number of actions that govern the relationship with the employees in the attainment of the organizational objectives.

These policies will ensure consistent treatment of all employees in the organization thereby minimizing discrimination and favoritism. They specify routes towards selected goals, build employee enthusiasm and loyalty, set patterns of behaviour and permit participants to plan with a degree of confidence. They control guidelines for delegated decision making seeking to ensure consistency and uniformity in decisions. They will enable the managers to perform their functions because without any policies management is impossible as all decisions are based on policies. The organization cannot achieve its objectives because the policies ensure that the right personnel are recruited retained and the right employment practices, procedures and programs are followed and that strategies are laid down to achieve the said objectives. It will also enable the organization to comply with the Employment Act regarding the casual employees who should not be engaged for more than twenty four hours, annual leave entitlement and sick leave for all employees, the Labour Relations Act in regard to the employees right to freedom of association and the Occupational Safety and Health Act regarding the provision of protective clothing and equipment for the employees as well as forming a Safety and Health Committee to ensure the safety of all the employees.

Set SMART Goals

It is important to set targets and standards which are achievable but not too easy. Involve team members in setting goals within the overall team objective and ensure that you set goals that are Specific, Measurable, Attainable, Relevant, and Timely (SMART). This is where you tell people what to achieve and when and let them decide how. This provides a scope for individuals to take greater responsibility and encouraging ideas. Allowing subordinates the responsibility of implementing them provides a challenge for the team members. The set goals give a sense of direction for the activities of an organization and broad guidelines towards which more detailed and specific plans are directed. However, don't keep changing your goals frequently. Goals are strategic and strategy does not fluctuate every hour. Too many changes only demonstrate your incompetence as a manager.

Communication and Information Sharing

Communication is a two way process, a mutual interchange of ideas, feelings and opinions. Thus in organizations provision needs to be made for upwards as well as for downwards communication. Providing advance notice regarding layoffs, and interpersonal sensitivity in terms of the manager's demeanor during layoffs can help mitigate the otherwise negative effects. Withholding information for managers' maybe a way of creating a power base but bad news could only get worse over time and the good news is a success of the whole team. Keeping employees informed about general matters affecting their work role is that it contributes to increased understanding of management's actions, reduces misunderstandings arising from day-to-day activities and improves trust between employers and employees.

Performance Feedback

Performance feedback is a motivational function and serves as an eternal stimulus to mental action. The manager can provide constant positive feedback, encouragement and support both on an individual and team basis. No one argues that the feedback is important, but many managers forget that both positive and negative feedback should be used to achieve the expected results faster. The manager should hold regular meetings to monitor and counsel on an individual's progress towards targets and explaining the organization's results and achievements. Staff must be fully informed about decisions that are going to affect them and are kept up to date about everything that is going on in the company.

Team Spirit

Trust and support your team so that they talk freely about their fears, problems and their own limitations. Be confident in your team's ability to be successful by creating an atmosphere of approval and co-operation and ensuring that the subordinates understand the importance of their contribution to the team's objectives and the functions of the organization. If you don't think the team has a right mix of skills, then add some fresh blood to it.

But don't ever demonstrate your concerns in public. Individual interests must be subdued to the group interest and if this can be done, morale will be high. If morale is good, team spirit should be good as this arises where all members of the group know every member is working to achieve the group goals and obeys internal authority. Create a plan on how the tasks are to be undertaken and allocate enough time for the task to be accomplished. Compile your goals and milestones into a comprehensive plan for attacking any project you are given and make sure that you are on schedule and that all of your employees are clear about how and when things should be done. Never dictate to your team how long you think the task should take.

First listen to their opinion and rationale behind it first and then you may challenge it after that based on your understanding of the problem, but not before. Look at this from the team member's point of view. Be aware and utilize the different strengths of team members by recognizing individual differences.

Involve team members; keep them informed because effective communication is essential. Don't assume people know what you know or that you know best. The days when managers knew best are gone. Recognize team contribution and give credit when it is due. Don't take credit for your employees' ideas or their limelight. Great managers are forever trying to catch their people doing something right and congratulating them on it. And when praise comes from outside, they are swift not to merely publicize the fact but to make clear who has earned it. It proves that you as the manager have very talented people behind you, confirms your team's capability to address very sophisticated problems, and highlights your exceptional ability to manage a team of superstars.

Managing by Leading

As a manager, lead by example – “walk the talk” – by making sure your behaviours and decisions are consistent with the vision you espouse. Mentor and coach your team and gain their commitment towards achieving the organizations goals. You should know when to direct and when to involve the team in decision making. Monitor their work regularly and share an interest in whatever they hold important and taking ownership for some team activities substantially raises your credibility and respect inside your group.

Managing Expectations

Establish a shared understanding about what is to be achieved and how it is to be achieved to increase the probability of achieving success. Performance management is about enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do) skills (expected to have) and behaviours (expected to be). Rewards are much more effective if people know what they are going to get when they work hard and effectively. The link between reward and effort should be set up in advance with expectations and targets agreed. The good motivator manager makes a point of acknowledging achievements and uses praise lavishly when it has been earned. The vast majority believes that they are perfect and do all the work. It leads to huge unjustifiable expectations of their input recognition. It may be the end of the project or just a milestone. It is always better to set expectations slightly lower and exceed them rather than set too high and miss.

Autonomy and Responsibility

Autonomy gives employees some discretion and control over job related decisions. It builds a sense of responsibility on workers when they set their own goals and pursue plans to achieve them. You need to allow people maximum scope to vary methods, sequence and pace of work. Allocate work in such a way that everyone has a chance to take on more responsibility and gain more expertise. It is necessary for you to remove as many controls as possible while making sure that everyone knows who is responsible for achieving the defined targets or meeting standards.

Delegation and Authority

When you delegate a role without authority, it is a guaranteed failure. Every member of staff should have proportionate authority and power to be an effective contributor towards goals. Empower the people and control the process. While it is important to keep up with what your employees are working on, do not micromanage them. It is important for managers to practice general supervision rather than close detailed supervision of employees. The manager should then devote more time to supervisory activities, planning work and special tasks rather than in doing production work. This interferes with performance and productivity resulting in huge costs – hidden, direct and indirect to both the individuals and the organizations. Micromanagement is very helpful for training and education, but is unacceptable for daily operations.

There are many ways to achieve the same or even better results and your ways are not always the best. You double the amount of time spent for each task when micromanaging - leave room for error and creativity for other people.

Avoid Management by Crisis

Be a proactive manager and not a reactive one. While senior executives plan the direction of the organization, managers at various levels prepare plans for their own sections which are part of the overall aims of the organization. The central task of the manager is to reconcile the differences in approach, timing and effort or interest and to harmonize individual goals and to contribute to organization goals. Most the events can be predicted and addressed in a systematic way. Don't declare a state of emergency daily; reserve some for the real crisis otherwise your team will have no capacity to step in when it is really necessary.

Emergencies interrupt the team progress and demoralize the team. Don't expect people will do more every day. People can get better and better under some pressure, but there is a limit. A good manager reduces the impact of pressure and minimizes its sources but the business environment is too complex and unpredictable for it to be realistic to aim to eliminate pressure altogether. Too much pressure works somewhat like metal fatigue - the metal breaks, people quit their jobs, and then you have to find and train a replacement. The new person will get to comparable performance levels after several months.

Treat your employees as individuals

Do not make assumptions about what motivates your employees because some are likely to be career focused while some may see their work as a place to make friends and earn money. Find out what motivates employees outside of work. Some enjoy a challenge such as sporting activity while others may like to be on committees so they can use their organizational skills. Use their innate talents in the workplace and where possible keep them motivated. Set goals which stretch their abilities. Easy goals do not offer them the challenge to better themselves.

Treat employees with respect

It is important for managers to get to know their employees on a personal level, offer support when needed even if it is only to listen to their concerns. Ask for their opinions where possible for instance when you are instituting changes in the systems or introducing new equipment. Involving your employees in decision making is one of the best motivation techniques. Catch your employees doing something well and praise them in the presence of other employees. Giving employees recognition for their efforts will motivate them to repeat the process.

Respect Employee Personal Time

A sure way to make employees resent you is to invade their personal time for non-pressing work. Unless you have something that absolutely has to be done, let time away from work stay that way. Don't make your employees come in on days they are normally not scheduled to work or call them while they are on vacation. Give your team a break and a chance to have some private life.

Learning and Development

Provide opportunity for employee learning and development. Encourage a learning climate through structured on-the-job training programs, job transfers, inter-disciplinary projects, support further education and aim to have your employees constantly learning new skills and gaining new knowledge. This will reduce the level of stagnation that can easily occur in business. Promote from within where feasible and invest time and support in developing employees so that they can take on new opportunities. Some managers worry that by offering a high level of training to employees they may leave the business for better opportunities elsewhere. Look at this positively and remember that this allows other employees to rise up and take their place. This enhances your image as a good employer which may encourage a higher caliber of eternal job applicants.

Making the Office a Fun Place

Having fun is one of the best motivation techniques and small things can make all the difference. There are several fun activities that you can engage your employees in. Some of them would be bringing sweets to team meetings, sharing non-business news through newsletters, surprising employees with birthday cakes or asking employees for their opinion on what would make the workplace a fun place to be.

Friday parties (commonly referred to as “Thank God It is Friday”) would liven up the workplace and allow the employees to socialize with the various levels of management. Team building activities would go along way in motivating the employees and strengthening the overall team spirit in the organization.

Conclusions

The researcher’s findings confirm the theories that motivational management is critical if employees are to feel valued and be committed to achieving the organizational goals. Motivation is a process that has to be maintained through proper people management and employees need opportunity to achieve the higher levels of needs. Managers should be concerned with the employee’s attitudes as the attitude of the worker determines the level of productivity. The theories also confirm that the average human being learns under proper conditions not only to accept but also to seek responsibility. They also confirm the researcher’s findings on the importance of work environment, working conditions, interpersonal relations, the organizational policies, content and nature of the job to employee motivation and performance.

The reality is that an organization has to pay its people whether they produce at their best or not and their motivational levels make a great difference on the rate of return on financial investments. Employees come to work already motivated by their desire to earn a living and the fear of not being able to provide for their families. A management style that eliminates this fear and meets the employee’s desires or satisfies the desires results in synergy harvest, increased motivation, employee performance, organizational performance and talent retention. From the study it is evident that everyone is motivated about something and we should therefore find out how to create a work environment that enables people to express that motivation at work. Managers are responsible for providing an environment that is conducive to performance but we must also note that individuals are also responsible for self-motivation. For motivation strategies to work there must be a foundation of fair pay, good working conditions, a comfortable, safe working environment, and employees must be aware of their work responsibilities and goals, and there must be education and training opportunities as well as career growth opportunities. It is hard for the employees in the two organizations to feel motivated if they are not provided with basic equipment and safety gear in spite of the hazardous material they handle in performing their daily tasks and exposure to accidents on the production floor.

The senior management does not trust the managers and micromanages them. This makes it difficult to make certain decisions as and when they need to. The senior management delegates work to the managers but deny them the authority to act. Most of the work in the two organizations is based on projects that are time based and team effort is required to complete it in time. Micromanaging only wastes time both for the management and the managers hence delay the completion of the projects. Motivation to work is an integral element of what constitutes an individual’s entire motivation. In the two organizations interesting work appears to be the most motivating factor. However, both the intrinsic and extrinsic motivation factors have not been fully exploited and there is an element of hostile management and lack of trust by the management. There are no proper human resource policies and there is evidence of unfair labour practices especially with the absence of union representation, and the fact that most employees have been working there for years yet they are on casual contracts. This is a tactic to avoid dealing with workers’ unions. Communication is not effective because the information is not disseminated properly even though most of the channels of communication are used. Paying your workers wages on time uplifts their morale to work. A good wage as a foundation of motivational management should be paid when it is due and consistently. While some of the motivational methods did have significant influence on employee performance, some did not given the conditions under which they are applied. We cannot therefore totally accept or reject the hypothesis of the study as stated.

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